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FINANCE COMMITTEE

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WFP Strategic Plan (2017–2021)

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EXECUTIVE SUMMARY

- The “WFP Strategic Plan (2017–2021)” is submitted to the Board for approval.
- The Executive Summary of the “WFP Strategic Plan (2017–2021)” is included within the main document presented to the Committee for its review.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- The Finance Committee is requested to review the “WFP Strategic Plan (2017–2021)” and to endorse it for approval by the Executive Board.

Draft Advice

- **In accordance with Article XIV of the General Regulations of WFP, the FAO Finance Committee advises the WFP Executive Board to approve the draft decisions as outlined in the document “WFP Strategic Plan (2017–2021)”.**

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Policy Issues

For approval

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

WFP Strategic Plan (2017–2021)

Executive Summary

Every day, WFP and its partners work to achieve the vision of a zero hunger world. In full alignment with the Sustainable Development Goals (SDGs), achieving this vision by 2030 will require not just WFP but the world to make nutritious food accessible and available all year round, to eliminate stunting; increase rural economic opportunity; prevent food waste; and promote sustainable agricultural development.

As set out in Article II of WFP's General Regulations the purposes of WFP are: (a) to use food aid to support economic and social development; (b) to meet refugee and other emergency and protracted relief food needs; and (c) to promote world food security in accordance with the recommendations of the United Nations and the Food and Agriculture Organization (FAO) of the United Nations.

This Strategic Plan (2017–2021) builds on the activities approved by the Executive Board in past strategic plans and policies and presents them in the context of the 2030 Agenda and the Sustainable Development Goals (SDGs). The plan seeks to leverage WFP's strengths to maximize the organization's contribution to achievement of the SDGs, in the spirit of openness and collaboration called for by the Economic and Social Council (ECOSOC) of the United Nations, the General Assembly and the Secretary-General. The ultimate goal of this Strategic Plan is to support countries to end hunger.

The 2030 Agenda for Sustainable Development conveys the global commitment to end poverty, hunger and inequality. The 2030 Agenda encompasses humanitarian and development activity situated within the broader context of human progress and sustainable development to achieve peace and prosperity for all. This Strategic Plan aligns WFP's work with the 2030 Agenda for Sustainable Development and covers the period 2017–2021.

WFP is the largest humanitarian organization addressing the challenges of global hunger and nutrition. While WFP's mandate clearly articulates humanitarian and development responsibilities, the organization's comparative advantage and long experience call for prioritization of emergency, life-saving and development-enabling work that benefits the poorest and most marginal people. The SDGs require moving beyond saving lives to changing lives, focusing first on the people in greatest need, not just in least-developed countries but universally throughout the world.

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This Strategic Plan provides a new planning and operational framework to reinforce, through effective partnerships, WFP's emergency, life-saving and logistics contributions as well as those it can make to ending hunger and chronic malnutrition. The plan does not expand WFP's mandate.¹ It leverages WFP's primary strengths and capacities in humanitarian response and recovery and identifies opportunities to apply these strengths and capacities in the continuum from emergency relief to development to achieve the SDGs. WFP works to strengthen the resilience of affected people in protracted crises by applying a development lens in its humanitarian response. WFP will implement this Strategic Plan in alignment with the outcomes, pledges and commitments made by WFP at the World Humanitarian Summit. WFP supports a common, people-centred, needs-driven approach that is guided by the humanitarian principles. WFP is committed to participating in humanitarian-development joint needs assessments, combined data analysis, and planning and programming processes to deliver better outcomes to people, moving beyond meeting needs to ending needs. In doing so, WFP will pay special attention to strengthening capacities of local crisis responders.

This Strategic Plan, supported by revised financial and corporate results frameworks, guides the preparation and implementation of Country Strategic Plans. These country plans will facilitate implementation of results-focused portfolios of context-specific activities that address humanitarian needs and enable longer-term development.

Responding to emergencies and saving lives and livelihoods – directly and by strengthening country response capacities – are paramount and will remain the major part of WFP's operations. This is crucial to supporting countries' efforts to achieve the SDGs. However, ending hunger remains a significant global challenge. Ending hunger must be achieved in the context of increasingly complex and protracted humanitarian needs. Conflict, climate change and growing inequality amplify these challenges, disrupting food systems, economies and societies as well as increasing people's vulnerability. Current trends point to continued disruption over the medium term.

The 2030 Agenda and the World Humanitarian Summit make clear that sustainable development hinges on effective partnerships. WFP embraces this imperative, seeking to align and integrate its food assistance capacities and programmes with the interventions and investments of governments, other United Nations agencies, the private sector and civil society, which together can generate the systemic changes for sustainable development. WFP will work in synergy with partners to combine and leverage complementary strengths and resources. The objective will be transparent, equitable and mutually beneficial arrangements with mechanisms for sharing risks, responsibilities and accountability. WFP will rely on partners with stronger comparative advantages, which might be better placed to respond. Commitment to partnership and collective action has long been central to WFP's operations and is at the heart of the 2030 Agenda's global call to action. The Strategic Plan (2017–2021) affirms and deepens that commitment.

Programme and operational innovation, effective communication, stakeholder advocacy, continuous staff skill development are critical requirements for a successful delivery of the Plan.

WFP is committed to the highest standards of integrity and its actions will at all times be guided by the humanitarian principles of humanity, impartiality, neutrality and independence.

Given the ambitious timeframe of the 2030 Agenda, WFP is submitting this Strategic Plan one year early. The Plan can be extended or adjusted in 2021, with subsequent reviews every four years to harmonize with Quadrennial Comprehensive Policy Review resolutions.

The Strategic Plan (2017–2021) has been informed by agreements made at major international conferences and summits. It takes into consideration United Nations General Assembly resolutions and complementary global and regional frameworks aimed at ending hunger and malnutrition. The Plan draws on lessons from the mid-term review of the Strategic Plan (2014–2017), evaluations and external reviews. It has benefited from extensive consultations within WFP and with partners.

¹ The references to humanitarian and development work in the Strategic Plan (2017–2021) will be implemented in accordance with the purpose and functions of WFP, as set out in WFP's General Regulations.

The Strategic Plan (2017–2021) allows WFP to evolve with other entities of the United Nations Development System (UNDS)². These entities serve specific and differing needs, reflected in their specializations and spheres of influence. The 2030 Agenda requires the UNDS to pursue integrated approaches and create cross-sectoral synergies to deliver interlinked results at all levels, supported by an enabling funding and governance architecture. The system has recognized this moment as a window of opportunity and is taking practical measures, both individually and collectively, to do business differently. The UNDS recognizes that its primary focus should be on achieving interlinked and transformative results at country level and promoting national ownership. The UNDS has renewed its commitment to deliver across mandates, sectors and institutional boundaries, working within the framework of the Charter of the United Nations, using more integrated and interconnected approaches.

The 17 Sustainable Development Goals are interconnected. WFP will prioritize SDG 2, on achieving zero hunger; and SDG 17, on partnering to support implementation of the SDGs. Each Strategic Goal is elaborated by Strategic Objectives. Reflecting WFP's mandate and capacities, as demonstrated in its Programme of Work and the strong demand for its technical, operational, and common services, WFP anchors assessment of its performance towards these Strategic Objectives through Strategic Results that correspond to the targets of SDGs 2 and 17. Focusing on these Strategic Results ensures that WFP's reporting is in line with countries' measurement and reporting on progress towards achieving the 2030 Agenda.

The Strategic Goals, Strategic Objectives and Strategic Results are:

Strategic Goal 1: Support countries to achieve zero hunger (SDG 2)

Strategic Objective 1: End hunger by protecting access to food

- Strategic Result 1 – Everyone has access to food (SDG Target 2.1)

Strategic Objective 2: Improve nutrition

- Strategic Result 2 – No one suffers from malnutrition (SDG Target 2.2)

Strategic Objective 3: Achieve food security

- Strategic Result 3 – Smallholders have improved food security and nutrition (SDG Target 2.3)
- Strategic Result 4 – Food systems are sustainable (SDG Target 2.4)

Strategic Goal 2: Partner to support implementation of the SDGs (SDG 17)

Strategic Objective 4: Support SDG implementation

- Strategic Result 5 – Countries have strengthened capacities to implement the SDGs (SDG Target 17.9)
- Strategic Result 6 – Policies to support sustainable development are coherent (SDG Target 17.14)

Strategic Objective 5: Partner for SDG results

- Strategic Result 7 – Developing countries access a range of financial resources for development investment (SDG Target 17.3)
- Strategic Result 8 – Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)

² A/71/292/Rev.1, Report of the United Nations Secretary-General on the Quadrennial Comprehensive Policy Review's (QCPR) operational activities for development of the United Nations system.

Implementation of the Strategic Plan (2017–2021) will be adapted to local contexts, capacities and partnerships in each country in which WFP operates. Country Strategic Plans will determine the Strategic Results, presented as “strategic outcomes”, to which WFP will contribute. These strategic outcomes will reflect the situation and dynamics of a country, in line with national priorities, goals and regulations and consistent with the core values of WFP and the United Nations. The strategic outcomes for each country link directly to the achievement of national SDG targets and hence to WFP Strategic Results. WFP’s primary focus on ending hunger may also contribute directly or indirectly to the outcomes related to SDGs other than 2 and 17 of countries and partners.

Not all Strategic Objectives and Strategic Results will apply in all countries. WFP’s activities will reflect the context and needs in a specific country or region, the added value that WFP can bring at a particular time and place, and the presence and capabilities of other actors. For example, WFP will work with the African Union (AU) and its Regional Economic Communities (RECs) to address Africa’s specific challenges in realizing zero hunger. WFP will work in synergy with partners to implement programmes that strengthen the capacities of people, communities and countries to manage underlying risks, save lives and livelihoods, and ultimately end hunger. WFP will select the appropriate tool or mix of tools based on a rigorous analysis of needs and context, people’s preferences, operational goals, efficiency, environmental impact and evidence of potential impact.

The Strategic Plan (2017–2021) does not articulate WFP’s resourcing projections, funding and shortfalls. Country Strategic Plans will serve as the vehicle for resource mobilization and fund management, including WFP’s commitment to the guidelines and procedures regarding the allocation of multilateral contributions for development assistance.³ Over the term of the Strategic Plan, WFP expects resource flows to mirror past trends, including along the humanitarian–development–peace-building nexus, and will prioritize its work and comply with resource allocation decisions of the Board that recognize these patterns, including for multilateral resources.

Draft decision*

The Board, reaffirming its commitment to WFP’s mandate, approves the “WFP Strategic Plan (2017–2021)” (WFP/EB.2/2016/4-A/1), which will align the organization’s operations with the Sustainable Development Goals. The Board notes its expectation that responding to food security-related emergencies and providing direct humanitarian assistance that helps save lives and livelihoods and upholding the humanitarian principles shall remain WFP’s primary focus, and continue to be the major part of WFP’s operations. The Board recognizes the importance of WFP implementing its Strategic Plan 2017–2021 in collaboration with IFAD, FAO and other UNDS entities to maximize results for achieving the SDGs.

³ Strategic Resource Allocation Committee (SRAC) Guidelines and Procedures (III) – Allocation of Multilateral Contributions (for Development).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

I. Overview

1. In September 2015, world leaders came together to establish a comprehensive framework for global action to achieve sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner. *Transforming Our World: the 2030 Agenda for Sustainable Development* sets forth a people-centred global framework for achieving sustainable development and ending poverty, hunger and inequality. The 2030 Agenda embraces the Secretary-General's Zero Hunger Challenge and reflects it in Sustainable Development Goal 2 (SDG 2) – End hunger, achieve food security and improved nutrition and promote sustainable agriculture. The 2030 Agenda situates humanitarian efforts within a broader context of human progress and development, with a strong commitment to leaving no one behind.
2. The 2030 Agenda is ambitious in its reach, in the complexity of the challenges to be overcome and in its 15-year timeframe for achieving sustained results that will transform the world. Action is needed now: the goals require accelerated action to end poverty and hunger by 2030. Multi-stakeholder engagement is crucial.
3. Responding to the 2030 Agenda's global call to action,⁴ the WFP Secretariat is exceptionally submitting the 2017–2021 Strategic Plan one year early, with a five-year duration that would enable return to the four-year strategic plan duration foreseen by General Rule VI.1 in 2018.⁵ This will adjust and align WFP's strategic direction and set the course for its contributions to country efforts towards achieving zero hunger and sustainable development. The results framework of the Strategic Plan (2017–2021) is fully aligned with the 2030 Agenda and is intended to remain stable throughout its implementation. In this context, while recognizing that WFP must plan and perform the humanitarian work required to help save lives, the vision of this Strategic Plan (2017–2021) is to ensure that countries are on track for achieving the 2030 Agenda, in particular SDG 2 on zero hunger. As per standard practice, the Strategic Plan (2017–2021) will be subject to a mid-term review. Lessons learned will generate further guidance on how collective, coherent action can increase progress. To ensure that the Strategic Plan (2017–2021) reflects all relevant outcomes of the Quadrennial Comprehensive Policy Review (QCPR) and is fully aligned with the efforts of the United Nations Development Group (UNDG), WFP will continue to engage fully in the current QCPR process in 2017, and, if necessary, amend the Strategic Plan 2017–2021 at either EB.2/2017 or EB.1/2018 in order to ensure its full alignment with UNDG strategic planning and actions.
4. This Strategic Plan (2017–2021) should guide WFP through the first five years of the 2030 Agenda implementation period. The Plan channels WFP's support to countries' work to end hunger among the poorest and most food-insecure people, and guides WFP's participation in a revitalized global partnership for sustainable development, which will be supported by enhanced advocacy. WFP is committed to reaching those in greatest need first, while ensuring that no one is left behind. Responding to emergencies and saving lives and livelihoods will continue to constitute the major part of WFP's operations while it will focus on aspects of development where food-based interventions are most appropriate. WFP will maintain the highest standards of integrity and WFP's actions will at all times be guided by the humanitarian principles of humanity, impartiality, neutrality and independence. WFP will operate in accordance with the United Nations General Assembly's Resolution⁶ and the ECOSOC's Resolution⁷ on strengthening of the coordination of humanitarian emergency assistance of the United Nations. The humanitarian principles and the five principles of the Paris Declaration on Aid Effectiveness⁸ will be respected. Strategic partnerships, communication and advocacy, and the development of staff awareness and capacity will be necessary to realize the Strategic Plan

⁴ See Economic and Social Council of the United Nations (ECOSOC) document E/2015/L.16 (15 June 2015), paragraph 73.

⁵ The Executive Board is, under powers granted to it by Article VI.2.(b)(vi) of the General Regulations, able to authorize such temporary departure from General Rule VI.1.

⁶ A/RES/47/168.

⁷ E/RES/2016/9.

⁸ The Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008).

(2017–2021). In addition, to achieve the vision and goals of the Strategic Plan in a constantly changing world, it will be crucial for WFP to leverage and strengthen innovation efforts, including through the WFP Innovation Accelerator⁹.

5. WFP’s mandate allows it to apply development tools and perspectives to its humanitarian responses, providing communities with early recovery and development-enabling interventions that help build resilience and contribute to productive opportunities over the long term. As a result of this mandate, WFP’s experience in both humanitarian and development contexts has allowed it to establish unique strengths and capacities to support food security and nutrition, including in contexts of protracted crises. In keeping with the 2030 Agenda, as WFP focuses on its core business of saving lives, it must do so in ways that contribute to outcomes that provide productive opportunities over the longer term, working collaboratively across institutional boundaries at the humanitarian–development and peace-building nexus, in line with the policy¹⁰ on WFP’s role in peace-building in transition settings, while ensuring that it does not deviate from the primacy of humanitarian principles. One of the aims of the World Humanitarian Summit is to shrink humanitarian needs over the long-term in a manner which contributes to the outcomes of the SDGs. Prevention, mitigation and preparedness for early action are critical. The Strategic Plan (2017–2021) provides a framework for WFP to make significant contributions in these areas in different contexts.

II. The Global Context

The 2030 Agenda

6. The global push to achieve the 2030 Agenda is led by Member States. They defined the 17 goals with targets as integrated and indivisible, global in nature and universally applicable. They recognize the interconnectedness of the social, economic and environmental dimensions of sustainable development, within a country and across all countries. Each government will set its own national targets, guided by the ambitions for the global level while taking into account national circumstances. The 2030 Agenda calls for collective action to support country-led efforts.¹¹ SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development – is supported and complemented by the Addis Ababa Action Agenda and recognizes that new ways of working together and improved partnership-based approaches are essential in supporting countries in achieving sustainable development in all its dimensions.
7. Of particular importance to WFP, the 2030 Agenda recognizes that some countries and people are more vulnerable than others, face greater challenges in achieving sustainable development, and require special attention to ensure that no one is left behind.¹² Rather than define an SDG related specifically to humanitarian action, Heads of State and Government chose to place risk and vulnerability at the core of the 2030 Agenda. Managing crisis-related risks and reducing vulnerability must be viewed as both a humanitarian imperative for saving lives more effectively and a development necessity in ensuring progress towards achieving the SDGs.¹³ “Leaving no

⁹ The WFP Innovation Accelerator was opened in Munich, Germany, in August 2015, to strengthen the culture of innovation in WFP, and to facilitate collaboration with experts from diverse sectors and institutions. It works to link WFP operations with the latest technologies, thus helping countries to achieve the SDGs more efficiently and effectively.

¹⁰ WFP/EB.2/2013/4-A/Rev.1.

¹¹ The 2030 Agenda, paragraph 61: “The means of implementation targets under each Sustainable Development Goal and Goal 17, which are referred to above, are key to realizing our Agenda and are of equal importance with the other Goals and targets. We shall accord them equal priority in our implementation efforts and in the global indicator framework for monitoring our progress.”

¹² The 2030 Agenda, paragraphs 21 and 22: “The most vulnerable countries ... deserve special attention, as do countries in situations of conflict and post-conflict countries. There are also serious challenges within many middle-income countries.” Paragraph 23: “We resolve to take further effective measures and actions, in conformity with international law, to remove obstacles and constraints, strengthen support and meet the special needs of people living in areas affected by complex humanitarian emergencies and in areas affected by terrorism.”

¹³ World Humanitarian Summit. 2016. *Commitment to Action – Transcending humanitarian-development divides – Changing People’s Lives: From Delivering Aid to Ending Need*. World Humanitarian Summit, Istanbul, Turkey, 23 May 2016.

one behind” in the fight against hunger means reaching everybody – women, men, girls and boys – with special attention to people living in extreme poverty, those facing discrimination, refugees, internally displaced persons (IDPs), people living with disabilities, the infirm, the elderly and people affected by complex and protracted humanitarian crises, extreme violence and climate-related and other disasters. To ensure that the people in greatest need are reached, concerted efforts are necessary, which means that WFP will partner a wide range of actors in the development, humanitarian and – as appropriate – peace and security communities.

Global Trends and International Conferences and Agreements

8. Almost 800 million people around the world are undernourished, 159 million children under the age of 5 are stunted and 50 million children suffer from wasting.¹⁴ Children account for more than half of the world’s refugee population; wasting and stunting rates among children increase both during and in the years following a disaster.¹⁵ Women and girls are disproportionately affected by humanitarian crises: they have higher morbidity and mortality rates, and face multiple forms of violence. People in conflict-affected states are up to three times more likely to be undernourished than those living in more stable developing countries. Vulnerable groups such as children, refugees and IDPs, and people living with HIV or disabilities often have limited access to social protection, and many live in situations of conflict and instability. Lack of gender equality and women’s empowerment means that women and girls are often more vulnerable in humanitarian situations, and hinders progress in all areas of sustainable development. In many countries, inequalities are persistent or rising, and hunger is increasingly becoming an urban challenge as well as a rural one.
9. More than 125 million people are currently affected by humanitarian crises. In 2014 and 2015, WFP provided direct food assistance to an average of more than 78 million people per year in 82 countries. Some 42 percent of its expenditure was on emergency operations, 38.5 percent on early recovery activities, 6.9 percent on development activities and 7.6 percent on special operations.¹⁶ In 2014 and 2015, on average 77 percent of food transfers and 89 percent of cash-based transfers (CBTs) went to saving lives and protecting livelihoods in emergencies, in direct support of 59.5 percent of WFP’s beneficiaries. This support ensured that the food security of emergency-affected populations was stabilized or improved through general distributions of food, or CBTs, which increased food consumption and dietary diversity. Activities were also conducted to prevent nutritional deterioration and related mortality, and to support acutely malnourished people in emergencies.
10. In more stable situations, WFP supported smallholder farmers by transforming its local procurement into a tool for addressing hunger, working with the Food and Agriculture Organization of the United Nations (FAO) and other partners. These catalytic market creation activities enabled the economic development of smallholder farmers by improving crop quality and increasing sales to WFP, and – even more importantly – to other more sustainable commercial and government buyers. In situations of early recovery, WFP worked to improve the food security of vulnerable communities and households by providing food or cash-based transfers, while helping local communities to rehabilitate land and build or rebuild dams and wells, feeder roads and other assets. In diverse contexts, WFP worked to reduce vulnerable households’ exposure to climate change and disasters by helping food-insecure communities prepare for, respond to and recover from climate-related disasters. In the last decade, almost half of WFP’s emergency and recovery operations included response to climate-related disasters; in the last five years, at least 40 percent of WFP’s operations included activities to reduce disaster risk. WFP has supported governments in building their capacity to manage disaster risk and improve food security, while investing in early warning and preparedness systems. WFP has also

¹⁴ UNICEF–WHO–World Bank Group. 2015. *Joint child malnutrition estimates – Levels and trends*. Available at <http://www.who.int/nutgrowthdb/estimates2014/en/>

¹⁵ Hsiang, S. and Anttila-Hughes, J. 2013. *Destruction, Disinvestment, and Death: Economic and Human Losses Following Environmental Disaster*. Available at <http://ssrn.com/abstract=2220501>; Silventoinen, K. 2003. Determinants of variation in adult body height. *Journal of Biosocial Sciences*, 35(2): 263–285.

¹⁶ Plus 5 percent on bilaterals, trust funds, and General Fund and trust funds that cannot be apportioned by project or operation. These are averages for 2014 and 2015.

helped ensure adequate access to nutritious food for children through school meal programmes, which supported an average of about 18 million children in 64 countries in 2014 and 2015.

11. WFP responded to 13 major emergencies in 2014 and 12 major emergencies in 2015. Current trends in climate-, conflict- and health-related crises risk are increasing the number of people living in hunger, and indicate that it will remain necessary for WFP to continue to maintain a strong focus on saving lives and livelihoods in emergencies if it is to help countries achieve the 2030 Agenda. Climate change threatens to break down food systems by increasing frequency and severity of natural hazards, with a disproportionate impact on vulnerable food-insecure households. The global community cannot and should not keep saving the same lives every year. Climate justice¹⁷ and the 2030 Agenda call for collective responsibility to perform the adaptation and mitigation work that will help build the resilience of marginalized people living in vulnerable places. The continued proliferation and fragmentation of conflicts is leading to increased displacement and growing humanitarian needs. These conflicts, with no peaceful solution in sight, create the quintessential oxymoron of ever longer lasting protracted emergencies requiring broad based humanitarian assistance, and offering little if any space for productive sustainable development activity.
12. *The State of Food Insecurity in the World* report from 2015¹⁸ states: “Over the past 30 years, the typology of crises has gradually evolved from catastrophic, short-term, acute and highly visible events to more structural, longer-term and protracted situations [...]. In other words, protracted crises have become the new norm, while acute short-term crises are now the exception.” The Committee on World Food Security (CFS) adopted the Framework for Action for Food Security and Nutrition in Protracted Crises (CFS-FFA) in 2015,¹⁹ in recognition of the impact on affected populations of food insecurity and undernutrition. WFP has unique strengths and capacities for responding to affected populations in protracted crises, and for acting on the principles set out by the CFS-FFA. WFP’s mandate has allowed it to accumulate significant experience in both the humanitarian and development contexts, which makes it well suited to help strengthen the resilience of affected people in protracted crises by also applying a development lens in its humanitarian response, and by aligning its recovery and development interventions accordingly.
13. The 2030 Agenda recognizes that concurrent action in different contexts and across sectors is required. By addressing their interconnected root causes, poverty and hunger can be ended forever. This is critical wherever hunger is found, and resonates with the 2030 Agenda’s call to prioritize people in situations of conflict, disaster, risk and vulnerability. Supporting the 2030 Agenda, actions to end hunger include the outcome documents of important United Nations conferences and summits.
14. **The World Humanitarian Summit** focused global attention on the scale of changes required to address the magnitude of challenges before us. Trends in climate-related disasters, intra-state conflict and displacement suggest that the world will see an increasing number of complex and protracted crises in the coming decades. The Summit made clear that humanitarian assistance alone cannot adequately address the needs of the world’s most vulnerable people. A coherent approach is required to sustainably address the root causes of crisis, including political diplomacy for prevention and conflict resolution, and integrating humanitarian, development and peace-building efforts. Achieving the affirmations of humanity for millions of people will need to go beyond a declaratory vision. It will need to shape politics, steer behaviour and be a consistent driver of political, social and financial decisions. Humanity will need to become inseparable from the responsibility to act. Accepting and acting upon the following individual and shared responsibilities are central, as outlined in the Report²⁰ of the Secretary-General for the World Humanitarian Summit: (a) political leadership to prevent and end conflicts; (b) uphold

¹⁷ The Paris Agreement adopted on 12 December 2015 at the 21st session of the Conference of the Parties to the United Nations Framework Convention on Climate Change held in Paris from 30 November to 13 December 2015.

¹⁸ FAO, IFAD and WFP. 2015. *The State of Food Insecurity in the World*, page 38. Rome.

¹⁹ <http://www.fao.org/cfs/cfs-home/activities/cfs-fipc/en/>

²⁰ A/70/709 One humanity: shared responsibility.

- the norms that safeguard humanity; (c) leave no one behind; (d) change people's lives, from delivering aid to ending need; and (e) invest in humanity.
15. Participants emphasized that humanitarian needs must be met by adequate and predictable financing, and commitments were made to widen donor base. Unrestricted humanitarian access, the humanitarian principles and the international protection standards were underscored as imperative; there is an urgent need to uphold and promote them. Participants also resolved to address the needs of internally displaced persons (IDPs) and refugees that meets both immediate humanitarian needs and longer-term development objectives to enhance the self-reliance of refugees, IDPs and host communities.
 16. Under the overarching framework of the 2030 Agenda, this Strategic Plan commits WFP to follow up on the outcomes, pledges and commitments²¹ made by WFP at the World Humanitarian Summit. WFP fully supports a common, people-centred, needs-driven approach that is guided by the humanitarian principles. WFP is also committed to transparency, accountability to affected populations and acting in concert with other efforts on the basis of its core strengths to achieve collective results. In the annual update of the WFP's role in the collective humanitarian system report and in its Annual Performance Report, WFP will reflect its actions on implementation of the outcomes of the World Humanitarian Summit.
 17. The World Humanitarian Summit discussed provisions for scaling up cash-based assistance. Where food is available but inaccessible to the targeted hungry poor, WFP is already driving a scale up of cash-based transfers through its presence in over 50 countries – reaching close to 10 million people with nearly USD 1 billion in transfer value. WFP cash-based transfers offer an opportunity not only to address food security and nutrition issues but also to increase inclusion of the target population in the local financial and market system. The organization has been recognized as an important partner by governments and other actors in leading the scale up of cash-based transfers. WFP is fully committed to assuming this leadership role, and providing cash-based transfers for a range of basic needs in contexts where it is appropriate in conjunction with national social protection schemes. WFP will expand its support in the management of cash transfers, common tools and approaches to digital beneficiary management, and measurement with an increasing number of partners. Utilization of cash transfers will follow the basic principles of needs assessment and response analysis to identify beneficiary needs. The diversification of benefit transfer modalities requires a systematic analysis of markets and the capacities of service providers. The selection of transfer modalities is based on ex-ante cost-efficiency and cost-effectiveness analysis. In its partnerships, WFP will pay special attention to strengthening the performance capacity of local crisis responders.
 18. Other major conferences and agreements, and their relevance to ending hunger include:
 - *World Conference on Disaster Risk Reduction (March 2015)*: More than 80 percent of the world's food-insecure people live in countries that are prone to natural hazards and characterized by land and ecosystem degradation.²² Disasters affect all dimensions of food security: without protection from disaster risks, the most vulnerable people cannot begin to build their resilience. The Sendai Framework for Disaster Risk Reduction 2015–2030 contributes to the 2030 Agenda and hunger reduction, especially by calling for investment in disaster risk reduction for resilience – including through social protection systems – and enhanced disaster preparedness for effective response and “building back better”.

²¹ “The Grand Bargain – A Shared Commitment to Better Serve People in Need”, originated from the UN Secretary-General's High-Level Panel Report on Humanitarian Financing, “Too Important to Fail: addressing the humanitarian financing gap”, and endorsed by 18 donor countries and 16 aid organizations.

²² Index for Risk Management. 2014. Natural Hazard Composite Indicator; EM-DAT. 2014. International Disaster Database (online); International Food Policy Research Institute, Weltungerhilfe and Concern Worldwide. 2014 Global Hunger Index data; World Bank. 2014. Population figures (online); Global assessment of soil degradation (GLASOD) assessment of human-induced soil degradation, 1990; Bai, Z.G., Dent, D.L., Olsson, L., and Schaepman, M.E. 2008. Proxy global assessment of land degradation. *Soil Use and Management*, 24(3): 223–234 (September).

- *International Conference on Financing for Development (July 2015)*: The Addis Ababa Action Agenda is integrated into the 2030 Agenda through SDG 17. Despite important progress reflected in the Addis Ababa Action Agenda, important issues remain unresolved. For example, the tools and resources currently available to humanitarian and development actors are not adequate for meeting the long-term needs of populations which are vulnerable to crises. There is need for the international community to invest more in recovery from disasters and conflicts, and in the financing of risk reduction. Funding for social protection and humanitarian response, especially in fragile and conflict or post-conflict settings, is often inadequate, reducing the opportunities for addressing the drivers of vulnerability and risk.²³
 - *United Nations Framework Convention on Climate Change Paris Agreement (December 2015)*: Climate change has a disproportionately negative impact on food-insecure people,²⁴ and could increase the risk of hunger and malnutrition by up to 20 percent by 2050.²⁵ Climate change will deepen vulnerability to disasters,²⁶ especially in resource-scarce environments dominated by high prevalence of food insecurity and malnutrition. Floods and droughts are more frequent and intense. The vulnerability of people and food production systems to climate change will require greater efforts and capacity strengthening in early warning systems, emergency preparedness, comprehensive risk assessment and management, climate risk insurance, and resilience-building of communities, livelihoods and ecosystems. Safety nets and social protection systems are among the best options for empowering the most vulnerable people so that they can start adapting to climate change and building resilience. In this regard, it will be crucial for WFP to integrate support to the national COP21 action plans with WFP's Country Strategic Planning approach.
 - *The United Nations Summit for Refugees and Migrants (September 2016)*: Large movements of people will continue or possibly increase as a result of violent conflict, poverty, inequality, climate change, disasters and environmental degradation. Life-saving assistance has been provided, but the ability to plan for potential longer-term displacement or to support host communities sufficiently has been lacking. Individual countries cannot solve these issues on their own. International cooperation and action to address large movements of refugees and migrants must be strengthened. In September 2016, the United Nations General Assembly hosted a high-level summit to address this issue by strengthening governance of international migration and creating a more responsible, predictable system for responding to large movements of refugees and migrants.
 - *Third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III) (October 2016)*: Hunger and malnutrition among the urban poor are recognized as a challenge to achievement of the 2030 Agenda: rapid urbanization is steadily increasing the number of slum dwellers; extremely poor urban households spend a large part of their income on food, making them especially vulnerable to sudden price shocks or bottlenecks in supply; and conflicts are displacing growing numbers of people into urban areas. Improving access to basic services including safety nets and nutrition services will be critical to reducing urban hunger.
19. The 2030 Agenda and the Strategic Plan (2017–2021) are also aligned with and supportive of other resolutions by the United Nations General Assembly, including the annual resolution on agriculture development, food security and nutrition to which WFP contributes with FAO and the International Fund for Agricultural Development (IFAD). In 2015, the resolution²⁷ provided recommendations on how to carry forward the unfinished work on eradicating hunger and malnutrition, which is central to the transformative sustainable development agenda. In

²³ WFP, OCHA, IFRC, UNHCR, UN-HABITAT, UNICEF, UNDP, WHO and IOM. 2015. *Financing for Development: Addressing the Humanitarian-Development Divide*.

²⁴ World Bank. 2015. *Shock Waves: Managing the Impacts of Climate Change on Poverty*. Washington, DC.

²⁵ Intergovernmental Panel on Climate Change (IPCC). 2014. *Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Geneva.

²⁶ IPCC (2013) 5th Assessment Report. <http://www.ipcc.ch/>

²⁷ A/RES/70/223.

particular, the resolution recognizes the importance of supporting complementary frameworks for the fight against hunger and malnutrition, including the African Union Agenda 2063, the recommendations of the CFS, the Zero Hunger Challenge, the Global Nutrition for Growth Compact, the Second International Conference on Nutrition (ICN2) and the United Nations Decade of Action on Nutrition.

Lessons from the Mid-Term Review of the WFP Strategic Plan (2014–2017)

20. To inform WFP's new Strategic Plan, a mid-term review of the Strategic Plan (2014–2017) was undertaken in 2015. Its main findings and recommendations were as follows:
- WFP's mission and mandate overlap in global policy agendas and corporate objectives. The new Strategic Plan should provide a tight conceptual framework and focus WFP's work, using the transition to the SDGs as an opportunity to do so.
 - The move to food assistance has shown positive results and should be consolidated, using the Country Strategic Plans (CSPs) to articulate WFP's comparative advantage at the country level more clearly.
 - The Financial Framework Review should provide a funding model that is better adapted to the agreed short- and long-term missions of WFP, thus strengthening the CSPs by establishing stronger linkages among financial, short-term and long-term operational goals.
 - WFP's Strategic Plan should better reflect the critical services that WFP provides to the broader humanitarian community as the lead agency of the logistics and emergency telecommunications clusters, and the manager of the United Nations Humanitarian Air Service (UNHAS) and the United Nations Humanitarian Response Depot (UNHRD).
 - In light of the unprecedented number of emergencies, WFP's core excellence in emergency response and preparedness should be maintained, and strengthened where required.
 - WFP should continue to reflect on the implications for its structure and function of business model changes such as CBTs and local procurement.
 - WFP should continue to build an evidence base – including by improving results measurement – to facilitate more robust and conclusive reporting on organizational performance.

Evaluation Findings

21. The Strategic Plan (2017–2021) builds on evaluations undertaken by WFP's Office of Evaluation in 2014 and 2015. The most important findings are reflected in the Annual Evaluation Reports of 2014 and 2015, and the Synthesis Report of 2014–2015 Operation Evaluations.²⁸
22. Major evaluation findings include the following:
- WFP's continued shift from food aid to food assistance is highly relevant for sustainable hunger solutions, and positions WFP well for the transformations called for by the 2030 Agenda.
 - Evaluations confirm WFP's strengths in emergency response, especially in large-scale sudden-onset disasters. However, managing multiple Level 3 emergencies has diverted attention from other protracted, chronic and lower-level emergencies.
 - WFP can make relevant contributions in the dynamic contexts of middle-income countries, where differences in development often result in vulnerability. To do this, however, WFP needs to enhance its focus on strengthening national policies and systems, working effectively as an independent and impartial partner, and by applying more systematic approaches to national capacity development in its areas of proven expertise.
 - WFP's commitment to and resourcing of its leadership role in the coordination of key humanitarian clusters was found to be variable.

²⁸ WFP/EB.2/2015/6-E*.

- Evaluations reveal a mixed picture regarding collaboration among United Nations agencies and with civil society partners. Leadership and prioritization will enable WFP to realize the full benefits of this wide array of partnerships. Evaluations also highlight a need for greater consistency across WFP on alignment with national systems.
- WFP's current monitoring systems and capacity are still inadequate to measure and analyse outcome-level results. Challenges in determining WFP's efficiency, effectiveness and comparative advantage, coupled with unclear result chains in project designs, limit WFP's ability to manage for results based on analysis of what works and what does not.

External Reviews and Assessments

23. In addition to internal reviews and evaluations, WFP's performance was assessed externally, including by the Multilateral Organization Performance Assessment Network in 2013. These evaluations and assessments were largely positive, noting, "WFP is well-positioned to deliver assistance in emergencies and has a strong comparative advantage in humanitarian settings due to many noted strengths: WFP's strong investment and focus on emergency preparedness and response across the organization, the reliability of needs assessments and their use to inform programming, robust security measures to protect staff, effective procurement practices, strong risk management strategies, timely response to events and disasters, harmonised procedures with programming partners, and active contribution to inter-agency plans and appeals."²⁹ Reports also cite WFP's ability to operate in challenging and often volatile environments, such as in conflict or war-torn regions and countries experiencing recurrent climatic shocks, where the delivery of food and non-food items is not simple and where needs may fluctuate significantly and rapidly.³⁰ WFP also received consistently high ratings in the area of financial accountability. For example, the International Aid Transparency Initiative (IATI), which produces an influential ranking of 381 international organizations involved in aid and development work, ranked WFP number one for financial transparency.³¹
24. WFP's new conceptual results framework presented in Section III builds on the internal findings of the mid-term review, the evaluability assessment of the Strategic Plan (2014–2017) and evaluations from 2014 and 2015. It also takes into account external assessments and reviews, and the recommendations of the QCPR.

III. Positioning WFP In Support of the 2030 Agenda

WFP Strategic Vision and Goals

25. The Strategic Plan (2017–2021) builds on WFP's well-recognized identity as the world's largest humanitarian organization. With this identity comes a responsibility for fulfilling commitments and expectations in emergency response and recovery in contexts of crisis and disruption, aiming to save lives through first-rate food assistance interventions designed and implemented in partnership with national governments, international agencies and other actors. The Strategic Plan (2017–2021) affirms this critical dimension of WFP's work, ensuring that it is maintained and strengthened. By aligning WFP's work with the 2030 Agenda, the Strategic Plan (2017–2021) also provides a coherent and transparent framework for WFP to make broader contributions towards the SDGs in several contexts, using the skills, capacities and competencies that WFP has built up through humanitarian action and development initiatives. These capacities, and competencies – which spring from WFP's mandate – are unique, significant, and global in reach, opening scope for a new generation of systemic interventions and partnerships motivated by the transformative spirit of the 2030 Agenda. WFP's existing portfolio of innovative policies and effective operations implemented in a range of contexts represent a potent contribution to a world seeking not only to end hunger and develop sustainably, but also to do so in ways that leave no one behind, strengthening capacities and building resilience

²⁹ Multilateral Organization Performance Assessment Network. 2013. WFP 2013 Report, Vol. 1, p. 12.

³⁰ DFID. 2016. *Multilateral Aid Review 2015*. London.

³¹ <http://dashboard.iatistandard.org/transparencyindicator.html> (to see the IATI ranking, click twice on the word "Score").

along the way. The Strategic Plan (2017–2021) articulates a framework for realizing this opportunity.

26. As articulated in the WFP Corporate Partnership Strategy (2014–2017),³² WFP aligns and integrates its food assistance capacities and programmes with interventions and investments of governments, other United Nations agencies and actors from the private sector and civil society, which can together generate the deep systemic changes required for sustainable development. WFP will work with these partners to combine and leverage complementary strengths and resources. The objective will be transparent, equitable and mutually beneficial arrangements with mechanisms for sharing risks, responsibilities and accountability. By aligning with existing approaches, these partnerships will support the needs of food-insecure people cost-effectively. Commitment to partnership and collective action has long been central to WFP's operations and is at the heart of the 2030 Agenda's global call to action. The Strategic Plan (2017–2021) affirms and deepens this commitment. In addition to these strategic and operational partnerships, innovation, communication and advocacy, and development of staff awareness and capacity will be crucial for delivering on the Strategic Plan.
27. WFP fully embraces the vision set in the 2030 Agenda for a world free from hunger in a context of equitable and environmentally responsible sustainable development. Reflecting its own history and mandate, and recognizing that all 17 SDGs are interconnected, WFP prioritizes two SDGs – SDG 2 on achieving zero hunger and SDG 17 on partnering to support implementation of the SDGs – while contributing to other SDGs depending on country contexts and national priorities. This focus reflects WFP's mandate as set out in United Nations General Assembly Resolution 1714 of 1961³³ and subsequent mission statements, and its strengths, capacities and potential as demonstrated in its programme of work and the demand for its technical and operational services, common services and capacities. In its operations, WFP will keep a strong focus on saving lives and livelihoods in emergencies, leveraging its many recognized strengths in humanitarian and crisis settings. The ultimate goal of the Strategic Plan (2017–2021) is to support countries to end hunger. Figure 1 illustrates the results framework for the Strategic Plan (2017–2021).

³² WFP/EB.A/2014/5-B.

³³ A/RES/1714(XVI). In particular, paragraph 10 of the resolution:

“In the administration of the programme attention should be paid to:

(a) establishing orderly and adequate procedures on a world basis for meeting emergency food needs and emergencies inherent in chronic malnutrition (this could include the establishment of food reserves);

(b) assisting in pre-school and school feeding; and

(c) implementing a pilot project, with the multilateral use of food as an aid to economic and social development, particularly when related to labour-intensive projects and rural welfare.”

Figure 1: WFP Strategic Plan (2017–2021) results framework



28. WFP’s Strategic Plan (2017–2021) will be implemented in accordance with its policies, as compiled in “Compendium of WFP Policies Relating to the Strategic Plan”.³⁴ Among the relevant policies are the 2004 “Humanitarian Principles”,³⁵ and the 2013 policy “WFP’s Role in Peacebuilding in Transition Settings”.³⁶ Both policies reiterate that in responding to humanitarian crises, WFP’s actions will at all times be guided by the humanitarian principles of humanity, impartiality, neutrality and independence, and that WFP will rely on its partners and all other actors to respect the humanitarian nature of its work.
29. Other relevant policies for the Strategic Plan (2017–2021) include the “Policy on Capacity Development”³⁷ the 2012 “Humanitarian Protection Policy”,³⁸ and “Gender Policy (2015–2020)”,³⁹ which present WFP’s strategic vision to enable it to integrate humanitarian protection concerns and gender equality and women’s empowerment into all of its work and activities. Country office implementation of the Strategic Plan (2017–2021) will be aided by WFP’s policy “Building Resilience for Food Security and Nutrition”,⁴⁰ which guides a resilience-building approach to programming to help mitigate the damaging effects of shocks and stressors before, during and after crises, thereby minimizing human suffering and economic loss. Other relevant policies include the 2015 “South–South and Triangular cooperation Policy”⁴¹ and the 2013 “Revised School Feeding Policy”.⁴²
30. The compendium is updated every year and submitted to the Board for information. It highlights policies that have been replaced by new ones; potential gaps for policies; and policies that need to be updated in the context of a new Strategic Plan – for example, the Nutrition Policy,⁴³ the

³⁴ The updated version will be submitted to the Board for information at the First Regular Session of the Board in 2017.

³⁵ WFP/EB.1/2004/4-C.

³⁶ WFP/EB.2/2013/4-A/Rev.1.

³⁷ WFP/EB.2/2009/4-B.

³⁸ WFP/EB.1/2012/5-B/Rev.1.

³⁹ WFP/EB.A/2015/5-A.

⁴⁰ WFP/EB.A/2015/5-C.

⁴¹ WFP/EB.A/2015/5-D.

⁴² WFP/EB.2/2013/4-C.

⁴³ WFP/EB.1/2012/5-A.

Corporate Partnership Strategy (2014–2017)⁴⁴ and WFP’s People Strategy,⁴⁵ which is a “People Management Framework for Achieving WFP’s Strategic Plan”. Corporate policies on environmental impact, and climate change-related food assistance measures will also be presented to the Board for approval during the course of this Strategic Plan. WFP’s food assistance interventions will be based on comprehensive food security and vulnerability analysis tools and guidelines that identify food-insecure and vulnerable households, identify the root causes of hunger, analyse the risks and emerging vulnerabilities among populations in crisis-prone countries, make recommendations on the best response and transfer modality options to target the neediest populations, and to inform preparedness for reduced hunger.

Partnership with the Rome-based Agencies and within the United Nations Development System

31. Enhanced synergies among the Rome-based agencies (RBA) are paramount to achieving SDG 2. RBA collaboration is particularly relevant when adapted to country context to maximize each agency’s complementary capacities and strengths. Over recent years, significant efforts have been made to enhance RBA collaboration. This progress must be strengthened for effective SDG 2 results. WFP is committed to working with IFAD and FAO by capturing all available synergies and complementarities and avoiding conflicts as well as overlaps to contribute to collective results across humanitarian and development contexts, and to enhance RBA advocacy on food security and nutrition at the global level and within the broader United Nations system.
32. Partnerships reflect the spirit and action required for the 2030 Sustainable Development Agenda and the United Nations development system (UNDS). The Strategic Plan (2017–2021) allows WFP to evolve alongside other entities of the UNDS, including other humanitarian agencies such as the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children’s Fund (UNICEF) and the Office for the Coordination of Humanitarian Affairs (OCHA), as requested by the Secretary-General in his report⁴⁶ on the QCPR’s operational activities for development of the UNDS. The 2030 Agenda requires the UNDS to pursue more integrated approaches and create cross-sectoral synergies to deliver interlinked results at all levels, supported by an enabling funding and governance architecture. The UNDS recognizes that its primary focus should be on facilitating the achievement of interlinked and transformative results at the country level and promoting national ownership. To that end, UNDS has renewed its commitment to delivering together across mandates, sectors and institutional boundaries, working within the framework of the Charter of the United Nations and using more integrated and interconnected approaches. Planning and implementation of WFP’s country-level activities with UNDS partners, especially IFAD and FAO, will continue to be a priority for achieving zero hunger and avoiding programme overlap and duplication.

Strategic Goal 1: Support Countries to Achieve Zero Hunger

33. Strategic Goal 1 is in line with SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture. SDG 2 reflects the fact that hunger has multiple interrelated components. Achieving zero hunger is a multi-sectoral challenge that will require multi-stakeholder partnerships to make progress on the different components of SDG 2 in a coordinated and concerted manner. Expressed in everyday language rather than technical definitions, SDG 2 encompasses the four dimensions of food security as defined by the World Food Summit in 1996:⁴⁷
 - *End hunger* – **access** to safe, nutritious and sufficient food at all times (Target 2.1).
 - *Achieve improved nutrition* – consumption of nutritionally adequate diets with complementary actions to support utilization (Target 2.2).
 - *Achieve food security* – **availability** of safe, nutritious, and sufficient food (Target 2.3) and **stability** of food systems (Target 2.4).

⁴⁴ WFP/EB.A/2014/5-B.

⁴⁵ WFP/EB.2/2014/4-B.

⁴⁶ A/71/292/Rev.1

⁴⁷ World Food Summit. 1996. Rome Declaration on World Food Security. Rome.

- *Promote sustainable agriculture* – **stability** of food systems (Target 2.4) and inputs (Target 2.5).
34. The four components of SDG 2 provide a definition of zero hunger and benchmarks against which to measure progress towards its achievement. WFP's primary focus will be on the first three elements of SDG 2 and the first four targets, while other actors have mandates and capacities for promoting sustainable agriculture and enhancing seed, plant and animal genetic diversity.
 35. Although SDG 2 lies at the core of WFP's mandate, no single agency or entity owns any of the SDGs, and partnerships will be required to achieve progress. Partnerships beyond and across sectors and areas of expertise are essential – within countries and among their SDG partners such as UNICEF, FAO and IFAD. WFP will also build strategic alliances with partners who will support advocacy, policy and a deeper understanding of SDG 2.
 36. Progress towards SDG 2 contributes to many other SDGs. It is also dependent on progress in other SDGs. WFP will collaborate with partners, including IFAD and FAO, to leverage each one's capacities and strengths to achieve the SDGs. Relevant in this regard are SDGs that affect access to food, nutrition and food availability. Goals relevant to access to food include SDG 1 on ending poverty, SDG 8 on promoting sustained and inclusive economic growth and SDG 10 on reducing inequality. SDGs relevant to nutrition include SDG 6 on ensuring clean water and sanitation, SDG 3 on ensuring healthy lives and well-being and SDG 4 on ensuring quality education. SDGs relevant to food availability include SDG 12 on ensuring responsible consumption and production, SDG 13 on taking action to combat climate change and SDG 15 on conserving and using land responsibly and halting biodiversity loss. Two additional SDGs have broader, cross-cutting relevance for WFP. Specifically, SDG 5 on achieving gender equality and empowering all women and girls and SDG 16 on promoting peace, justice and strong institutions. Contributions to these SDGs will not emerge directly from WFP's programme portfolio, nor will WFP hold itself accountable for outcomes implied by these SDGs. But recognizing that SDG2-motivated initiatives that significantly and sustainably reduce hunger in a range of contexts, and given the strong imperative for enhanced partnership under the 2030 Agenda, WFP will seize opportunities for strategic and operational partnerships that enhance prospects for progress under these other SDGs.

Access

- *SDG 1 on ending poverty*: Extreme poverty has been cut by more than half since 1990. This is a remarkable achievement, but one in five people in developing regions still lives on less than USD 1.25 a day and many risk slipping back into poverty. Poverty is more than a lack of income and resources to ensure a sustainable livelihood. It is manifested in hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion, and a lack of participation in decision-making. Indeed, a lack of income is the most significant challenge for many food-insecure people. Markets and income are essential in ensuring that all people everywhere have access to nutritious food for healthy lives. When people lack income because of unemployment, poor health, gender inequalities or disability, appropriate means of social protection are necessary to ensure that they and their families have access to food. Economic growth must be inclusive and equitable, providing sustainable jobs and advancing equality. Conditional safety nets such as school meals programmes constitute income transfers while promoting other benefits, such as nutrition and education for children.
- Other goals relevant to access to food include SDG 8 on promoting sustained and inclusive economic growth and SDG 10 on reducing inequality.

Nutrition

- *SDG 6 on ensuring clean water and sanitation and SDG 3 on ensuring healthy lives and well-being* are essential to improved nutrition. Access to clean water and sanitation prevents the spread of diarrhoea and other diseases that prevent people's bodies from utilizing food effectively, leading to malnutrition. For good nutrition to be effective, HIV treatment with anti-retroviral therapy, and malaria and tuberculosis prevention and treatment may be required.
- *SDG 4 on ensuring quality education* enhances people's ability to adapt their nutrition, hygiene, sanitation and health practices, and to demand appropriate services. As part of the essential package for schoolchildren's health and nutrition, school meals programmes help ensure that children have access to education and support achievement of education improvement targets, despite crises or chronic poverty, and support improved nutrition through the provision of healthy, fresh and fortified foods. Improving access to quality education and together with nutritious foods through schools contributes to breaking the intergenerational cycle of hunger.

Food availability and markets

- *SDG 13 on taking action to combat climate change*: Climate risks have disproportionate effects on the poorest and most vulnerable people who are more exposed to climate-related disasters that increase hunger by destroying land, livestock, crops and food supplies and restricting people's access to markets. Climate change also increases health threats, posing further risks to nutrition status. Without rapid, inclusive and climate-smart development including resilience programmes, where appropriate delivered in partnership with WFP, many more people will be affected by poverty and hunger by 2030.⁴⁸
- *SDG 15 on conserving and using land responsibly and halting biodiversity loss*: hunger will not be ended without a halt to land degradation, deforestation and desertification. There is need for sustainable, resilient farming practices that increase smallholder farmers' productivity, create employment and provide opportunity. WFP's efforts will be largely negated without action in these areas but WFP can also contribute by assisting those people most directly affected.
- *SDG 12 on ensuring responsible consumption and production* recognizes that food waste and loss must be reduced along the food production chain. Consumer consumption patterns also influence achievement on nutrition outcomes.

Broader linkages

- *SDG 5 on achieving gender equality and empowering all women and girls*: Gender equality and women's empowerment affect all aspects of development and human well-being. Women bear the primary responsibility for feeding their families. Ending all forms of discrimination, violence and harmful practices against women and girls; ensuring women's full and effective participation at all levels of decision-making; and recognizing, valuing and redistributing unpaid care and domestic work are fundamental to achieving the 2030 Agenda. Gender equality is essential for all women, men, girls and boys to achieve zero hunger. WFP will ensure that gender is integrated into all of its work.
- *SDG 16 on promoting peace, justice and strong institutions*: conflict forces millions of people to flee their homes leaving them without the means to feed themselves and living in poverty. People who are exposed to violence, exploitation and abuse are the most vulnerable and food-insecure. Hunger causes and exacerbates risks to people's safety and dignity, while these risks in turn affect people's access to food. Hunger can be a contributing factor to conflict.

⁴⁸ World Bank. 2015. *Shock Waves: Managing the Impacts of Climate Change on Poverty*. Washington, DC.

Strategic Goal 2: Partner to Support Implementation of the SDGs

37. Strategic Goal 2 aligns with SDG 17 – *Strengthen the means of implementation and revitalize the global partnership for sustainable development*. SDG 17 is focused on *how* the SDGs can be achieved by using multi-stakeholder partnerships to enable collective and coherent action that provides the necessary financial, knowledge and institutional support for implementation. SDG 17 urges all stakeholders to continue to learn, innovate and transform, particularly as they work together to achieve the 2030 Agenda. Its 19 targets reflect the 7 action areas of the Addis Ababa Action Agenda, especially those of particular relevance to ending hunger, namely: sustained resource investments, particularly in social protection and disaster risk reduction; private-sector partnerships; international development cooperation, especially South–South cooperation; addressing systemic issues; and science, technology, innovation and capacity development.
38. Given the fundamental importance of working across sectors and involving all stakeholders in the 2030 Agenda, Strategic Goal 2 covers both how WFP implements actions towards SDG 2 and how it supports other stakeholders in contributing to efforts to achieve all the SDGs:
- *Means of implementation* – support partnership-based efforts to strengthen capacities and improve the integration and coherence of actions towards the SDGs, including by facilitating consultative platforms, providing common services, enabling South–South and triangular cooperation, engaging in local community-based partnerships, supporting centres of excellence, and acting collectively with the United Nations Development Programme (UNDP), UNICEF, the World Bank, FAO, IFAD and others (Targets 17.9, 17.14 and 17.18; and SDG 2 means of implementation 2a and 2c).
 - *Revitalize global partnerships* – support stakeholders, including United Nations agencies, regional bodies, the private sector and local communities, in joining collective action towards the SDGs, including through South–South and triangular cooperation and the provision of common services (Targets 17.3, 17.6, 17.16 and 17.17).
39. Achieving zero hunger requires WFP to act as part of a system by helping to shape the way in which partners interact and relate to each other. WFP’s agility in responding to humanitarian needs, its ability to innovate and learn and its willingness to act when called on by its partners are recognized as core strengths that support partners’ responses to increasing and more complex humanitarian needs. The Addis Ababa Action Agenda points to the wide range of stakeholders, including the private sector, that are critical for the innovation and transformation that, together with humanitarian response, are necessary to achieve the 2030 Agenda.⁴⁹
40. Building on progress made through the Zero Hunger Challenge, WFP will develop platforms for outreach, engagement and advocacy. This will include providing a clear voice on how WFP is positioned globally and at the country level, and providing communications channels to support and mobilize partners, stakeholders and advocates to work together to achieve zero hunger.

⁴⁹ Outcome document of the Third International Conference on Financing for Development: Addis Ababa Action Agenda. Addis Ababa, 13–16 July 2015. A/CONF.227/L.1.

41. The private sector is already taking action to advance the 2030 Agenda while creating opportunities for growth, cost reduction and improved management of risk. Innovative technologies and approaches to resilience are being developed, along with financial products, and platforms and services for the billion poorest people. WFP needs partnerships with the private sector to improve its work in such areas as the value and supply chain, fortification, specially formulated nutritious foods, financial services for the poor and food security. For example, WFP uses mobile technology for real-time food security assessments and monitoring (mVAM). Through private partnerships, WFP and stakeholders can have a positive influence on organizational practices, policies and behaviours for achievement of SDG 2.
42. Guided by its corporate partnership strategy,⁵⁰ WFP engages in five main types of relationship, with resource partners, knowledge partners, policy and governance partners, advocacy partners, and capability partners. WFP will continue to build on its strong partnerships with member governments, the World Bank, FAO, IFAD, UNDP, UNICEF, UNHCR and other United Nations agencies, civil society and local communities. To contribute better to SDG 17, WFP will also support transformative partnerships, enabling the private sector to play more active roles in ensuring food security and nutrition.

WFP Strategic Objectives and WFP Strategic Results

43. In line with the two Strategic Goals, WFP has five Strategic Objectives, which relate to the elements of SDG 2 and SDG 17 addressed by WFP. The Strategic Objectives frame WFP's programmatic and operational focus, and provide links between the Strategic Goals and the eight Strategic Results that connect WFP to country and global efforts through relevant SDG 2 and SDG 17 targets.
44. Underpinning WFP's capacities and mandate as reflected by the Strategic Objectives, the Strategic Results focus WFP's responses on what countries need. Strategic Results are mapped to the SDG 2 and SDG 17 targets that are relevant to WFP's capacities and mandate in helping to end hunger and in supporting partnerships for sustainable development. Through this mapping, the Strategic Results align WFP's support to national and global efforts on the SDGs. WFP Strategic Results will be measured by the SDG indicators of the related SDG targets (see Annex I) as defined by the UN General Assembly; they will therefore be measured in each country by the national government.
45. Importantly, the Strategic Results highlight the areas where WFP can add value based on its capacities, mandate, and operational experience as reflected under the Strategic Objectives. These Strategic Results do not indicate that WFP must lead or has the main global lead role in the areas outlined. Strategic Results do not relate to mutually exclusive strengths, or to advantages over other partners. On the contrary, they reflect WFP's capacities and strengths in contributing with partners to national efforts, and WFP's different roles in helping to eliminate hunger and build capacity in different contexts.
46. WFP's integration of gender equality and women's empowerment into all of its work and activities is particularly important, with many targets specifically recognizing gender equality and women's empowerment both as objectives and as part of the solution. WFP will ensure that women and men equitably participate in the design, implementation, monitoring and evaluation of gender-transformative programmes and policies, and that its work promotes decision-making by women and girls. WFP will pay special attention to mitigate and prevent violence, including gender-based discrimination and harmful practices against women and girls. In addition to its commitment to gender equality and women's empowerment, WFP will work to integrate humanitarian protection concerns and accountability to affected populations in all its activities.

⁵⁰ "WFP Corporate Partnership Strategy (2014–2017)" (WFP/EB.A/2014/5-B) defines partnership as: "Collaborative relationships between actors that achieve better outcomes for the people we serve by: combining and leveraging complementary resources of all kinds; working together in a transparent, equitable and mutually beneficial way; and sharing risks, responsibilities and accountability. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved."

It will pay attention to the specific vulnerabilities of different groups, including women, men, girls, boys, elderly persons, persons with disabilities, or others.

47. The parameters and contexts, including partnerships, in which each WFP Strategic Objective and its related Strategic Results will guide WFP's assistance to countries are discussed in the following paragraphs. As not all Strategic Objectives and Strategic Results will apply to all countries, the situations in which WFP will not expect to make significant contributions are also articulated. WFP's activities will reflect the needs in a specific country or region, the added value that WFP can bring at a particular time and place, and the presence and capabilities of other actors. WFP will work in synergy with partners to implement programmes that strengthen the capacities of communities and countries to manage underlying risks, save lives and livelihoods, and end hunger. WFP will select the appropriate tool or mix of tools based on a rigorous analysis of needs and context, beneficiary preferences, operational goals, efficiency, and evidence of potential impact.

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food. By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year (SDG Target 2.1).

48. WFP will support collective efforts to protect access for all people, especially the most vulnerable, to the sufficient, nutritious and safe food they need to survive and to live healthy and productive lives while strengthening national systems wherever possible. WFP will work on this Strategic Objective and Strategic Result in partnership with UNHCR, UNICEF, UNDP, OCHA, the World Bank, FAO, IFAD and other partners. In humanitarian operations, other major partners include the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC) and international and national civil society partners.
- In situations of conflict, natural disasters, and other emergencies, WFP humanitarian relief operations save lives and livelihoods by ensuring access to safe, nutritious and sufficient food, often in difficult and dangerous circumstances. Responding as needed is a WFP core competence.
 - In addition to implementing direct operations where needed, it will also be critical for WFP to support countries in strengthening their disaster risk reduction, prevention, preparedness and response capacities to ensure access to sufficient, nutritious and safe food for all people at all times.
 - Recognizing that lack of access to safe, nutritious and sufficient food is a major problem for most of the world's hungry people, WFP will continue to support hunger-related safety nets, such as school meals programmes, and productive safety nets that protect access while promoting nutrition, livelihoods and asset creation.
 - Leveraging its vast global expertise in supporting different social protection schemes all over the world, WFP will work to strengthen countries' capacities to provide social protection measures that protect access to adequate, nutritious and safe food for all.
 - Activities designed and implemented with partners towards Strategic Result 1 will include unconditional resource transfers to support access to food; asset creation and livelihood support; school meals; individual capacity strengthening; institutional capacity strengthening; and emergency preparedness.
 - In contexts where viable, inclusive, safe and reliable commercial alternatives for enhancing access to food are available, WFP will assess the needs for these activities and will support actors who are better placed to contribute to ensuring access to nutritious foods for all, all year round, or where livelihoods of identified populations are stable and rewarding.

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition. By 2030 no one is malnourished, and by 2025 the internationally agreed targets on stunting and wasting in children are met (SDG Target 2.2).

49. WFP will support joint and coordinated collective efforts that are essential to end all forms of malnutrition, and will support governments to strengthen national capacities in multi-sectoral nutrition activities. It will also enhance partnerships with other public and private actors, and will continue to engage in nutrition governance and to invest in country-level action through multi-stakeholder platforms such as the United Nations Standing Committee on Nutrition, the CFS, the Scaling Up Nutrition movement, and the Renewed Efforts Against Child Hunger and undernutrition (REACH) approach. WFP will work on this Strategic Objective and Strategic Result in partnership with UNICEF, the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNHCR, the World Bank, FAO and IFAD, among other partners. In humanitarian operations, WFP will work through relevant coordinating mechanisms such as the Inter-Agency Standing Committee (IASC) nutrition cluster, including international and national civil society partners.
- Helping to eliminate malnutrition, particularly in contexts of high burden or high risk, is central to WFP's work. Malnutrition has a huge impact on human development, contributing to the persistence of poverty and inequality through the intergenerational cycle of hunger.
 - WFP will support countries' capacities in nutrition-specific approaches that deliver quality nutrition services to treat and prevent malnutrition. WFP will emphasize a preventive approach to malnutrition, focusing on facilitating access to nutritious diets required by vulnerable groups, helping to provide the foundation for sustainable development.
 - WFP will leverage all its assistance and activities to deliver improved nutrition outcomes by strengthening nutrition-sensitive approaches, and by working with partners using complementary approaches across sectors – such as strengthening social protection systems, strengthening capacity and supportive legislation for enhanced public and private demand for fortified food where necessary, building resilience, improving health and education, increasing smallholder productivity, reducing post-harvest losses, and ensuring sanitation and hygiene.
 - Recognizing that nutritional status both determines and is determined by multi-sectoral and cross-cutting factors, WFP will design programmes with a clear understanding of how nutrition is affected by gender equality, lack of women's empowerment and other drivers of malnutrition that cut across sectors.
 - Activities designed and implemented with partners towards Strategic Result 2 will include nutrition treatment; malnutrition prevention; unconditional resource transfers to support access to food; school meals; individual capacity strengthening; and institutional capacity strengthening.
 - WFP's contributions will focus on ensuring that diets which meet the nutrient needs of targeted vulnerable groups are available, accessible and consumed. Activities will focus on improving access to nutritious foods to complement the work of other actors focusing on food production and of organizations with specialized mandates and capacities to address the non-food determinants of malnutrition. WFP will seek context-based opportunities to work with partners to adjust the targeting of programmes, provide complementary support to healthy diets, align with national nutrition strategies, and will "co-locate" its programmes with those of partners to address multisectoral drivers of malnutrition. WFP will implement these activities where vulnerable groups do not have diets that meet their nutrient needs.

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition. By 2030, smallholders' have higher incomes and greater productivity than in 2015, supporting improved food security and nutrition (SDG Target 2.3)

and

Strategic Result 4: Food systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality (SDG Target 2.4).

50. WFP has two reasons to engage. Smallholder farmers and their families account for a significant proportion of the most food-insecure and a large segment of WFP's beneficiaries, whose direct needs are addressed under Strategic Objectives 1 and 2. Additionally, WFP can⁵¹ use its significant purchasing power and experience to increase smallholder farmers' access to markets, both directly and by mainstreaming learning and best practices across the organization. Working with IFAD, FAO and others, WFP will continue these efforts seeking to raise awareness and catalyse policy reform and institutional innovation and capacity development to address hunger from the demand-side of food systems. Operating at the intersection of commercial food markets and the public interest represented by food assistance, WFP's demand for food and food system services can be a direct and indirect force for enhanced performance of food systems, contributing to inclusive agricultural growth, sustainable social and economic transformation and broad-based food security. Given that in many countries the bulk of food available in local markets originates from smallholder farms, WFP's procurement footprint in these markets can provide a basis for partnerships with governments and the private sector to catalyze demand-driven platforms that enable smallholders to have sustainable and profitable engagement with local markets beyond WFP. Under Strategic Objective 3, WFP's activities will be directly related to achieving food security and nutrition outcomes.

- Focusing on the most vulnerable people and communities, WFP will support partners to promote livelihoods and resilience-building linked to food security and nutrition, climate change adaptation, risk management, and strengthened sustainability and resilience of food systems. WFP will continue to collaborate with IFAD and FAO on joint strategies, implementation and advocacy, including in areas related to supporting countries' efforts in sustainable food production, where WFP relies on the core strengths of IFAD, FAO and others. WFP will also work on this Strategic Objective and these Strategic Results in partnership with UNDP, UNHCR, the World Bank, the United Nations Office for Disaster Risk Reduction, and the AU, amongst others to support national programmes and services. WFP will also contribute to related coordinating mechanisms such as the CFS and the Food Security Information Network. Other major partners include international and national civil society entities.
- Food systems are changing rapidly and profoundly as a result of such forces as urbanization, changing consumer diets, and supply chain integration due to capital-intensive technology change and expanded use of digital devices and Internet access. Food system transformation is embedded in broader transformations of rural areas and wider economies, including urban areas.⁵² In both humanitarian and development contexts, WFP will work in synergy with partners to design and implement food assistance activities that address systemic problems rooted in these transforming food systems, aiming to expand the scope for hunger reduction in broader structural and rural transformation processes.

⁵¹ Based on the 2006 policy on food procurement in developing countries (WFP/EB.1/2006/5-C) and the 2008–2011 and 2014–2017 Strategic Plans.

⁵² IFAD Rural Development Report 2016: Fostering Inclusive Rural Development (forthcoming).

- Situations of recurrent crisis in which food-insecure communities live in damaged or fragile environments and are exposed to high levels of shock are recognized as a major challenge to the achievement of zero hunger. WFP will use analytical tools to facilitate a cross-sectoral understanding of disaster risks and of opportunities for enhancing livelihoods, climate resilience and nutrition, in line with government's provisions. This analytical process will help partners engage in sustained efforts to build resilience for food security and nutrition. Similar tools will also help partners support communities in protracted conflict and displacement situations by guiding efforts to enhance their resilience for food security and nutrition.
- WFP's long experience in humanitarian and development contexts has established strengths for the organization in supporting the building of resilience for food security and nutrition. WFP will support national efforts in disaster risk reduction and climate resilience that facilitate the achievement of zero hunger, using innovative tools from climate science and finance to link early warning systems with early response mechanisms, and implementing programmes that create productive assets, promote the production of nutritionally diverse foods, diversify livelihood strategies and rehabilitate natural resources.
- Enhancing the marketing, productivity and livelihood opportunities of smallholders is a powerful way to improve food security and nutrition. Strengthened capacity for risk management is especially important. WFP's demand-side programmes for supporting smallholders' access to agricultural markets leverage its procurement footprint and expertise in agricultural markets – and those of other public and private buyers – to contribute to building resilient food systems, the production and processing of nutritionally diverse foods, pro-smallholder aggregation systems, improved post-harvest management and catalysing sustainable commercial and institutional market development for smallholders.
- Significant investments in capacity strengthening of national governments and other actors supporting smallholder agriculture and food systems are being made by a range of actors including IFAD and FAO. WFP will continue to play a role by making strategic demand-side investments in the capacity-strengthening of relevant national and local civil society entities, farmers' organizations and other community-based organizations to help communities lead and sustain their own fight against hunger and achieve SDG 2.
- Activities designed and implemented with partners towards Strategic Result 3 will include unconditional resource transfers to support access to food; asset creation and livelihood support; individual capacity-strengthening; institutional capacity-strengthening; and smallholder agricultural market support. Activities towards Strategic Result 4 will include unconditional/conditional resource transfers to support access to food; climate adaptation and risk management; individual capacity-strengthening; institutional and market capacity-strengthening; and asset creation and livelihood support.
- As WFP's contributions to this Strategic Objective and the two Strategic Results will arise from its demand-side orientation, WFP's activities will focus on enhancing and improving demand-side aspects of food systems and addressing demand-side constraints on smallholder productivity and income growth. Strategic and operational partnerships will be developed with agencies and actors with complementary capacities to boost productivity from the supply side, as captured, for instance, in SDG 2.5.

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacities to implement the SDGs. International support for capacity-strengthening, including through South–South and triangular cooperation, provides common services, improves implementation of national plans to achieve all the SDGs, especially through greater technology transfer, innovation, improved data collection and quality, and knowledge sharing. (SDG Target 17.9).

and

Strategic Result 6: Policies to support sustainable development are coherent. Policies on ending hunger and promoting sustainable development are coherent and support collective efforts for sustainable development in all its dimensions (SDG Target 17.14).

51. WFP's experience and analyses indicate that physical, technical, organizational and institutional capacities for improved food security and nutrition in humanitarian and development contexts are often lacking at the national and sub-national levels. There are often significant gaps in skills and capabilities for policy and institutional reform, including convening and coordinating multiple stakeholders. In many contexts in which WFP operates, there is an urgent need for capacity development to enhance technical quality and organizational performance, as part of prioritized reform efforts that reflect the needs and aspirations of multiple stakeholders. In addition to providing specific capacity-strengthening support under the Strategic Objectives and Strategic Results identified above, WFP will facilitate responsible and accountable partnerships for strengthening country capacities, ensuring coherent policies and actions, encouraging multi-stakeholder participation in implementation, and promoting innovation for achievement of all SDGs.

- WFP will provide and facilitate support to capacity-strengthening of governments for the implementation of zero hunger and related national SDG plans, including through support to South–South and triangular cooperation, and the provision of common services. WFP will focus on sectors where it has a core competency recognized by national stakeholders and partners in the country context as identified in WFP's CSPs.
- WFP will work with FAO and others, as appropriate, to promote evidence-based food and nutrition security decisions by strengthening national and regional capacity to undertake credible, relevant and timely assessments and analysis, and to serve as global references for food and nutrition security standards, statistics and information. The vision will be achieved through the implementation of activities that fall under four complementary pillars: i) capacity development to support information systems on food and nutrition security of member countries; ii) standards, methods, and tools for information systems on food and nutrition security; iii) monitoring and in-country food security and nutrition assessments; and iv) statistics, information and analysis on food and nutrition security (global public goods). The implementation of the joint strategy⁵³ will emphasize national ownership and leadership. Mechanisms for collaboration, improved communication and partnership-building have also been identified. The guiding principles of the strategy highlight, among other things, the need to systematically place governments at the centre of planning and decision-making processes. High priority is placed on ensuring complementarity with the policies and practices of partners, including national governments, regional institutions, civil society and academia.
- WFP will actively participate in and contribute to country level and regional dialogues related to SDG2-relevant goals and/or targets, including key areas of policy and programmatic linkage between SDG2 and other goals, such as education, poverty alleviation, climate change, peace and justice, health or gender.
- Activities designed and implemented with partners towards Strategic Result 5 will include institutional capacity strengthening; common services and platforms; and analysis, monitoring and joint needs assessments. Activities towards Strategic Result 6 will include institutional capacity strengthening; and analysis, monitoring and joint needs assessments.

⁵³ WFP/EB.2/2011/12-B

- WFP envisions playing a limited role in working towards this Strategic Objective and its two Strategic Results where technical, organizational and institutional capacities are well developed, partnerships are in place, and policy frameworks are conducive to effective design, implementation and coordination of food security and nutrition interventions in humanitarian and development contexts.

Strategic Objective 5: Partner for SDG results

Strategic Result 7: Developing countries have access to a range of financial resources for development investment. Additional financial resources from multiple sources are enabling developing countries to engage in sustained coherent action to achieve the SDGs (SDG Target 17.3).

and

Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs. In humanitarian and other situations, and when called on by partners, WFP provides common services, mobilizes and shares knowledge, expertise, technology and financial resources, including through South–South and triangular cooperation (SDG Target 17.16).

52. Commitments by global leaders in the 2030 Agenda, the Addis Ababa Action Agenda and the Sendai Framework for Disaster Risk Reduction, as well as the World Humanitarian Summit's deliberations, stress the critical importance of enhanced roles for governments and other national and local actors in financing development initiatives and humanitarian preparedness, response, and recovery. Countries face complex challenges in generating the required quantity and quality of investment. WFP's long experience in developing effective partnerships with public and private actors for financing humanitarian and development activities – including technological and institutional innovation – can add value to country efforts to build the required coalitions for investment and action. WFP delivers food assistance to save lives in emergencies and eradicate hunger in all its forms, leveraging its supply chain capabilities and purchasing power to strengthen national markets and capacities. The organization often also acts as the provider of choice for supply chain services for governments and humanitarian and development partners, using its supply chain expertise in modality planning, demand aggregation, network optimization and innovative contracting to deliver more with less while retaining reliability, cost efficiency, agility and quality. WFP will continue to provide supply chain and other common services and platforms, and improve access to resources, expertise, knowledge and networks to support stakeholders' efforts to achieve all SDGs.
- WFP's ability to quickly scale up and respond to fast-evolving complex crises through large logistics, supply chain and telecommunications operations are a key strength of the organization. The common services WFP provides through such operations are of crucial importance in supporting country, regional and global efforts to respond to humanitarian crises. WFP will continue to provide high-quality and timely services to governments and humanitarian partners in emergency preparedness as leader of the IASC logistics and emergency telecommunications clusters; as manager of UNHRD and UNHAS; and through provision of sustainable engineering solutions for humanitarian needs.
 - WFP will develop and refine common delivery platforms for CBTs, domestic procurement capacities and similar initiatives that support implementation of the SDGs by governments, United Nations partners and other stakeholders. Common delivery platforms leverage WFP's existing delivery platforms for providing CBTs, and improve the cost-efficiency of multiple CBT initiatives targeting the same beneficiaries. It simplifies the processes, reduces the potential for duplication, fraud and abuses, and improves the overall verification and monitoring mechanisms.

- WFP will support partnership-based actions for continuous innovation and learning to address the multiple challenges to sustainable development, including through South–South and Triangular cooperation leveraging its presence in over 80 countries. Collaboration provides access to resources, expertise, knowledge and networks that are essential to achieve the SDGs. In order to facilitate implementation of the 2030 Agenda, WFP will support countries in mobilizing increased, sustained and flexible resources, including through innovative public–private partnerships.
- WFP’s long experience as a large-scale buyer in markets for food products and food system services provides it with extensive knowledge about conditions, opportunities and challenges in markets for a range of financial products and services, including credit, insurance and foreign exchange. The increasing role of cash-based transfers in WFP’s portfolio is deepening this set of skills and capabilities. A growing number of countries and regional bodies are seeking WFP’s support to the development of innovative financial instruments for enhancing resilience, deepening financial inclusion, and promoting food security and improved nutrition at the household, community, national, and regional levels. WFP will continue to respond to these demands, focusing on enhancing capacity for effective risk management and preparedness at multiple levels of aggregation. Examples of such efforts include WFP’s support to the African Union’s Africa Risk Capacity (ARC) mutual insurance initiative that aims to improve current responses to climate-related food security emergencies by providing member countries with rapid funds in the event of natural disasters, and the R4 Rural Resilience Initiative (R4) comprehensive risk management approach that helps communities be more resilient to climate variability and shocks through a combination of four risk management strategies: improved resource management through asset creation, insurance, livelihoods diversification and microcredit, and savings.
- Activities designed and implemented with partners towards Strategic Result 7 will include climate adaptation and risk management; institutional capacity strengthening; and analysis, monitoring and joint needs assessments. Activities towards Strategic Result 8 will include institutional capacity strengthening; common services and platforms; and analysis and monitoring and assessment.
- WFP will not implement these activities in contexts where viable, inclusive, safe and reliable commercial alternatives are available or where other actors are better placed to contribute to ensuring access to a range of financial resources for development investment, particularly in developing countries, sharing of knowledge, expertise and technology, and strengthening of global partnership support to these countries in achieving the SDGs.

WFP Strategic Outcomes

53. It is expected that nationally defined SDG targets will be the global SDG targets reworded for the local context. Guided by the WFP Strategic Results, and taking into account local context and priorities, WFP will contribute to national SDG targets through a set of WFP Strategic Outcomes related to each Strategic Result. WFP Strategic Outcomes reflect the results to which WFP’s assistance contributes and identify the target populations, institutions and systems to be supported. The Strategic Outcomes are reworded Strategic Results that provide greater focus and relate to local contexts. The phrasing of WFP Strategic Outcomes will reflect the national SDG targets that WFP will work towards with national partners and United Nations agencies. Achievement of these targets will be measured by the national indicators related to SDG 2 and SDG 17 targets. The Strategic Outcomes will be formulated at the country level and are contextualized by local needs and priorities, using language linked to the Strategic Outcomes of the United Nations country team.
54. WFP Strategic Outcomes describe the short to medium-term effects that contribute to the achievement of national SDG targets and WFP Strategic Results. WFP Strategic Outcomes describe the people or entities that will benefit, the geographic scope, the result that is sought, and the foreseen timeframe of the programme intervention. Formulated at the country level, WFP Strategic Outcomes are aligned with standardized strategic outcome categories included in the Corporate Results Framework.

55. Because strategic outcomes reflect the specific situation and dynamics of a country, they need to be appropriate to the national context, resonate with national and subnational actors and show clear alignment with national priorities and goals. Individual strategic outcomes vary from country to country in pitch and formulation, but they all show a clear link to the achievement of a national SDG target, and hence also a WFP Strategic Result. Importantly, Strategic Outcomes cannot be achieved by WFP on its own. Achievement of Strategic Outcomes requires strengthened coordinated and concerted efforts, led by government stakeholders and encompassing all partners, including the RBAs and other entities of the UNDS.
56. WFP Strategic Outcomes are linked to national SDG targets in a robust results framework in line with QCPR recommendations⁵⁴ and ECOSOC decisions. This results framework is based on the results chain in Figure 1, showing how the impact level of Strategic Goals and related Strategic Objectives will be achieved through the Strategic Results, which are elaborated at the country level through a set of WFP Strategic Outcomes generated from the organization's outputs. Outputs relate to what WFP's activities are, what and how much they deliver, and who benefits. They are the direct result of WFP's activities and describe the short-term effects – typically achieved in one to three years – that lead to the higher-level Strategic Outcomes. Monitoring outputs helps WFP monitor and manage its performance. Organizational outputs are standardized and included in the CRF to facilitate the aggregation of CSP-specific outputs at the country level. WFP's results chain is based on theories of change that explain the causal pathways by which WFP's activities and outputs contribute directly and significantly to WFP outcomes that are needed to achieve impacts related to SDG 2 and SDG 17.

Linking WFP's Work to other SDG Targets

57. While WFP's point of departure is its work to achieve zero hunger – SDG 2 – the interrelated challenges and solutions involved in ending hunger and poverty mean that WFP will directly and indirectly contribute to most of the other SDGs. WFP's primary focus on ending hunger will serve as the entry point and rationale for contributing to SDGs other than SDG 2.
58. For example, in supporting or implementing school meals programmes, WFP might contribute to SDG 2 targets related to access to food, improved nutrition or smallholder livelihoods, while also often making substantial contributions to the achievement of other SDG targets, including those related to education (SDG 4), gender equality and women's empowerment (SDG 5), family income (SDG 1) and health (SDG 3). In Côte d'Ivoire in 2016, for example, with support from the McGovern-Dole programme, WFP provided daily hot meals to 125,000 children in 613 public primary schools in the country's most vulnerable regions, while also fostering the capacity of women farmers to supply food for the programme. Such a programme contributes to the country's national education and gender equality results while also supporting health results related to dietary practices.
59. In support of SDG 17, and in close consultation and collaboration with relevant stakeholders, WFP may respond to a request from a national government and partners to provide services that are not directly related to zero hunger efforts but that support achievement of the 2030 Agenda goals and match WFP's strengths and capacity to assist. Throughout the regional Ebola crisis of 2014–2015, for example, WFP worked in all affected countries, providing vital logistics and engineering support to the World Health Organization (WHO) and the humanitarian community, including storage, procurement, transport, logistics hubs in or near the capital cities, and 11 forward logistics bases in the three countries.
60. WFP's contributions to other SDGs will be captured at the country level by linking WFP Outputs to the outcomes of national and other partners that are related to SDG targets other than those reflected in WFP's Strategic Results.

⁵⁴ According to the United Nations Development Group (UNDG), outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention within the control of the organization. They are achieved with the resources provided and within the time period specified. Similarly, OCHA defines outputs as the products and services which result from the completion of activities within a humanitarian intervention.

Boundaries and Context

61. Given the broad scope of SDG 2 and SDG 17, it is important to articulate the boundaries of WFP's engagement from a strategic perspective, and not just in response to the challenges or opportunities for involvement that may arise. WFP capitalizes on its own resources, knowledge and skills within a given context while respecting and leveraging the added value of partners. WFP may not have a significant role in working towards SDG 2 and SDG 17 in countries that are able to effectively and efficiently undertake the necessary functions and actions themselves, or in contexts where viable, inclusive, safe and reliable commercial alternatives are available or other actors are better placed to contribute. Working with a range of international, regional and national partners, WFP aims to support countries to assume operational, financial and technical responsibility for achieving zero hunger. In countries that can achieve zero hunger by 2030 without assistance, WFP's presence in the country should be phased out. For SDG 17, WFP's support to countries may relate to developmental or humanitarian objectives other than zero hunger.
62. WFP may be needed in a country in four broad types of situational context:
- disruption;
 - structural poverty;
 - transitions/recovery; and/or
 - disaster prevention and risk mitigation.

These contexts often overlap. It is particularly important to recognize that the poorest and most vulnerable people tend to face frequent disruptions that prevent sustained investments in addressing structural poverty and undermine efforts towards recovery.

Disruption

63. A disruption is any kind of shock significant enough to interrupt sustainable development at the community level. Examples include natural disasters, food shortages and price spikes, economic recession, pandemics and conflict. These disruptions lead to two types of situation where support is necessary to save lives and livelihoods: an emergency, when the initial stage after a major shock leads to a life-threatening crisis; and – equally important – a longer-term disruption resulting from a complex crisis such as protracted conflict and forced displacement and impeding the ability to invest, grow and develop, leaving communities unable to cope. When host communities and governments are forced to care for displaced populations – sometimes for decades – capacities are often overwhelmed, particularly when there are large influxes of people fleeing conflict and extreme violence.

Structural poverty

64. Poverty and hunger continue to exist even when there is peace, stability and the ability to invest and even in countries with good overall macro-economic indicators. The “structural” nature of this poverty is often related to inadequate social protection policies and systems to reach all the people in need and ensure access to food. In many cases, this inability perpetuates mother-and-child malnutrition, causing an intergenerational cycle of hunger that is not alleviated by widespread economic growth and development. Persistent and structural gender inequalities – particularly discriminatory institutions, norms and practices that limit opportunities for women to participate in education, health, economic and political fora – pose a significant barrier to sustainable development and overcoming entrenched poverty and hunger; it is therefore important to understand and shift unequal gender relations. Geographical factors, lack of infrastructure and low population density can make it difficult for governments to provide services in rural areas, particularly to the smallholders who constitute the majority of people living in poverty. However, as urbanization expands in developing countries, where the scale of poverty and the rate of migration into urban areas often overwhelm existing services, leaving the poorest people without access to safety nets. The effects of climate change, ecosystem degradation and population growth amplify the challenges faced for populations in this context. Strengthening resilience of vulnerable households and communities will be crucial to counter the effects of these stressors.

Transitions/recovery

65. The process of recovering from a disruption typically covers the period after a major shock – such as an earthquake, drought or flood – or during the post-conflict transition towards peace and the return and resettlement of displaced populations. Recovery is often not a linear process, especially where people and communities are very vulnerable, making it likely that setbacks will result from even minor shocks and stressors. This risk underlines the importance of mainstreaming resilience-building, especially preparedness, disaster risk reduction and safety nets, in country efforts and all of WFP’s work. In communities and countries that do not face high levels of risk, rebuilding should be possible if there is sustained investment.

Disaster prevention and risk mitigation

66. Even communities that have not suffered from major disruptions or that are not affected by structural poverty can be highly vulnerable and at great risk of severe disruptions such as extreme weather events due to climate change, or other shocks, including conflict. Significant investment and long-term partnership are needed to strengthen the capacity of governments and local stakeholders to prevent and mitigate risk, especially through preparedness, using integrated risk management approaches.

IV. Country-Level Action**Supporting Country Efforts in Achieving Zero Hunger**

67. Achieving zero hunger requires a common understanding of the contexts of hunger in a country and joint agreement on priority actions to address these contexts. Local contexts provide the parameters for national needs and priorities and for WFP’s strategic engagement and partnerships in the country. Context not only determines the priorities for action, it also affects how actions can be carried out and reflects the challenges that partners and people will face in achieving zero hunger. All major conferences call for collaborative work to respond to local contexts, while the 2030 Agenda also emphasizes the importance of recognizing that some contexts face greater challenges than others and thus have special needs for assistance.⁵⁵
68. The context in each country and each situation within a country will involve a complex mix of factors, including the political and economic situation, social and cultural practices and customs, capacity and geography. Different contexts may exist in a single country and vulnerable populations may move from one context to another over time. Context-sensitive responses will require different actions within a single country and at different times, in line with the differing needs of women, men, girls and boys and their communities. It is therefore important that partners agree on the context and reflect it appropriately at the country-outcome level. WFP will utilize a wide range of tools, such as VAM and the three-pronged approach, to analyse the context and define appropriate programmes in close collaboration with partners.

The Country Strategic Plans Approach

69. The 2030 Agenda will be achieved at the country level. WFP will work with national stakeholders and United Nations country teams to determine how best to support national strategies for achieving zero hunger, making the necessary links across sectors and contexts and ensuring coherence with and support to countries’ broader strategies for sustainable development. The heart of the Strategic Plan (2017–2021) is therefore WFP’s new country strategic planning approach, which consists of strategic reviews and Country Strategic Plans. The objectives of the country strategic planning approach are to: i) support countries in making progress towards zero hunger; ii) operationalize the Strategic Plan (2017–2021) at the country level, including effective emergency response; and iii) improve strategic coherence, focus and operational effectiveness to support country and regional efforts in addressing food insecurity and

⁵⁵ The 2030 Agenda, paragraph 56: “In deciding upon these Goals and targets, we recognize that each country faces specific challenges to achieve sustainable development, and we underscore the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small-island developing States, as well as the specific challenges facing the middle-income countries. Countries in situations of conflict also need special attention.”

malnutrition, while maintaining WFP's commitment to its principles and accountability, and expecting the same from its partners.

Country-led strategic reviews that focus on SDG 2

70. WFP will participate in and, where appropriate, facilitate nationally led strategic reviews of zero hunger challenges and efforts. To be useful and meaningful, these country-led strategic reviews should be consultative and comprehensive, with clear and credible analysis of the humanitarian and development context identifying the challenges a country faces in achieving zero hunger, such as gaps in the national policy framework and programmes, in the public and private funding of the food security and nutrition sector, and in the implementation capacities of government and other institutions. The strategic review should facilitate discussion of how the country's partners, including WFP, can support the country's progress towards zero hunger. The strategic review and subsequent Country Strategic Planning process should be undertaken as part of the United Nations country team's efforts to work together, including through the Delivering as One approach and/or other modalities as appropriate.
71. Based on country-led strategic reviews and in line with the planning processes of the Government and the United Nations country team, WFP will identify the national SDG targets and results that it is well placed to support. WFP will determine with the Government and other partners the outcomes to which it can contribute towards SDG 2 and SDG 17; these WFP Strategic Outcomes will reflect the target population, institutions and systems that will be supported to end hunger in the country and region, based on the context when appropriate.

WFP Country Strategic Plans

72. To operationalize the Strategic Plan (2017–2021), and to link country-level strategic and programme planning and actions to national and global efforts to achieve zero hunger, WFP's project categories will be replaced by a Country Strategic Plan⁵⁶. The Country Strategic Plan will be WFP's strategic, programmatic and governance instrument, and will comprise WFP's entire portfolio of activities in a country. As highlighted in previous sections, Country Strategic Plans will retain a strong focus on saving lives and livelihoods in emergencies to help countries achieve zero hunger and related goals. WFP's responses to emergencies will be incorporated into Country Strategic Plans, which will preserve WFP's flexibility and ability to respond quickly, while ensuring that any response to crisis invests in recovery and enables long-term development. Country Strategic Plans will ensure that the emergency phase and WFP's own role and/or presence are not prolonged beyond when they are needed. The country strategic plans include policy and programmatic activities alongside supply chain and other non-programmatic support or assistance. Country Strategic Plans will:
 - i) define WFP's position and role based on country needs and WFP's strengths and areas of experience and expertise;
 - ii) specify the national results and SDG targets to which WFP will contribute during the CSP period – normally five years – and articulate the WFP Strategic Outcomes that will be supported by WFP's contribution;
 - iii) embed emergency response and preparedness in the context of recovery, building resilience and supporting longer-term development and provide a platform for additional emergency response to short-term shocks, if required;
 - iv) identify the capacity-strengthening investments required for national partners;
 - v) identify the strategic, resourcing and technical support actions that will be taken to maximize WFP's contributions to national results; and
 - vi) identify appropriate partnerships with stakeholders, including United Nations agencies, in line with the processes of the United Nations Development Assistance Framework, and the private sector, national civil society and affected communities.

⁵⁶ This is fully elaborated in the Policy on Country Strategic Plans.

73. Country Strategic Plans will help to improve the efficiency and effectiveness of WFP's assistance to governments and people in need, including those affected by instability and conflict. The advantages of the new approach to country-level action include:
- *Coherence for achieving zero hunger.* Country Strategic Plans will allow the effective translation of WFP's Strategic Plan into action at country level, aligning WFP operations with national, United Nations and humanitarian response plans, and framing food security and nutrition issues into plans and programmes. Greater coherence between the Strategic Plan and national zero hunger targets will improve WFP programming and strategic positioning and help WFP forge deeper partnerships with governments, donors, the private sector, civil society and others.
 - Flexibility that ensures appropriate planning for and responses to dynamic operational contexts, *including emergency response to rapid onset shocks.* Country Strategic Plans are context-specific and adaptable, to facilitate appropriate responses to changes in the operating environment; promote links between humanitarian and development assistance; and enable effective resilience-building by ensuring that crisis response supports recovery and long-term development and that development activities reflect an understanding of risk, vulnerability and ways to protect vulnerable people in crisis.
 - *A robust platform for delivering on commitments in agreed areas of engagement and for planning effective exit strategies.* Country Strategic Plans ensure targeted institutional capacity-strengthening to support governments in designing and managing their nationally owned hunger solutions.
 - *Consultative processes for increased impact.* The analytical, consultative process through which Country Strategic Plans are developed will focus WFP's efforts on its strengths, and thus enhance WFP's added value, foster engagement with governments and enable partnerships to cohere around a common approach to eliminating hunger.
74. The Strategic Plan (2017–2021) provides the strategic direction for WFP but does not articulate WFP's resourcing projections, funding and shortfalls. WFP is a voluntarily funded organization that relies entirely on contributions from governments, corporations and individuals to finance its operations. The Country Strategic Plans will be the vehicle for resource mobilization, fund management and spending authority, and for delivering on WFP's commitment to guidelines and procedures regarding the allocation of multilateral contributions for development assistance. WFP recognizes that the implementation of policies for humanitarian and development coherence is supported by funding streams for both humanitarian and development activities, and available and forecasted resources will inform the country operational planning of activity implementation. Over the term of the Strategic Plan, WFP expects resource flows to mirror past trends, including along the humanitarian–development–peacebuilding nexus, and will comply with resource allocation decisions of the Board that recognize these patterns, including for multilateral resources.
75. A separate policy paper on Country Strategic Plans that expands on the principles and processes highlighted in the Strategic Plan (2017–2021) will be submitted to the Board for approval in November 2016.

V. Measuring and Monitoring Performance

76. WFP's current performance management system is built on two performance frameworks: the Management Results Framework, which captures the efficiency with which WFP provides services; and the Strategic Results Framework, which reflects progress towards WFP's aim of improving the lives of beneficiaries. Together, the two frameworks and related results chains provide a complete picture of WFP's performance. Use of the two frameworks has provided the basis for organization-wide planning, monitoring and reporting under the Strategic Plan (2008–2013) and the current Strategic Plan (2014–2017).

77. With the new Strategic Plan (2017–2021), WFP is seizing the opportunity to integrate strategic and management results into a single CRF. The CRF is built around two Strategic Goals drawn from SDG 2 and SDG 17, and supported by five Strategic Objectives and eight Strategic Results as set out in this Strategic Plan (2017–2021). The five Strategic Objectives frame WFP’s programmatic and operational focus, and link to national and global efforts to meet SDG 2 and SDG 17 targets. In addition to the eight Strategic Results are WFP’s Strategic Outcomes, outputs and activities. Strategic Outcome, output and activity statements will be drafted at the country level in line with the CRF. Country-specific Strategic Outcome, output and activity statements linked to standardized categories allow for flexibility and contextualization of Strategic Outcomes, outputs and activities at the country level while ensuring a harmonized approach to performance measurement and reporting across countries. The CRF will ensure harmonized design, monitoring and reporting for CSPs across all WFP offices. Adoption of the CRF will be a further step in aligning WFP’s monitoring and reporting on results with those of other United Nations agencies, particularly UNICEF, UNDP and the United Nations Population Fund.
78. In line with international norms, the monitoring of SDG indicators and of selected national, subnational and thematic indicators will be the responsibility of national authorities with the assistance of international organizations.⁵⁷ WFP’s performance management will involve tracking operational outcome indicators, process indicators, output indicators and activity indicators. Outcome and output achievement values will be reported on in annual performance reports at the country and global level. In addition, WFP’s evaluation function will provide independent assessment of WFP’s contributions to country-specific and global strategic results and objectives, in line with the Evaluation Policy’s coverage norms, standards and principles.
79. To support consistent monitoring of CRF indicators, WFP will update its normative framework for monitoring, including by revising the standard operating procedures for monitoring and the minimum monitoring requirements. All corporate guidance on monitoring will also be updated, and all logical frameworks will be realigned with the new Strategic Results and Strategic Objectives and will incorporate the new planning elements and indicators. WFP will also work towards establishing sustainable funding models for assessment and monitoring systems that enable it to better capture and report on results at the outcome level.

VI. WFP’s Financial Framework⁵⁸

80. The financial framework for the Strategic Plan – to be developed in the context of a review of the current financial framework – will be fundamental for implementing CSPs. With a view to enhancing transparency and accountability in resource management, demonstrating value for money and improving decision-making, the new financial framework aims to increase the alignment between resources and results. It will build on the QCPR, while also drawing lessons from other United Nations organizations where appropriate.
81. As part of the new financial framework, a country portfolio budget (CPB) approach will facilitate the implementation of CSPs. This simplified, more transparent, and flexible portfolio budget will ensure that the links between strategic planning and financial and operational performance are clear. The CPB will also facilitate the better alignment of WFP activities with other United Nations agencies supporting the achievement of joint planning, joint performance and joint resource mobilization.⁵⁹

⁵⁷ United Nations Economic and Social Council (ECOSOC) documents E/CN.32016/2 and E/CN.32016/3. 2016. *Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators* and the *Report of the High-Level Group for Partnership, Coordination and Capacity Building for Post-2015 Monitoring*.

⁵⁸ In the final version of the Strategic Plan, the text related to the Financial Framework Review may provide a general outline of how WFP plans to ensure that the Strategic Plan, CSPs, the Financial Framework Review and the CRF are integrated, without going into details, as these would be included in the respective policy papers.

⁵⁹ As required in the WFP’s agreed WHS-Grand Bargain commitments.

82. The CPB is a very different concept from the current use of multiple projects with their own start and end dates. The budget is based on a calendar year, and linked to SDG targets and results. As the CSPs will encompass all the planned outcomes that WFP will support in that country, the corresponding budget structure will provide clear links from corporate strategy to resourcing for WFP Strategic Outcomes, and it will enable WFP to plan its full portfolio of activities annually. The CPB will shift away from the current reliance on the inputs and cost components of individual projects. This is expected to maximize WFP's ability to respond efficiently; prioritize operational needs; contribute to better financial management, reporting and analysis to provide better data on cost-efficiency; and facilitate resource mobilization.
83. The revised financial framework and CPB concept will be set out in a separate policy paper, to be submitted to the Board for approval.

ANNEX I

Relevant Targets and Indicators¹ of SDG 2 and SDG 17

1. The targets of SDG 2 and SDG 17 relevant to the Strategic Results are:
2. Target 2.1: By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round.
3. SDG indicators 2.1:²
 - prevalence of undernourishment; and
 - Food Insecurity Experience Scale.
4. Target 2.2: By 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.
5. SDG indicators 2.2:
 - prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age; and
 - prevalence of malnutrition (weight for height $>+2$ or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5, disaggregated by type (wasting and overweight).
6. Target 2.3: By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.
7. SDG indicators 2.3:
 - volume of production per labour unit by classes of farming/pastoral/forestry enterprise size; and
 - average income of small-scale food producers, by sex and indigenous status.
8. Target 2.4: By 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality.

¹ These indicators were agreed upon by Member States during the 47th session of the United Nations Statistical Commission. Please refer to Annex IV of the resolution (E/CN.3/2016/2/Rev.1) for the final list of proposed Sustainable Development Goal indicators:
<http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-Rev1-E.pdf>.

² For SDG 2.1, WFP also considers the food consumption score (FCS) an important indicator. WFP calculates the FCS from the frequency of consumption of different food groups by a household during the seven days before the survey. This is an indicator of food access, based on both dietary diversity and the frequency of food groups consumed. The FCS is relevant to operations at the subnational level, which is why it is not included in the SDG indicator framework as a global indicator. However, the FCS is a proven WFP corporate indicator collected in more than 50 countries, with an operational history of more than 10 years and has enabled the organization to assess and monitor food access and consumption in developing countries. Many institutions including the World Bank have used FCS as an operational indicator over the last several years. While by definition the FCS is a composite indicator, the food frequency data collected for its computation provides a rich data repository that may be employed in a variety of ways. For example, nutrient adequacy may be analysed from the raw frequency data, and unweighted or differentially weighted scores may be adapted to reflect cultural and geographic dietary variation, to account for seasonality, or to prioritize dietary habits that are consistent with sustainable development goals. WFP will continue to support countries in using the FCS for monitoring food security and nutrition, particularly with respect to SDG 2.1, as appropriate, and it will continue to be a core operational indicator in the CRF.

9. SDG indicator 2.4:
 - proportion of agricultural area under productive and sustainable agriculture.
10. Target 17.3: Mobilize additional financial resources for developing countries from multiple resources.
11. SDG indicators 17.3:
 - foreign direct investments (FDI), official development assistance and South–South cooperation as a proportion of total domestic budget; and
 - volume of remittances (in United States dollars) as a proportion of total GDP.
12. Target 17.9: Enhance international support for implementing effective and targeted capacity development in developing countries to support national plans to implement all the Sustainable Development Goals, including through North–South, South–South and triangular cooperation.
13. SDG indicator 17.9:
 - Dollar value of financial and technical assistance (including through North–South, South–South and triangular cooperation) committed to developing countries.
14. Target 17.14 Enhance policy coherence for sustainable development.
15. SDG indicator 17.14:
 - number of countries with mechanisms in place to enhance policy coherence of sustainable development.
16. Target 17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.
17. SDG indicator 17.16:
 - number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals.

ANNEX II

WFP Core Values, Principles and Standards

Zero hunger is an ambitious objective, leading to a world where every man, woman and child has enough to eat. It is one of the global goals that world leaders have set for 2030. Achieving zero hunger means ending chronic hunger, malnutrition and food insecurity, leaving no one behind, and humanity requires it so that people can reach their full potential. WFP's ability to achieve its objectives and contribute to the achievement of the SDGs depends on WFP's unwavering commitment to act with the highest ethics and standards of conduct. This means adhering to WFP's core values, principles and standards in all its actions by providing humanitarian and development assistance with the highest standards of corporate behaviour towards the people, communities and governments it serves, towards its partners, and towards the societies and the world.

Ideals of the United Nations Charter, the Humanitarian Principles and Respect for Human Rights

1. WFP is committed to working towards a world without hunger while abiding by the ideals and principles of the United Nations Charter. WFP serves the ideals of peace, respect for fundamental rights, economic and social progress and international cooperation. WFP is always guided by and respects the principles of human rights, social justice, the dignity and worth of the human person and respect for equal rights of men and women, boys and girls. WFP adheres to the core humanitarian principles¹ set out in the following table.

CORE HUMANITARIAN PRINCIPLES	
Humanity	WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.
Neutrality	WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants.
Impartiality	WFP's assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion. In a country, assistance will be targeted to those most at risk, following a sound assessment that considers the different needs and vulnerabilities of women, men and children.
Independence	WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided.

Standards of Conduct

2. WFP expects all its operations to be conducted in accordance with the Standards of Conduct for the International Civil Service (2013)² and the WFP Code of Conduct,³ set out in the following table.

¹ The humanitarian principles of humanity, impartiality and neutrality were endorsed in United Nations General Assembly Resolution 46/182, adopted in 1991. The fourth principle of independence was added in 2004 under Resolution 58/114. WFP/EB.A/2004/5-C.

² International Civil Service Commission. 2013. Standards of Conduct for the International Civil Service.

³ Executive Director Circular OED2014/016, *WFP Code of Conduct*.

PRINCIPLES OF WFP'S CODE OF CONDUCT
Serve the ideals of peace, respect for fundamental rights, economic and social progress, and international cooperation.
Carry out duties, both in public and private life, with competence, integrity, impartiality, independence and discretion.
Abide by the regulations and rules of WFP and/or contract terms, and report any breach of those regulations and rules or terms of contract while having a right to be protected from retaliation.
Recognize privileges and immunities, if any, are conferred solely in the interests of WFP and are not an exemption from observing local laws or respecting private legal or financial obligations.
Contribute to building a harmonious workplace based on mutual respect and understanding, respect for diversity, and free from harassment, sexual harassment, sexual violence and/or abuse of authority.
Respect the rights, dignity and safety of the people WFP serves, taking into account their expressed needs and concerns, and acting impartially and fairly without any acts of sexual exploitation and abuse.
Base actions on honesty, truthfulness, impartiality and incorruptibility, reporting any fraudulent, corrupt, collusive, coercive and obstructive practice or attempted practice.
Perform official duties and conduct private affairs in a manner that avoids actual, apparent and potential conflicts of interest or reflects unfavourably on WFP.
Refuse any personal honour, decoration, favour, gift or remuneration from a government or other private or public sources external to WFP, except when exceptionally permissible by policy.
Disclose any conflict of interest and cooperate in resolving it with the interests of WFP only in view.
Refrain from using any confidential information for unauthorized purposes and/or disclosing any confidential information to unauthorized persons.
Use the assets, property, information and other WFP resources with care, efficiency, effectiveness and integrity and for authorized purposes only, and safeguard the resources of WFP.
Abide by the principles and values enshrined in the United Nations Charter: fundamental human rights, social justice, the dignity and worth of the human person and respect for the equal rights of men and women and of nations great and small.
Contribute to the WFP mission for promoting food security and toward eradicating hunger.

Centrality of Protection and Human Rights Considerations

3. WFP is committed to adhering to the values, purposes and principles of the United Nations Charter and the Universal Declaration of Human Rights. Promoting and encouraging respect for human rights and international humanitarian law is a core objective of the United Nations. Through its mandate to address hunger, WFP is committed to ensuring that it does not exacerbate or create risks to people through its presence or assistance, but rather seeks ways of fostering people's safety, dignity and integrity. In doing so, WFP acknowledges the interlinkages between risks to people's fundamental human rights and hunger and the potential of food assistance to support people's safety and maintain their dignity.

Accountability to Affected Populations

4. WFP is accountable to affected populations, both for achieving results in addressing hunger and for the manner in which programmes are implemented. This requirement calls for the systematic and meaningful engagement of people, including the most marginalized, in all stages of the project cycle, to ensure that people have a voice in the decisions that affect their lives. Basing programmes on feedback from affected communities helps to ensure that needs are correctly identified and understood and that programmes are modified as appropriate, ultimately resulting in more effective programmes.

Unity of Purpose, Integrity, and Dedication

5. WFP's greatest strength is its dedicated women and men working around the world who provide access to nutritious food and promote lasting solutions, often under difficult conditions where security threats and risks to personal safety are considerable. WFP's dedicated individuals draw on an unparalleled range of expertise in providing nutritious foods, logistics, engineering, telecommunications, food security needs assessment, post-emergency rehabilitation and longer-term capacity development, conducting operations with integrity and with respect for the many people, organizations and environments WFP touches.

Working for WFP and the United Nations

6. WFP and its people are expected to abide by the core values of WFP and the United Nations – at all times be loyal to WFP and the United Nations with a shared vision of WFP and the United Nations, placing the interests of WFP and its mission above one's own interests while respecting each other and others, regardless of differences in views and cultural practices. WFP is committed to respecting all persons equally, including people living with disabilities, the infirm, and the elderly, while promoting women's empowerment and gender equality.

Working with Others/Commitment to Partnership Principles

7. Achieving zero hunger requires WFP to act as a system player that is actively helping to shape the way in which partners interact and relate to WFP and each other by engaging in operational and knowledge partnerships with organizations offering complementary skills and resources that maximizes value for the people it serves. This requires long-term engagement with key partners – including governments, United Nations agencies, civil society, private business, international foundations and research institutions – to develop strong partnerships and concrete ways forward based on context specific demands and WFP's strengths and expertise. WFP is committed to work with partners who have values similar to its own and work to the same standards. This means, while engaging with WFP, partners must respect the fundamental values, principles and standards of WFP and its personnel must act accordingly, respecting the dignity of the people and the communities it serves.
8. WFP is a signatory to the 2007 United Nations Global Humanitarian Platform⁴ Principles of Partnership, whose five requirements are:
 - equality;
 - transparency;
 - result-oriented approach;
 - responsibility; and
 - complementarity.

⁴ See www.globalhumanitarianplatform.org

9. WFP continues to adhere to the Global Humanitarian Platform Principles, preferring “equity” rather than “equality,” acknowledging that all partners contribute something to a collaborative relationship and must be respected regardless of size or status. In addition, WFP adheres in strategic and precautionary principles,⁵ to ensure its relationships are tied to the achievement of strategic objectives, are cost-effective, and do not present undue risk or detriment to WFP’s reputation, status or operating efficiency.

Working with Vendors/Suppliers

10. WFP is committed to ensuring that the highest standards of ethics and conduct are reflected throughout its operations and, accordingly, vendors/suppliers are expected to abide by the United Nations Supplier Code of Conduct, which covers standards related to Labour, Human Rights, Environment and Ethical Conduct.

Social Sustainability

11. WFP is committed to consideration of the principles of social sustainability as part of its programming, implementation and operations within a context of socially equitable and environmentally responsible sustainable development. This includes taking into consideration the impacts of WFP’s operations to the environment and climate for the purpose of instituting safeguards aimed to enhance the environmental benefits of activities, avoid irreversible environmental damage, foresee adverse impacts on those WFP serves and in the communities it serves, and ensure sustainable use and management of natural resources.

An Action-Oriented Approach with Impact on the Ground

12. Responding to humanitarian emergencies is and will continue to be a primary focus for WFP’s dedicated people and partners worldwide. Agility to scale up and scale down operations quickly to meet changing needs is crucial. Likewise, when emergencies strike, WFP needs to be ready to efficiently deliver as soon as possible to affected areas worldwide.
13. WFP’s strong delivery culture, deep field presence in 80 countries, and scope of operations are all assets that need to be preserved and strengthened by a continued focus for impact at the country level through well-targeted and high-quality programmes that are applicable in a variety of contexts, and in line with national priorities.

Accountability and Transparency

14. WFP is committed to transparency and accountability in the management of its resources in order to ensure the effective fulfilment of its Strategic Objectives. WFP believes in a culture of learning that enables evidence-based interventions to deliver results in a cost-efficient manner. To support global operations in the most effective way, WFP runs a lean and efficient administrative infrastructure characterized by a high degree of transparency and accountability. WFP is committed to the principles and practice of independent, credible and useful evaluations; its Office of Evaluation is independent of other management functions. WFP’s 2016–2021 Evaluation Policy⁶ sets the strategic direction, standards and coverage norms for embedding evaluation throughout WFP to strengthen evidence-based policy and programming. WFP has strong commitment to sound financial management, internal control and accounting, and was the first United Nations organization to implement International Public Sector Accounting Standards, provides an annual statement of assurance on the effectiveness of internal control and has a wide range of oversight bodies which ensure that all aspects of its Headquarters and field operations are subject to regular independent audits, as well as evaluations. WFP does not, and shall not, tolerate any fraudulent, corrupt and/or collusive practices in the course of its operations.⁷ WFP recognizes the adverse effect that such practices have on its activities and operations, and is committed to preventing them and taking robust action where they are found to occur.

⁵ See also WFP Corporate Partnership Strategy (2014–2017), paragraphs 21–26.

⁶ WFP/EB.2/2015/4-A/Rev.1.

⁷ WFP/EB.A/2015/5-E/1.

ANNEX III

Strategic Plan (2017–2021) Risk Assessment

Risk category	Risks	Cause	Effects	Risk seriousness	Mitigation actions
Institutional	Inability to meet humanitarian commitments	WFP's mandate requires it to take a lead role in emergencies.	WFP's capacity to respond in emergencies may be affected by competing demands and lack of resources. WFP's reputation as an emergency response organization may suffer.	Medium	Completion of corporate emergency response mechanisms such as staff capacity-development, the emergency response rosters, and advance financing mechanisms.
Institutional	Challenges in adapting to support countries to achieve the Sustainable Development Goals of the 2030 Agenda	Responsibilities emerging from the 2030 Agenda require WFP to support governments both in emergencies by providing humanitarian assistance as well as in recovery or structural poverty situations, including through dedicated capacity-strengthening support.	WFP may lack the resources and focus to act as an effective partner in providing capacity-strengthening support	Medium	Integration and completion of the WFP Impact Framework. Updating and revising WFP's programme and monitoring guidance on technical assistance and country capacity-strengthening. Programme staff training. Enhanced partnerships.
Institutional	Insufficient evidence to demonstrate impact, and inadequate systems and capacity to measure and analyse outcome level results	WFP lacks mechanisms and investments for capturing evidence at the outcome level, and also faces increased accountability requirements.	WFP corporate monitoring systems do not facilitate its assessment at the outcome level and limit WFP's ability to manage for results based on analysis of what works and what does not. As a result, WFP may be unable to demonstrate the extent to which it is meeting its 2030 Agenda objectives – it may not be evident that WFP is achieving results cost-efficiently and cost-effectively.	Medium	Establishment of sustainable funding models for assessment, monitoring and evaluations. Integration of roles and accountabilities in assessments, monitoring and evaluations into staff performance management. Establishment of systems for capturing and reporting on results at the outcome level.

Risk category	Risks	Cause	Effects	Risk seriousness	Mitigation actions
Programmatic	Cooperating partners' lack of capacity	There is increased emphasis on partnership and complementarities while the availability and capacity of cooperating partners, including government counterparts, is limited. The 2030 Agenda requires partners with different skill sets for the evolving environment.	WFP may be unable to fully achieve the Strategic Results outlined in the Strategic Plan (2017–2021).	Medium	Implementation and continuous review of WFP partnerships, taking into account new requirements and gaps.
Programmatic	Lack of staff skill sets for The 2030 Agenda initiatives	The 2030 Agenda obligations require staff skills in areas such as humanitarian relief operations, climate and disaster risk reduction, social protection and safety nets, nutrition, partnerships and capacity-strengthening with national partners.	Lack of staff skills may lead to a mismatch between the staff profile needed and that available. WFP management and control structures may be unable to keep pace with new obligations leading to poor results and inefficient use of resources.	High	Clear identification of the required skill-sets at the corporate level, linked to capacity-development tools. Programme Learning Journey, drawing from current expertise and training staff to respond to evolving needs. Developing opportunities for national staff. Link the career implementation framework to the 2030 Agenda obligations.
Contextual	Challenging funding environment	Needs are increasing and competition for resources is intensifying, with investments needed to align staff skill sets with 2030 Agenda obligations.	WFP may be unable to become the partner of choice in supporting countries to achieve the 2030 Agenda.	High	Implementation of the WFP Impact Framework relating to the financial framework. Demonstration of the impacts of WFP activities for stakeholders. Reorientation of WFP's donor relations and fundraising approach towards the 2030 Agenda requirements.

Acronyms Used in the Document

ARC	African Risk Capacity
AU	African Union
CBT	cash-based transfer
CFS	Committee on World Food Security
CPB	country portfolio budget
CRF	Corporate Results Framework
CSP	Country Strategic Plan
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
FFR	Financial Framework Review
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICRC	International Committee of the Red Cross
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
MRF	Management Results Framework
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agencies
SDG	Sustainable Development Goal
SRF	Strategic Results Framework
UNDP	United Nations Development Programme
UNDS	United Nations development system
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping
WHO	World Health Organization
WHS	World Humanitarian Summit