

*Abridged Version*

# STRATEGIC PLAN

Turning the tide  
against hunger

# 2022 - 2025



World Food  
Programme

# Context

## The world today

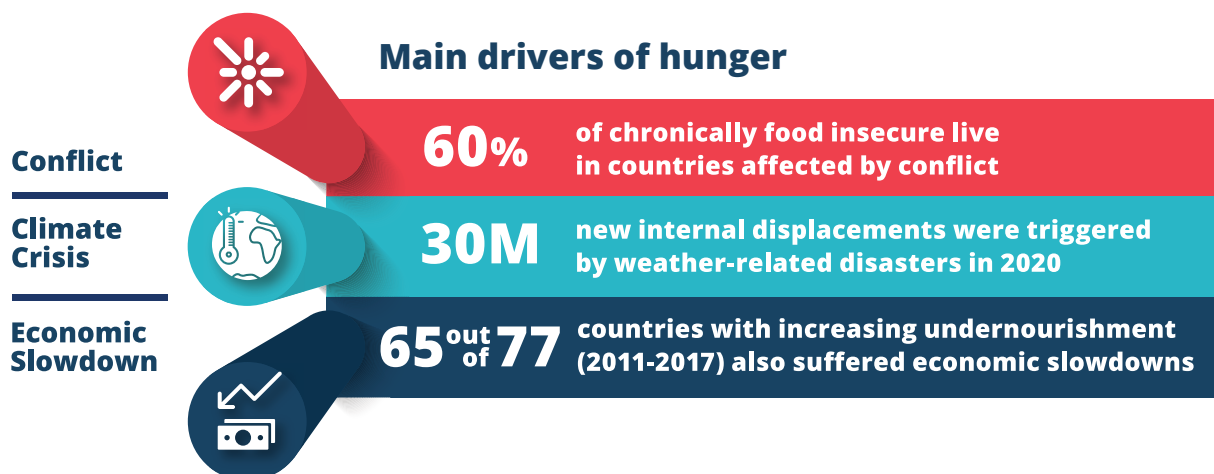
The world today is **more complex and volatile** than it was five years ago. At that time, governments had just adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), affirming their resolve to end poverty and hunger, reduce inequality, build peaceful societies,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

### HUNGER ON THE RISE

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

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

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



## SEVERAL OTHER TRENDS SHAPE THE WORLD AND WFP'S OUTLOOK

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

## Challenges we face

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

## SHOCKS UNFOLD BRUTALLY DUE TO STRUCTURAL VULNERABILITIES

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

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

### BOX 1: TRENDS TO LEVERAGE FOR ZERO HUNGER

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

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



## THE RESPONSE IS FALLING BEHIND

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

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

## Our operating landscape

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

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

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

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

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

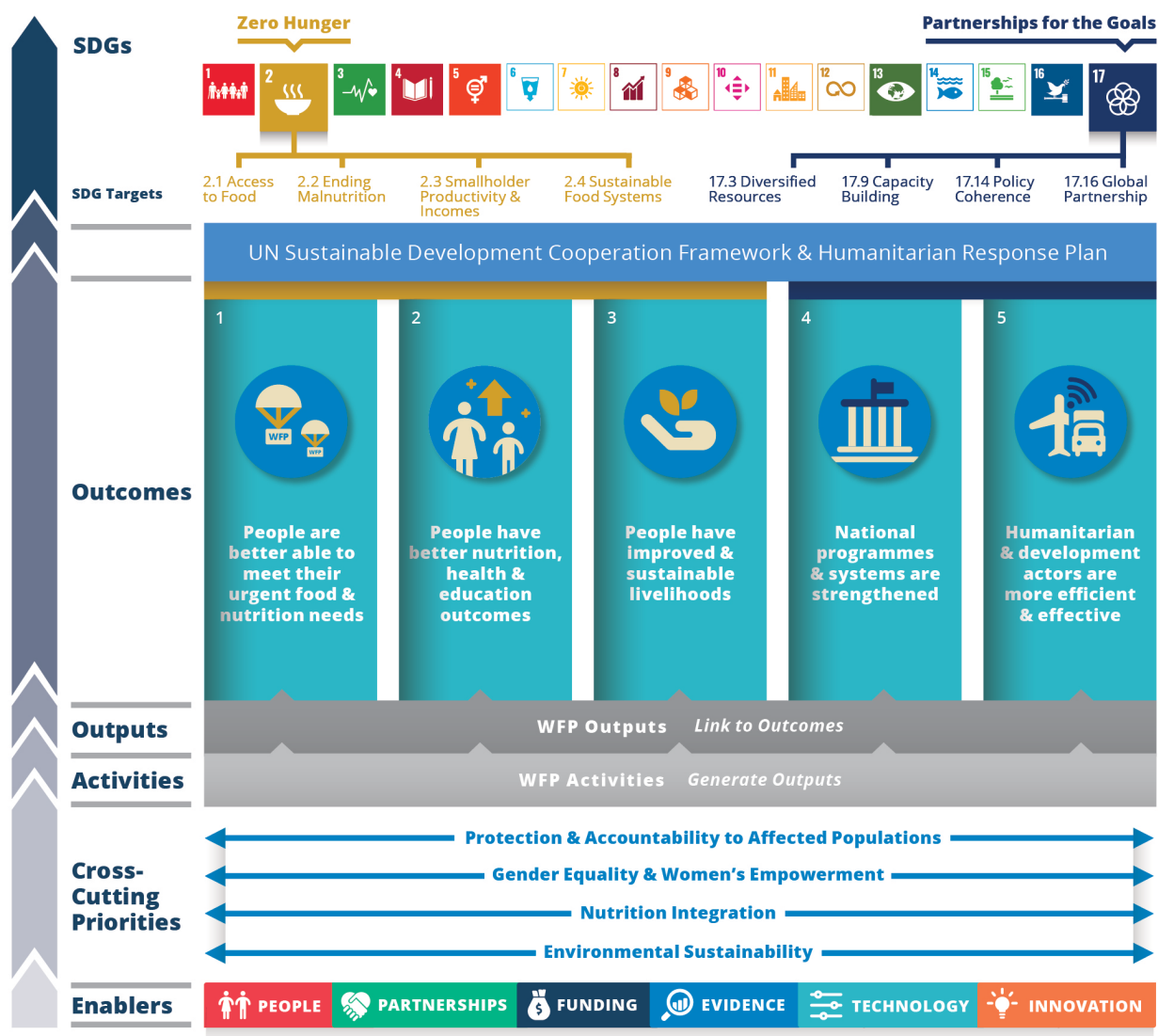
### BOX 2: UNITED NATIONS FOOD SYSTEMS SUMMIT

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

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

# Vision, outcomes and the SDGs

## Strategic Plan Results Framework





## Vision

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

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

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

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

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

## Links to SDGs

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

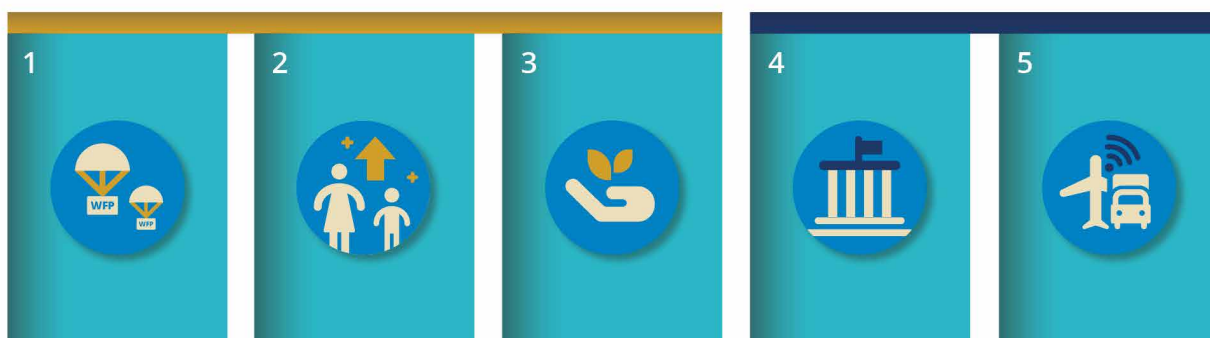
- progress towards a more peaceful world (SDG 16), sustained, inclusive and sustainable economic growth (SDG 8), and climate action to ensure stable food availability (SDG 13)
- developing human capital by improving health (SDG 3) and education, especially for girls (SDG 4); the empowerment of women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

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

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

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





## Outcomes

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

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

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

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



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