



World Food Programme

SAVING LIVES
CHANGING LIVES

WFP Strategy to improve diets and address malnutrition

2024 - 2030

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ACRONYMS

CBT	Cash-Based Transfer
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agriculture and Development
IFI	International Financial Institution
M&E	Monitoring and Evaluation
MIMI	Modelling and Mapping Risk of Inadequate Micronutrient Intake
N4G	Nutrition for Growth
NGO	Non-Governmental Organisation
PBWG	Pregnant and Breastfeeding Women and Girls
PLHIV/TB	People Living With HIV/Tuberculosis
SBC	Social & Behaviour Change
SDG	Sustainable Development Goal
SNF	Specialized Nutritious Food
UN	United Nations
UNHCR	UN Agency for Refugees
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization



FOREWORD

Good nutrition is fundamental for sustainable development: it is the fuel that empowers children to learn, adults to work, and communities to thrive. In humanitarian emergencies, it is the difference between life and death. Yet every country on the planet is affected by malnutrition in one form or another, and 2.8 billion people are unable to afford a healthy diet.

Our mission at the World Food Programme (WFP) is to provide immediate assistance in emergencies, and to address the root causes of hunger so the most vulnerable communities can access the foods they need to be healthy, productive and resilient.

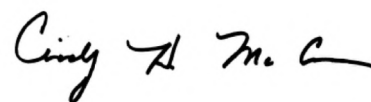
Our new *Strategy to improve diets and address malnutrition 2024-2030*, sets out how we intend to achieve this as the world approaches the 2030 deadline to fulfil the Sustainable Development Goals.

WFP is a truly global organization with a presence in 123 countries and territories, which provides a unique platform to influence and improve nutrition outcomes. This Strategy underscores our commitment to embed nutrition at the heart of everything we do. It explains how we will further integrate nutrition

into all of our programmes and operations, and work with our many partners to ensure that everyone has access to the healthy, nutritious diets they need to survive and thrive.

Our pursuit of a world free from malnutrition is a collective effort. WFP calls upon governments, the private sector, civil society and individuals to join us in our mission to end hunger and improve nutrition worldwide.

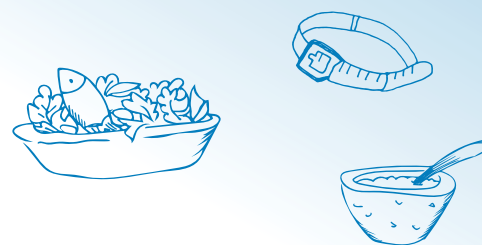
Together, we can create a future where everyone has the opportunity to lead a healthy and productive life. This Strategy provides a roadmap that will guide us to our shared destination.



Cindy H. McCain
Executive Director
World Food Programme



EXECUTIVE SUMMARY



In the final five years of the Sustainable Development Goals, the world remains off track to meet the targets to end malnutrition. This global challenge is still a leading cause of mortality and disease, contributing to almost half of all deaths among children under 5, and 20% of maternal deaths. Its lifelong impacts on physical and cognitive development hold back the growth of nations, costing national economies an average of 10% of gross domestic product every year. The lack of access to affordable, healthy, nutritious, and safe diets is a core reason for this, driven by poverty and ineffective food systems, and underpinned by conflict, natural disasters, climate change and

economic shocks.

The World Food Programme (WFP) *Strategy to improve diets and address malnutrition 2024-2030* is set within this context. It follows the recommendations of the *Evaluation of WFP's Nutrition Policy 2017-2021*¹ and builds on WFP's comparative advantage as the largest provider of food assistance worldwide. With 60 years' experience responding to humanitarian crises and supporting national resilience for food security, WFP has a key role to play in addressing malnutrition and improving diets, particularly among populations facing the greatest risk.



Our primary focus for this Strategy is to reach people in humanitarian emergencies, as well as the most marginalised and most vulnerable to shocks and crises in more stable settings. Among these groups, we will focus our attention on young children, pregnant and breastfeeding women and girls, and people living with HIV. These groups are particularly vulnerable to malnutrition, and its impacts have immediate impacts on their health and survival, as well as intergenerational impacts on human capital development and resilience. Adopting a prevention first approach, complemented by agile and targeted responses to aid recovery, we aim to reduce malnutrition during humanitarian emergencies; increase the consumption of healthy, nutritious diets among those most at risk of malnutrition; strengthen national nutrition systems and capacities; and influence social norms to support healthy, nutritious diets. We will achieve these goals by working through three, interlinked pathways:

1. Actions to combat malnutrition in humanitarian crises.
2. Approaches to improve the diets of those most at risk.
3. Strengthening systems and enabling equitable access to healthy, nutritious diets.

The increasing complexities of crises and the contexts where WFP operates, exacerbated by a constrained funding environment, will require us to prioritise resources, diversify funding, build government and donor commitment, and work in collaboration to realise sustained change. The latter holds true not only for external partnerships but also within WFP itself. WFP's Strategic Plan 2022-2025 commits to the integration of nutrition across WFP's programmes, operations, and platforms, as well as to expanding access to direct nutrition services, so that our entire portfolio contributes to improving nutrition, thereby maximising value for money.

This Strategy sets out how WFP will optimise opportunities to integrate nutrition activities and objectives across its global operations; use data, evidence, and analytics to make most effective use of resources; and work in partnership to support sustainable solutions. Optimising WFP's programmes, processes and people so that they systematically deliver for nutrition will ensure that we drive sustained impacts in crisis-prone settings, and improve diets among those at risk in the long term.



1. CONTEXT





The right nutrition is fundamental for preventing people from dying in humanitarian emergencies and for averting lifelong damage to health, learning and economic productivity. It is key for both addressing and reducing humanitarian needs, and for setting populations on a path of greater resilience.

Every country in the world is affected by malnutrition in one or more forms. Progress to address this issue remains insufficient, with low-income countries facing an unacceptably high burden of undernutrition, and almost all countries experiencing growing numbers of people affected by overweight or obesity. The lack of affordable, nutritious diets is a major driver of this, with poverty, ineffective food systems and recurrent humanitarian emergencies some of the main barriers to ensuring people can access the foods they need to survive and to be healthy, productive and resilient.

The severity and impact of malnutrition and inadequate diets are most profound in countries that face recurrent shocks and crises, including those resulting from conflict, climate change and natural disasters. An estimated 46% of countries classified as fragile face elevated levels of multiple forms of malnutrition, compared with just 7.4% of non-fragile countries.² This is of great concern given that shocks and disasters are set to worsen.

Climate change is exerting multiple immediate and longer-term impacts on diets and malnutrition. Extreme weather events significantly disrupt food production, prices and access, whilst also increasing the probability of disease outbreaks, which exacerbate the risk of malnutrition in the short and longer term.^{3,4} Climate change is driving changes in soil fertility, rainfall patterns and crop yields, aquatic and marine production, as well as the

nutrient content and bioavailability of foods. It is impacting pest resistance, and contributing to increased food spoilage and food safety and quality hazards across the entire food system. An increase in vector-borne diseases is also expected in the face of higher temperatures and rainfall associated with climate change. Exposure to extreme heat in pregnancy has been associated with a 25% increased risk of low birth weight.⁵

Climate modelling indicates that most of the additional child deaths predicted to occur between 2030 and 2050 because of climate change will have undernutrition as a causal factor.⁶

Conflict and violence present a continued barrier to progress. Armed conflict is one of the main drivers of food insecurity, and children exposed to conflict are more likely to suffer from wasting and stunting even after the end of hostilities.^{7,8} Women who live in conflict areas are more likely to give birth to low birthweight babies, increasing the risk of undernutrition through infancy and early childhood.⁹

Economic shocks are having profound impacts on the diets of populations who are already facing malnutrition in its various forms. Escalations in food prices, reductions in income, reduced livelihood opportunities and decreased government expenditure are all common when economic shocks arise, and all have detrimental impacts on nutrition. Analysis of trends in economic shocks and malnutrition between 1990 and 2018 indicate that a 10% annual decline in national income increases child wasting by 14%.¹⁰

These threats to diets and nutrition are arising alongside complex shifts in how and where people are living. Increasing urbanization is altering the vulnerabilities people face, disrupting social networks and coping strategies, and challenging traditional models for supporting populations who tend to be hit hardest by crises, or who are otherwise affected by poverty and marginalization. The continued proliferation

of cheap, ultra-processed foods, alongside pressures on the time and resources to prepare healthier options will, unless addressed urgently, drive an escalation in inadequate diets and non-communicable diseases among those also dealing with the effects of undernutrition.

The impact of malnutrition and inadequate diets is severe. Malnutrition is a leading cause of disease and death among young children.¹¹



Malnutrition underpins
20% of maternal deaths



50% of deaths among children under 5

Among PLHIV, acute malnutrition is associated with a 2–6 times increased risk of death in the first phase of antiretroviral therapy.¹² Diets that lack diversity, and that are insufficient in protein, fat and micronutrients, are also a key driver of the growing levels of non-communicable

diseases and associated mortality.

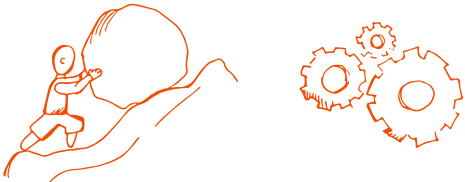
Poor nutrition prevents the development of nations. It affects cognitive development, educational attainment and health, costing economies an average of 10% of gross domestic product (GDP) in healthcare costs and lost productivity.^{13,14} Cost of Hunger studies in 21 African countries found that undernutrition costs between 1.9% (Egypt) and 16.5% (Ethiopia) of GDP. In Latin America and the Caribbean, the combined burden of undernutrition and overweight and obesity costs between 0.2% (Chile) and 16.3% (Guatemala) of GDP.¹⁵ In Asia, estimates of the impact of undernutrition range from 4% to 11% of GDP.¹⁶

Analysis done across 95 low- and middle-income countries has shown that childhood stunting imposes substantial financial losses to the private sector.¹⁷



Childhood stunting costs the private sector
US\$135.4 billion every year in low- and middle-income countries





Despite global commitments to nutrition, progress has been slow and uneven.

Over the past 15 years, increased focus has been given globally to the challenge that comes from the lack of access to healthy, nutritious diets and malnutrition. The launch of the Scaling Up Nutrition movement in 2010 stimulated significant political attention. The Nutrition for Growth (N4G) Summits, hosted by the United Kingdom in 2013, Brazil in 2016 and Japan in 2021, generated US\$7.4 billion in nutrition-specific and US\$19 billion in nutrition-sensitive investments;¹⁸ the Tokyo N4G Summit alone generated 433 commitments from 198 stakeholders in 84 countries. In 2021, the UN Food Systems Summit brought attention to the need for greater action to ensure that all people, everywhere, access the diets they need in a sustained way. This global momentum was underpinned by the clear message that addressing malnutrition represents a good investment given the positive impacts on human capital and economic development.

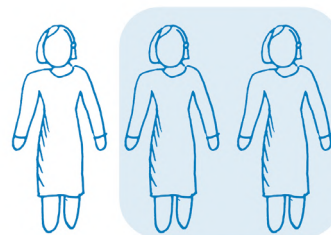
However, progress to improve nutrition outcomes has been uneven and too slow. In 2022, 148 million children under 5 were stunted, 45 million wasted, and 37 million overweight.¹⁹



Global estimates indicate that two out of three women of reproductive age have at least one micronutrient deficiency.

The World Health Organization (WHO) estimates that 37% of pregnant women and 30% of women of reproductive age are anaemic. An estimated 14.7% of infants are born low birthweight – with poor nutrition during pregnancy a common causal factor – increasing the risk of malnutrition in early childhood. In 2021, 83% of people living in sub-Saharan Africa and 72% of people living in South Asia were unable to afford a healthy diet, compared with just over 1% in high-income countries.²⁰ Just 23% of young children in South Asia, 25% in west and central Africa, and 21% in east and southern Africa, consume diets that meet minimum standards for dietary diversity.²¹ Overall, 95% of the world’s stunted children under 5, and 97% of wasted children under 5, live in Asia or Africa.²²

Only one-third of countries is on track to meet agreed targets to reduce stunting. One in six countries is on track to reach the Sustainable Development Goal (SDG) target for child overweight, and only one country is on track to achieve the global target to reduce anaemia among women of reproductive age. The prevalence of low birthweight has declined only marginally, from 16.6% in 2000 to 14.7% in 2020.²³ Between 2010-2020, the percentage of children aged 6-23 months among the poorest households who consumed a diet that met minimum diversity increased only slightly, from 13% to 15%.



Two out of three women of reproductive age have at least one micronutrient deficiency

Slow progress globally masks significant variations regionally. Only one-third of countries in Africa and just under half of those in Asia are on track to reach the 2030 target to reduce child wasting. Half of countries in Asia are on track to reach the 2030 to reduce child stunting, compared to only one-third of countries in the Latin America and Caribbean region and one-tenth of African countries. All regions are seeing worsening trends in child overweight and obesity. Across all measures of malnutrition, lack of data constrains efforts to measure progress – nearly half of countries have no data available to assess progress on child wasting, and one-quarter has no data to assess progress on child stunting.

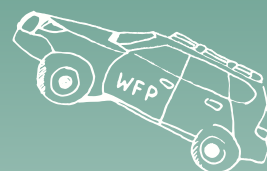
Lack of progress is unsurprising when considering that financing for nutrition has continued to fall short. Financing for direct nutrition services from OECD DAC donors increased from US\$ 760 million in 2012 to just over US\$ 1 billion in 2021. However, funding for nutrition in countries facing elevated levels of malnutrition has remained significantly

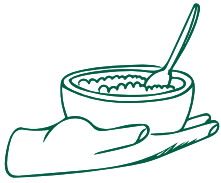
below what is needed to scale effective solutions as outlined in the 2017 World Bank Investment Framework for Nutrition. There also continues to be an over-reliance on unpredictable humanitarian funding to deliver services that are key for improving nutrition in contexts that face chronically elevated levels of malnutrition and recurrent or persistent crises.

Despite all of this, there is room for optimism. There is now much stronger evidence of what works to address malnutrition. Advances in technology, such as artificial intelligence (AI), are enabling much better predictions of where and when climate-related shocks will arise and offer opportunities to improve targeting and prioritisation of support. This should enable a more rapid understanding of where needs are highest, and a greater ability to reach people in a dignified manner, to prioritize investments towards those in greatest need, with actions that will have the greatest impact.



2. RATIONALE





WFP's Strategy to improve diets and address malnutrition builds on the Nutrition Policy 2017.

The World Food Programme (WFP) 2017 Nutrition Policy sets out an ambitious vision to support national programmes and capacities to ensure the availability of, access to, demand for, and consumption of healthy, nutritious diets for all, including during complex emergencies. This vision was intended to complement actions by others to address key drivers of malnutrition, such as inadequate access to health services and water, sanitation and hygiene.

The need for WFP to deliver on the vision set out in 2017 is as urgent as ever. However, at a time when needs are becoming more complex, when inequities are growing, and when fiscal space is becoming more constrained, we must sharpen our focus. This Strategy sets out how we will do this, reflecting the importance of safeguarding the quality and impact of WFP's humanitarian response whilst also working with others to enable sustainable solutions that support countries to escape the cycle of fragility that comes when people lack the nutritious foods they need.

Three principles underpin the Strategy:

1. Approaches to address malnutrition and improve diets should be informed by data, evidence, and analytics to ensure resources are prioritised in a timely, efficient, effective and equitable manner.
2. Opportunities to integrate nutrition objectives and activities across WFP's programme portfolio should be optimised to enhance impact and the value for money of investments.

3. Focus should be given to WFP's comparative advantage, working in close complement with other actors to support efficient, sustainable, scalable solutions.

The Strategy has been formulated according to the recommendations provided by the Evaluation of WFP's Nutrition Policy 2017-2021 and the 2010 HIV Policy.²⁵ The Evaluation found that the Nutrition Policy remained relevant, but recommended the creation of a nutrition strategy to better articulate how nutrition will be integrated, and how WFP will deliver sustained shifts in its approach. This Strategy does not address WFP's work on HIV in detail but does highlight the importance of reaching people living with HIV (PLHIV) given the intersection between HIV, malnutrition and hunger in the countries where WFP works. Further details of WFP's approach to HIV can be found in the 2024 HIV Strategic Vision Statement.²⁶

The Strategy takes into account four shifts in the landscape which have occurred since the 2017 policy was finalised:

First, significant investment has been made to strengthen evidence and policy recommendations relating to the prevention and management of child wasting. This has increased interest among governments and donors, creating an opportunity to transform how this issue is addressed, and governments are looking to WFP, the United Nations Children's Fund (UNICEF), WHO and others for guidance to strengthen programming and take operations to scale.

Second, the importance of improving access to healthy, nutritious diets has become much more central to global, regional, and national efforts to address malnutrition. Initiatives such as the UN Food Systems Summit have underscored the role improving diets can play in averting undernutrition, overweight / obesity, and associated ill-health. The growth in interest and initiatives in this space requires WFP to clarify

where it can bring greatest value.

Third, global crises such as the COVID-19 pandemic, the 2022 Global Food Crisis, and increasing pressure from climate-related emergencies have brought more urgency to the need to build resilient systems and communities so these are better prepared for crises, and so that malnutrition and poor diets are not exacerbated.

Finally, the financing landscape is increasingly constrained while, concurrently, the numbers

affected by, or at risk of, malnutrition remain high. This points to a clear need to articulate how WFP can prioritise its efforts to address malnutrition, and to foster efficiency and optimise impact.

This Strategy has been designed to give greater specificity to what WFP will do and where it will focus in nutrition, considering its broader work in emergency response, social protection, school meals, climate adaptation, resilient food systems, and inclusion.

All references to healthy diets in this Strategy indicate healthy, nutritious and safe diets, in line with global standards.



3. VISION, GOAL AND OBJECTIVES





Our vision is a world where no one is impacted by malnutrition, and healthy, nutritious diets are accessible to everyone, even those affected by humanitarian emergencies.

Our goal to deliver this vision is to safeguard the nutrition of people in humanitarian crises, and to support better access to healthy, nutritious diets for those at greatest risk of malnutrition in a sustainable, dignified, and equitable manner. Achievement of this goal will optimise the impact WFP has on saving lives and enabling the people it serves to become more resilient. This will in turn help build human capital and accelerate progress towards ending hunger and malnutrition. It will also support achievement of

multiple other SDGs given the centrality of good nutrition to health, education, poverty reduction and other targets.

Our specific objectives in support of this goal are to:

- Reduce the frequency and severity of malnutrition in countries at highest risk of shocks and crises.
- Increase the consumption of healthy, nutritious diets among populations at highest risk of malnutrition.
- Strengthen national systems and capacities to mitigate the impact of shocks and crises on nutrition, and to sustain long-term improvements in diets.
- Influence social norms and practices that impede equitable, inclusive access to healthy, nutritious diets.

Throughout this Strategy, references to populations at highest risk of malnutrition particularly include those impacted by shocks and crises. Whenever mentioned, such shocks and crises include those related to climate change, conflict and natural disasters.



Our primary focus is to reach people who are at greatest risk of malnutrition and inadequate diets. Ensuring these 'high risk' populations can improve their diets and avoid the devastating impacts of malnutrition is fundamental for delivering the global SDG commitment to leave no one behind, and for achieving more equitable and just societies. Focusing our efforts will also ensure we prioritise our resources and capacity so that we have the biggest impact on addressing and reducing humanitarian needs.

Within these high-risk populations, we will give particular attention to the nutritional needs of young children and pregnant and breastfeeding women and girls (PBWG). These groups are more vulnerable to malnutrition, and supporting good nutrition during the 1000-day window from conception to age 2 is the most cost-effective way to avert malnutrition and to ensure good growth and development throughout life. We will build on WFP's work on school meals to enhance the nutrition of children beyond 2 years-of-age, through childhood and adolescence, to help increase their chances of a healthy and productive life. We will leverage WFP's work on social protection to protect and improve the nutrition of children, PBWG and PLHIV given the links between poverty, malnutrition, and the susceptibility to shocks and crises. We will also

harness WFP's work with smallholder farmers and investments in climate adaptation and resilience building to strengthen the supply of nutritious food for communities in fragile settings.

We will ensure the people we support are at the centre of programme design and implementation. Building on our focus on gender, inclusion and protection, WFP will work to enable women to gain power and control over their lives, make their own choices, and influence social change. We will ensure we prioritise approaches that work best for women, and that are built on an understanding their own preferences.

To achieve the goal set out in this Strategy, we will build on WFP's comparative advantage as the largest provider of food and nutrition assistance worldwide. WFP's global reach, deep field presence, and supply chain expertise, along with its six decades of experience responding to humanitarian crises and building resilience, mean that the Organisation can play a unique role in addressing the food-related causes of malnutrition. This includes using our direct assistance, as well as our work to sustain improvements in the demand for and supply of healthy, nutritious diets among populations at greatest risk.



Strategy framework



VISION

A world where no woman or child is impacted by malnutrition, and healthy, nutritious diets are accessible to everyone, even those living in emergency settings.



GOAL

To safeguard the nutrition of people in humanitarian crises, and to support better access to healthy, nutritious diets for those at greatest risk of malnutrition in a sustainable, dignified, and equitable manner.



OBJECTIVES

Reduce the frequency and severity of malnutrition in countries at highest risk of shocks and crises.

Increase the consumption of healthy, nutritious diets among populations at highest risk of malnutrition.

Strengthen national systems and capacities to mitigate the impact of shocks and crises on nutrition, and to sustain long-term improvements in diets.

Influence social norms and practices that impede equitable, inclusive access to healthy, nutritious diets.



PATHWAYS

Actions to combat malnutrition in humanitarian crises

Approaches to improve the diets of those most at risk

Strengthening systems and enabling equitable access to healthy, nutritious diets



IMPLEMENTING THE STRATEGY



Operational pillars

Situation analysis

Programme monitoring

Learning and innovation

Advocacy and comms

Partnerships

Financing



A WFP-wide approach

Programmes

Processes

People

4. PATHWAYS TO IMPACT



There are three pathways through which we will achieve our objectives, underpinned by the Operational pillars set out in Section 5. These pathways are highly interlinked, and WFP country

offices will vary their focus and investment across each depending on the context, the level of readiness of national systems and capacities, and WFP's comparative advantage in the country.



Pathway 1. **Actions to combat malnutrition in humanitarian crises**

Responding to rapid onset and protracted humanitarian emergencies remains WFP's core accountability. Our aim is to reduce the risk of all forms of malnutrition, with a focus on children, PBWG and PLHIV. To achieve this, we will implement a transformed programmatic approach that will strengthen the way we harness WFP's full programme portfolio; optimise the use of data and analytics in our targeting, design and implementation; extend our reach; and provide services closer to those in need. Although we will aim to help address all forms of malnutrition, our focus in these contexts will be on wasting and micronutrient deficiencies, given the link between these forms of malnutrition and increased risk of death.

Our choice of strategies will be based on analysis of nutrition gaps, local preference, and food environment. We will assess which solutions can address gaps cost effectively, and the best platforms to deliver services safely and efficiently. Strategies will include the provision of Specialized Nutritious Foods (SNFs), cash-based transfers (CBTs) and locally produced foods. Ensuring the nutritional adequacy of our household food assistance will be the backbone of our renewed approach for both in-kind assistance as well as CBTs. nutritional support to these groups even before malnutrition starts to increase.

Our programmes will include Social & Behaviour Change (SBC) activities to address barriers to the consumption of healthy, nutritious diets; to promote optimum health and hygiene practices; and to address food-, nutrition- and gender-related social norms and cultural practices that undermine nutrition outcomes.

Over the duration of this Strategy, we will also test and expand our use of community-based platforms and other mechanisms to ensure support reaches those in greatest need, and

to enhance uptake of services to prevent and supplement wasting.

Prevention first

Nutrition responses in humanitarian contexts have historically prioritised the treatment of acute malnutrition over prevention, and food assistance has historically focused on meeting energy needs over nutritional ones. In alignment with a wider consensus on the efficacy and cost efficiency of prevention, WFP has developed a new 'prevention first' approach. Putting prevention first will avert the most damaging impacts of poor nutrition, and should reduce the need for more costly treatment services.

We will achieve this through a combination of nutritionally adequate household food assistance and targeted nutrition support for young children and PBWG. We will adopt a twin-track approach to this targeted support, continuing to deliver SNFs where markets are not functioning or where evidence-based alternatives are not yet available or feasible, whilst also testing and building evidence on approaches that offer more sustainable, locally driven solutions. This will include testing local nutritious foods and CBTs designed to address nutritional needs.

We will complement this support with counselling on maternal, infant and young child nutrition (MIYC-N) through community-based mechanisms; and will enable referral to antenatal care services; and early detection and referral of wasting. Given the specific nutrition needs and vulnerabilities facing young children and PBWG, in acute emergencies we will provide appropriate nutritional support to these groups even before malnutrition starts to increase.

Managing wasting

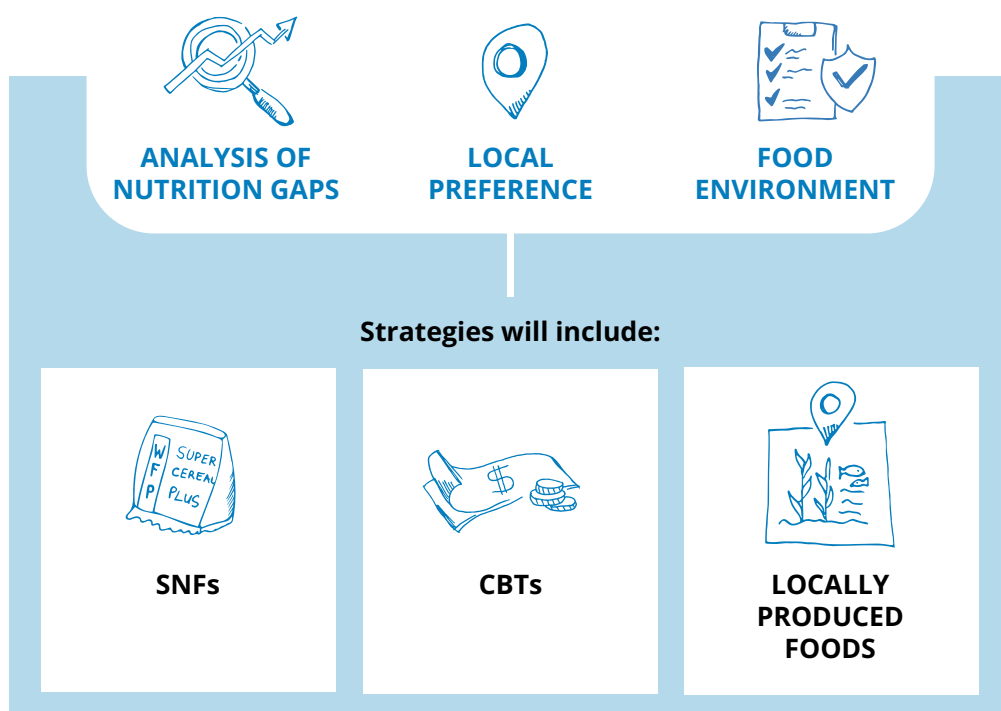
We will deliver support for PBWG and children who have become moderately wasted, working in lockstep with UNICEF to enhance efficiency, reach and impact of our collective efforts. In contexts where markets are not functioning, or alternative solutions are not feasible, we will provide SNFs. When markets are functioning, a local, nutrient dense food or CBT may be provided in place of an SNF if these options can appropriately meet the needs of wasted children and PBWG. We will also ensure efficient referral mechanisms for those with severe or high-risk wasting. In most settings, dietary management of wasting will operate in parallel with programmes to improve food

security, anticipatory action or other initiatives at household and community level.

Early warning and early action

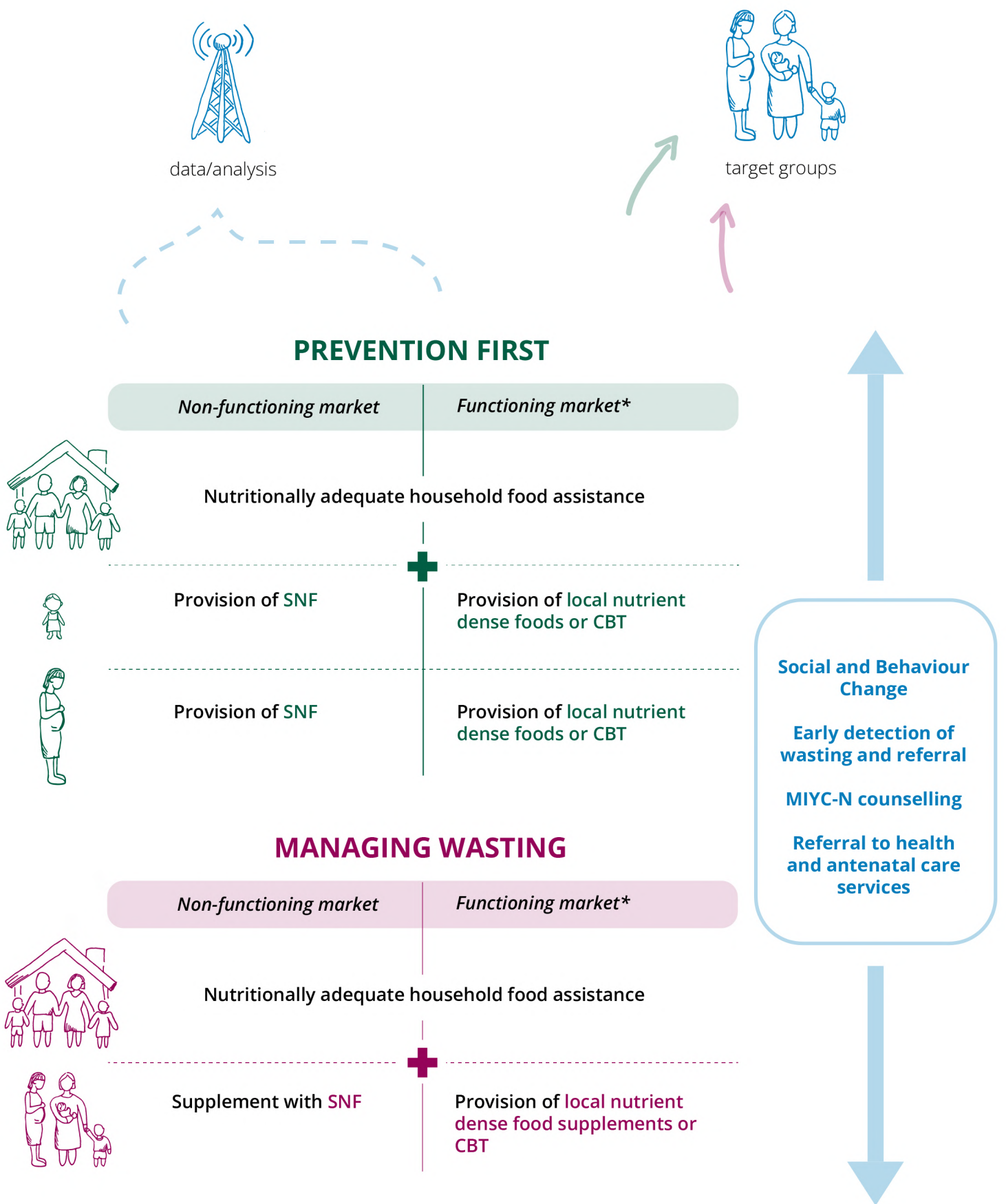
In contexts facing or at risk of humanitarian crises, we will also invest in strengthening early warning, preparedness and supporting early action to help avoid escalations in malnutrition. WFP will harness its evidence and experience of what works to enable effective response to crises to inform and strengthen national policies and programmes as well as our own programmatic approaches. Close coordination and engagement with government and through cluster and sector coordination mechanisms will underpin our work.

Our choice of strategies will be based on:



We do not recommend that country offices move away from SNF distribution to local food solutions without solid evidence of the impact on nutrition outcomes.

Pathway 1. Actions to combat malnutrition in humanitarian crises



* Shifts from SNF distribution to local food solutions should be informed by the functionality of local markets, as well as analysis on affordability and feasibility.

Pathway 2. **Approaches to improve the diets of those most at risk**

Improving the diets of high-risk populations is central to WFP's efforts to prevent malnutrition in all its forms. This includes supporting dietary solutions for the prevention and management of child wasting in line with WHO guidelines. We will stimulate demand for nutritious foods through our household assistance, and our investments in social protection and school meals. At the same time, we will strengthen the supply of nutritious foods through interventions that support local production, resilience building and climate adaptation. We will work to create a food environment and robust supply chains that deliver nutritious food for healthy diets. Finally, we will use SBC strategies that address the socio-cultural barriers to improve consumption of healthy diets, particularly among women and girls.

By focussing on the dietary needs of those most at risk, WFP's broad programme portfolio can be leveraged to save more lives, and to protect and build human capital. We will give particular focus to addressing the economic barriers to good nutrition, particularly among populations living in fragile contexts. We will build evidence of the impact of modalities such as cash transfers, fortified foods, voucher schemes and SNFs and use this to inform national social assistance mechanisms.

Increased use of data and analysis to inform programming

WFP will use data and analysis to identify gaps in the availability and affordability of healthy, nutritious diets, and deploy nutrition-sensitive market functionality and value chain assessments to identify feasible approaches to improve diets. We will also strengthen our analysis and understanding of how gender inequality affects food insecurity and malnutrition, as well as other social and cultural factors that influence

eating and feeding behaviours and food choices. This approach will be used to inform our own programmatic and procurement choices along Pathway 2, as well as to provide advice to governments and other actors along Pathway 3.

Increasing the demand for healthy, nutritious food

Building on WFP's local and regional food procurement policy, we will help create demand for healthy, nutritious options (including fortified staples) through our own procurement approach, as well as that of other institutional buyers of food. This approach can help kick-start the production of nutritious food solutions by giving greater confidence to businesses through predictable demand. We will purchase fortified staples, SNFs and other nutritious foods locally for use in both our own programmes and those delivered on behalf of governments. Where cash is being provided, we will work with the retail sector and related food environment to strengthen how cash transfers contribute to meeting nutrition needs.

Feasibility assessments for such initiatives will consider viability and sustainability beyond WFP procurement, as well as climate and environmental implications. Due attention will also be given to ensuring and enhancing food quality and safety. We will monitor whether people who are at greatest risk of malnutrition benefit through these approaches, so that programmatic strategies can be adapted and strengthened to improve uptake among these population groups.

Strengthening the sustainable supply of nutritious food

WFP implements a range of interventions that can be harnessed to improve supply of healthy,

nutritious diets. Activities such as support to smallholder farmers, climate adaptation investments, and resilience building all provide opportunities to strengthen the supply of nutritious food for communities in fragile settings. We will leverage WFP's work through these types of programmes to promote the local production, transformation, distribution, and consumption of diverse, nutrient-dense foods. Where WFP is supporting initiatives to reduce post-harvest loss and waste, we will emphasize actions that improve the availability and affordability of healthy, nutritious, safe foods, and that can result in sustained benefits. Initiatives to boost local production and processing of foods promote the self-reliance and dignity of the people we serve, while also helping to address inequities in access to healthy diets.

We will give particular focus to value chains for foods that address nutritional deficits among high-risk populations. We will invest in identifying local food solutions in fragile contexts, and testing approaches that could be replicated at scale. Such solutions include fortified staples, fresh foods, SNFs designed for PBWG and children (including complementary foods), and nutritious and climate-smart Indigenous foods. All investments will be made with due consideration of risks to food safety, climate and environmental impacts and commercial viability.

Supporting a food environment for healthy diets

WFP has a significant role to play in enhancing aspects of the food environment that can improve the availability, affordability and

consumption of healthy, nutritious diets among populations at highest risk of malnutrition. We assist with the storage and distribution of food, work with retailers, train food vendors, and promote national food safety and quality standards. WFP will optimise these activities to improve how markets function to enable access to healthy diets. We will give particular focus to the role retailers can play to better link poorer consumers to healthy, nutritious food options. We will also bolster efforts to reduce food loss at retail points and enhance the marketing of healthy, nutritious foods as part of broader SBC.

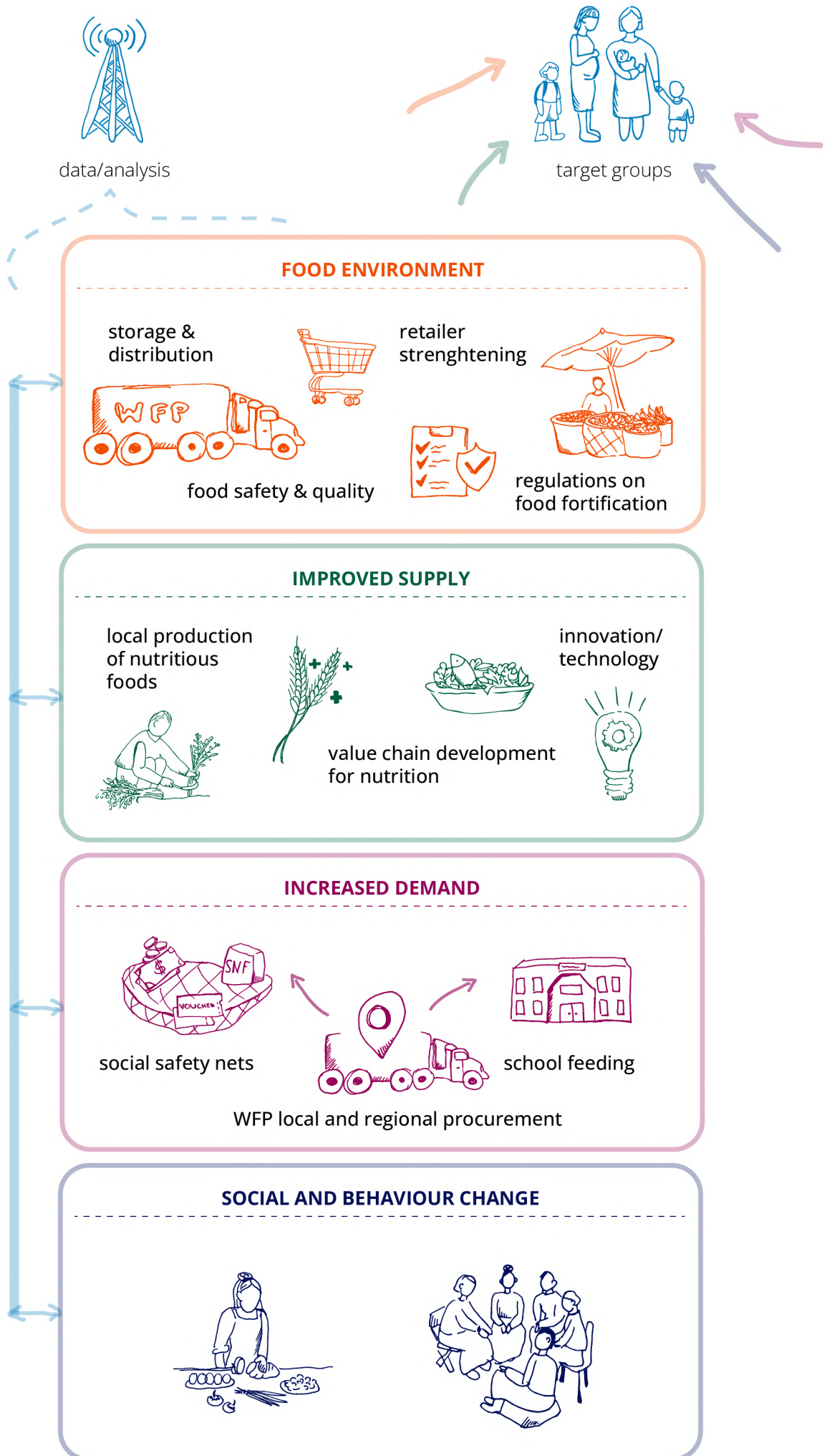
Social and behaviour change

Assessing and addressing the social and cultural barriers to improved nutrition – particularly among high-risk groups – is fundamental for achieving equitable improvements in the consumption of healthy, nutritious diets, and preventing malnutrition. SBC can contribute to nutrition outcomes by increasing demand for healthy diets, encouraging the production and purchase of diverse food, supporting healthy dietary and feeding practices for children and women, and promoting optimum hygiene practices. WFP will implement SBC activities to bolster household and individual demand for healthy diets, spread awareness of the importance of MIYC-N, and help address the deeper socio-cultural barriers to improved diets.

Where we demonstrate impact of these approaches, we will work with governments and others to mainstream strategies within national systems and programmes (see Pathway 3).



Pathway 2. Approaches to improve the diets of those most at risk



Pathway 3. **Strengthening systems and enabling equitable access to healthy, nutritious diets**

Investment by governments in nutrition-sensitive social protection, food and health systems is integral to achieving sustained improvements in diets and ending malnutrition. WFP will use data, evidence and programmatic experience gained across Pathways 1 and 2 to advocate for policies and programmes that meaningfully address the inequalities that drive poor nutrition. We will also support actions by governments, the private sector and others through context-specific technical assistance and capacity strengthening.

To enhance equitable access to healthy diets in the long term, we will harness WFP's analysis of the economic barriers to healthy diets, and strengthen the use of formative research on the socio-cultural barriers to healthy diets faced by high risk populations, building on WFP's gender and inclusion work. Where relevant, we will use this to support governments to implement programmes to address the affordability gap and to implement scalable SBC strategies.

We will leverage WFP's programmatic expertise and partnerships in three ways:

- Enhancing policy and legislation to address malnutrition and improve diets among high-risk populations.
- Informing nutrition- and HIV-sensitive social protection systems.
- Catalysing responsible private sector action to increase the market availability of affordable, safe, healthy, nutritious food.

Evidence-informed policy engagement

We will focus our engagement and support for national policy strengthening on three key areas. First, we will work with governments and others to update policy and programming to prevent and manage child wasting in line with

WHO guidance. This will include identifying options to enhance support for PBWG facing food insecurity. Secondly, we will support policy and programming that enables the scale up of approaches that have been shown to be effective at improving the availability of healthy, nutritious foods. This includes working in close partnership with others to support legislation and regulation relating to fortified staples and ultra-processed foods, Thirdly, we will support governments to enhance demand for nutritious diets through the adoption and adaptation of nutrition-sensitive and shock-responsive social protection mechanisms.

We will also advocate for long-term actions to improve equitable access to healthy diets by highlighting the benefits this will bring, including returns on investment and the impacts on human capital and economic development.

Informing and strengthening nutrition-sensitive social protection systems

Building on WFP's Social Protection and School Meals strategies, we will focus on strengthening the benefits these programmes can bring for nutrition outcomes. WFP's experience in designing and implementing programmes that contribute to improved food security and nutrition provides a solid foundation for supporting governments to incorporate nutrition objectives into national social protection and school meals policies and strategies.

Using evidence and experience from our own programmes, we will help optimise the nutritional adequacy of national social protection and school feeding initiatives, and tailor the design of food- and cash-based interventions for higher nutritional impact. This will include ensuring high-risk groups benefit, and enabling the inclusion of

more diverse nutritious foods in social assistance (including fortified staples) where these can help address nutritional gaps in a cost-effective way. We will also work with governments and others to strengthen monitoring of the nutritional quality and impact of social protection and school feeding programmes.

We will give specific focus to working in collaboration with UNICEF to support the expansion of nutrition-sensitive shock responsive social protection systems that can protect the nutrition of children, PBWG and PLHIV. Our work to strengthen national monitoring, early warning and disaster preparedness will include identifying triggers for response and informing investments to deliver nutrition support through shock-responsive health and social protection systems.

Catalysing responsible private sector action

WFP has worked with private sector actors for many years to catalyse the positive contribution of business to nutrition, including through the Scaling Up Nutrition Business Network. We will build on this experience, with a specific

focus on enhancing business-led solutions to improve the availability of fortified staples and locally produced fortified nutritious foods and strengthening the retail environment.

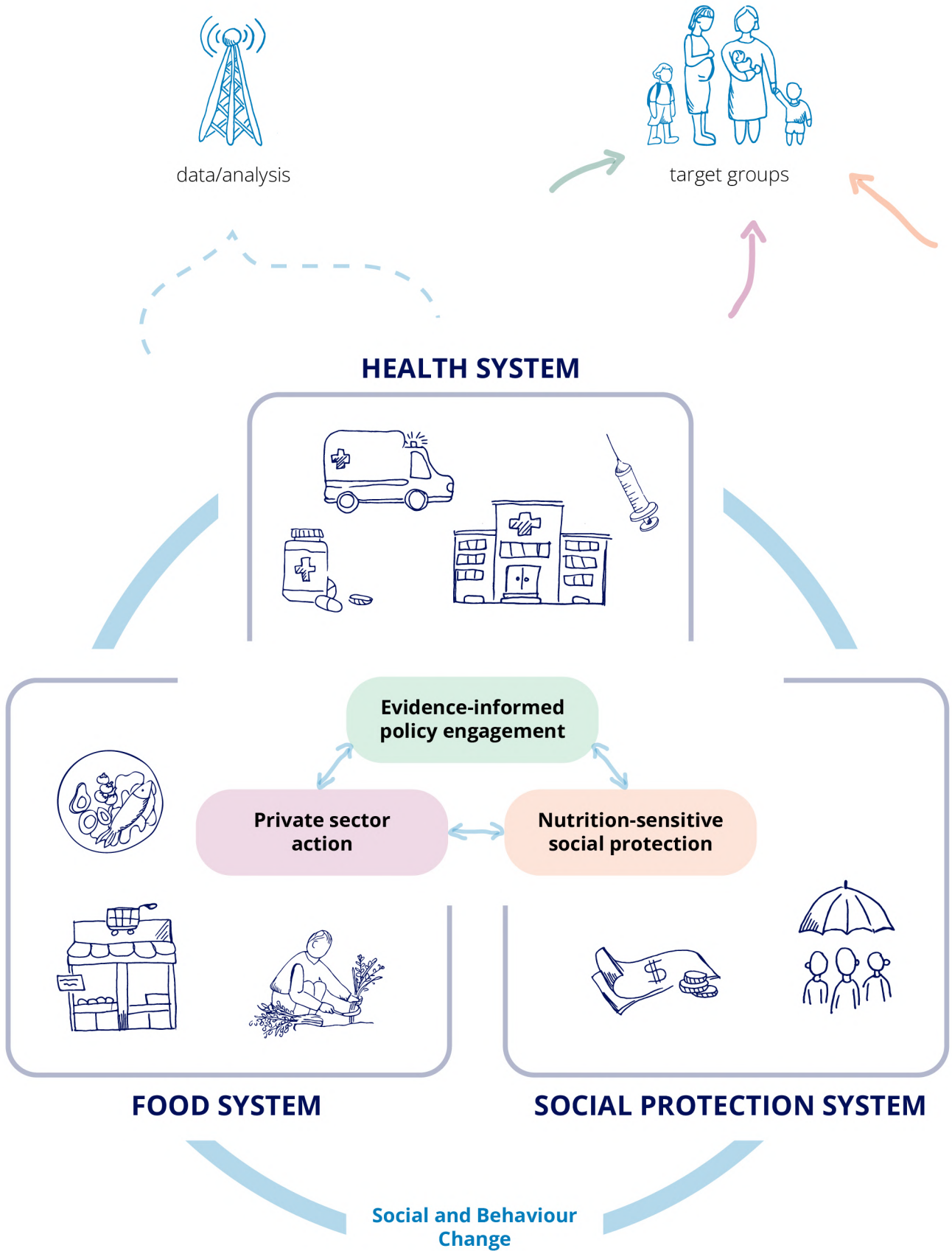
We will use our analytical tools to help identify affordable and feasible solutions that address nutritional gaps, and to inform decision making by investors and businesses. We will focus on identifying and scaling solutions that benefit those who are most likely to face limited access to healthy, nutritious diets.

To help enhance the commercial viability and impact of these initiatives, we will work with other actors – including our sister UN agencies – to support governments to adopt policies that create a more conducive environment for healthy food markets, including approaches such as regulation, taxation, and the repurposing of agricultural subsidies.

Our approach to working with business will be guided by a robust do-no-harm approach to ensure we are not contributing to, or associated with, actions that undermine the health and nutrition of the people we serve.



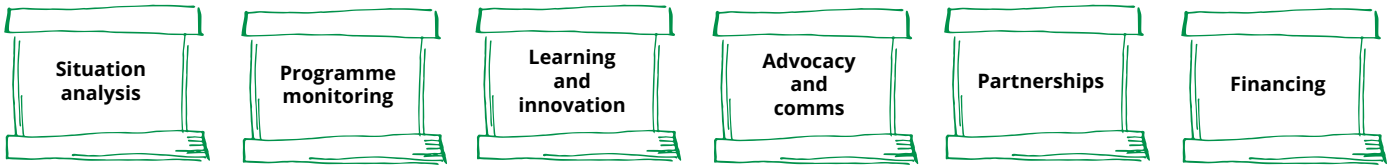
Pathway 3. Strengthening systems and enabling access to healthy, nutritious diets



5. OPERATIONAL PILLARS



To accelerate progress and impact in support of the goal and vision for this Strategy, we will harness WFP's expertise under six key pillars:



Operational pillar 1: **Situation analysis**

Reaching those most affected by malnutrition and poor diets will be central to our approach. We will achieve this by making effective use of data and analysis to understand who is most at risk, where they are, and how best to respond.

WFP has developed a suite of approaches to assess and monitor nutrition vulnerabilities across different contexts. Over the course of this Strategy, we will transform these into a streamlined and user-friendly toolkit that can be harnessed to optimize our own programming, as well as that of governments and other actors.

We will make strategic use of our analytical tools, and capacitate governments to do so as well, to identify ways to address the nutritional gaps of affected populations as cost-effectively as possible. To help enhance collective understanding of nutrition vulnerabilities, we will work with UNICEF, FAO, WHO, governments and others, to strengthen monitoring systems that track changes in the cost and affordability of healthy nutritious diets. We will also enhance our market functionality assessments, and re-orientate our value chain assessments, to integrate nutrition.

To help reinforce the impact of investments to improve diets, WFP will strengthen its analysis and understanding of social and cultural factors that influence eating and feeding behaviours and food choices. This analytical approach will be used to inform our programme design, as well

as to provide advice to governments and others. Gender analysis will be embedded across WFP's nutrition-related programmes to ensure that the needs of all are well considered, and to mitigate the risk of gender-based violence through our responses.

Our increased focus on situation analysis and surveillance will also underpin our investments in preparedness, early warning, and anticipatory action. This will enable timely and effective responses that mitigate the impacts of shocks on malnutrition. Working in close collaboration with others, we will integrate enhanced analysis of nutrition vulnerabilities into assessments of humanitarian crises, including through the Integrated Phase Classification system and the Cadre Harmonise. We will build on the joint Nutrition Vulnerability Assessment in Crisis and Nutrition Vulnerability Analysis initiatives with UNICEF to establish more effective ways to assess needs. In addition, we will analyse the impacts of shocks and crises on diets and malnutrition to inform nutrition-sensitive preparedness planning by WFP and governments.

WFP will strengthen the capacity of governments and others to optimise the use of these various monitoring and assessment tools to help strengthen data-informed approaches so that WFP, government, and other resources can be prioritized and targeted towards populations and actions that will deliver the greatest impact.



Operational pillar 2: **Programme monitoring for optimum response**

Data and evidence are essential for WFP's informed decision-making and agile nutrition programming, fostering a culture of continuous improvement and evidence-based practices. WFP will continue to enhance its corporate processes to ensure effective monitoring and evaluation for nutrition-related programmes. Alongside this, we will give particular focus to identifying and taking forward innovative solutions that will enable greater efficiency and use of monitoring data in

programme design, decision making and course correction. This will include solutions that can be integrated into government systems, as well as into WFP corporate monitoring.

Over the duration of the Strategy, we will give particularly priority to the development and roll out of two initiatives that will strengthen monitoring of programme delivery and coverage in real-time:

NutriPulse

Enables data visualization and performance analysis, offering near real-time access to data across multiple indicators and operations. It also includes external data, such as those from the local health system and Integrated Phase Classification.

CODA

Uses smart algorithms to ensure the best interventions are delivered at the right time. It tracks a mother and child's progress along the continuum of care and across multiple programmes, providing greater alignment across nutrition rehabilitation, social protection and other interventions.



Operational pillar 3: **Learning and innovation**

Lack of sustained investment in learning and evidence generation continues to hamper efforts to prioritize interventions and activities that have the greatest impact. This also limits ability to ensure limited resources are prioritized in a way that delivers optimal impact when needs outstrip available funding. Our two core research priorities for the duration of this Strategy will be to:

- Identify effective approaches to prevent wasting and to manage moderate wasting in areas of acute food insecurity – including through support to PBWG.
- Identify effective and scalable approaches to improve demand for and supply of healthy, nutritious diets in fragile contexts.

We will draw on evidence reviews and operational priorities to identify specific research questions within these two areas, with the objective of contributing to the global evidence base. We

will develop our partnerships with research institutions, including those in the global South, to support the generation of robust evidence. Our research will focus on ‘real world’ impacts of approaches to improve diets and address malnutrition, and on identifying what needs to be done to achieve sustained change at scale through national systems. We will also foster innovation and novel solutions that strengthen data systems, early warning, and local food solutions to improve access to healthier diets for high-risk populations.

Our research will be designed to identify cost-effective solutions to address malnutrition, and effective strategies to ensure people most affected by malnutrition are able to access healthy diets. It will further identify which interventions can be sustained through national systems, and define how we can better protect diets in the face of shocks and crises.



Operational pillar 4: **Advocacy and communication**

WFP's unique perspectives on the challenges facing people in areas of acute food insecurity, and those who are repeatedly affected by shocks and crises, offer an important opportunity to advocate for policies and programmes that drive improvements in nutrition.

WFP will leverage its influence and thought leadership in global fora, and highlight our specific role and value add, especially in hard-to-reach, acutely food insecure and fragile contexts. We will also work in close collaboration with the broader nutrition community to ensure global processes, such as N4G, deliver coherent and coordinated action that brings concrete benefits for the populations at greatest risk of malnutrition, particularly in fragile contexts.

We will give focus to using our data, evidence and operational experience to:

- Highlight the scale of need, and actions required, to address malnutrition and improve diets among those who are being left behind.
- Provide a platform for the voices of those most affected by inadequate diets and malnutrition to help catalyse change.
- Mobilise better quality financing and build stronger systems to deliver sustained impacts.

We will harness WFP's communications expertise to elevate the voices of communities who are most affected by poor nutrition, to ensure the collective voice and messages on nutrition are compelling and provide to clarity on the actions different actors can take.



Operational pillar 5: **Partnerships**

Partnerships with actors across different sectors are core to improving diets and addressing malnutrition. We will therefore foster effective partnerships through regular dialogue and exchange of ideas, and actively seek feedback on ways that WFP can be an even stronger partner in nutrition.

Governments

We will work with our partner governments to advance nutrition priorities through their preferred platforms; to scale up policies and programmes which protect and support healthy, diets for all; and to foster increased domestic resources to areas facing the greatest burden of malnutrition.

We will build on the Global Action Plan on child wasting to strengthen government policy and programming in line with WHO guidelines. We will mobilize government commitment to address malnutrition, and to reduce humanitarian needs, through the collective voice of the UN (including through the Scaling Up Nutrition Movement). We will also build on existing collaboration with governments to support the expansion of nutrition-sensitive adaptive social protection.

Non-governmental and civil society organisations

WFP will work towards greater localisation for nutrition by empowering and strengthening the capabilities of local communities and civil society organisations (CSOs). We will foster enhanced engagement with non-governmental organisations (NGOs) and CSOs to drive forward collaborative advocacy and action to address poor diets and malnutrition. We will optimise our partnerships with NGOs to enhance our reach, and support local entities to better respond to malnutrition in the face of crises. This will include

reviewing how WFP partners with NGOs and CSOs to ensure quality and impactful nutrition programmes.

United Nations agencies

Our work will be conducted in close collaboration with our sister UN agencies. We will continue to foster our collaboration with UNICEF, WHO, FAO and the UN Refugee Agency (UNHCR) through the Global Action Plan on Child Wasting, to optimise our collective impact on this major nutrition challenge. With UNICEF, we will further strengthen our joint plan to address child wasting in fragile settings.

WFP will establish a cross-organisational mechanism to enable a strategic and joined-up approach to improving demand for and supply of healthy, nutritious foods. We will collaborate with FAO and the International Fund for Agricultural Development (IFAD) to harness policy, programmes and financing in support of healthier diets. We will establish new areas of partnership so that WFP's data and analytics can inform FAO and IFAD in food system strengthening. We will also work in close collaboration with IFAD, FAO and other actors who are financing agriculture and food production systems, to help inform nutrition-sensitive investments.

WFP will contribute to the work of the UN Nutrition network, and ensure we use the collective voice of the UN to promote healthy diets for all and to end malnutrition in all its forms. We will also maintain our collaboration with the Joint United Nations Programme HIV/AIDS (UNAIDS), with a particular focus on enhancing efforts to support PLHIV in humanitarian emergencies in collaboration with UNHCR, and to expanding HIV-sensitive social protection in collaboration with the International Labour Organization.

Private sector

WFP will leverage private sector expertise, innovations, and resources to increase efficiencies and effectiveness across our programmes and achieve sustained change. We

will adopt a similar position to other UN agencies by not partnering with multinational food and beverage companies that operate in a way that compromises the health, nutrition and survival of children, women and their families.²⁷

UNICEF and WFP renew joint efforts to reduce wasting

WFP and UNICEF have outlined a new way of working together to address wasting in humanitarian crises, following updated WHO guidelines. WFP's food-based solutions and UNICEF's health- and WASH-based solutions will better align for amplified impact.

WFP will lead on managing moderate cases of wasting, while UNICEF will manage the most severe cases. WFP will also work to prevent wasting through food and nutrition assistance which helps families meet their nutrient needs. UNICEF and WFP will give particular focus to transitioning approaches to wasting in high-burden countries from 2024-2026.



Operational pillar 6: **Financing**

Innovation in financing is central to WFP's Finance Strategy 2024. We will build on this, with a particular emphasis on addressing three key challenges:

1. Optimizing the quality and impact of humanitarian funding so that this delivers greater impacts on malnutrition and diets.
2. Working with governments and others to harness longer term financing that can support scalable and sustainable approaches to improve diets in the long term.
3. Identifying financing solutions that enable predictable and earlier scale up of action to protect diets and address malnutrition in the face of shocks and crises.

Optimising the use of humanitarian funding in countries facing repeated malnutrition crises will be our core priority. Our efforts to better understand what works to address malnutrition in these contexts, and to improve prioritisation and targeting of support, will ensure effective use of resources, thereby enhancing impact and value

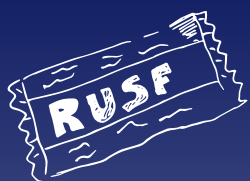
for money.

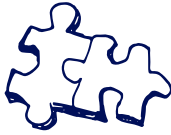
Our investments in data, analytics and the testing of effective, scalable approaches to address malnutrition and improve diets will be used to help leverage longer term public and private financing. We will help governments prioritise domestic financing and financing from International Financial Institutions according to the context. We will particularly focus on catalysing investments in nutrition-sensitive social protection and food systems solutions that reach those in greatest need.

Our investments in better monitoring and early warning should help to strengthen understanding of when shocks and crises are likely. Averting the impacts of these crises will require financing that can be triggered earlier than is currently the case for humanitarian contexts. We will build on WFP's Innovative Financing strategy, and experience with anticipatory action, to increase the availability of crisis financing to mitigate the impacts of shocks and crises on malnutrition and diets.



6. A WFP-WIDE APPROACH





A WFP-wide approach involves integrating nutrition across all levels - programmes, people and processes.

To optimise impact, and deliver better value for money, a core priority for the duration of this Strategy will be to ensure the WFP architecture

systematically and sustainably delivers quality programming to address malnutrition and improve diets. As part of the implementation plan for this Strategy, we will define benchmarks for reinforcing our **programmes, processes, and people**, building on commitments made through the Management Response Plan to the Evaluation of WFP's 2017 Nutrition Policy.²⁸ This will ensure that WFP drives sustained impacts on diets and malnutrition in the long term.



Programmes

WFP's regional bureaux and country offices will be supported to integrate nutrition into their programming, with the goal that all Country Strategic Plans (CSPs) meet expected standards for nutrition integration by 2030.

Resources for designing CSPs will routinely incorporate nutrition considerations, and corporate guidance and policies underpinning CSP development will reinforce the actions and programmatic priorities outlined in this Strategy. Corporate guidance for humanitarian response will also include nutrition considerations as standard.

WFP will support all countries whose CSPs include investments to strengthen national social

protection, food and health systems, to design approaches based on a firm understanding of who is most at risk of malnutrition and why, with a focus on fostering quality, scalable, sustainable, and equitable solutions.

A dedicated high-level task force will catalyse WFP's efforts to ensure the nutritional quality of food assistance in all operations, including in planning, targeting and prioritization processes, as well as in providing necessary guidance and support to country offices. This will improve performance against WFP's nutritional adequacy target, ensuring that the nutritional needs of the populations we serve are prioritized.



Processes

WFP will enhance its corporate processes and capacities to enable sustained shifts in how WFP approaches its work to improve access to healthy, nutritious diets and to address malnutrition in all its forms. This encompasses WFP's Assessment, Performance and Planning functions, Supply Chain and Delivery, and its Partnerships capability. Additionally, WFP will proactively identify, assess, monitor and mitigate risks to the successful and effective implementation of this Strategy and related activities.

Assessment, Performance and Planning

WFP will strengthen its approach to needs assessment, to ensure that it adequately captures nutrition needs, and supports efforts to deliver nutritionally adequate responses. This will include assessing the food and nutrition gap to be addressed through General Food Assistance.

WFP will include nutrition vulnerability in corporate guidance on prioritisation and targeting, and systematically integrate nutrition vulnerability assessment and mapping into corporate tools, such as the Corporate Alert System, and HungerMapLive. This will enable earlier action and improved prioritisation of support to people affected by shocks and crises.

We will take further steps to strengthen corporate monitoring systems for nutrition, as well as the indicator set in the Corporate Results Framework, to enable effective assessment of the reach and impact of our programmes, including those focused on enhancing demand for and supply of healthy, nutritious diets and strengthening national systems.

Supply Chain and Delivery

WFP's Nutrition and Food Quality Service will

work in lockstep with WFP's Supply Chain and Delivery Division to enhance the procurement, supply chain management, and delivery of SNFs and fortified staples so that our assistance is timely, efficient and reaches those in need in a predictable manner. This will be complemented by continued investment to ensure the safety and effective risk management of nutrition products.

The cross-WFP SNF Working Group will provide a key platform to strengthen systems and tools to guide country-level planning, regional and global procurement strategies, and overall pipeline management. This will include building on AI capability to ensure WFP processes are able to optimize supply chain planning and positioning of strategic stocks, to improve efficiency and programme costs.

As part of the work to enhance nutritional adequacy of WFP's assistance, WFP will deliver a fortification investment and procurement strategy. This will focus on enhancing the range of suppliers of fortified staples in key geographies, based on analysis of where WFP and partner governments can make most effective use of these commodities. Bringing together expertise from across the Organisation, WFP will manage a Fortification Taskforce to support the systematic use of fortified foods, and real-time problem-solving for operational responses.

Partnership Engagement

WFP will design a fundraising plan to enable achievement of the objectives outlined in this Strategy, and maximise the value for money of donor funding. This will include guidance on integrating nutrition objectives and activities into proposals in areas such as climate adaptation, school meals, social protection and resilience. At the global level we will focus on harnessing more multi-year funding by presenting a case

for support for WFP's nutrition efforts, and for multi-country funding for specific issues, such as the wasting agenda. We will also develop tools to help country offices to better fundraise locally, including guidance on prospecting, development of investment cases and donor engagement.

Advocacy and communications

WFP's Nutrition and Food Quality Service will build strong linkages with communications colleagues to enable collaboration, strategic

planning and product development. This will ensure that WFP's advocacy and communication functions integrate strategic and concrete messaging on WFP's work on nutrition and the benefits this brings, so that nutrition retains its prominence within the WFP narrative. Headquarters and regional bureaux will provide support to country offices to tell the nutrition story in their various contexts, and put mechanisms in place to collect information from our field operations for use in WFP's global communications platforms.



People

Delivering the objectives outlined in this Strategy will require WFP to maintain a skilled and sufficient workforce to take forward credible, impactful programming. WFP's Strategic Workforce Plan for nutrition 2021-2026 outlines the level and nature of expertise required to deliver quality and effective approaches across the Organisation. The plan highlights the importance of continuing to grow the workforce in country offices in terms of numbers and levels, and the need to maintain a solid nutrition workforce in all regions and at headquarters to cover critical oversight, technical assistance, strategic support and normative work.

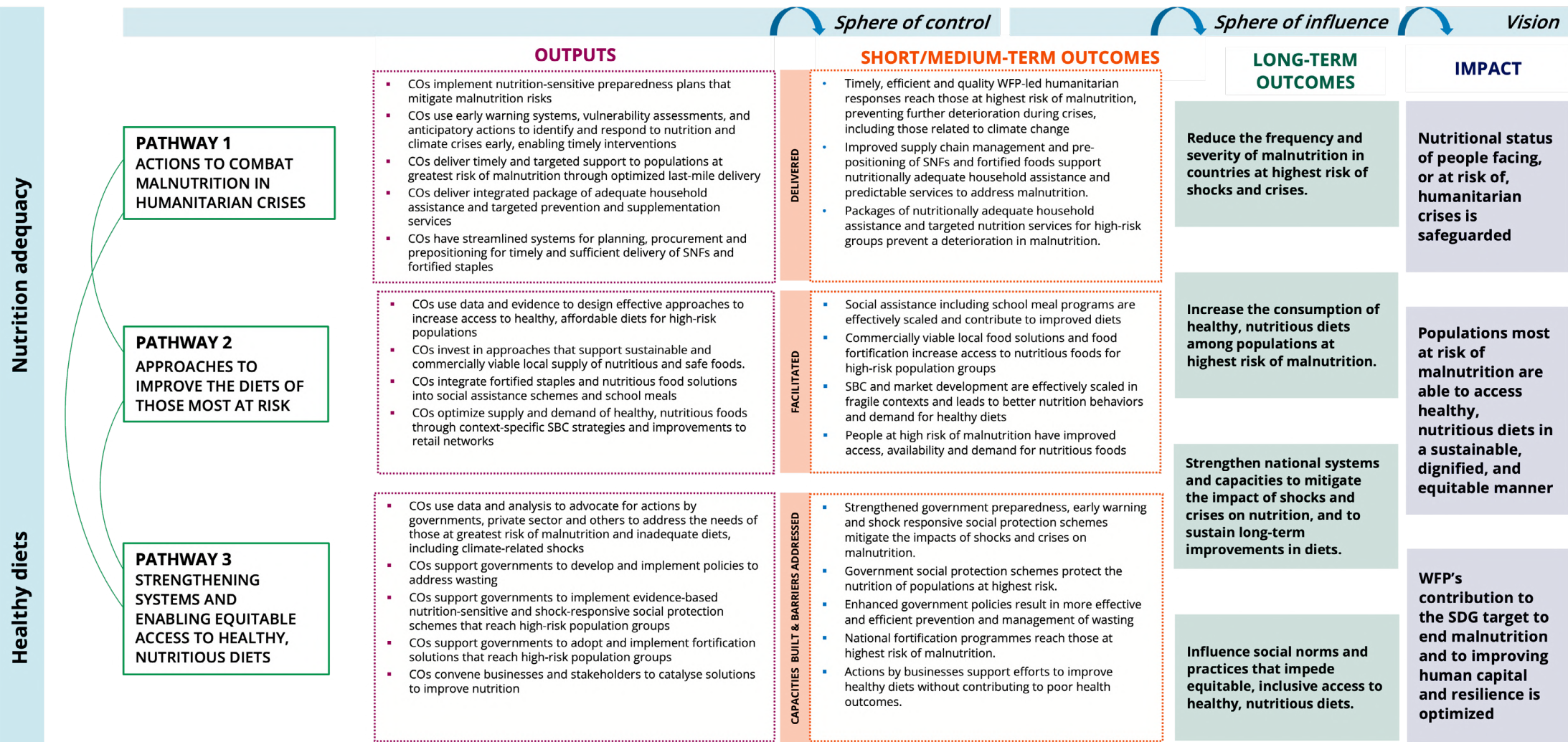
Implementation of the Strategic Workforce Plan will remain central to our efforts to ensure that

WFP has sufficient expertise across key technical areas to deliver the ambitions of this Strategy. These areas include emergency response, analysis, fortification, nutrition-sensitive adaptive social protection, SBC, and effective partnership with governments. Beyond the direct nutrition workforce, we will implement a focused knowledge management action plan to equip WFP's senior leaders, country directors, heads of programme, divisional directors and colleagues in other functions to fully harness the WFP architecture to have the greatest possible impact on nutrition and healthy diets. This plan will build on experience to date of successful methods to increase knowledge and understanding among varied audiences, and to foster effective sharing of evidence and experience across WFP.



ANNEX

Theory of Change



PROGRAMMES | PROCESSES | PEOPLE

Operational pillars



Situation analysis



Programme monitoring



Learning and innovation



Advocacy and communication



Partnerships



Financing

Icon key



data and analysis



local production of nutritious foods



children under 2



fortified staples



children under 5



innovation and technology



school - aged children



social safety nets



pregnant women



social protection



breastfeeding women and children 6 - 59 months



local and regional procurement



households



school feeding



storage and distribution



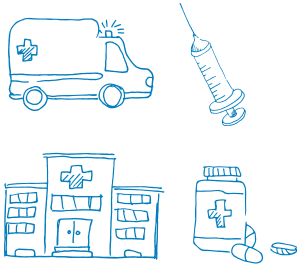
cash-based transfers



regulations on food fortification



locally produced foods



health system



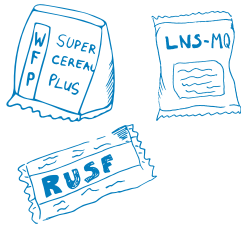
retail and retailer strengthening



nutritious foods



social and behaviour change



specialized nutritious foods

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