

## Implementing the 2030 Agenda through Policy Innovation and Integration

WFP keenly recognises the necessity, and challenge, of policy innovation and integration to achieve the goals outlined in the 2030 agenda. To aid this purpose, WFP established a dedicated Innovation and Change Management Division to facilitate the introduction of innovative technologies and partnerships, implementation strategies and inclusive and integrated approaches to policymaking. WFP advocates for improved understanding and access to the technological opportunities that can guide and assist programming for Zero Hunger, as our chances of success are significantly enhanced by scaling up these approaches. This document outlines four recent policy innovations spearheaded by WFP.

### A. Adaptive programming

#### i. Context and challenges:

WFP is constantly looking to improve the quality and delivery of the assistance it provides, including coverage, participation and beneficiary satisfaction. Monitoring and evaluation of the impact of WFP's interventions has in the past been challenging. Up to date information on programme effectiveness is rarely available to inform programme management decisions as information is often not linked to impact and feedback is too slow to allow adaptive programming to take place.

#### ii. Solution:

WFP has developed a new innovative approach to program design and operations, called "Adaptive Programming". This approach aims at providing WFP programme managers a real-time picture of beneficiary's nutritional situation and programme effectiveness to allow for quick course correction and adjustment of the key parameters of the intervention. This approach is enabled by recent technology based solutions as well as transformed platform and systems to support outcome-driven programme design and implementation.

WFP ran a first pilot in Malawi for the prevention of stunting with the support of a cross-functional team. The results were promising: Participation of children receiving nutritional supplements increased by 19% in the first year; the average walking distance for mothers to the distribution point was reduced by 1.5 km, and the programme saved \$92,000 per year by being able to target beneficiaries better.

### B. Integration with National Development Plans

#### i. Context and challenges:

In line with the Agenda 2030, each country shall determine its own actions, priorities and targets required to achieve the Sustainable Development Goals (SDGs). The UN system must adapt to become SDG-centered to be able to support national development plans. UN agencies, funds and programmes must adjust their Strategic Plans to support implementation of Agenda 2030 at country level. In this regard, **the Quadrennial Comprehensive Policy Review (QCPR) guidelines need to be updated to facilitate UN agencies, funds and programmes' alignment and support to the global Agenda. Policies must also recognize sub-national differences in context**, driven by differing (and levels of repeated) exposure to - and types of - shocks and stressors; of differing livelihoods and ecological systems on which these livelihoods are drawn; and the seasonality and differences of gender roles of these livelihoods. The development of new national policies, strategies and actions required to support and implement them, should be informed from the **bottom-up** (i.e. from a community, sub-regional, and regional perspectives) to effectively contribute to addressing the sub-national differences on the underlying-causes of food insecurity and undernutrition, vulnerability and exposure to shocks and stressors, build resilience, and attain the SDGs.

ii. Solution:

WFP opened a dialogue with its Executive Board on the development of a **new Strategic Plan**, supported by a comprehensive budgeting, resourcing and country results architecture for planning – at country level – that will enable WFP to frame its contribution to long-term national outcomes. Based on country-led strategic reviews and in line with the planning processes of the government and the UN country teams (UNCT), WFP is developing **Country Strategic Plans (CSP)**. WFP is working with national stakeholders and the UNCT to determine how best to support national strategies to achieve zero hunger across contexts, making the necessary links across sectors, and coherent with and supportive of countries' broader strategies. WFP is also actively engaged with partners in the UN system to move towards integration of humanitarian assistance within longer-term strategies for building resilience and strengthening capacity of local actors, particularly Governments and NGOs.

### C. Policy Innovation

i. Context and challenges:

795 million people (11 percent of the world's population) are undernourished, 25 percent of the world's children are stunted and approximately 2 billion people suffer from micronutrient deficiencies. Most live without social protection, and many live amidst conflict and instability. Conflicts are becoming increasingly complex and protracted, with resultant protracted displacement at levels not seen since the 1940s. Lack of gender equality and women's empowerment hinders progress in all areas of sustainable development, but especially in ending poverty and hunger. In many countries, despite progress in the reduction of poverty overall, inequality is persistent or rising. Hunger is increasingly becoming an urban challenge as well as a rural problem. Climate change increases risk for the poorest countries and most vulnerable people. These dynamics require all stakeholders to work together to combat poverty and hunger, and to adapt their ways of working accordingly. The changing nature of food insecurity and food systems in individual countries mean that responses must be tailored, adaptable and context-specific.

ii. Solution

For WFP, one example of a tool that can contribute to providing the basis for integrated policy development is the **Three-pronged Approach (the 3PA)**, whereby WFP puts people and their livelihoods at the centre of a contextual analysis process that involves all relevant stakeholders, and informs partnered policy development coupled with the foundations for multi-sectorial and coordinated programmes and actions to support them, and reinforces the integration of humanitarian and development responses. The 3PA is composed of three building blocks:

- The Integrated Context Analysis (ICA) at national level: a context analysis that combines historical trends of food security, shocks, and land degradation with other information, to identify sub-national differences of exposure to food insecurity, shocks and risks, thereby informing policy development and the appropriate programme strategies in different parts of a country. For example, ICA's inform where Early Warning, Preparedness, Safety Nets, Disaster Risk Reduction, and climate adaptation policies and programmes would be required, and their different combinations at sub-national levels would be required.
- The Seasonal Livelihood Programming (SLP) at sub-national levels: A consultative process that brings together people, government, and technical partners to develop a common understanding of local livelihoods using seasonal and gender lenses, in typical and shock years. This allows for a more tailored understanding of the policies that are required to support the actions needed within the different geographical contexts found from the ICA, and allows for the design of integrated multi-year, multi-sectorial operational plans to operationalize the delivery of such policies. For example, SLP's inform the relationships between pastoralist and agricultural livelihoods in the same areas, what actions are needed to support the sustainable development of both, and act as a contribution to formulating the appropriate policies to do this.

- The Community-based Participatory Planning (CBPP) at local level: A community level participatory exercise to identify needs and tailor programme responses to local requirements by ensuring prioritisation and ownership by communities. This process provides the interpretation of national and sub-national requirements to a tailored, partnered response to local context, supporting more cost-effective planning and delivery of appropriate services - a goal of any integrated policy to support sustainable development.

#### D. SCOPE

##### i. Context and challenges:

Innovative approaches are needed within the UN system to **support digital beneficiary management systems and expand national capabilities on data management**. In addition, we need to evolve system's ability to shift between transfer modalities, based on context and needs, offering know-how on blending transfer modalities, agility, flexibility and contextually for effective response at national level.

Obtaining accurate data on beneficiaries is a common challenge in the contexts where WFP operates. There is often no single registry of beneficiaries (i.e. data is scattered across multiple stakeholders – UN agencies, cooperating partners and host governments) and data collection may be focused on specific interventions or geographic zones making it difficult to build one clear consolidated picture of the population WFP is working for.

##### ii. Solution

**Joint needs assessments using innovative technologies, beyond traditional methods, must be promoted and expanded.** We must avoid pulverized individual efforts to assess needs and dissimilar data platforms. We must promote increased synergies in the area of needs assessments using best practices, innovations and technology to maximize impact. We must capitalize on agencies, programmes and funds that have extensive know-how and comparative advantages in performing needs assessments.

SCOPE is a new digital beneficiary and transfer management platform to bring together beneficiary data from a wide range of stakeholders in a single place to manage all interventions simultaneously for a country.

SCOPE, a cloud-based solution, is used for beneficiary registration, intervention setup, distribution planning, entitlement transfers and distribution reporting. It can support all cash-based transfer modalities, and can be used in many ways depending on the specific needs of the country and the type of delivery mechanism required. Once beneficiaries are registered, individuals or households are enrolled in one or more interventions, and included in the relevant distribution lists. Distributed entitlements can be specified in terms of cash value, commodity value or commodity quantity.

#### E. LEAP

##### i. Context and challenges

Ethiopia is particularly vulnerable to droughts and floods and this may further increase due to the effect of climate change. Recognising the need to address the impact of climate risks on food security, the Government of Ethiopia in 2004 established the Productive Safety Net Programme (PSNP). The PSNP is a national social protection system which provides predictable, multi-year assistance to millions of chronically food-insecure rural households to help them transition away from depending on chronic emergency food assistance. Through the PSNP households participate in community disaster risk reduction and asset-building works in exchange for food and/ or cash transfers. Before LEAP, however, the PSNP was not linked to weather forecasts or early warning systems, making the interventions less effective.

##### ii. Solution

LEAP, the Livelihoods, Early Assessment and Protection project system, developed in 2008 by the Government of Ethiopia in collaboration with WFP, paved the way for integrating the PSNP into the national disaster risk

management framework. LEAP is an innovative early warning and early action tool, which aims to prompt the timely scale-up of the PSNP in anticipation of severe droughts or floods. Its overarching aim is to ensure early and well-targeted response, to protect livelihoods and save lives.

The ultimate objective of LEAP is to link early warning, contingent planning and capacity building to a contingent fund managed by the World Bank. This integrated system would allow funding to be triggered in a timely manner in case of shock, to assist the additional people at risk of food insecurity, as well as existing PSNP beneficiaries requiring additional months of assistance.

## **F. The Single Registry and SUGAR, Kenya**

### **i. Context and challenges**

Improving the reach of social protection is a priority for the Kenyan Government, and cash transfer social assistance programmes have been expanding in Kenya for the past 10 years. However, the assistance is often fragmented between multiple social programmes, which can make optimal resource allocation and targeting those most in need more challenging. Moreover, this fragmentation makes it harder for the beneficiary to find the programme most adaptive for its needs or simply to provide feedback.

### **ii. Solution**

With support from WFP and other partners, the Kenyan Ministry of Labour, Social Security and Services has recently introduced a single registry – a software platform – to manage and provide integrated oversight of the principal social assistance cash transfer programmes. In early 2016, WFP completed linking the Single Registry with the government’s implementation of SUGAR, a beneficiary feedback and grievance mechanism established by WFP. SUGAR, a customer relationship management platform, currently handles approximately 1,000 calls per month. WFP is working towards the full transition of SUGAR to the Kenyan government, thereby covering the entire country.