



**MINISTRY OF FOREIGN AFFAIRS OF DENMARK**

**DANIDA** | INTERNATIONAL  
DEVELOPMENT COOPERATION

**Strategy for Denmark's Engagement with  
World Food Programme (WFP)  
2022-2025**

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# Danish Organisation Strategy for WFP

## Introduction:

The World Food Programme (WFP) is the world's largest humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and enabling governments and communities to improve nutrition and build resilience.

WFP has a dual humanitarian and development mandate, working across 117 countries.

## Key results:

- Fight food insecurity.
- Advance climate adaptation and anticipatory action.
- Roll out the humanitarian-development-peace nexus approach to food security.
- Enhance organizational effectiveness, contributing to UN Reform, curbing corruption and scaling up innovation.

## Justification for support:

- WFP addresses key Danish priorities and interests to tackle food emergencies, strengthen food security and build climate resilience in fragile countries, in order to promote stability and climate adaptation and address hunger as one of the root causes of displacement and migration.
- WFP scales up anticipatory and early action to prepare for climate shocks and build climate resilience across its country strategic programmes.
- WFP delivers food assistance to refugees and internally displaced in conflict-affected countries.
- WFP supports local and government structures to build capacity for preparedness and response to food insecurity and famines.
- WFP plays an important role in making food systems more sustainable and innovative.

## How will we ensure results and monitor progress:

- Engaging strategically and constructively with WFP at HQ, regional and country levels.
- Monitoring Danish priorities based on WFP's results framework and taking note of collective performance of the UN development system.
- Conducting annual consultations and actively participating in the Executive Board.

<b>File No.</b>	2022- 13532				
<b>Responsible Unit</b>	ROME, HCE				
	<i>Mill.</i>	2023	2024	2025	Total
<b>Commitment</b>		210	210	210	630
<b>Projected ann. Disb.</b>		210	210	210	630
<b>Duration of strategy</b>	Medio 2022-2025*				
<b>Finance Act code.</b>	§06.39.01.13				
<b>Desk officer</b>	Jette Michelsen				
<b>Financial officer</b>	Michael Blichfeldt				

\*2022 contribution was granted as part of Organisation Strategy 2017-medio 2022

## SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

## Annual Budget 2021

**Total operational requirements: USD 14,8 billion**

**Core funding received: USD 563 million**

**Contributions and income from other resources received: USD 9 billion**

**Total: USD 9.6 billion**

### Risk and challenges:

- Ensuring efficiency and effectiveness of partnerships across the UN System and with civil society and private sector partners to achieve its goals.
- Keeping the organisation fit for purpose with ever-growing demand for its services and a widening funding gap.
- Low level of core contributions relative to earmarked funding.

### Danish involvement in governance structure

- Denmark is a member of the Executive Board in 2020-2022
- Denmark is Co-Convenor of the Western Group (List D) in 2022

### Strat. objectives

Contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to end hunger and malnutrition (SDG2) and strengthen partnerships (SDG17)

### Priority Areas

1. Fight food insecurity
2. Advance climate adaptation and anticipatory action
3. Roll out humanitarian-development-peace nexus approach to food security
4. Promote organizational effectiveness, contributing to UN reform, curbing corruption and scaling up innovation in food systems

In addition, gender equality and localization will be cross-cutting priorities

### Core information

**Established:** 1961

**Headquarters:** Rome

**Country offices (2022):** Operations in 117 countries, 6 regional offices and 85 country offices

**Human resources (2022):** 21,830 staff members

**Financial resources in USD billion (2021):** 9,6

**Executive Director:** David Beasley

**Executive Board Sessions:** February, June, November

**DK member of the Executive Board** (established in 1996): 1997-1999, 2001-2006, 2009-2011, 2015-2017, 2020-2022

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## 1. Objective

This Strategy for Denmark's cooperation with the World Food Programme (WFP) forms the basis for the Danish contributions to WFP, and is the central policy document guiding Denmark's dialogue and partnership with WFP. It complements the Strategic Partnership Agreement between WFP and Denmark by outlining results that Denmark will pursue in its cooperation with the organisation beyond what is directly funded with earmarked contributions. To this effect, the strategy establishes the Danish priority areas for WFP within WFP's own Strategic Plan. Denmark will work closely with like-minded countries towards achievements within these priority areas. The strategy will run in parallel to WFP's Strategic Plan 2022-2025 and the Strategic Partnership Agreement for WFP covering 2023-2025.

Denmark's strategy for its partnership with WFP is anchored in Denmark's Strategy for Development Cooperation, "*The World We Share*" and Denmark's Foreign and Security Policy Strategy 2022.

## 2. WFP's mandate, organisation and funding

**Mission and Mandate:** WFP is the UN agency charged with providing and co-ordinating food assistance. Its dual humanitarian and development mandate dates back to its origins in 1961. The dual mandate implies that WFP works both in emergency settings and in protracted crises. The dual mandate gives the organisation a potential edge when it comes to operating effectively in the humanitarian-development nexus in protracted crises.

WFP's vision focuses on eradicating hunger and malnutrition (SDG 2) and strengthening partnerships (SDG 17). Food and food-related assistance lie at the heart of the struggle to break the cycle of hunger, fragility and poverty.

WFP's mission is to ensure that people are better able to meet their urgent food and nutrition needs, have better nutrition, health and education outcomes and enjoy improved and sustainable livelihoods. In addition, WFP will strengthen national programmes and systems and ensure that humanitarian and development actors are more efficient and effective, working across the humanitarian-development-peace nexus to address food insecurity.

The organisation's work is guided by the [Strategic Plan 2022-2025](#), aimed at the achievement of Agenda 2030, specifically SDGs 2 and 17.

WFP's dual mandate and humanitarian response expertise is critical in addressing the protracted humanitarian crises and enables WFP to integrate a focus on resilience and medium-term and longer-term development objectives into its responses. WFP is also increasingly ensuring that all its humanitarian and development interventions are delivered using risk-informed approaches, which in practice means that they are designed to withstand – or be resilient in the face of – shocks and stresses. WFP works to ensure that all of its programmes are conflict-sensitive, and when appropriate, make an explicit contribution to peacebuilding and strengthening of social cohesion. WFP was awarded the Nobel Peace Prize in 2020 for its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict.

**Governance arrangement:** WFP is governed by and accountable to an Executive Board, which is subject to the authority of the Economic and Social Council and provides inter-governmental support and oversight. The Board comprises 36 members representing the five regional groups of UN Member States. It meets three times a year to review and establish policies, approve programmes and decide on administrative and financial plans and budgets. WFP is administered by an Executive Director appointed by the UN Secretary-General and the FAO Director-General.

**Organisational structure:** WFP's headquarter in Rome provides the overall management and administration of the organisation and from here WFP's global policy on food security is shaped. WFP has additional corporate offices in New York, Geneva, Brussels and Copenhagen (Nordic Office). WFP is a highly decentralised and field-driven organisation and is active in 117 countries, with six regional bureaus providing oversight and technical assistance to 85 country offices (COs) that lead the organisation's collaboration with host governments. Each country office carries out WFP's work through a country strategic plan. The organisation's regional bureaus guide this work and provide technical assistance to country offices as needed. In 2021, the total staff count of WFP was 21.259 individuals, 76 per cent of whom were national staff. WFP has a deep operational footprint and a track record of providing food assistance to the most vulnerable even in challenging contexts. WFP is UN lead on logistics and emergency telecommunication in crises situations.

**Finances and funding:** In 2021, WFP's total income reached USD 9,6 billion, making it the largest UN organisation measured in terms of budget size. WFP's needs-based budget is funded entirely by voluntary funds including those channelled through the Central Emergency Response Fund (CERF) and other pooled funding mechanisms. The majority of contributions are single-year and earmarked, thus adding to WFP's transaction costs and reporting tasks. In 2021, 94 per cent of WFP's contribution revenue was earmarked and 5,9 per cent was unearmarked. Denmark is among WFP's top 20 donors, in terms of overall funding. Denmark is the 6<sup>th</sup> largest contributor of flexible core funding. For more information on WFP's budget please refer to the latest [Annual Performance Report](#).

**WFP's role in the wider food security international architecture and coordination:** WFP co-leads the *Global Food Security Cluster* together with FAO, and also co-leads *Food Security Clusters at country level*, thus pursuing more joined-up monitoring of food insecurity trends as well as coordinated operations in food crises affected countries. The Food Security Cluster works directly with partners and stakeholders, that include NGOs, the Red Cross and Red Crescent Movement, UN organisations, governments and donors. The Food Security Cluster coordinates the food security response during humanitarian crises, addressing issues of food availability, access and utilisation. WFP also co-leads the *Global Network against Food Crises*, a multi-stakeholder network that issues regular updates on food insecurity trends and takes a HDP nexus approach to food crises, and WFP issues together with FAO the *Hunger Hotspots* providing early warning on escalating food crises, as well as the annual *State of Food Security in the World* report.

In the humanitarian cluster system, WFP also leads the *Logistics Cluster* and the *Emergency Telecommunications Cluster*. Both clusters aim at better coordinated crisis response and involve a broad set of actors from the UN and international NGOs and national civil society organisations which step up when a crisis strikes. WFP-supported common services also include UN Humanitarian Air Service (UNHAS), transporting humanitarian workers and relief cargo, thus supporting humanitarian access to crises-affected countries.

WFP is member of the *Inter-Agency Standing Committee (IASC)*, the global humanitarian coordination forum coordinated by OCHA. WFP provides the food insecurity-related part of UN/OCHA coordinated humanitarian appeals where food insecurity is at stake. WFP is also part of the *UN Development System*, based on its development mandate focusing on building food security.

WFP cooperates closely with the other Rome-based UN food-mandated organisations *Food and Agriculture Organization (FAO)* and the *International Fund for Agricultural Development (IFAD)*. WFP's closest operational partners in the field are FAO on early warning and integrated food security/resilience programming, and UNICEF on nutrition, school feeding and social protection. WFP also collaborates with UNEP on the environmental aspects of food security. WFP partners with UNHCR and IOM on providing food assistance to refugees and vulnerable migrants. Within the humanitarian sector, WFP works towards strengthened collaboration with more than 1.000 NGOs and civil society organisations.

In recent years, WFP has increased its collaboration with the *International Financial Institutions* considerably, in particular with the *World Bank*, cooperating on i.a. support to governments on food security and social protection systems in-country.

WFP is member of the Steering Committee of the UN Secretary General's *Global Crisis Response Group on Food, Energy and Finance (GCRG)*, set up to respond to the aggravated global food crisis resulting from Russia's invasion of Ukraine. WFP works closely with the *G7* countries that have launched the *Global Alliance for Food Security* to respond to the global food crisis on short, medium and long term.

On the research side, WFP collaborates with a number of research organisations such as e.g. the *Consultative Group on International Agricultural Research (CGIAR)* and its *International Food Policy Research Institute (IFPRI)* on improving food aid distribution systems and designing social protection programs that aim to improve nutrition through food and cash transfers to the poor. WFP also works with the *Stockholm International Peace Research Institute (SIPRI)* to clarify the interlinkage of hunger and conflict, and with the *Potsdam Institute for Climate Impact* to clarify the impact of climate change on hunger and food insecurity.

In the follow up to the *UN Food Systems Summit* in 2021, WFP - in coordination with the wider UN system - continues to play a role in promoting transition to more sustainable and resilient food systems.



### 3. Lessons learnt, key strategic challenges and opportunities

The world is not on track to achieve SDG2 on Zero Hunger. Globally, hunger is on the rise, the key drivers being conflict, climate change and economic downturns. Food insecurity and malnutrition have further worsened due to the economic consequences of the COVID-19 pandemic, and most recently by global disruptions of food supply chains and rising food prices due to the Ukraine war. The full impact on food insecurity globally of the Ukraine war is yet to be seen. It is broadly recognized that humanitarian food assistance cannot stand alone, and that longer term development approaches to strengthen food security and a shift to more sustainable food systems are necessary.

WFP is confronted with the increasing needs for urgent food assistance, and especially with emergency levels of acute hunger and famine-like conditions in a number of fragile countries. Responding to this challenge, WFP is accelerating its emergency operations and surge capacity to respond to large scale crises. At the same time, WFP is challenged by finding the right balance between tackling urgent humanitarian food needs and addressing the structural drivers of food insecurity. WFP has clearly recognized that going forward, it must aim for more sustainable long term solutions to food insecurity, strengthening livelihoods and building national and local capacities for preparedness and response. Currently, 80 per cent of WFP's work is in emergencies and 20 per cent in building resilience. A further challenge is the growing complexity of WFP's operating environment, not least in fragile and conflicted-affected countries.

The [2017-18 Multilateral Organisation Performance Assessment Network \(MOPAN\)](#) found that WFP is a highly relevant and responsive organisation, which has coped with increasing numbers of severe and protracted humanitarian crises and shows a positive track record on delivering under difficult circumstances. WFP was found to achieve its intended results in its work to address hunger and improve nutrition. According to MOPAN, WFP continues to perform very well, maximising its capacity to respond to humanitarian and development needs with speed and agility. MOPAN also highlighted WFP's comparative advantage within the humanitarian-development-peace nexus. Ongoing reforms have improved WFP's ability to deliver results at country level and have helped the organization to be an enabler as well as an implementer. WFP is highly regarded for the support it provides to other organisations involved in the wider humanitarian response, based on its logistics and telecommunications strengths and its extensive field presence. MOPAN noted that there was scope for WFP to better build sustainability into its interventions, including strengthening preparedness and linking results to longer-term development results, as well as contributing to national policy development and system reforms.

WFP has undertaken a range of self-evaluations as part of a continual learning approach. For example, the strategic evaluation of WFP's capacity to respond to emergencies (2011-2018) found that it was necessary for WFP to strengthen emergency preparedness, capacity development and partnerships. An evaluation of the WFP response to the COVID-19 pandemic found that WFP responded swiftly and that WFP's supply chain and logistics services enabled the whole of the humanitarian system to function during the lockdown of commercial flights and disruption of supply chains. The evaluation of WFP gender policy (2015-2020) recommended that WFP's overall approach to gender equality and women's empowerment be strengthened and that gender mainstreaming be systematically embedded across WFP.

It is positive to note that in developing its Strategic Plan for 2022-2025 WFP has followed up on the MOPAN assessment as well as on the recommendations from WFP's own evaluations: WFP has scaled up significantly its focus on preparedness, anticipatory and early action and its efforts to build resilience, improve livelihoods and longer term sustainable solutions to food insecurity. WFP has also set about to mainstream climate resilience in its programmes. Thus, with its new Strategic Plan, WFP seeks to shift towards strengthening national and local capacity and working through national systems to enable them to respond more effectively to future food crises. WFP's support to safety nets, social protection systems and national school feeding programmes are examples of how WFP works to support the transition to national ownership and localization. WFP has presented an updated gender policy and implementation plan, making gender equality a cross-cutting priority throughout WFP's programming and systems. WFP has also adopted a new policy on protection and accountability to beneficiaries.

### 4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark's partnership and dialogue with WFP, based on the linkages between Denmark's and WFP's strategic priorities as well as lessons learned from the ongoing partnership with WFP. In addition to the four priority areas and in line with WFP's Strategic Plan and WFP's Gender Policy,

gender equality and women's and girls' empowerment will be a cross-cutting priority for Denmark's work with WFP. Localisation - strengthening partnerships with national and local actors - will also be a key cross-cutting priority for Denmark.

Annex 1 provides an overview of WFP's strategic outcomes, outputs and indicators related to these priorities.

### Priority Area 1: Fight food insecurity

In line with *"The World We Share"*, Denmark will uphold its focus on *Leaving No-One Behind* which is aligned with WFP's focus on targeting the most vulnerable.

The Danish strategy aims to help ensure access to life-saving assistance, including through food assistance in fragile countries. Denmark will support WFP's efforts to respond to food emergencies in a timely and efficient manner, to access affected populations and provide urgent food, cash and nutrition assistance.

This aligns with WFP's key focus on emergency response to food insecurity and access to food (SDG 2.1) as well as improving nutrition (SDG 2.2). WFP's activities in emergencies include food and cash transfer, emergency nutrition services to prevent and treat malnutrition as well as school feeding programmes, providing nutritious meals to crisis-affected children.

In food crises, Denmark will support WFP in ensuring equitable access to food and nutrition for women and girls. Especially in emergencies and humanitarian settings, Denmark expects WFP to have a focus on protection from sexual exploitation and abuse and gender-based violence.

Denmark expects WFP to strengthen localization of its emergency responses, involving national and local authorities, where possible, and civil society. Denmark will support early warning and anticipatory action to prevent food crises from escalating, and encourage WFP to ensure contingency planning, including food pre-positioning.

Denmark will also have a focus on school feeding programmes linked with school health programmes which strengthen child health and nutrition, and at the same time improve learning and education. This will be in line with Denmark's commitment to the international School Meals Coalition that aims to scale up nutrition-sensitive school feeding programmes towards 2030.

### Priority Area 2: Advance climate adaptation and anticipatory action in WFP's food assistance

In line with the Danish Government's *"Global Climate Action Strategy: A Green and Sustainable World"* as well as *"The World We Share"*, Denmark will promote a more climate oriented development cooperation focused on the implications of climate change and sustainable development. The strategy gives key priority to green transition and strengthened resilience, sustainable food systems, climate smart agriculture, prevention of food loss and waste and green supply chains.

Climate change puts food production under pressure and is one of the key drivers of rising food insecurity. Climate-induced extreme weather, droughts, storms and floods damage the systems that produce and process food. And climate shocks disturb livelihoods and increase displacement, thereby intensifying hunger. For WFP, climate change therefore represents a growing challenge and underlines the need for a new business model, with more weight on strengthening capacities for preparedness, adaptation and resilience.

Within the field of climate action, Denmark sees WFP core competences and added value in its work on anticipatory and early action before climate-induced disasters strike. WFP's work on anticipatory action and emergency preparedness for droughts has especially been showing good progress in the Eastern Africa and Sahel regions. In its collaboration with WFP, Denmark will advocate for further integration of climate risks and climate resilience into WFP programmes. Moreover, Denmark supports WFP's efforts towards more resilient and sustainable food systems, including innovative and green solutions. Denmark expects WFP to further integrate

The four priority areas for Danish core contributions to WFP during the period 2022-2025 are:

1. Fight food insecurity
2. Advance climate adaptation and anticipatory action in WFP's food assistance programmes
3. Roll-out humanitarian-development-peace nexus approach to food security
4. Enhance organizational effectiveness, contributing to UN reform, curbing corruption and scaling up innovation



anticipatory action towards climate shocks in its country strategic plans and design programmes integrating climate resilience.

Women and girls are hardest hit by climate shocks and food insecurity. Climate change exacerbates pre-existing inequalities and jeopardise food security for women and girls. 80% of climate-displaced people are women. Women and girls often lack appropriate access to disaster information, financial services and participation in community decision making and resource allocation. Such inequalities undermine the ability of women to prepare for and cope with climate shocks and stressors. Denmark will support that WFP mainstreams gender in its anticipatory climate-related programmes.

Denmark sees strengthened localisation as a key part of climate adaptation and anticipatory action. Denmark will urge WFP to strengthen its partnerships with national and local responders, and advance locally led adaptation and people-centred approaches in designing relevant national policies and early warning systems.

Also in climate action, Denmark will expect WFP to continue its efforts towards collective outcomes, based on collaboration with partners i.a. in the Risk-informed Early Action Partnership (REAP), of which Denmark is a member, as well as other key actors such as UNEP, WMO, the Red Cross Climate Centre, international and national civil society organisations.

### Priority Area 3: Roll-out humanitarian-development-peace nexus approach to food security

In accordance with “*The World We Share*”, Denmark will contribute to break down silos between urgent humanitarian assistance and long-term development programmes and support cohesion across humanitarian assistance, development and peacebuilding. Denmark will therefore actively support WFP in applying an integrated humanitarian-development-peace (HDP) nexus approach and work for greater food security in fragile countries and regions. WFP has endorsed the Development Assistance Committee (OECD-DAC) Recommendation on the HDP nexus which Denmark is supportive of.

Two thirds of WFP’s work takes place in conflict-affected settings, often in protracted crises. It therefore makes sense that WFP rolls out the humanitarian-development-peace nexus approach in its work and applies a conflict-sensitive approach. In practice, this means that WFP addresses both short term urgent food needs in emergencies and works towards long-term and sustainable solutions building food security. Both preparedness and building of resilience are part of this approach. This aligns well with WFP’s overall approach to deliver on its dual mandate, including through its focus on integrated programming and collaborative partnerships as reflected in its Strategic Plan. And it aligns with broader efforts of the UN to *Deliver as One* and strengthen the coherence and complementarity of humanitarian, development and peace efforts. WFP operationalizes the HDP-nexus approach in all its country strategic plans within conflict-affected countries.

Denmark is an important donor to the entire UN system, as well as the International Financial Institutions, and is therefore keen to see a systems approach to food insecurity. At the same time, Denmark expects WFP to work, based on its mandate, closer with partners in order to better realise the humanitarian-development-peace nexus. This is crucial, especially in the fragile and vulnerable countries hit worst by conflict, climate change and COVID-19.

Denmark will in its advocacy support WFP’s efforts to focus political attention on the complex linkages between hunger and conflict, and will use relevant platforms to highlight the relevance of UN Security Council resolution 2417 which condemns the starvation of civilians as a method of warfare and those that wilfully block humanitarian access, and call for a shift towards implementation of the resolution. Furthermore, Denmark expects WFP to design programmes that are conflict sensitive.

With outset in WFP’s dual mandate, Denmark expects WFP to lead the operationalisation of the HDP-nexus while retaining its focus on food security and nutrition and to document good practices and approaches for other actors to learn from. Thus, Denmark expects WFP to pursue the nexus-approach as co-lead for the global Food Security cluster, and as co-lead for country-level food security clusters with operational partners. Moreover, Denmark supports WFP’s efforts, as member of the multi-stakeholder Global Network against Food Crises, to apply a nexus approach when monitoring food crises and the impact of WFP programmes.

Denmark will support that WFP's operational roll out of the nexus approach includes improving people's livelihoods, resilience, strengthening safety nets, social protection, school feeding programmes and other national/local systems, and use of cash-based transfers as a tool in both emergency and development settings.

At the same time, Denmark will emphasize the need for WFP to use its food security mandate and its comparative advantage as its platform, and not stretching its development-related activities into areas, where other actors are better positioned.

Denmark will encourage WFP to address gender inequality and women's empowerment as an important part of its nexus and resilience work, and encourage WFP's partnership with UNFPA, UNWomen and other gender-mandated organisations.

Finally, Denmark expects WFP to work to address hunger as a root cause of migration. This is well aligned with the strategic aim of Denmark's Strategy for Development Cooperation focused on "*activities that contribute to addressing root causes of migration*". WFP's operations meet food needs of vulnerable refugees, internally displaced and vulnerable migrants, and they strengthen their livelihoods and resilience in fragile countries. When providing food assistance to displaced people, Denmark expects WFP to collaborate closely with UNHCR and IOM, where relevant, including through the UNHCR-WFP Joint Programme Excellence and Targeting Hub.

#### Priority Area 4: Enhance organizational effectiveness, contributing to UN Reform, curbing corruption and scaling up innovation

As the Danish expectations relating to *Reporting and Audit; Monitoring & Evaluation; and Fraud, Corruption-related mismanagement and Counter-terrorism* are outlined in the Strategic Partnership Agreement, this section will focus on other efforts aimed at enhancing organizational effectiveness and efficiency. Denmark expects WFP to continue to enhance organisational effectiveness; engage in joint actions spanning analysis, planning and delivery; curbing all forms of corruption; and leveraging the potential of innovation, and ensure that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges.

WFP has implemented a series of reforms to improve effectiveness, efficiency and governance. WFP has implemented decentralization very effectively, moving a significant part of its staff, operations and decision-making to regional offices closer to the areas of concern. WFP has robust oversight and evaluation structures that ensure solid assessments of WFP's performance. WFP is seen to undertake considerable effort to ensure that this evidence base is used for learning and improvement across the organization. In the Board and beyond, Denmark will continue to support strengthening of WFP's effectiveness, efficiency and governance, with a strong focus on WFP's performance at country level. Moreover, Denmark expects WFP to ensure embedding of standards of the WFP anti-fraud anti-corruption policy in operations. Denmark supports WFP's People Policy, including efforts to ensure gender equality within the organization and prevent and respond to sexual exploitation and abuse (PSEAH).

WFP has implemented the UN Development System Reform at country level, and was among the first UN organisations to align its country strategic plans with the UN Sustainable Development Cooperation Framework (UNSDCF). Denmark agrees with the Strategic Plan's shift of focus beyond what the organisation can do alone, towards using its mandate to mobilize other actors to maximize collective impact. The Corporate Results Framework 2022-2025 moves WFP towards greater UN alignment through formulation of corporate-level outputs and common indicators and looking at system coherence. Denmark expects WFP to pursue UN alignment and ensure that 2<sup>nd</sup> generation WFP country strategic plans will contribute to collective results. Within the UN Common Country Analysis and the UNSDCF, WFP is expected to help ensure a coherent approach to addressing food insecurity and building long-term food security at country level. Denmark is also supportive of WFP's lead role on food insecurity in UN coordinated Humanitarian Response Plans for crisis-affected countries.

Overall, Denmark will strongly support that WFP - based on its food security mandate – works in partnerships with other relevant actors, be they humanitarian, development, peacebuilding or climate actors, in order to avoid siloed and inefficient approaches.

Denmark will urge WFP to keep its focus on its comparative advantages when engaging in partnerships, not spreading too thinly on its development-related approaches to food insecurity. Denmark expects WFP to strengthen localization through partnering with national and local actors, including civil society organizations, whenever possible, while adhering to the humanitarian principles. Denmark expects WFP to invest in the capacity

of local actors. We will support WFP's efforts to strengthen country capacities where WFP has a comparative advantage, is likely to achieve targeted outcomes, and has undertaken a proper risk assessment to identify and mitigate the risks. WFP should ensure that it works in partnership with other UN agencies in the area of country capacity strengthening.

We will encourage WFP to work with women-led local gender-mandated organisations to facilitate women's empowerment at the local level. Denmark encourages WFP to work with Danish civil society partner organisations, as well as private sector and research institutions, addressing food security and food systems challenges.

WFP's work on innovation ranges from predictive analytics, supply chain and food systems to digitalised beneficiary data management platforms and cash-based transfers used in both emergency and non-emergency settings. WFP partners with the private sector and with research institutions to develop, scale up and mainstream technological innovations. In line with "*The World We Share*", Denmark will encourage WFP's innovation work, especially with a view to promoting innovative green solutions and shift to more sustainable food systems, helping to strengthen food security by moving beyond traditional food assistance. Denmark will continue its support to WFP's East Africa innovation hub and innovative projects undertaken by East Africa entrepreneurs, in partnership with the Technical University of Denmark (DTU), Danish Society of Engineers and Care Denmark. The innovation hub will provide entrepreneurs with funding, mentorship and hands-on support to turn their ideas into action that will help to tackle hunger in the region.

In view of financing of food security and resilience interventions, Denmark expects WFP to seek to expand its donor base, promote flexible funding and core contributions, and to continue to pursue resource mobilisation with the international financial institutions and multilateral development banks.

Finally, reducing negative impacts on the climate and environment of WFP's programmatic activities will be important for Denmark. Denmark will support WFP's continued efforts to reduce its carbon footprint while delivering on its mandate on food security.

### Cross-cutting priorities: Gender and localisation

It is broadly recognized that zero hunger, SDG2, cannot be achieved without progress on gender equality and women's and girls' empowerment.

In line with "*The World We Share*", gender equality and women's and girls' rights are a cross-cutting priority in Denmark's development cooperation. Denmark therefore agrees with WFP's Strategic Plan and WFP's Gender Policy defining gender equality and women's empowerment as a cross cutting priority in all WFP's work. Denmark expects WFP to strengthen gender equity and women empowerment. Women contribute more than 50 per cent of the food produced worldwide, but have a nearly 27 per cent higher risk of being severely food insecure than men. It is clear that Zero Hunger, SDG2, cannot be reached without progress on SDG5 – gender equality. WFP recognizes gender inequality and associated power imbalances as a root cause of food insecurity. Overall, WFP's approach will aim at 1) achieving equitable access and control over food security and nutrition 2) addressing root causes of gender inequalities that affect food security and nutrition 3) advancing economic empowerment of women and girls in food security and nutrition – by using food and nutrition as entry points to livelihood opportunities that increase equitable access to productive assets, financial services and technology. In line with WFP's Gender Policy, Denmark expects WFP to effectively mainstream a gender transformative approach to food assistance programmes and policies to help bridge the gender gap in food security and nutrition, as well as targeted actions to address inequalities. Denmark will support WFP in ensuring that gender-based analyses inform the design of programmes and country strategic plans and their implementation. This includes continuing to making progress in designing programs that ensure that food and nutrition assistance as well as cash assistance is delivered in a gender transformative manner, and integrate protection from gender-based violence. Denmark encourages WFP to establish and strengthen partnerships with gender-mandated organisations, including UNFPA and women-led civil society organisations.

In line with WFP's Grand Bargain commitments on localisation, Denmark expects WFP to strengthen partnerships with local actors, as they are often the first to provide aid, know the local context and are more embedded within local communities and provide structures that remain after a crisis. Investing in their capacity will increase disaster preparedness, resilience and contribute to building food security long term. It might also lower response time and harness WFP's potential for anticipatory action.

## 5. Danish approach to engagement with the organisation

“*The World We Share*” sets out to tackle fragility in conflict and climate-affected areas, particularly in Africa. WFP is an important strategic partner for Denmark, because WFP tackles food insecurity which is closely linked with fragility, poverty and inequality, as well as conflict and climate change. Moreover, hunger is a root cause of irregular migration. In a world that is moving further away from the goal of Zero Hunger, WFP remains highly relevant as an instrument to bridge the gap for those in acute need of food aid and food security. WFP has a comparative advantage in being highly operational in Africa, providing food assistance and building resilience to food crises in conflict and climate-affected countries across the continent. WFP is also a close partner organization providing food assistance to refugees from Syria and Myanmar, and to millions of food insecure people in Afghanistan and Yemen. WFP is also providing food assistance in Ukraine during the current war.

*Doing Development Differently* constitutes Denmark’s ambition to improve synergies between Danish multilateral and bilateral cooperation, use all the tools in the toolkit, including humanitarian, development, peacebuilding and climate related instruments, break down siloes and strengthen collective outcomes, improve monitoring of results as well as learn from best practices.

Based on the priority areas specified above, and with a strong focus on WFP’s performance and results at country level, Denmark will continue to pursue an open and constructive dialogue with WFP across the organisation. The Danish Embassy in Rome will organise the Annual High-Level Consultations between Denmark and WFP which will be used to follow-up on the cooperation over the past year and discuss the way ahead. Another platform for dialogue is the WFP Executive Board meetings, where Denmark engages actively, also in years when Denmark is not a formal member. In addition, Denmark is Co-Convenor of the Western Group in 2022, providing a platform for further engagement with WFP and like-minded countries. Denmark will continue to cooperate closely with the EU, Nordic and other like-minded countries, regarding issues related to WFP, including through regular coordination meetings prior to important discussions and decision-making. Denmark also engages with WFP at regional and country level, where Danish representations interact with the WFP on its programming as well as its advocacy work. The Danish Embassy in Rome, as well as relevant MFA units and Danish Embassies in food insecurity-affected countries will continue to engage jointly with WFP Regional Directors and Country Directors to discuss specific WFP country programmes and crises situations together with representatives from other Nordic countries. In order to facilitate information sharing between Copenhagen, Rome, Danish representations at country-level as well as Danish UN Missions in New York and Geneva, an internal WFP Contact Group has been established, which meets regularly to discuss issues pertaining to WFP, including WFP performance and results at country-level as well as UN alignment and cooperation with civil society organisations. Denmark will also actively work with WFP to pursue strategic opportunities through secondments. Finally, WFP’s Nordic Office in Copenhagen focusing on communication serves as an important platform for further cooperation and engagement for the Nordic countries.

## 6. Budget

Denmark remains a committed partner of WFP and will continue to provide predictable funding for its activities and programmes. Under the Strategic Partnership Agreement 2023-2025 between Denmark and WFP, pending the approval by Parliament, Denmark will provide DKK 630 million to WFP from 2023-2025, of which 609 million are un-earmarked funds. The core contribution also covers funding for human resources, which includes the secondment of technical experts (e.g. JPOs and Senior Advisors) at both HQ and field level to support the activities of WFP within prioritised areas of work agreed between Denmark and WFP. Annually, the support is divided with DKK 203 million to un-earmarked support and DKK 7 million to advisers including Danish junior professional officers. Under the agreement, Denmark will provide a softly earmarked contribution for innovation of DKK 10 million annually, that aims at promoting green solutions to make food systems more sustainable. Additionally, Denmark provides funding to WFP to support its anticipatory and early action to address climate shocks and help WFP mainstream climate adaptation in its programmes.

Denmark will, when relevant and possible, support WFP in its capacity of UN lead on logistics in emergencies, thus enabling the entire humanitarian system to function. Finally, when relevant and possible, additional contributions will be allocated to WFP’s emergency appeals as well as multi-bi earmarked development funding to WFP country operations focused on building resilience and channelled through Denmark’ bilateral country programmes.

## Danish contribution (core, softly earmarked and personnel support) to WFP 2022 - 2025\*\*

Funding as stipulated in the Danish draft Finance Act for 2023 (DKK million)	Finance Act code	2022 **	Planned 2023*	Planned 2024*	Planned 2025*
<b>Total core incl. soft earmarked funding hereof:</b>		<b>203</b>	<b>203</b>	<b>203</b>	<b>203</b>
Core funding	§06.39.01.13	193	193	193	193
Softly earmarked: Innovation	§06.39.01.13	10	10	10	10
<b>Personnel support</b>	§06.39.01.13	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Total contribution (core, softly earmarked and personnel support)</b>		<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>

\* Subject to annual parliamentary approval. Core incl. soft earmarked contributions follow multilateral guidelines. \*\*2022 contribution was granted as part of the Organisation Strategy 2017-medio 2022.

## 7. Risks and assumptions

WFP applies risk management in its strategies and programmes to reduce risks and mitigate their consequences. WFP has developed a key risk assessment, in the context of its Strategic Plan 2022-2025:

Key strategic and operational risks include:

- Growing humanitarian needs in the world increasing in the years leading to 2030, caused by conflict, climate shocks, economic disparities and geopolitical instability.
- Use of hunger and food assistance by governments or armed groups as a weapon of war or a means for gaining political power.
- Insufficient funding due to growing needs, competing national priorities and fiscal constraints in traditional donor countries.
- Misalignment between WFP's workforce and rapidly evolving organizational needs.
- Supply chain disruptions.

Additionally, WFP's Audit Committee has highlighted risks associated with the increased use of cash-based transfers and with beneficiary information management.

The overall risk identified by WFP is that growing humanitarian needs for food assistance will outpace available financing for WFP's food operations. There is already a very significant financing gap between WFP's budget based on its operational requirements to address needs and its actual income. This implies a real risk that WFP may need to downsize its operations and cut food ratios, as has already been necessary in Yemen, Syria, Lebanon and East Africa. Insufficient financing may i.a. lead to refugees and migrants having to move on, due to insufficient food security and livelihoods. WFP has nevertheless been able to increase its incomes through active resource mobilization, although diversifying the donor basis continues to pose a challenge. WFP is receiving increasing funds from the IFIs, and works to scale up innovative financing, but the financing gap persists. The very high level of earmarked contributions and the low level of flexible funding continues to be a risk for WFP. Denmark's and other like-minded countries' core contributions to WFP are highly appreciated by the organisation and enables WFP to be more agile and scale up rapidly its surge capacity in crises situations.

WFP is actively adjusting its changing risk profile. Confronted with the climate crisis, WFP is strengthening its assessment of climate risks and scaling up and mainstreaming adaptation measures. Anticipatory action to address climate and disaster shocks is integrated into an increasing number of country strategic plans. Mitigating operational risks, WFP has reinforced its oversight functions, strengthened regional bureau oversight and set up control standards for management of third parties in emergencies. WFP has strengthened its monitoring of cash-based transfers and rolled out a new digital tool SCOPE for management of beneficiary information. WFP is very aware of the risk of overstretching of the organisation and staff, as demonstrated by its new "People Policy" and is working on ensuring sufficient surge capacity to provide the basis for emergency workforce planning. To mitigate



supply chain disruptions, WFP is closely monitoring food markets and taking preparedness measures such as pre-positioning of food, as well as strengthening capacities in national supply chain systems.



## Annex 1: Danish priorities and monitoring

In full alignment with WFP's own [Corporate Results Framework 2022-2025](#), Denmark will pay particular attention to the delivery of the strategic outcomes and outputs listed in the table below according to the indicators selected and presented in the table. The strategic outcomes and outputs are organised under the four thematic Priority Areas prioritised by Denmark with indicators under each of WFP's outputs. In addition to the four priority areas gender equality and localization will be a cross-cutting priorities for Denmark's work with WFP.

<b>Denmark's Priority Area 1: Fight food insecurity</b>		
Relevant strategic outcomes, and related outputs and indicators drawn from WFP's Corporate Results Framework 2022- 2025		
<u>WFP Strategic Outcomes</u>	<u>WFP Outputs</u>	<u>Indicators</u>
<u>1: People are better able to meet their urgent food and nutrition needs</u>	1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and service to meet their urgent needs	Percentage of acutely food-insecure people receiving emergency assistance by the WFP

<b>Denmark's Priority Area 2: Advance climate adaptation and anticipatory action in WFP's food assistance programmes</b>		
Relevant strategic outcomes, and related outputs and indicators drawn from WFP's Corporate Results Framework 2022- 2025		
<u>WFP Strategic Outcomes</u>	<u>WFP Outputs</u>	<u>Indicators</u>
<u>3: People have improved &amp; sustainable livelihoods</u>	3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods	Number of people covered and assisted through forecast-based anticipatory actions against climate shocks

<b>Denmark's Priority Area 3: Roll out of humanitarian-development-peace nexus approach to food security</b>		
Relevant strategic outcomes, and related outputs and indicators drawn from WFP's Corporate Results Framework 2022- 2025		
<u>WFP Strategic Outcomes</u>	<u>WFP Outputs</u>	<u>Indicators</u>
<u>3: People have improved and sustainable livelihoods</u>	3.1: People and communities have access to productive assets to better cope with shocks and stressors	Number of people having more resilient livelihoods in the face of risks and shocks through WFP assistance
<u>4: National programmes and systems are strengthened</u>	4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened	Number of countries where WFP contributes to making food systems more sustainable and resilient

<b>Denmark's Priority Area 4: Enhance organisational effectiveness contributing to UN reform, curbing corruption and scaling up innovation</b>		
Relevant strategic outcomes and management results, and related outputs and indicators drawn from WFP's Corporate Results Framework 2022- 2025		
<u>WFP Strategic Outcomes /</u>	WFP Outputs	Indicators
<u>5: Humanitarian and development actors are more efficient and effective</u>	5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services	Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions

<b>Denmark's Cross-cutting Priority: Gender</b>		
Relevant strategic outcomes and management results, and related outputs and indicators drawn from UN SWAP (system-wide indicator measured by WFP)		
<u>WFP Cross-cutting priority</u>	WFP Outputs	Indicators
<u>Gender equality and women's empowerment</u>	Gender is mainstreamed systematically and measurably across WFP organisationally and programmatically	Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) indicators met or exceeded

<b>Denmark's Cross-cutting Priority: Localization</b>		
Relevant management results and related outputs and indicators drawn from WFP's Corporate Results Framework 2022- 2025 and WFP's/Denmark's Grand Bargain Commitment		
<u>Management results</u>	WFP Outputs	Indicators
<u>Management result 3: Engage in effective partnerships</u>	Country-level partnerships are aimed at reaching the most vulnerable	Percentage of WFP funding to cooperating partners, awarded as directly as possible to local and national responders