

VISION 2020

WFP Syria+Five

Securing the Future Together



PREFACE

Vision 2020 is WFP's innovative, flexible and sustainable new strategy, conceived to meet the most pressing needs of today while building a better future for Syria and the region.

WFP's goal is a world without hunger, and nowhere in the world do we face a more complex challenge than in Syria. The human cost of the Syrian crisis has been colossal. Five years of violence have left over half of Syria's population displaced. Some 13.5 million people need humanitarian assistance, including 6 million children. One third of the population is food insecure. Seven of every ten Syrians lack safe drinking water.

We recognise that the scale, complexity and duration of the crisis demand a bold new approach. Building on best practices and new thinking both within WFP and beyond, we need to adapt to changing realities both in the region and globally. We must be more accountable. We must build partnerships, both public and private. We must deliver assistance without creating cycles of dependency. We must make better use of our unparalleled access to data. WFP must transcend the constraints of limited funding. Above all, WFP must better serve its beneficiaries.

Vision 2020 is a pragmatic and creative response to catastrophe, helping match finite resources to ever-growing needs, both in the short and longer term. We believe this shift in our approach has already begun to deliver results. Vision 2020 sets out how WFP plans to build on early progress, turning objectives into reality.



SIX YEARS INTO THE SYRIAN CRISIS IT IS TIME FOR A FRESH START

WHAT WE STAND FOR

The core of our mandate is food. WFP believes that in the continuum of beneficiaries' needs, food is foundational. A functioning food system is fundamental to tackling the diverse and hugely complex challenges of the Syrian crisis. Adequate food and nutrition are inseparable from other needs, the prerequisite of positive outcomes across sectors as diverse as education and livelihood, and a precondition of durable, peaceful solutions. When food needs are met, where a resilient food system is in place, we can start building a sustainable future for all those affected by the conflict, displaced Syrians and host communities alike. Food need arise from displacement and political disruption, but the failure to meet those needs can only provoke further disruption and suffering.

In accordance with the principles of neutrality and impartiality enshrined in the UN Charter, WFP treats all people, irrespective of age, gender and origin, refugees and host community alike, as equally worthy and deserving recipients of assistance, with particular emphasis on ensuring inclusiveness and accessibility for women. WFP strives to ensure that all refugees, irrespective of gender, will have equal opportunity to participate in programmes, whether emergency assistance, education, livelihood assistance or resilience planning.



Vision 2020 is nothing without partnership: together, and only together, we can be more than the sum of our parts. Our work is improved by working with others. Partnership is systems programming in action: there can be no meaningful or durable complementarity without cooperation.

Partnership, however, is only the first step to deeper synergies, coherence and integration of programmes. Vision 2020 begins with the recognition that the developmental and humanitarian sector divide is artificial. Change in one has consequences and knock-on effects in the other.

A holistic or systems approach entails coordination, communication and sensitivity to risks, opportunities and context. Integration, cooperation and coordination are integral to the conception and design of programmes. Where possible we must build and strengthen existing systems: to reinforce, not replace. Coherent programming calls for the ability to appreciate institutional complementarities and a willingness to share and work to our strengths and core capabilities. We must show sufficient flexibility to work in the same space as other actors and agencies, working to eliminate duplication or competition. Agencies are most effective when they can work in the same space, at the same time.

Only by aligning and co-creating programmes can we achieve durable and sustainable outcomes for vulnerable people, beyond the capabilities of actors working in isolation.

VISION 2020 AT A GLANCE

In harmony with the Sustainable Development Goals, and in alignment with WFP's 2030 Integrated Roadmap, Vision 2020 is underpinned by a clear, guiding principle: that in meeting immediate needs we must look to a future beyond emergency assistance, when our assistance is no longer needed.

Food Assistance

Maintain a Lifeline to the Hungry



Human Capital

Invest in Knowledge, Talent and Skills



Work

Promote Economic Opportunity



National Capacity

Build Resilience and Self-Reliance



WHY NOW?

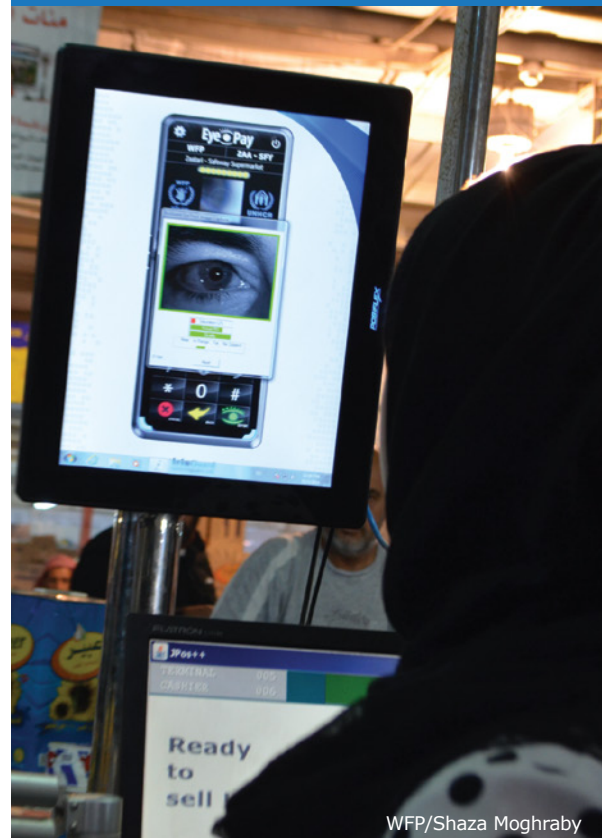
Six years into the Syrian crisis, the short cycle of traditional emergency response planning is inadequate. The duration of the conflict compels us to look beyond the conventional scope and toolset of emergency cycles. It is time to rethink and reset.

Within the region, host countries have shouldered an enormous and unsustainable burden. They have accepted millions of refugees. National resources have been severely stretched. The Mediterranean is the scene of a refugee exodus of catastrophic proportions, with knock-on effects felt across Europe and the world. The Syrian conflict is spreading instability and storing up new problems for the future.

Internationally, the gap between needs and resources is widening. Equally, there is a new context for action. On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development officially came into force. From the World Humanitarian Summit in September 2016 emerged the Grand Bargain, a commitment to make the financing of emergency aid more efficient and effective.

Goals and constraints alike dictate a search for durable solutions, starting from the recognition that the current way of doing things is unsustainable. WFP must be certain that the steps we take now will lay the basis for lasting, long-term recovery, and a future when emergency assistance is no longer needed. Vision 2020 is underpinned by the belief that our focus on sustainability and resilience will, in the long run, lessen dependency on emergency food assistance. Above all, and more urgently than ever before, WFP must serve beneficiaries and donors alike with efficiency, responsibility, and accountability.

THE CASE FOR A NEW APPROACH



WFP/Shaza Moghraby

A NEW APPROACH

WFP has formulated Vision 2020 around four related, strategic objectives, each working to build the capacities of the beneficiaries, Syria, and host countries alike.

THE ELEMENTS OF VISION 2020

01 FOOD

Vision Objective One is to maintain immediate life-saving food and nutrition interventions for the most vulnerable. Our activities include building cash-based programmes that will in due course evolve and merge into existing social safety net systems. These interventions will reduce in scale as other Vision objectives expand and develop.



02 HUMAN CAPITAL

Vision Objective Two is to cultivate the human capital of Syrians and host communities. WFP will invest in people by harnessing their knowledge, talents and skills. We will support programmes that create access to education for children, transfer knowledge, talent and skills between refugees and host communities, and provide vocational training.

03 WORK

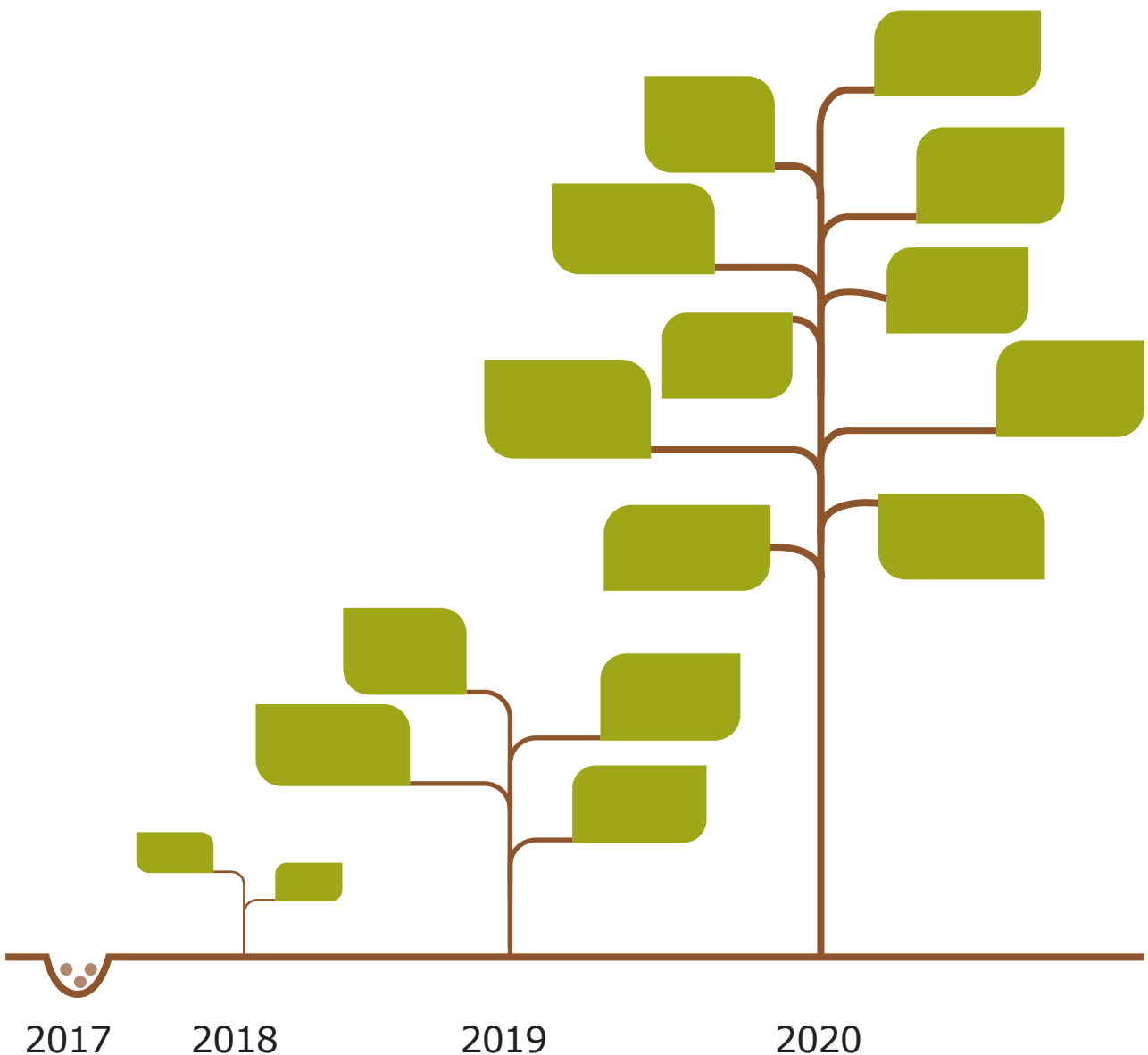
Vision Objective Three is to restore livelihoods and create economic opportunities in Syria and in host countries. We will target urban and rural livelihoods, including the use of micro-credit finance to support the start-up of new businesses and food and agricultural production both inside and outside the camps. We will support food processing and other production and service provision opportunities.



04 NATIONAL CAPACITY

Vision Objective Four is to build national capacities in the region and, to the extent possible, within Syria, with the ambition of ultimately transferring operations to national and local institutions and partners.

Vision 2020 is conceived to build a future beyond assistance. Emergency assistance recedes as programmes are implemented and take root.



HOW DO WE GET THERE

In assessing whether a programme merits support, WFP is guided by six key criteria. They are based on global best practices, research, and prior experience of WFP operations. Collectively, they set forth the core standards behind all programming decisions. Together, they constitute a 'litmus test,' the six preconditions for WFP support.

ESSENTIAL CONDITIONS: THE LITMUS TEST



Strategic partnerships are fundamental to holistic planning. No agency can do this alone. Coherence and co-creation allow for a better understanding of gaps, establishing priorities and avoiding duplication.



Programmes need to contribute towards **improving self-sufficiency** for affected individuals and communities.



Programmes need to **integrate the local population** and enable and **support national and local institutions** leading to the development of economic and social safety nets.



Programmes must build **social cohesion** between host communities and displaced populations.



Results-based programmes need to be '**scalable**'- sufficiently flexible and adaptable to be modified to fit different contexts.



Programmes inside and outside Syria need to be complementary and interlinked so as to match and reinforce each other.

PARTNERSHIP: WHO HAS A ROLE TO PLAY?

Vision 2020 is founded on a belief in the power of partnership



Host and Refugee
Communities

Donors

Government,
Relevant Line
Ministries,
UN Agencies,
International
Organizations

National and
International
NGOs

Community
Organizations

National
Retail
Sectors

International and
Local
Private Sector

Academic and
Research
Institutions

Through systems programming our programmes are no longer the assemblage of the work of different actors so much as an ecosystem of interconnected, mutually supporting parts: a balanced and harmonious recipe for success.

VISION OBJECTIVE 1

FOOD: MAINTAIN LIFE-SAVING FOOD AND NUTRITION INTERVENTIONS

Eight out of ten Syrians live in poverty. Approximately nine million Syrians lack adequate food. One in four Syrian children is stunted. An estimated 13.5 million Syrians need humanitarian assistance.

As markets and crops have been devastated by conflict, Syrians' food supply has been thrown into turmoil, bedevilled by chronic problems of accessibility, affordability, quantity and quality. The majority of Syrians currently spend between 40 to 50 per cent of their income on food. The most vulnerable spend more than 70 per cent of their income on food alone.

WFP will continue to provide food security in the form of critical life-saving humanitarian assistance. Inside Syria, life-saving assistance will be maintained to meet the critical food needs of approximately 5.74 million food-insecure people. Monthly distributions will be conducted in a safe and dignified manner, with due respect for appropriate gender- and protection-related concerns.

Effective assistance depends on effective targeting. In response to adverse nutritional indicators inside Syria, Vision 2020 will focus nutrition support on activities that raise gender-sensitive nutrition awareness. WFP will provide targeted support to pregnant and nursing women, while focusing on dietary diversity for those in areas of particular concern through community outreach and school feeding initiatives.

In partnership with UNICEF, the Ministry of Health, and the World Health Organization, WFP will target children aged 6-59 months, as well as pregnant and nursing mothers. WFP envisages nutrition interventions continuing into the recovery phase of Vision 2020.

Maintaining a lifeline to hungry Syrians and nutritional support is, and will remain, a

central element of our engagement.

Yet we must also plan for a lasting reestablishment and reinvigoration of the food system.

While both in-kind and cash-based assistance remain a crucial component of what we do, we recognise the need to plan and build towards a future, beyond emergency assistance.

To this end, while WFP will continue to provide different cash modalities to vulnerable refugees in the region, where possible integrating delivery with national social protection systems. Integration will help ensure that government safety nets become more responsive to shocks and more sensitive to imminent nutrition and food security concerns. In keeping with the larger perspective of Vision 2020, it is vital that assistance programmes are created with an eye on efficiencies, local sensitivities, sustainability and social cohesion.

In Turkey, WFP has partnered with ECHO, the Turkish Government and the Turkish Red Crescent to design and roll out the Emergency Social Safety Net (ESSN), the first social assistance scheme of its kind, using direct cash transfers to cover the everyday needs of the most vulnerable refugee families. The programme aims to reach 1 million people by 2017, and is ECHO's largest single humanitarian contribution ever. Each refugee family will receive a debit card which can be used in local shops or to withdraw money from ATMs, conferring a degree of dignity and autonomy to beneficiaries' lives.



WFP/Barkin Bulbul

BUILDING NATIONAL SAFETY NETS: A FUTURE BEYOND ASSISTANCE

Assistance is most far-reaching and effective when it leaves stronger systems and safeguards behind.

Beyond delivering food, we must work to create a functioning food system. If we are to achieve lasting change, we must lay the basis for a more sustained restoration and stabilisation of the food supply.

WFP is working with national governments to broaden, strengthen and build on existing social safety nets. Systematic support for the development, reach and effectiveness of government safety net systems helps host countries cope with current stresses and future shocks.

With its unique reach and access to data, WFP is supporting government efforts to make social safety nets both more responsive to shocks and vulnerabilities, and more sensitive to nutritional and food security concerns.

WFP has a particular focus on reinforcing approaches related to development and economic opportunity programmes, according to the context in the relevant country.



WFP/Barkin Bulbul

In Lebanon, in partnership with UNHCR and the World Bank, WFP is working with the Ministry of Social Affairs to support and extend the National Poverty Targeting Programme (NPTP). In line with Vision 2020's emphasis on promoting social cohesion, WFP works to broaden and deepen the existing social safety net programme, supporting both Syrian refugees and poor and vulnerable Lebanese. Building on earlier, positive results with e-cards, WFP has trained social workers on the distribution of cash-based transfers, process monitoring, food security assessments and reporting.

Only through building on national systems that will outlast our involvement can we deliver lasting results to beneficiaries.

VISION OBJECTIVE 2

HUMAN CAPITAL

One of the lasting casualties of the conflict has been education. Due to violence, destruction of schools and pervasive insecurity, Syria's education system risks missing a generation.

Vision Objective Two is to help remedy this loss, restoring and reanimating the education sector. In cultivating the human capital of displaced Syrians and host communities, WFP will support programmes that create access to informal and formal education for children, transfer knowledge between refugees and host communities, and provide vocational training.

WFP will invest in people by harnessing the talents and skills of displaced Syrians and host communities. Food security and education remain inextricably connected and mutually reinforcing.

In the host countries the influx of refugees has placed public services under acute strain, not least national education systems. WFP provides school meals to refugees and vulnerable children in both formal and informal education. Full school meals will continue for students in Jordan, with a pilot project for full meals to be rolled out in Egypt. Fortified school snacks will be provided to children in Lebanon.

In Syria, school meals will be implemented in collaboration with the Ministry of Education (MoE) and other education sector partners, targeting areas with high food insecurity and/or low education indicators.

Over the longer term, WFP will support systems allowing governments to deliver cost-efficient services to children. WFP will work with partners and governments to strengthen the curriculum and infrastructure, with special attention to nutrition and vocational training. This system incentivises vulnerable families to send their children to school, incentivises schools to provide enhanced services, and links relief assistance to the longer-term skills development essential to a lasting recovery from the potentially lifelong impacts of displacement and war.



WFP/Dina El Kassaby

GROW/healthy kitchens

Vision 2020's GROW initiative is the latest development in WFP's traditional school meals programmes.

GROW provides innovative and expanded nutrition support for children and sustainable livelihood opportunities for families, particularly the mothers of schoolchildren, while reinforcing educational incentives.

In support of the No Lost Generation initiative, GROW is designed to feed and sustain while providing further incentives to increase enrolment and attendance.

This innovative school meals programme employs women to prepare meals, using local produce. In providing local schools with healthy meals the effect is to enhance agricultural skills and practices, while stimulating local markets and economies.

In coordination with UNICEF and UNDP, GROW works by linking nutritious, locally produced school meals to increased livelihood opportunities for refugees, the entire length of the food supply chain. According to the principles of Vision 2020, the model is scalable and replicable.

VISION OBJECTIVE 3

WORK

WFP believes that the best and most durable solution to a protracted slide into dependence is to enable the transition from food assistance to sustainable livelihood-building activities. This is a foundational objective of Vision 2020. Without durable livelihood there is no lasting stability, prosperity and peace in the community at large. Self-reliance confers dignity and autonomy. Beyond securing the necessities for existence, work gives meaning and purpose to life.

Vision Objective Three is to increase the self-reliance of vulnerable communities so as to restore livelihoods and create economic opportunities in Syria and in host countries.

The effects of protracted displacement and limited or non-existent opportunities for work have significantly undermined refugees' economic independence and severely depleted household assets. Over time, this situation can only increase dependency on external assistance.

Enhancing employability through in-demand skills training is the first, key step towards connecting them with jobs. Partnership, as ever, remains vital, and WFP is partnering with UNDP, FAO, and other key actors to support vocational training and skills transfer initiatives in Egypt, Iraq, and Jordan.

As with education programming, creating a suitable incentive structure is a crucial condition of success. In return for attending training, participants will receive a cash transfer value on their e-cards. Vocational training will be closely linked with improving existing food supply chains. WFP will connect the graduates and small-scale supply chain actors to placement opportunities, micro-grants and productive asset distribution to stimulate entry, growth, and improvement of existing supply chains.

In Syria, vocational training will focus on women and youth, enabling their entry into the workforce through start-up grants or supplies for small business endeavours. Consistent with the holistic approach of Vision



2020, WFP will focus its livelihood and economic opportunity efforts on the entirety of the food supply chain, identifying and supporting the unique needs and opportunities within the region for private and public sector food production, processing, transportation, handling, and retail.

Healthy food supply chains have a multiplier effect throughout society and the economy. Businesses across the supply chain will benefit from WFP's vocational training and work placement programme, connecting graduates with businesses to create apprenticeships for Syrians and employment opportunities for vulnerable local populations.

When the political and legal conditions are met, the Syrian diaspora has the potential to offer an immense human resource of skills, goods and services to host countries. A precondition for the success of livelihood programmes is refugees' legal right to access labour markets. In acknowledging the positive contribution refugees can make to local communities and economies, host and refugees alike stand to benefit when refugees can work legally, create businesses and pay taxes. Incorporating Syrians' labour and entrepreneurial abilities into local markets allows for greater diversification, growth and prosperity, to the lasting benefit of refugees and host communities alike.

CREATING ECONOMIC OPPORTUNITY

It is our belief that a stable food system contributes to a stable society. Along with FAO and others, WFP will help rebuild and develop entire value chains needed to increase food security both directly and through greater economic opportunity and access. This approach will support stabilisation within Syria through increasing economic opportunity, and help create a viable environment necessary for safe and voluntary returns.



WFP/Hussam Al Saleh

WFP, UNDP, and ILO have partnered to conduct an Economic Opportunity Assessment to identify barriers to employment and economic growth and help create conditions for greater access to work. Our collaboration will serve as a public good for the wider development community, providing a common, shared base for planning, programming, and advocacy.

With a view to delivering on pledges emerging from the London Conference to create 1.1 million new jobs in the region, WFP, UNDP, and ILO are building a coherent, synergistic approach. The programme will help national governments deliver on their compacts to create livelihood opportunities for refugees, and better connect beneficiaries with access to income, skills development, and sustainable employment.

WFP'S RETAIL STRATEGY

WFP's Retail Strategy is our engagement with local markets, with the aim of supporting and facilitating fair and efficient markets capable of meeting beneficiaries' needs, ensuring that low-income families get the best possible deal. The retail strategy is game-changing means of optimising and introducing efficiencies the entire length of the supply chain, all the way from donor to beneficiary.

Since 2012, cash-based transfers (CBTs) have replaced in-kind assistance as WFP's primary lifeline for most beneficiaries in the region. In Jordan, Lebanon and Turkey, cash-based transfers constitute 99 per cent of our assistance. Cash works best when markets work best. Our retail strategy is designed to ensure that markets function efficiently, transparently and fairly. Through engaging with markets, from supply through to point of sale, the retail strategy aims to maximise and consolidate beneficiaries' purchasing power.

Cash-based assistance empowers beneficiaries to make decisions while supporting local markets. However it is an unfortunate reality that in many contexts local markets are poorly developed, supplies are limited, poorly adapted to beneficiaries' needs, inadequate or over-priced. Whether displaced in camps or communities, refugees commonly face severe constraints on purchasing. Shops are often remote, access restricted, and transportation prohibitive.

In contexts such as Jordan, Lebanon and Turkey, where most refugees are dispersed through communities, access to accredited, competitive retailers can be difficult or non-existent. Inefficient or tightly controlled supply chains leave beneficiaries vulnerable to price gouging, poor stocking and limited supply.

In contrast, functioning markets have powerful, positive effects for host and beneficiaries alike. WFP's retail strategy works to ensure these effects are felt the length of the supply chain. The benefits are lower prices, purchase tracking, and retail sector development.

Early results are significant, delivering savings to beneficiaries in the range of 8 to 12 per cent, with further savings forecast. In practical terms, these economies translate into extending WFP's beneficiary reach, and many thousand extra meals on beneficiaries' plates.



VISION OBJECTIVE 4

NATIONAL CAPACITY



Vision Objective Four is to build national capacities in the region and, to the extent possible, within Syria. Ultimately, our ambition and our exit strategy is to transfer operations to national and local institutions and partners. In this sense Vision Objective Four is both the aggregate of our efforts to build lasting change, and their culmination.

In the broadest sense, resilience is a country's capacity to evolve and weather shocks. In recognising that resilience grows less from emergency-driven planning cycles and short-term assistance than from durable economic and social foundations, resilience is the idea underpinning everything we do.

WFP's Vision 2020 can make a crucial contribution in bringing strategies of regional resilience to fruition.

In building national capacities in all sectors, WFP bridges the gap between emergency assistance and development aid.

In buttressing and building social safety nets, WFP leaves stronger systems behind.

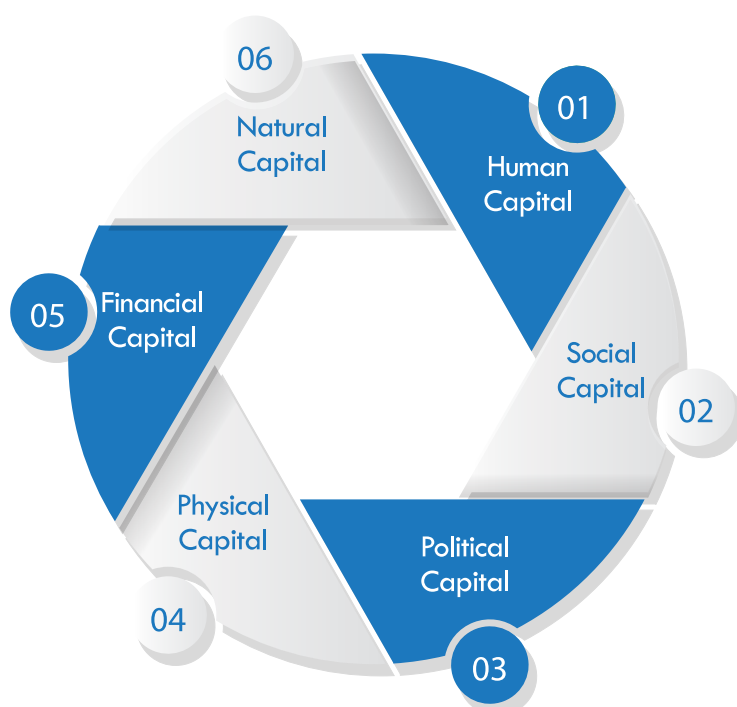
In establishing a healthy, fair and effective retail sector, WFP helps ensure a better deal for beneficiaries while building local economies and expertise.

In engaging with the education sector, WFP helps ensure that Syrians will be equipped to build a better future for their country, their families, and themselves.

In stimulating and re-establishing a healthy agricultural sector, WFP creates livelihood and helps break a destructive cycle of dependence.

Above and beyond our engagement with these sectors, WFP will continue to adopt a cross-cutting approach to capacity strengthening, providing host governments with technical assistance and advice. This can include assistance in food security and vulnerability analysis, supply chain management, social protection initiatives, logistics and information and communications technology support, emergency preparedness and response, policy advice, and official study visits to our centres of excellence.

Informing everything we do, beyond direct, technical capacity support to governments and local institutions, our every engagement will be designed to enhance the capacities of counterparts and partners.



CONCLUSION

Our mandate is food, our mission a world without hunger. If we are to reach this goal we must accept that short-termism is the enemy of durable solutions, that all too often the pursuit of quick fixes has helped bring about chronic underinvestment in programmes calling for longer term planning.

If we are to reach our goal we must deliver not just food, but help build a secure food system.

In establishing a clear set of objectives, approaches and modalities, Vision 2020 is a pragmatic and positive engagement with the future. We believe that the measures outlined in this paper represent a step change in efficiency and accountability. Where we build now, we can be sure that Syria and the region, everyone affected by the crisis, will save later. Vision 2020 is the best means of meeting the needs of today, while building to a future beyond assistance.



