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# FINANCE COMMITTEE

**Hundred and Ninety-third Session**

**Rome, 27-28 October 2022**

**Update on the Changing Lives Transformation Fund**

Queries on the substantive content of this document may be addressed to:

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### EXECUTIVE SUMMARY

- At its annual session in June 2022 the Executive Board approved the use of USD 55 million from the General Fund to establish the Changing Lives Transformation Fund (CLTF), which seeks to strengthen WFP’s support for governments on changing the lives of those furthest left behind to achieve the goals of the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goals (SDGs) 2 and 17.
- The document introduces background information and lessons learned which influenced the design of the CLTF. It provides an overview of the CLTF, its envisioned activities and how they fit into country strategic plans (CSPs). It further outlines how countries will be prioritized and specific proposals selected. Lastly, the paper emphasizes the importance of partnerships and provides KPIs that will be used to monitor and assess the CLTF.

### GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- The Finance Committee is requested to review the “Update on the Changing Lives Transformation Fund” and to endorse it for consideration by the Executive Board.

#### Draft Advice

- **In accordance with Article XIV of the General Regulations of WFP, the FAO Finance Committee advises the WFP Executive Board to approve the draft decision as outlined in the document “Update on the Changing Lives Transformation Fund”.**



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## Update on the Changing Lives Transformation Fund

### Draft decision\*

The Board takes note of the update on the Changing Lives Transformation Fund (WFP/EB.2/2022/5-B/1).

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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## Purpose

1. At its annual session in June 2022 the Executive Board approved the use of USD 55 million from the General Fund to establish the Changing Lives Transformation Fund (CLTF), which seeks to strengthen WFP's support for governments in achieving the goals of the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goals (SDGs) 2 and 17.
2. When approving the CLTF, the WFP Executive Board also requested that WFP:
  - ensure country offices have the capacity to prioritize humanitarian assistance so the allocation of funds to the CLTF will not result in trade-offs or a diversion of resources away from humanitarian programmes;
  - report on the CLTF in the annual performance report, including on projects approved and progress made;
  - evaluate the CLTF after three years or before new replenishments are considered; and
  - present to the Board at its 2022 second regular session more detailed information for the fund, including prioritization of countries, envisioned activities, WFP's comparative advantage in supporting governments with the proposed work, the selection and allocation mechanism, key performance indicators (KPIs) designed to measure programme results and impact, and how cooperation with other partners, in particular development partners, will be ensured.
3. This paper introduces background information and lessons learned on which the CLTF is built. It provides an overview of the CLTF, its envisioned activities and how they fit into country strategic plans (CSPs). It further outlines how countries will be prioritized and specific proposals selected. Lastly, the paper emphasizes the importance of partnerships and provides KPIs that will be used to monitor and assess the CLTF.

## Background

4. As highlighted by the Development Assistance Committee of the Organisation for Economic Co-operation and Development recommendation on the humanitarian-development-peace nexus, to which WFP and several other United Nations entities adhere, the international community must work jointly to ensure "prevention always, development wherever possible, humanitarian action when necessary".
5. The WFP strategic plan for 2022–2025 outlines WFP's work in saving lives and changing lives while supporting countries, in partnership with others, in their efforts to achieve SDGs 2 and 17 and also SDGs 1, 3, 4, 5, 13 and 16. In doing so, WFP prioritizes the life-saving needs of people facing emergencies and supports governments in their efforts to reduce needs, build self-sufficiency and improve food security, thereby preventing the recurrence of crises over time.
6. In 2021, WFP assisted 128 million people in more than 120 countries, many of which were in a state of protracted crisis. In 2022, in the context of the global food, fuel and fertilizer crisis, WFP operations are scaling up to reach more than 150 million people – a record level but still less than half of the 345 million people facing acute hunger in the countries where WFP works. Unfortunately, resources are not keeping pace with skyrocketing needs, highlighting the urgency of better linking emergency assistance to medium- and long-term investments in structural and systemic solutions.
7. A strategic evaluation of the funding of WFP's work from 2014 to 2019 found that WFP operations in less visible crises and its resilience building and development activities had not tapped into financing at scale. This finding has been echoed by WFP regional and country

directors. Additional, predictable funding and new ways of partnering are required in order to ensure that WFP can better contribute to durable structural solutions that prevent emergencies where possible and build resilience in the face of recurring shocks, while preserving its capacity to deliver emergency assistance.

### **Lessons learned from experience**

8. Since 2019 WFP has demonstrated increasing success in securing funds directly from national governments, including by drawing on resources international financial institutions (IFIs) have provided to them. This success has demonstrated the potential for WFP to leverage its comparative advantages to implement activities that support national government objectives.
9. The CLTF benefits from lessons learned from country operations, as listed in WFP's annual country reports, and from the strategic evaluation of the funding of WFP's work from 2014 to 2019. It has also been informed by the critical corporate initiative on programme and partnership support, which aimed to strengthen WFP's ability to tap into bilateral and multilateral development financing by drawing on its experience in planning, financing and implementing climate adaptation, social protection and school-based programmes. Early lessons from the programme and partnership support initiative highlight the need for WFP to ensure close alignment with national priorities and strategies and other United Nations system actors; invest more in generating and collecting evidence to demonstrate outcomes and impact; and include a clear communications strategy alongside programme plans. They also reaffirm the importance of high quality programme design, strong monitoring and reporting capacity and the need for country offices to have continuous access to adequate technical capacity and expertise to design and deliver their programmes and support governments, including through national experts.
10. Another relevant initiative is the 2030 Fund, which followed up on the Inspector General's April 2018 report on the pilot phase of the WFP Integrated Road Map. The report highlighted the lack of seed money for innovative initiatives and even for the implementation of new CSPs in many small country offices. The main lessons learned from this initiative are that innovative initiatives require clear logical frameworks with outcome and output indicators; that it is important to adopt a field-based, bottom-up approach; that it is necessary to ensure that implementation advances on schedule by putting in place a system for monitoring expenditures and disbursements; and that it is important to create a structured support system with dedicated staff, effective governance and KPIs for managing activities, to provide support during implementation and to ensure that lessons learned are captured.

### **The Changing Lives Transformation Fund**

11. The CLTF is set up to enable WFP to better support national governments in their efforts to achieve the SDGs. It seeks to address the finding that promising components of WFP's changing lives work are not reaching adequate scale, and it will give country offices new tools for working with governments for bigger impact on the lives of those furthest left behind and the most vulnerable. It is both a funding mechanism and a vehicle for WFP to learn how to improve the way it works with national governments and with partner organizations to change lives.
12. Based on extensive internal and external consultations and a parallel decision to fund the Immediate Response Account, an allocation of USD 55 million will spark the desired momentum, with each investment in up to 10 countries ranging from USD 2 million to USD 7 million for a multi-year period. Through this additional catalytic funding, the CLTF will enable WFP to more effectively help governments secure the funds required to fill the gap between needs and their own resources.

13. The CLTF will increase resilience and strengthen systems so that, eventually, governments and populations are better prepared for emergencies. The CLTF will therefore not distract WFP country offices from responding to emergencies, but rather enhance their ability to do so and prevent recurring emergencies from negatively affecting development efforts.

### Envisioned activities

14. The CLTF will focus investments in three thematic areas:
  - i) investments that help populations move from dependence on humanitarian assistance to increased self-sufficiency;
  - ii) investments that strengthen the capacity of national programmes and systems to deliver effectively for the people and communities furthest behind; and
  - iii) investments that enable climate adaptation for the countries and people most at risk from climate shocks.

The following examples illustrate the kinds of work that could be supported through the CLTF.

15. *Transition to increased self-sufficiency:* In many countries, refugees, internally displaced persons and/or returnees face legal, operational and cultural barriers to earn their own living, fostering dependence on assistance. Through the CLTF, WFP can support governments by investing in skills training and employment opportunities that empower host populations, refugees, internally displaced persons and returnees to become self-reliant while also maintaining social harmony. A particular emphasis would be placed on women. This would be done in close contact with the Office of the United Nations High Commissioner for Refugees (UNHCR) and other partners and includes advocacy and support for the policy changes required. Further, private sector partnerships are important for success at scale, as are strengthened efforts to ensure inclusion of refugees, returnees and internally displaced persons in national social protection schemes. Investing in the transition from dependence on assistance to self-sufficiency has the potential for high returns on investment. Investing in human capital, particularly through a gender-sensitive lens, can also contribute to economic growth, making it attractive for IFIs.
16. Another example involves integrated packages of support for marginalized communities who struggle to pursue their livelihoods on degraded land. In such contexts, humanitarian action needs to be complemented with work on community asset creation, access to markets, financial inclusion and other social and nutritional safety nets. Participatory planning and a conflict sensitivity lens are essential to gradually shift affected populations from humanitarian assistance to increased self-sufficiency. Multiple benefits (e.g., nutrition, employment, improved gender dynamics and reduction of hardships, adaptation to climate extremes, etc.) will decrease the need for humanitarian assistance over time as the efforts made to include these groups in restoration and recovery actions bear fruit.
17. *Systems strengthening:* Large-scale food fortification is not yet in place in many contexts although it is a safe and cost-effective strategy for improving micronutrient intake, strengthening food systems for healthy diets and contributing to positive social and economic impacts. The opportunity here is to leverage social assistance programmes and create institution-driven markets that can reduce investment risk by ensuring a guaranteed demand for fortified foods, creating a powerful force for the fortification value chain. WFP can further help governments create convergence between social protection programmes and food fortification activities in order to increase the consumption of fortified foods among nutritionally vulnerable groups, including women, adolescent girls and school-age children, who are at high risk of micronutrient deficiencies. This includes ensuring that the

- right policies are in place to make fortification successful and to generate a high return on investment.
18. Supporting governments to scale up national school feeding programmes is another good example. This entails technical assistance for the costing and design of a national school feeding programme, the drafting of policy or legislative documents, the estimation of economic returns and the compilation of investment strategies, including the dialogue with IFIs and other potential sources of funding. WFP investments can catalyse the establishment of a national programme and help unlock budget lines beyond the scope of WFP's current engagement. Such investments have already been successful in a number of countries, managing to unlock significant sustainable funding from national budgets.
  19. *Climate adaptation:* The fragile and highly vulnerable contexts in which WFP operates are characterized by a lack of access to systems which enable communities to anticipate, reduce or absorb the accelerating impacts of climate change. The CLTF fund can help WFP focus its work on the need to predict such impact on local communities and protect vulnerable livelihoods. Climate information and early warning systems can be introduced or improved alongside disaster risk financing solutions and ecosystem-based approaches to ensure that food-insecure communities are informed about impending climate hazards and protected from losses and damages. As part of a broader risk management strategy, tools such as weather index insurance, forecast-based finance and community-based contingency funds can protect livelihoods and food systems. By integrating such approaches with national climate strategies and adaptation plans, WFP can support governments to implement national climate adaptation plans and reduce the likelihood and potential impact of future emergencies.
  20. All the examples above have one thing in common: existing national programmes already deliver benefits for many, yet still present significant potential to reach more people more effectively. The CLTF will allow WFP to work with governments and other partners on such a transformative value proposition for scale-up using national budget resources, IFI funding or thematic funds.

### **Alignment with country strategic plans**

21. Activities that are funded by the CLTF will be part of approved CSPs, with CLTF funds allocated to the country portfolio budgets. Activities will be budgeted for in accordance with WFP's regular budgeting guidance. The CLTF will enable country offices to be better partners to national governments because it will provide them with multi-year funding. This will allow the strengthening of existing capacity and support the development of partner capacity, including in the case of governments where appropriate. Funds may be used, for example, to help governments improve needs assessments, programme design, monitoring and evaluation and to expand existing or set up new partnerships.
22. The envisioned outcomes described in each proposal for CLTF funding will align with the relevant CSP's outcomes, which link to the theory of change exercise that underpins the CSP. The CSP itself is informed by the country's national development plan and United Nations sustainable development cooperation framework (UNSDCF). Each proposal will be expected to articulate and demonstrate the linkages between CSP outcomes and national priorities as well as partnership strategies that make it more likely that the outcomes can be achieved with CLTF funding. Activities outlined in a CLTF proposal are also expected to be consistent with the preconditions and other requirements to achieve the change articulated in the CSP, thereby demonstrating how to enable or achieve the change.

23. The CLTF provides select country offices with catalytic funding that enables WFP to better support governments in designing and implementing policies and programmes that improve the lives of the most vulnerable people. By leveraging its comparative advantages, expanding existing partnerships and building new ones, WFP will further contribute to the transformative change envisioned in national development plans and UNSDCFs. Country-specific implementation will inform broader corporate learning, strengthening WFP's ability to support governments in their efforts to deliver replicable and scalable solutions more effectively. In other words, the CLTF will not so much change what WFP does to support governments but rather how WFP works with governments.
24. Allocations are not intended to support the full scaling of activities. The CLTF's catalytic nature means that it will better position WFP to help national governments obtain additional funding that will enable them to implement programmes at scale together with other stakeholders. Funds will be used for actions seen as transformative, innovative, scalable and replicable.

### **Prioritization of countries**

25. The CLTF will focus investments on vulnerable populations and fragile settings while ensuring that sufficient national and subnational capacity is in place to drive and manage the transformative change process over time. The prioritization process has three stages. First, a long list of countries is developed. Second, regional bureaux will select countries from that long list to come up with a short list of countries for which proposals are submitted. Third, funding will be provided for those proposals that best meet a series of criteria outlined below.
26. Two criteria were used to prioritize WFP country offices for inclusion on a long list of those potentially eligible to submit proposals for investment under the CLTF: country readiness and country needs. In line with WFP's focus on those most vulnerable to food insecurity and malnutrition, country ranking on the Global Hunger Index<sup>1</sup> was used as a criterion to determine relative need from a food security and hunger perspective. Countries can, however, only succeed with support from WFP and others if they are effective in designing and implementing policies and programmes and administering resources and if overall the country context is suitable for a joint effort.<sup>2</sup> This typically precludes countries with significant instability and major humanitarian emergencies from the list. To be included on the long list of countries, a minimum threshold had to be met on both dimensions, need and country readiness.
27. The analysis of countries for inclusion on the long list was carried out separately for each region in order to ensure that all regions had an opportunity to participate in the CLTF. The annex to this document provides an indicative list of the eligible countries resulting from the regional analysis. Many countries with hunger hotspots are not on this long list, often because the scale of the conflict they are experiencing is not conducive to transformative, catalytic and sustainable solutions and thus negatively affects country readiness. However, all of the countries on the list face significant challenges in their efforts to achieve the 2030 agenda, especially in the current context of global crisis. Also, while the Global Hunger Index is an average across various provinces and populations, all countries on the long list include geographic areas or populations that are extremely vulnerable and food insecure, to a much greater degree than suggested by the Global Hunger Index.

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<sup>1</sup> [Global Hunger Index 2021](#).

<sup>2</sup> World Bank. [GovData360](#).



28. Using the indicative long list of eligible countries as a starting point, regional directors will use additional data such as IFI funding trends, country office capacity and readiness, including potentially competing priorities, country office relationships with governments and other partners and WFP's comparative advantage in each specific context to better analyse which country offices are likely to present the best opportunity for transformative, catalytic and sustainable work with national governments on SDG2 or 17. Factors not or not yet captured by both indices used to develop the long list, but affecting need or country readiness will also be taken into account at this stage. This includes amongst others more recent developments not captured by the indices and additional vulnerability driven by a high number of refugees and internally displaced persons. As a result of this assessment, regional directors will invite a subset of the country offices in their regions to develop proposals.
29. These proposals will outline the opportunities, strategies and requirements for contributing to the transformative objectives of the countries concerned, demonstrating links to the 2030 Agenda, in particular SDGs 2 and 17, national development plans and UNSDCFs. They will also clearly formulate WFP's comparative advantage and partnership strategies to ensure that other actors contribute in the areas of their comparative advantage and will describe how what is proposed fits into the CSPs.

### **Selection and allocation mechanism**

30. The fund requires a solid analytical selection process that enables WFP to select the right country investment and ensures the optimal use of each dollar granted in maximizing the transformative impact. The intention is to catalyse change at the country level while also promoting broader corporate learning.
31. The Deputy Executive Director of Partnerships and Advocacy will convene a CLTF investment selection and learning committee to review the final proposals submitted through regional directors and select those that meet the selection criteria. The committee will also oversee an evidence-based, data-driven and transparent selection process applying clear, predefined selection criteria.
32. The selection criteria will include:
  - a) the country's readiness for a CLTF project, including an assessment of its potential for scaling up and achieving transformative change;
  - b) the WFP country office's ability to drive transformative change in areas of its comparative advantage and in line with its CSP, expand existing partnerships or set up and sustain new ones to achieve that outcome and conduct activities without losing sight of current or potential future emergencies;
  - c) the potential of a proposal to effectively support national objectives in achieving transformative change while leveraging WFP's comparative advantage;
  - d) the prioritization of fragile settings and vulnerable populations within a country, particularly in settings with significant numbers of refugees, internally displaced persons and other populations of concern; and
  - e) the adequate incorporation of cross-cutting priorities. These include protection and accountability to affected populations, gender equality and women's empowerment, nutrition integration and environmental sustainability.

33. Attention will be paid to ensuring that country offices have in place strategies for how to staff the work appropriately. While the changing lives programmes envisioned will likely require dedicated and, at times, specialized human resource skills and capacities, the investment selection and learning committee will also specifically look at how the country office will ensure that its emergency response capacity is maintained or enhanced.
34. Once country proposals have been selected by the investment selection and learning committee, WFP's multilateral budget committee will examine the proposals and make its recommendations to the Executive Director for allocations of the funding to the respective CSPs through their country portfolio budgets. Existing mechanisms at regional and global levels will ensure the necessary oversight and support for the approved activities.

## Partnerships

35. A critical success factor for proposals funded through the CLTF is that WFP country offices work with national governments to build coalitions with all the stakeholders that are needed for the achievement of transformative change. At the outset of the proposal design phase there will be a rigorous planning process aimed at developing an understanding of not only where and how WFP can complement the existing efforts of national governments and their partners but also of what additional partners are needed. Those partners may include other United Nations entities, IFIs, civil society, the private sector and academia.
36. National governments, through domestic budgets and/or through IFI funding, will in many cases contribute the necessary funding to scale up programmes to achieve SDG 2 and 17. While national governments will lead, IFIs will often be the partners that ensure that CLTF funding proves to be catalytic.
37. WFP will therefore seek opportunities to work with United Nations partners as envisioned in each country's UNSDCF. Such work may include providing joint support to the government in project design or implementation. WFP will proactively reach out to other United Nations entities to make sure that they can contribute and to ensure that activities under their mandates and relevant to the achievement of desired outcomes are included in projects and funded. This may require, for example, working closely with the Office of the United Nations High Commissioner for Refugees to ensure that refugees, internally displaced persons and other populations of concern are taken into consideration and their needs addressed; working with the United Nations Children's Fund (UNICEF) on malnutrition-related topics and social assistance programmes; and working with the other Rome-based agencies on food security and rural development efforts and to explore other funding mechanisms, including with the Food and Agriculture Organization of the United Nations (FAO) Investment Centre or the International Fund for Agricultural Development/United Nations Capital Development Fund. Such collaboration needs to start before and while CLTF proposals are written and continue throughout the entire project cycle from needs assessment all the way to implementation and monitoring.
38. Several examples of collaborations already exist to deliver value for governments and the people they serve. They could be platforms for expansion under the CLTF fund.
39. For example, in the first thematic area on transition from assistance to self-sufficiency:
  - In the Caribbean, FAO and WFP are co-leading one SDG Fund project in Dominica, Saint Vincent, and the Grenadines, supporting the ministries of social protection and the ministries of agriculture to strengthen the data ecosystem and leverage linkages with the agriculture sector to enhance the livelihoods of the most vulnerable populations – with the aim to graduate them out of national social protection programmes.

- In 2020, UNHCR and WFP established a Joint Programme Excellence and Targeting Hub. In Mauritania, WFP, UNHCR, the World Bank and the Government of Mauritania recently started including Malian refugees in two national social protection programmes that provide cash transfers to vulnerable households. In turn, the Government has now adopted technical methods developed by WFP and UNHCR on the eligibility criteria for refugees to benefit from national social protection programmes in the future. In Rwanda, WFP and UNHCR have worked together to identify varying levels of vulnerability among refugees to facilitate responses that are tailored to their specific food needs. This has resulted in a group of extremely vulnerable refugee households continuing to receive transfers while others are being helped to strengthen their livelihoods and engage in market-based activities that will gradually help them transition from assistance to self-sufficiency.
  - The International Labour Organizations and the International Organization for Migration collaborate with WFP to support the Ministry of Education and the Ministry of Labour on a programme training Syrian and other refugees in Türkiye, allowing them access to the job market to enable them to transition away from unconditional assistance.
40. For example, in the second thematic area on systems strengthening:
- FAO and WFP are currently working on school nutrition standards for safeguarding children's right to food. These are currently being tested with the Governments of Cambodia and Ghana.
  - Under the framework for action for the United Nations global action plan on child wasting (referred to as the GAP framework) FAO, UNHCR, UNICEF, WFP and the World Health Organization are working together to support 23 frontrunner countries in prioritizing and coordinating preventive and treatment actions for wasting across four key systems: food; health; social protection; and water, sanitation and hygiene.
  - There is a joint work plan with UNICEF to support governments with an integrated school health and nutrition package in Chad, Ethiopia, Mali, the Niger, Somalia and South Sudan. In Chad and the Niger, the United Nations Population Fund also joined the partnership in an effort to overcome barriers that girls face in access to education.
  - In Latin America, WFP and FAO signed an MoU with the objective to strengthen the cooperation and coordination between the agencies. School feeding, family farming, and nutrition are some of the focus areas of the MoU, and recently a strong articulation has been developed around the promotion of fair and inclusive local and regional food value chains in Central American countries.
  - In Moldova, UNICEF, UNHCR and WFP worked with the Ministry of Labour and Social Protection to support crisis-affected Moldovan households by strengthening the shock responsiveness of the national social assistance scheme Ajutor Social, improving various components of the scheme including its "Social Action Information System". This will allow the Ministry of Labour and Social Protection in the future to use the programme to rapidly incorporate other beneficiaries in response to shocks such as floods, droughts and food price increases. Also, during the current crisis options for including refugee-hosting as a criterion for eligibility to benefit from the programme can be explored.

41. For example, in the third thematic area on climate change adaptation:

- FAO and WFP collaborate on climate change adaptation in many contexts already. For example, FAO is a technical partner in a WFP-led climate change adaptation project funded by the Green Climate Fund (GCF) that started implementation in Mozambique in February 2021. FAO and WFP are also seeking GCF funding for complementary projects in Iraq that involve joint training for government officials, and each organization will sit on the project steering committee of the other during implementation.
- IFAD and WFP are collaborating on a multi-country project with an investment envelope of USD 143 million to be implemented in seven Sahelian countries (Burkina Faso, Chad, the Gambia, Mali, Mauritania, the Niger and Senegal). WFP is an “executing entity” of the project and is responsible for the implementation of micro-insurance activities. IFAD is the overall manager and implementation lead of the project.

### Key performance indicators and reporting

42. Outcomes achieved through CLTF funding will be reported through annual country reports and the global annual performance report. A set of CLTF-specific KPIs will be developed to monitor the progress achieved by each CLTF project and the CLTF as a whole. There will be two categories of KPIs. The following reflects the current thinking and is subject to change.

a) At the project level:

- i) Process indicators such as the establishment of a project team, the signing of memoranda of understanding, the approval of a logical framework and a monitoring and evaluation framework and the presence of functioning governance mechanisms led by the government. These indicators will be particularly important in the first period of a CLTF project when other KPIs cannot yet be measured.
- ii) Indicators for measuring the achievement of a project:
  1. Catalytical – the investment is meant to lay the seeds for a much bigger effort, drawing in a multiple of the CLTF funding:
    - a. CLTF funding as a percentage of total project funding will decrease over time; and
    - b. absolute number of beneficiaries will increase year on year.
  2. Transformative – these indicators will be derived from the corporate results framework and will vary according to each programme proposal.<sup>3</sup> In addition, each country office will need to outline in its proposals the transformative change it is aiming to achieve. While this will depend on the area or programme being transformed, a qualitative change is required. This is, therefore, distinct from scaling up, i.e., reaching more people, which is already captured under the KPIs for being catalytic.

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<sup>3</sup> This includes indicators that are undergoing testing for inclusion in the corporate results framework in 2023.

3. Sustainable – KPIs will measure the national government’s involvement and leadership:
            - a. agreement signed for post-CLTF funding and implementation in the third period; and
            - b. government has included work in national plans and budgets.
  - b) At the corporate and national level:
    - i) Increased learning:
      1. Number of lessons learned, captured and disseminated internally; and
      2. Number of publications published externally, possibly jointly with an academic institution or think tank.
    - ii) Increased resources (possibly using a control group):
      1. WFP and national government investments in changing lives have increased in CLTF countries; and
      2. Resources from national governments, IFIs and thematic funds expended on CSP objectives have increased.
    - iii) Diversified and ever closer partnerships:
      1. Percentage of outputs achieved within partnerships; and
      2. Percentage of funding provided to partners (of overall effort).
43. The CLTF will be evaluated after three years. To demonstrate the potential for transformation, the work conducted with CLTF funding must include not only identifying sustainable, longer-term financing solutions that national governments can tap into, but also enabling governments to do so successfully. It is anticipated that the evaluation will consider programmatic outcomes and establish whether the CLTF has delivered on its promise to add substantial value to WFP’s support for national governments, catalysing transformative impact and proven scalability.

**ANNEX****Tentative list of countries for the Changing Lives Transformation Fund projects (long list)**

Analysis of all the countries where WFP works against the two selection criteria results in a list of 42 countries. As indicator values are dynamic and lagging, this list is tentative and may change over time. These are presented in the following, by region and in alphabetical order:

- a) RBB – Regional Bureau for Asia and the Pacific: Bangladesh, Cambodia, India, Indonesia, Lao People’s Democratic Republic, Pakistan, the Philippines, Sri Lanka, Timor-Leste.
- b) RBC – Regional Bureau for the Middle East, Northern Africa and Eastern Europe: Armenia, Egypt, Islamic Republic of Iran, Jordan, Lebanon.
- c) RBD – Regional Bureau for Western Africa: Benin, Burkina Faso, Cameroon, Côte d’Ivoire, the Gambia, Ghana, Guinea, Mauritania, the Niger, Senegal, Togo.
- d) RBJ – Regional Bureau for Southern Africa: Eswatini, Lesotho, Malawi, Mozambique, Namibia, United Republic of Tanzania, Zambia.
- e) RBN – Regional Bureau for Eastern Africa: Djibouti, Ethiopia, Kenya, Rwanda, Uganda.
- f) RBP – Regional Bureau for Latin America and the Caribbean: Ecuador, Guatemala, Honduras, Nicaragua and the Plurinational State of Bolivia.

**Acronyms**

CLTF	Changing Lives Transformation Fund
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Fund
IFI	international financial institution
KPI	key performance indicator
SDG	Sustainable Development Goal
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework