



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 22–26 June 2026

Distribution: General

Agenda item 7

Date: 8 May 2026

WFP/EB.A/2026/7-G/1 – **PRELIMINARY VERSION**

Original: English

Oversight functions

For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Annual evaluation report for 2025

Executive summary

In 2025, the Office of Evaluation implemented its approved workplan against a backdrop of significant organizational change across the United Nations system and within WFP, as the organization adjusted to a more constrained funding environment and reduced income forecasts for 2025 and 2026. At a time when public discourse is increasingly challenged by misinformation and declining trust in institutions, the demand for credible, independent and timely evaluative evidence has never been greater.

In this context, the Office of Evaluation renewed its commitment to implementing its workplan with a reduced budget and fewer staff, seeking efficiencies and reassessing priorities to ensure that the evaluation function remained aligned with organizational changes. Early in the year the office assessed what activities should be prioritized, what could be done differently or scaled down and where evaluation efforts should cease, with the aim of adapting the function to funding constraints while continuing to meet accountability and learning needs. This assessment was informed by WFP's evolving operational footprint, its ability to absorb and implement lessons and recommendations from evaluations, and the need to maximize complementarity with other oversight and evidence generation functions. Where feasible and relevant, the office also pursued greater collaboration with other United Nations entities, in line with the UN80 initiative and the humanitarian reset.

In line with WFP's evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

Focal points:

Ms A.-C. Luzot
Director of Evaluation
email: anneclaire.luzot@wfp.org

Mr S. Dahan
Chief Risk Officer and Director
Risk Management Division
email: salvador.dahan@wfp.org

Ms J. Betts
Deputy Director of Evaluation
email: julia.betts@wfp.org

Ms. R. Pala Krishnan
Deputy Director
Risk Management Division
email: rathi.palakrishnan@wfp.org

This is the fourth annual evaluation report produced under WFP's 2022 evaluation policy.¹

Part 1 of this report summarizes key insights from all the centralized evaluations completed in 2025. It is organized around WFP's strategic outcomes and cross-cutting issues and highlights the main results that WFP achieved, in addition to any systemic constraints on its ability to achieve results.

Part 2 examines the overall performance of WFP's evaluation function, measuring progress against the outcomes set out in the evaluation policy and reporting on evaluation quality, coverage, use, capacity, partnerships and financial and human resources.

Draft decision*

The Board takes note of the annual evaluation report for 2025 (WFP/EB.A/2026/7-G/1) and management response (WFP/EB.A/2026/7-G/1/Add.1).

¹ "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C).

* 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.

Part 1: Key insights from centralized evaluations

1. Part 1 of this report highlights systemic issues identified in 21 centralized evaluations concluded in 2025 (see annex I-A). It provides credible and independent evidence of WFP performance in diverse settings, offering learning and supporting accountability as WFP – and the people it serves – face considerable headwinds. It is the third such account since 2023.

How has WFP's strategic positioning evolved?

2. **Background:** The humanitarian environment in 2025 was characterized by extreme volatility amid political polarization, declining funding and acutely rising human suffering. The year saw increased frequency and intensity of shocks arising from conflicts, negative effects of the changing climate and economic downturns, alongside a sharp contraction in humanitarian aid and upheaval in the multilateral system.

Highly volatile operating environments

All countries in which evaluations were conducted in 2025 faced crises and disasters including conflict, civil unrest, political instability, influxes of refugees and asylum seekers, epidemics, earthquakes, droughts, floods, volcanic eruptions, famine and locust invasions.

Reflecting this volatility, all WFP country strategic plans (CSPs) evaluated, except those for China and Indonesia, underwent budget revisions to adapt them to new needs. These revisions expanded the number of targeted beneficiaries, increased budgets and/or extended CSP durations.

3. **Sustained expertise in emergency response.** Against such volatility, evaluations in 2025 showed that WFP continued to be recognized around the world as an agile, high-capacity and professional humanitarian response organization. Its expertise and capacity in areas such as logistics and supply chain services, its rapid adaptive capacity when emergencies strike and its widely respected ability to scale up swiftly to serve millions of people were consistently commended.

Swift emergency responses

Evaluations recorded that, despite highly challenging environments, WFP swiftly scaled up operations to provide timely and large-scale emergency food assistance to crisis-affected populations in countries including Armenia, Guatemala, the Niger, Somalia, Türkiye and Ukraine.

Mechanisms supporting this responsiveness included a strong supply chain, as documented in the [Strategic Evaluation of WFP's Supply Chain Strategic Roadmap](#), advance financing mechanisms and the Global Commodity Management Facility, alongside preparatory actions such as the pre-positioning of supplies. Rapidly shifting from food distribution to cash transfers also supported timely responses to crises, as seen in the Niger and Somalia.

4. **A committed humanitarian citizen.** Based on WFP's well-defined comparative advantages in emergency response, evaluations found the growing trend of partnership ethos identified in the 2023 annual evaluation report continued into 2025. CSP evaluations found evidence of WFP acting as a committed humanitarian citizen, playing a central role in developing and coordinating the overall humanitarian strategy and responses at the country level in places such as Somalia, Türkiye and Ukraine. CSP evaluations conducted in Ethiopia, Uganda and the Democratic Republic of the Congo showed that WFP's emergency responses complemented or supported government-led action in line with its ambition to become an enabler of crisis response.

5. **Unclear positioning in some aspects of development.** Evaluations in 2025 suggested that, in contrast to its clear and unquestioned role in crisis response, WFP was not equally strategically positioned in the development arena. In particular, WFP's added value in resilience building was not always evident to partners; despite WFP achieving some successes in areas such as shock-responsive social protection, other actors were perceived to have greater strength in these domains.
6. Evaluations also found that WFP was sometimes stretched too thinly in its development-related work, for example in Côte d'Ivoire, the Democratic Republic of the Congo, Ethiopia, Iraq, Türkiye and Uganda. Specific challenges included limited internal capacity, insufficient evidence of effectiveness and perceptions of competing agendas with actors already established in the space. The potential to build partnerships with other entities in livelihoods programming or climate resilience was not always adequately exploited.
7. **Strong positioning as an implementation partner for domestically funded programmes.** An apparent trend in 2025 was for WFP to act as a delivery agent for national programmes, particularly in the area of social protection. At least six evaluations² in 2025 found WFP identified as a partner of choice for governments in this area, and positive results were achieved. In Guatemala, for example, WFP procurement and logistics services for the national nutrition programme resulted in significant gains in terms of cost savings, transparency and efficiency for the Government. In Somalia WFP was instrumental in delivering social safety nets and contributed to building institutional capacity for social protection.
8. Evaluations also identified **risks** in this approach, however, including potential challenges to operational independence when WFP was not fully involved in targeting choices or could not monitor final delivery, such as in service delivery engagements in Guatemala and Somalia.
9. **Tensions between localization aspirations and operational realities.** In a continuation of a trend since 2023, evaluations in 2025³ found WFP making significant efforts to localize the delivery of its assistance. In particular, expanding its network of cooperating partners helped it to deliver assistance to more people, especially when emergencies hit. In Somalia, for example, WFP decentralized some functions to area offices, which helped increase its engagement with local authorities and communities. In the Niger WFP undertook local procurement, leveraged local human resource capacity and local partnerships and adapted its assistance to local conditions.
10. Where WFP did not pay sufficient attention to localization, however, evaluations found that its assistance was less relevant and/or sustainable. In Iraq, for example, WFP's efforts to help digitalize the public distribution system for social protection showed promise, but reliance on international rather than local information technology solutions, combined with limited government capacity, raised concerns about how sustainable the results would be. In the Democratic Republic of the Congo, WFP's reliance on domestic supply chains limited its options for helping to stimulate and develop local agricultural markets.

² These evaluations pertained to operations in Armenia, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Guatemala, Indonesia and Somalia.

³ These evaluations pertained to operations in Armenia, Côte d'Ivoire, Eswatini, Ethiopia, the Niger, Sierra Leone, Türkiye, Ukraine and Yemen.

Evaluations recommend the following:

- Prioritize WFP's strengths in emergency preparedness, including by consolidating and disseminating tools and guidance.
- Clarify WFP's expertise in supporting national safety nets and other relevant domestically owned programmes.
- Ensure that engagement with governments on service provision activities is accompanied by country capacity strengthening and handover strategies.
- Support implementation of WFP's [localization policy](#) by prioritizing partnerships with local actors and supporting capacity strengthening accordingly.

What did WFP achieve in relation to its three strategic outcomes?

11. Evaluations in 2025 reported valuable results achieved in relation to the three strategic outcomes in its strategic plan for 2026–2029,⁴ but also identified lessons that could help to improve WFP's future performance.

Strategic outcome 1: Effective emergency preparedness and response

12. As in previous years, evaluations in 2025 found that WFP's humanitarian assistance was critical in helping crisis-affected people access food, often on a large scale and amid conditions of war, civil unrest or natural disaster in countries such as the Democratic Republic of the Congo, Ethiopia, Somalia and Yemen. WFP's direct food and nutrition assistance also provided an important buffer against shocks for vulnerable populations, including internally displaced persons and refugees. WFP assistance plausibly contributed to improved food security and nutrition in at least seven countries.⁵
13. From 2023, however, and in a trend that intensified in 2025, WFP did not always manage to reach all intended beneficiaries. Funding cuts meant that WFP had to prioritize the most vulnerable people, as well as reduce rations and/or the duration of assistance.⁶ These actions resulted in a clear trend of deteriorating food security. Evaluations of operations in the Democratic Republic of the Congo, Ethiopia and Yemen found that beneficiaries' nutritional thresholds were not maintained during crisis responses; this was the result of overall poor food security, an inability to reach all those in need, pipeline breaks at health facilities and food price inflation.

Strategic outcome 2: Reduced needs and enhanced resilience to withstand shocks

14. Asset creation, livelihoods and agricultural support activities were undertaken on various scales in thirteen countries. As in previous years, evaluations found positive results for beneficiaries, with their food security, nutrition and livelihoods improved through better access to productive assets, opportunities for short-term employment and increased agricultural production in countries such as Armenia, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Guatemala, Iraq, the Niger and Türkiye.
15. However, seven evaluations⁷ found that WFP assistance had limited effect in terms of helping households develop better resilience or in strengthening value chains. Reasons included limited funding, insufficient geographic prioritization to ensure that interventions were well-integrated and the lack of a coherent strategy for maximizing the collective effects

⁴ It should be noted that evaluations also took into account the five strategic outcomes of WFP's strategic plan for 2022–2025.

⁵ Those seven countries were Armenia, Côte d'Ivoire, Eswatini, Guatemala, Iraq, Sierra Leone and Yemen.

⁶ Such actions were necessary in Eswatini, Ethiopia, Guatemala, Iraq, the Niger, Somalia, Türkiye and Yemen. See also WFP's [evaluation of its approaches to targeting and prioritization for food and nutrition assistance](#).

⁷ The seven evaluations are those pertaining to Côte d'Ivoire, the Democratic Republic of the Congo, Guatemala, Iraq, Somalia, Uganda and Yemen.

of interventions. The results of “sustainable access to market” initiatives in at least five countries were limited by short-term project implementation, climate-related concerns affecting food production and lack of access to productive land and sufficient credit for inputs. Legal barriers faced by refugees in relation to land access and formal employment also impeded WFP efforts to scale up livelihoods programming in Ethiopia and Türkiye. In Eswatini, programming aimed at building climate resilience, an important priority in that country, lacked an integrated strategic approach or a vision of how activities could be scaled up.

16. WFP treatment for moderate acute malnutrition delivered positive results in the Democratic Republic of the Congo, Ethiopia, the Niger, Sierra Leone, Somalia, Uganda and Yemen, although maintaining beneficiary nutrition status was challenging amid crisis conditions including food price inflation in the Democratic Republic of the Congo, Ethiopia and Yemen. Delivering moderate acute malnutrition treatment through government health facilities, the community-based approach and effective coordination with the United Nations Children's Fund (UNICEF) helped to expand programmatic reach in Somalia, Uganda and Yemen.

Strategic outcome 3: Enabled government and partner programmes

17. Evaluations in 2025 found that, in a progression from previous years, WFP was mostly successful in implementing country capacity strengthening interventions when conditions were favourable. Enabling factors included alignment of CSPs with the strategic and operational orientations of governments, long-standing strategic partnerships with government counterparts, and an appropriate level of skills among WFP technical staff. Success was most evident in social protection, school meals and disaster preparedness.
18. In general, WFP helped to strengthen the capacity of government ministries, but evaluations found limited tangible improvements in security and nutrition policy and programmes due to financial and governance constraints within the governments concerned. WFP's own funding limitations, limited capture of results through corporate reporting systems, poor internal coherence across activities and weak coordination with other development partners, as well as a lack of thorough capacity assessments around which to develop an overall vision, strategy and clear targets, were also found in the evaluations pertaining to Côte d'Ivoire, the Democratic Republic of the Congo, Ethiopia and Somalia.
19. Where WFP was successful in delivering capacity strengthening results, reasons included strong technical skills among WFP staff in areas such as emergency food security and vulnerability assessments, agricultural monitoring, market price monitoring and support for early warning and other climate and risk management systems. Technical training to build up national capacity in leading and coordinating disaster response, conducting robust analysis and obtaining evidence to improve emergency preparedness and response were also useful.

Confirmed leadership in school feeding

WFP's prominent role in school meals was confirmed by evaluations in 2025. Since 2023, evaluations have found positive results for school meal programmes, with increased attendance, retention and enrolment in countries such as Côte d'Ivoire, the Democratic Republic of the Congo, the Niger, Sierra Leone, Uganda, Ukraine and Yemen. Other positive results included improved quality of local meals and a reduction in time pressure on parents (in Ukraine) and improved teaching quality (in Côte d'Ivoire). In Côte d'Ivoire and the Niger, however, these positive results did not appear to contribute significantly to student reading ability or academic success or to household food security. In some cases, the home-grown school feeding approach produced additional community benefits by connecting local agricultural production with school meal provision and increasing sustainability, as seen in Sierra Leone, Somalia and Uganda.

20. WFP's on-demand service provision – including support for the humanitarian clusters and coordination bodies, often in challenging and volatile conditions – continued in 2025 to support the timeliness and effectiveness of collective emergency responses. These services included reliable air transportation through the United Nations Humanitarian Air Service and effective supply chain and logistics support, and warehouse management.
21. As well as these reliable services provided to the humanitarian community, evaluations also commended WFP's flexibility and ability to scale up and down based on demand amid fluid conditions, such as in the Democratic Republic of the Congo, Ethiopia, the Niger, Türkiye, Ukraine and Yemen. In twelve evaluations WFP was recognized for its coordination and leadership roles in various humanitarian clusters and working groups, including the logistics and food security clusters, emergency telecommunications cluster, emergency response working groups and supply chain and cash working groups. The services provided through these mechanisms facilitated effective emergency responses and supported operational continuity for many partners.⁸

Did targeting and prioritization enable WFP to identify the most vulnerable people?

22. **WFP's commitment to meeting the needs of the most vulnerable was not always operationalized on the ground.** The strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance and country-level evaluations found that, while WFP's targeting and prioritization approaches showed a strong commitment to vulnerability-based programming, weak implementation sometimes led to inclusion and exclusion errors and undermined community trust.
23. Evaluations confirmed WFP's efforts to ensure that its targeting approach was **evidence-based and sensitive to local circumstances.**⁹ WFP used vulnerability assessments, community consultations and analytical tools to guide targeting in specific settings. As in previous years, however, inclusion and exclusion errors still arose, and WFP's targeting and prioritization systems were not always sufficiently agile to adapt to change. In the Democratic Republic of the Congo, for example, a lack of agility in targeting meant that newly arrived refugees were excluded from WFP assistance.

Targeting exclusion challenges

Evaluations¹⁰ reported that data quality issues, including issues arising from complex displacement dynamics, often posed challenges for targeting accuracy. Other exclusion-related challenges included the following:

- in Türkiye, skills-based targeting excluded vulnerable individuals with lower levels of education;
- in Iraq, the vulnerable groups engaged in livelihoods activities sometimes included those with little interest in or capability for active employment;
- in Eswatini, only able-bodied people could participate in livelihoods activities;
- in Armenia, refugees could not participate in agricultural support given their mobile status; and
- in Somalia (as in other places), power dynamics within communities affected targeting effectiveness.

⁸ This was the case in Armenia, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Ethiopia, Iraq, the Niger, Somalia, Türkiye, Uganda and Yemen.

⁹ See the evaluations pertaining to China, the Democratic Republic of the Congo, Eswatini, Ethiopia, Guatemala, Iraq, the Niger, Sierra Leone, Somalia, Türkiye, Uganda, Ukraine and Yemen.

¹⁰ These evaluations included the strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance and the evaluations of operations in Ethiopia, Somalia, Uganda and Yemen.

24. However, at least four evaluations (those for Ethiopia, Eswatini, Somalia and Uganda) found that community consultations were a best practice for refining beneficiary selection.
25. Strong integration with government and other humanitarian actors helped to expand programmatic reach. However, at least two evaluations (those for Ethiopia and Ukraine) found that WFP was not fully able to verify the accuracy of national targeting data in order to ensure that the most vulnerable were included. Moreover, WFP's own internal systems were not always interoperable, and coordination with other relevant actors, such as the Office of the United Nations High Commissioner for Refugees with regard to refugees, was not always optimal. Inclusion and exclusion errors consequently arose.¹¹
26. Facing increased need and reduced funding, WFP was forced to make difficult (and often ethically challenging) prioritization choices. In most cases it opted to cut rations, limit geographic coverage or reduce distribution frequency.¹²
27. The strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance documented the resulting effects, from limited food security outcomes and nutritional inadequacy to protection concerns and tensions at both the household and community levels. The evaluation points out that the appropriateness of particular targeting and prioritization approaches depends on WFP's intended aims. If WFP primarily wants to be a humanitarian provider of last resort that reaches the most vulnerable in the most difficult locations, then it must be able to bear the costs of identifying target populations with accuracy and of operating in such locations – a fact that was also pointed out in the strategic evaluation of WFP's Supply Chain Strategic Roadmap. If, on the other hand, WFP primarily wants to save and improve the lives of the greatest number of people affected by food insecurity it must focus more on cost-effective approaches.

The strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance recommends:

- Clearer articulation of WFP's strategic focus and positioning to strengthen the rationales behind country office targeting and prioritization.
- Support for country offices in adopting more transparent, agile and cost-effective targeting and prioritization approaches.

How well integrated were WFP programmes, and to what extent were cross-cutting issues embedded in them?

28. **Continued challenges in programme integration.** Identified as a weakness in previous years, evaluations found programme integration to be a continuing challenge in 2025. Interactions between various activities and outcomes were not always clear, as in Armenia, China, Eswatini, the Niger, Sierra Leone and Uganda. In some cases, operational integration was not always systematic. Where it did occur, the results of integration were not monitored (as in Armenia and the Niger).

How well did WFP address cross-cutting issues in programming?

29. **Empowering women and girls and advancing equality.** Evaluation findings from 2025 were more positive than in previous years regarding WFP's efforts to empower vulnerable populations, particularly women and girls. At least five evaluations¹³ reported that WFP

¹¹ This was discussed in the evaluations pertaining to operations in the Democratic Republic of the Congo, Eswatini, Ethiopia, Somalia, Türkiye and Ukraine.

¹² This was shown in the strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance and the evaluations of operations in Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Ethiopia, the Niger, Somalia and Yemen.

¹³ Those regarding operations in Armenia, Guatemala, Iraq, the Niger and Uganda.

country programmes focused on economic empowerment or financial inclusion and in several cases they advanced livelihood opportunities for women through targeted vocational training or the promotion of women's role in agriculture. At least 11 evaluations reported that WFP programming had considered the inclusion of vulnerable groups in programming.

30. Despite this improvement, however, evaluations also found persistent gaps in the mainstreaming of efforts to foster equitable access across CSP activities, which constrained the achievement of more lasting results. WFP's ambition to support empowerment for disadvantaged groups was more aspirational than practical, and CSPs were unsuccessful in systematically embedding empowerment-focused actions.

Protection from sexual exploitation and abuse

Evaluation findings on protection from sexual exploitation and abuse (PSEA) show a positive progression from those in 2023 and 2024, reflecting a clearer strategic framework and better defined corporate leadership with regard to PSEA. Specifically:

- in the Democratic Republic of the Congo, WFP appointed dedicated staff to support country office implementation of WFP's PSEA action plan;
- in Ethiopia, PSEA procedures and processes were clearly established, and staff and cooperating partners were familiar with the measures, including how to report misconduct; and
- country offices in Eswatini, the Niger, Somalia and Ukraine invested in staff capacity for PSEA, building cooperating partner and vendor capacity for PSEA and ensuring that clauses mentioning PSEA were included in contracts.

31. **Limited efforts to achieve meaningful inclusivity of persons with disabilities.** In a progression from previous years, evaluations in 2025 found increased efforts to ensure that assistance included groups such as older persons, persons with disabilities and persons living with HIV/AIDS, although this was not always consistent.
32. **Progress (but also continuing constraints) on protection and accountability to affected people.** Evaluations of operations in the Democratic Republic of the Congo, Ethiopia, the Niger, Somalia, Türkiye and Ukraine reported that WFP had put in place concrete measures to protect affected populations and include the most vulnerable at various stages, including during targeting, when choosing transfer modalities and delivery mechanisms, and during distributions. When possible, referral systems were established with protection actors, such as in Türkiye. Evaluations¹⁴ also reported that attention had been given to capacity strengthening for WFP staff and cooperating partners on safe programming during large-scale and scaled-up emergency operations and to enhance WFP staff capacity in protection and accountability to affected people. While community feedback mechanisms were in place in 2025 in all countries evaluated, coverage was uneven, case resolution was slow, awareness among beneficiaries was limited and there were barriers to accessing the mechanisms.
33. **Overall adherence to humanitarian principles.** The 13 country-level evaluations reporting on humanitarian principles in 2025¹⁵ found that WFP made deliberate efforts, even in highly complex and politically charged circumstances, to comply with humanitarian principles in implementing responses. Thus, it sought to ensure humanity by prioritizing the most vulnerable, for example out-of-camp asylum-seekers in Côte d'Ivoire, and by adjusting transfer modalities and mechanisms to suit identified needs, as for example in Türkiye.

¹⁴ These included the evaluations of operations in Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Ethiopia, Iraq, the Niger, Sierra Leone, Somalia, Uganda and Yemen.

¹⁵ Those covering operations in Armenia, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Guatemala, Iraq, the Niger, Sierra Leone, Somalia, Türkiye, Uganda, Ukraine and Yemen.

34. Evaluations in 2025 did record challenges to WFP's ability to adhere to humanitarian principles, however. These challenges included:
- funding limitations, as seen in the Democratic Republic of the Congo, Iraq, Somalia and Uganda;
 - donor earmarking of contributions or constraints imposed by authorities restricting certain population groups, geographic areas or transfer modalities, as seen in the Democratic Republic of the Congo, the Niger, Somalia and Yemen;
 - government or de facto authority influence in the selection of recipients for aid distribution without sufficient WFP oversight or involvement, as occurred in Côte d'Ivoire, Ethiopia, Guatemala (with regard to service provision) and Yemen; and
 - access restrictions due to security constraints or WFP's decision not to operate in areas not controlled by recognized authorities, as in the Democratic Republic of the Congo, Somalia, Ukraine and Yemen.
35. However, evaluations also noted gaps in proper acknowledgement, documentation, systematic analysis and guidance regarding often delicate trade-offs and dilemmas related to the humanitarian principles in WFP's operations.

Advocacy on behalf of those in need

Successes in WFP advocacy noted by evaluations in 2025 included the inclusion of asylum seekers (not previously allowed by authorities) in social assistance (in Côte d'Ivoire), expanded coverage of humanitarian responses (in Iraq and Somalia) and increased cash transfer values mitigating the negative impacts of economic turbulence (in Türkiye).

WFP's advocacy for humanitarian access was identified as a significant contribution to humanitarian responses in at least six evaluations (those covering operations in Côte d'Ivoire, Ethiopia, Iraq, the Niger, Ukraine and Yemen).

However, not all WFP's advocacy efforts were successful. Evaluations noted several gaps, including bilateral advocacy undertaken without the engagement of the wider humanitarian community. This was seen, for example, in advocacy for access in the Democratic Republic of the Congo and regarding multipurpose cash assistance in Ukraine.

36. **Variable degrees of conflict sensitivity.** The evaluations of the CSPs for Iraq and the Niger acknowledged that livelihoods and resilience activities underpinned by conflict-sensitive approaches helped to build social cohesion and reduce tensions among communities. In Yemen, however, systematic conflict analysis had not been conducted consistently at the time of the evaluation.
37. **Inconsistent approaches to environmental sustainability and limited scale of interventions.** Evaluations in 2025 found positive WFP contributions to environmental sustainability through interventions such as solar energy investment and the promotion of ecological production methods and tools in agriculture, such as in Armenia, Eswatini, Guatemala and the Niger. The scale of these activities was small, however, and evidence of their effectiveness was limited.
38. While emergency programmes sometimes struggled to put in place appropriate processes for reducing the impact of displacement and operations on the environment, evaluations found that in Guatemala, Indonesia and Uganda WFP protected environmental rights by implementing anticipatory action and early warning systems.

Evaluations recommend the following:

- Ensure engagement with communities, including the most vulnerable, at every step of programming, favouring a face-to-face approach.
- Partner with organizations that have protection expertise and field presence in order to achieve greater reach.
- Support country office efforts to document, analyse and address real world dilemmas arising from adherence to the humanitarian principles at the country level.

How time and cost-efficient was WFP?

39. **Internal barriers impeded the timeliness of responses.** As in previous years, some delays in emergency responses were due to factors beyond WFP's control, including long supply times, pipeline breaks due to scarcity of funds, geographic restrictions, bureaucratic hurdles and access constraints. However, 12 evaluations¹⁶ in 2025 also reported that internal WFP processes impeded the timely delivery of assistance to affected people. These included slow partnership formulation, insufficient staff to manage partner engagement and lengthy procurement and budgeting processes.
40. **A continued focus on cost efficiency.** Since 2023, evaluations have concluded that WFP interventions have been generally cost-efficient thanks to efforts to increase economies of scale and contain costs. However, there is still scope for more systematic monitoring and analysis of cost efficiency issues.

Supply chain efficiency improvements

The strategic evaluation of the Supply Chain Strategic Roadmap found evidence of improved efficiency during the period covered by the road map, including reductions in transfer costs and lead times facilitated by digital innovation, partnerships and an increasing emphasis on data and evidence. However, the limited visibility of supply chain operations may have also reduced WFP's ability to attract funding and, in line with ongoing United Nations reforms, a strategic update is required.

41. In 2025 evaluations¹⁷ reported continued efforts to reduce costs, such as using innovative technology, minimizing food losses, using local procurement, adopting cash and vouchers as principal transfer modalities, reducing operational redundancies and increasing collaboration with national partners. Even where evaluations identified mixed achievement in cost efficiency, for example due to context-related challenges, country offices made clear efforts to make the best use of available resources, as seen in Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini and Iraq.
42. However, evaluations also noted continued gaps in the systematic use of cost-benefit analyses, which made it challenging to assess efficiency at the project or modality level, as noted in China, the Democratic Republic of the Congo and Yemen. Also in 2025 evaluations identified efficiency gaps that could have been better managed by WFP, such as excessive geographic dispersion (as in Côte d'Ivoire), changes in WFP's approach to handling Global Commodity Management Fund unsold stocks (as in Yemen), slow alignment of staffing with changes in programming (as in Eswatini) and increased operating costs stemming from the use of stricter assurance mechanisms (as in Ethiopia).

¹⁶ Those pertaining to operations in China, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Ethiopia, Indonesia, the Niger, Sierra Leone, Somalia, Türkiye, Ukraine and Yemen.

¹⁷ Those pertaining to operations in China, Côte d'Ivoire, the Democratic Republic of the Congo, Eswatini, Guatemala, Iraq, Sierra Leone, Somalia, Uganda, Ukraine and Yemen,

Evaluations recommend the following:

- Ensure appropriate concentration of activities and strategic focus in country-level programme planning, whether based on geography or intervention type.
- Strengthen the focus on using data and analysis to inform, guide and demonstrate cost-efficiency measures.

How well did partnerships work?

43. **United Nations partners.** As in previous years, WFP's strategic and operational partnerships proved instrumental in achieving results at the country and global levels. Evaluations in 2025 reported good collaboration by WFP across sectors through strategic partnerships with other United Nations entities but – as in previous years - there were few tangible examples of joint programming and many¹⁸ instances of missed opportunities for collaboration that could have improved efficiency and effectiveness on the ground.¹⁹
44. Positive examples included operations in the Niger, where many strategic and operational partnerships were operationalized in resilience and social protection, and in Sierra Leone, where joint implementation of peacebuilding projects helped to build national capacity and generate experience supporting peacebuilding programming.
45. In emergencies, however, the complexities of United Nations coordination made joint work challenging. In Ethiopia, for example, United Nations coordination difficulties and diverse approaches to engagement with the Government impeded an effective collective response by the humanitarian system. In Yemen, complex dynamics in relation to engagement with various parties to the conflict impeded cohesion, while in Ukraine tensions arose between actors on cash transfer values and mechanisms. Other challenges included uncoordinated targeting approaches, competition for resources, differing decision-making processes, diverse planning cycles and varying paces of implementation.
46. Some challenges were WFP-specific. In the Democratic Republic of the Congo WFP's limited information sharing with other organizations constrained opportunities to provide multisectoral assistance and risked duplication.
47. **Governments.** As in previous years, well-developed long-term partnerships with government ministries and institutions at the national level facilitated the achievement of results.²⁰ However, evaluations identified some ministries relevant to WFP's mandate and programming with which partnerships were too narrow, short-term or operational in nature²¹ or where the Government's involvement in the design of initiatives was limited, as in the Democratic Republic of the Congo. Another gap identified in 2025 pertained to partnerships at the subnational level.²²
48. **Cooperating partners.** Cooperating partners continued to be essential to WFP's operations, but in 2025 evaluations identified missed opportunities to co-create and co-manage activities. As a result, WFP did not benefit from cooperating partners' complementary competencies in areas where it has limited expertise.²³ In countries such as Côte d'Ivoire, Ethiopia, the Niger and Uganda, short contracts caused uncertainty and long timelines for contract approvals, insufficient advancement of funds and delayed reimbursements proved particularly challenging for smaller local partners already facing

¹⁸ This was the case with regard to operations in Armenia, Iraq, the Niger, Somalia, Ukraine and Yemen.

¹⁹ Such was the case in Armenia, China, Côte d'Ivoire, the Democratic Republic of the Congo, Sierra Leone, Türkiye, Uganda and Yemen.

²⁰ Examples include Armenia, Côte d'Ivoire, Eswatini, Indonesia, Iraq, the Niger, Sierra Leone, Uganda, Ukraine and Yemen.

²¹ As in Côte d'Ivoire, Eswatini and Sierra Leone.

²² As in Armenia, Indonesia and Iraq.

²³ This was the case in Armenia, Côte d'Ivoire, Eswatini, Ethiopia, the Niger, Sierra Leone, Türkiye, Ukraine and Yemen.

constrained financial capacity. Evaluations in Yemen and Ukraine found that training for local partners was often focused on ensuring compliance with WFP procedures rather than on comprehensive capacity strengthening.

49. WFP transferred considerable security risk to cooperating partners, particularly in conflict-affected situations. Evaluations found insufficient WFP guidance, training and co-ownership of risks, particularly in challenging operating environments such as in the Democratic Republic of the Congo, Ukraine and Yemen. Moreover, evaluations noted that the WFP approach to working with national and local civil society organizations did not always include consideration of their roles after WFP's exit from operations.
50. **Specialized and private sector partnerships and international financial institutions.** Evaluations in 2025 found that WFP leveraged strong and mutually beneficial relationships with private sector partners and academic institutions to promote innovative approaches, for example in China and Iraq. However, its over-reliance on private funding at times led to geographically fragmented implementation and short-term programming, as for example in China. Evaluations also found missed opportunities for stronger engagement with private sector actors and other organizations with specialized capacity in areas where WFP lacks expertise, for example agricultural value chains, climate insurance and social protection in Armenia, Côte d'Ivoire and Eswatini, respectively. Evidence related to international financial institutions was limited in the evaluations and was mostly focused on future opportunities for collaboration, as in Eswatini.

Evaluations recommend the following:

- Pay closer attention to building relationships and partnerships with national authorities at the decentralized level, particularly where social protection interventions are concerned.
- Ensure clarity and mutual agreement regarding the degree of risk transfer from WFP to cooperating partners, and have strategies in place to monitor this.
- Build closer operational engagement with partners, including with regard to geographic and beneficiary targeting.

How well did WFP prepare for handover and transition?

51. In previous years, evaluations found positive examples of WFP preparing national institutions to assume responsibility for implementing activities. However, WFP had not always developed or implemented clear strategies for handover and transition.
52. In 2025, evaluations reported some progress in this regard, in particular in terms of handover and transition in social protection and school meal activities. Thus in Eswatini, Somalia, Türkiye and Ukraine WFP made clear commitments from the outset to exit with planned strategies for transitioning responsibility to national social protection systems.

Handover successes

- In Somalia, WFP enabled the full handover of the shock-responsive social protection programme, leveraging WFP's vertical and horizontal expansion capabilities.
- In Türkiye, WFP was successful in a sustainable handover of the emergency social safety net programme.
- In Armenia and Iraq, WFP was successful in handing school feeding activities over to the respective governments, with national funding committed and government stakeholders expressing confidence in their ability to scale up the programmes.

53. Progress was uneven, however. There were gaps included in relation to ensuring realistic timelines, such as for social protection programming in Eswatini and Ukraine, and a need for more rigorous assessment of partners' technical capacities as well as clear milestones for triggering handover, for example with regard to school feeding in Iraq.

Evaluations recommend:

- Plan clear and realistic handover and transition strategies, including risk assessments.
- Conduct robust capacity analyses at the decentralized and centralized levels.
- Gear capacity strengthening strategies towards transition and handover where relevant.

Part 2: Performance of the evaluation function

54. This section reports on progress towards the five outcomes called for in [WFP's 2022 evaluation policy](#). Results for 2025 are presented for each outcome, together with an explanation of the progress made. Annex II provides a detailed overview of performance monitoring indicators for each outcome area, showing their evolution since 2023.
55. Considering the substantial funding constraints faced by WFP, the Office of Evaluation (OEV) renewed its commitment to delivering its workplan and meeting both accountability and learning needs while actively seeking efficiency in order to ensure that the evaluation function was aligned with available funding and with organizational change. An overview of the main steps taken is presented below.

Overview of cost-efficiency measures undertaken by the evaluation function:

- Consolidation of the evaluation function and completion of a human resource structural review, resulting in the abolition of 24 (29 percent) positions funded through the programme support and administrative (PSA) budget since 2023
- Continuation of the trend of conducting fewer evaluations overall, in line with the 70 percent CSP coverage norm agreed by the Board in 2024, and only two global evaluations annually
- Continued efforts at cost-containment for CSP evaluations through the adoption of a more tailored approach and sharpening team sizes and locations
- Internalization of selected activities, including the annual synthesis evaluation, evidence summaries, decentralized evaluation quality support and post-hoc quality assessment summaries
- Use of an artificial-intelligence-supported evidence mining tool to produce evidence summaries
- In line with corporate efficiency measures, a shift to virtual engagement for global evaluation workshops, saving USD 156,000 in 2025, and the restriction of travel to essential missions only, resulting in a 40 percent reduction in travel costs compared with 2024

Outcome 1: Evaluations are independent, credible and useful

Innovative and adaptive evaluation methods

56. Efforts **continued** across the evaluation function to ensure that evaluations were designed and conducted using approaches and methods well adapted to their purpose and context.
57. For **centralized evaluations**, OEV made progress in expanding the various methods employed, including enhancing the depth of and data sources applied in quantitative analysis and using outcome mapping to capture results not reflected in corporate monitoring systems. Independent evaluation firms were also requested to submit proposals with innovative methodologies.
58. For **decentralized evaluations**, WFP and evaluation teams continued to explore ways to tailor evaluation methods and approaches to each country and in some instances adapted to abrupt changes in WFP's operating environment. When the security situation in Lebanon deteriorated, WFP and the Government shifted to a hybrid data collection approach for the joint evaluation of the national poverty targeting programme. As part of WFP's continued efforts to engage with Indigenous communities and capture cultural perspectives, an evaluation in the Plurinational State of Bolivia applied the "appreciative inquiry" method using story circles and dialogues to assess whether performance of projects aligned with community aspirations.

59. For **impact evaluations**, OEV continued to develop and use innovative approaches to rigorously evaluate WFP's humanitarian and development interventions. OEV is exploring the use of artificial intelligence (AI) to analyse natural language as part of evaluations. In 2025 OEV received a grant from the Gates Foundation to test a combination of digital finance and new digital social and behaviour change communication to improve women's health and child nutrition in three countries.

Quality support

60. Annex I-C provides a breakdown of the 19 decentralized evaluations completed in 2025, of which 17 were commissioned by country offices, one by the Nutrition, School Meals and Social Protection Service at headquarters in Rome and one by the Latin America and the Caribbean Regional Office. The OEV Decentralized Evaluation Unit, which includes staff in Rome and regional evaluation technical teams (RETTs) outposted to the regional offices, provided direct technical support and guidance to country offices and global headquarters. This ensured that those offices had the capability needed to commission and manage credible decentralized evaluations. The RETTs played a particularly important role in supporting country office staff managing these evaluations to ensure that they met evaluation quality standards (see next section) and responded to country office accountability and learning needs.
61. The independent quality support service for decentralized evaluations managed by OEV provided timely feedback on all draft terms of reference and inception, evaluation and baseline reports.²⁴ The quality support service was brought fully in-house in 2025 in order to increase efficiency. The service has become increasingly critical, with the number of requests for support growing as country office capacity is strained by staffing cuts.

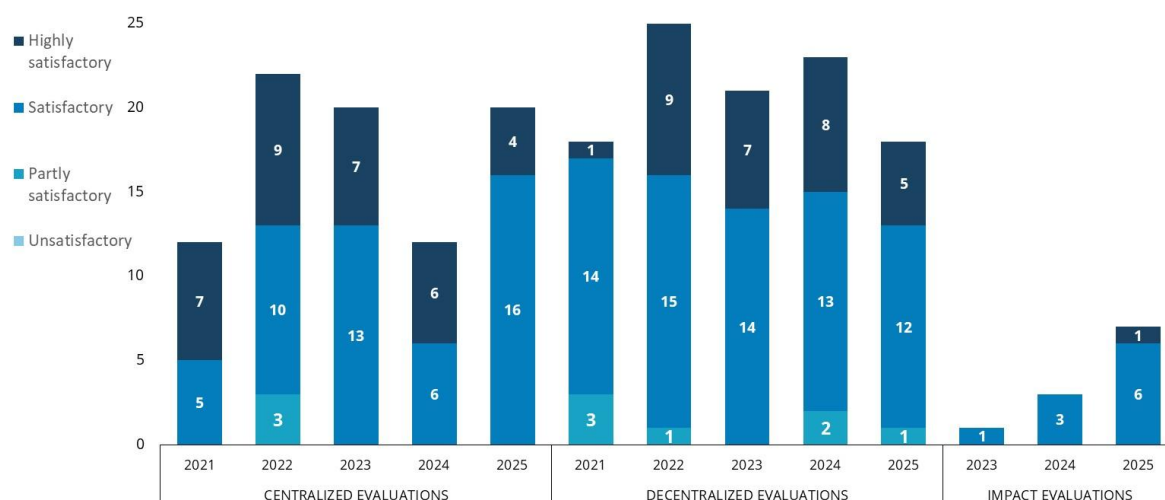
Quality assurance

62. In 2025 WFP's evaluation quality assurance system was comprehensively updated to reflect lessons from recent evaluations and align it with WFP's new organizational structure and delegations of authority. The "mini-guide" for senior management commissioning decentralized evaluations was revised to clarify their role under the updated accountability framework.
63. Several technical notes were streamlined to improve their usability for country offices and evaluation teams. OEV also produced an information brief on the ethical use of AI in WFP evaluations, outlining key risks and mitigation measures. Two briefs on evaluations of activities funded through the Adaptation Fund and the Green Climate Fund were developed to guide WFP personnel on donor-specific evaluation requirements.

Post-hoc quality assessment

64. Every WFP-led evaluation undergoes a post-hoc quality assessment, a mechanism through which independent experts rate evaluation quality in line with United Nations Evaluation Group (UNEG) norms and standards as well as the evaluation requirements specified by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and the United Nations disability inclusion strategy. Post-hoc quality assessments indicate the extent to which users can rely on credible evaluation findings to inform decision-making.
65. In 2025, 27 percent of the 45 evaluations led by WFP were rated "highly satisfactory", 71 percent "satisfactory", 2 percent "partly satisfactory" and none "unsatisfactory". Figure 1 provides an overview of the evolution of the quality ratings of centralized, decentralized and impact evaluations.

²⁴ In 2025, the service provided feedback on 70 draft products, including 17 terms of reference, 23 inception reports, 27 evaluation reports and 3 baseline reports.

Figure 1: Post-hoc quality assessment of evaluation reports completed, 2021–2025

Source: OEV.

66. Judged against the UN-SWAP evaluation performance indicator, 71 percent of these evaluations were found to “meet requirements” and 29 percent to “approach requirements”. No evaluation was found to “miss requirements”. The average rating for the 45 evaluations was 7.1 (“meets requirements”), representing a small decrease from 7.6 in 2024.
67. WFP's country offices in Nicaragua and Sierra Leone and Supply Chain and Delivery Division were awarded the WFP Evaluation Excellence Award for having done an exceptional job of integrating equality between women and men into evaluation questions, approaches and methods.
68. Since 2023 WFP has been reporting on the United Nations disability inclusion strategy evaluation performance indicator and its performance in ensuring that the most vulnerable are taken into account in its evaluations. Of the evaluations for which reports were completed in 2025, 51 percent were found to meet requirements, showing an improvement from 47 percent in 2024.

Outcome 2: Evaluation coverage is balanced and relevant and serves both accountability and learning purposes

Evaluation planning

69. All major deliverables set out in WFP's evaluation function workplan for 2025–2027²⁵ were met, despite the corporate restructuring and budget cuts undertaken by WFP.
70. As part of its efforts to integrate the evaluation function, in 2025 OEV started organizing periodic integrated evaluation planning meetings for each region to review the centralized, decentralized and impact evaluations planned for each country office. This has in some instances led to de-prioritizing some evaluations to make best use of the limited resources available and minimize the burden on overstretched country office teams.
71. OEV and the Office of the Inspector General worked together to ensure the alignment and complementarity of their respective workplans and avoid overlap. That work was facilitated by a joint dashboard. OEV and the Office of Internal Audit have initiated joint work to analyse systemic issues in WFP's approaches to targeting and prioritization.

²⁵ “WFP management plan (2025–2027)” (WFP/EB.2/2024/5-A/1 Rev.1), annex VII, [Evaluation function workplan 2025–2027](#).

72. OEV worked with the Programme Monitoring and Reporting Service to raise the awareness of country offices and support them with regard to the assessment, monitoring and budgeting tool and associated guidance, conducting joint webinars on use of the tool, lessons learned and challenges.
73. Contractual arrangements were put in place for 84 percent of all the evaluations originally planned for 2025.²⁶ As always, CSP cycles, country office priorities, emerging donor requests and resource availability continued to fluctuate, and adjustments had to be made throughout the year, particularly with regard to decentralized evaluations.
74. Where relevant and feasible, RETTs were instrumental in planning and supporting multi-country decentralized evaluations, which allowed country offices facing major financial constraints to commission evaluations and enhance cross-country learning. For example, the Western and Central Africa Regional Office supported the country offices in Benin, Cameroon and Senegal in the commissioning of a multi-country evaluation focused on school feeding.

Policy evaluations

75. The evaluation of a given policy is conducted between four and six years after the start of the policy's implementation and/or prior to any policy changes. Policy evaluations aim to assess the quality, implementation process and results of policies in order to inform management decisions on corrective measures or new policy development, as relevant and needed.
76. By the end of 2025, 75 percent of the active policies approved after 2011 listed in WFP's policy compendium²⁷ had been evaluated or were being evaluated (see annex III). The results from the evaluation of WFP's enterprise risk management policy were presented at the Board's 2025 second regular session and highlighted how WFP is moving from risk being managed by specialists to becoming "everyone's business".

Strategic evaluations

77. Strategic evaluations are forward looking and focus on assessing thematic areas or corporate initiatives and issues of relevance with the aim of informing WFP's strategic direction and management decisions from a global perspective.
78. During 2025, OEV completed three strategic evaluations.
 - **The strategic evaluation of WFP's support for refugees, internally displaced persons and migrants**, presented at the Board's 2025 annual session, recommended that WFP formulate a clear corporate position and define its programme offer and operational partnerships for refugees, internally displaced persons and migrants and strengthen its data systems and analytical capacity to ensure that all programmes are based on comprehensive analysis of the status of such persons in relation to their intersecting vulnerabilities and protection risks.
 - **The strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance**, presented at the Board's 2026 first regular session, recommended that WFP clarify its strategic focus on prioritization, safeguarding minimum standards and essential staffing, enhancing transparency and agility and strengthening data-sharing frameworks with partners as well as the interoperability of its own data systems.

²⁶ *Ibid.*

²⁷ "Compendium of policies relating to the strategic plan" (WFP/EB.1/2026/5-A).

- **The evaluation of WFP's Supply Chain Strategic Roadmap for 2022–2025**, presented at the Board's 2026 first regular session, recommended that WFP update its supply chain strategy to align it with the WFP strategic plan and consider its evolving commitment to the UN80 initiative. It also recommended that WFP enhance the internal coherence of its planning systems and processes and the external coherence with the operationalization of UN80.

79. Two strategic evaluations were begun in 2025 and will be presented at the 2026 annual and second sessions of the Board. One covers WFP's contribution to social protection and the other, WFP's adaptation to the evolving partnership landscape.

Country strategic plan evaluations

80. CSP evaluations are the main instrument for institutional accountability and learning for WFP's results at the country level. The evaluation of a CSP is conducted in the penultimate year of the CSP cycle to account for past performance, feed into the design of the next CSP and, potentially, contribute to the design of the United Nations sustainable development cooperation framework (UNSDCF).
81. Fourteen CSP evaluations were completed in 2025. Those covering the CSPs for China, Côte d'Ivoire, the Democratic Republic of the Congo, Ethiopia, Eswatini, Indonesia, the Niger, Türkiye, Sierra Leone and Uganda, were presented at the Board's 2025 second regular session, and those covering the CSPs for Armenia, Iraq and Guatemala were presented at the Board's 2026 first regular session. The presentation of the Somalia CSP evaluation was postponed to a later Board session. Eleven CSP evaluations were under way at the end of 2025 (see annex I-A). The difference between the number of CSP evaluations planned (18) and those completed in 2025 (14) reflects changes in CSP timelines during implementation, often related to changes in UNSDCF cycles.

Corporate emergency evaluations and inter-agency humanitarian evaluations

82. In line with the WFP evaluation policy, WFP responses to all crises classified as "corporate attention" or "corporate scale-up" are to be evaluated through corporate emergency evaluations, CSP evaluations or inter-agency humanitarian evaluations. Corporate emergency evaluations assess WFP's performance during emergency operations. Their scope can be global, multi-country or single country. In 2025, 100 percent of corporate emergency responses due for evaluation were evaluated.
83. In 2025 OEV completed **two corporate emergency evaluations**. The evaluation of WFP's response to the Ukraine crisis, covering the period from 2022 to 2024, was presented at the Board's 2025 annual session, while the evaluation of WFP's response in Yemen from 2019 to 2024 was presented at the Board's 2025 second session. The corporate emergency evaluation of WFP's response to the Sudan regional crisis, which covers the Sudan along with seven neighbouring countries hosting Sudanese refugees, will be presented at the Board's 2026 annual session.
84. In addition, OEV presented to the Board in 2025 four CSP evaluations covering corporate emergency responses in the Democratic Republic of the Congo, Ethiopia, the Niger and Türkiye.²⁸

²⁸ These CSP evaluations cover the full CSPs but also include a special focus on the emergency responses. In so doing they assess adherence to humanitarian principles, WFP's emergency preparedness and the timeliness of its emergency response, protection and accountability to affected people, risk management and other areas of interest. The design of these evaluations considers specific data access and quality constraints attributable to the emergency settings and pays particular attention to evaluation ethics, avoiding harm and finding innovative ways to amplify the voices of hard-to-reach groups of people.

85. OEV is actively engaged in the management groups for **inter-agency humanitarian evaluations**, which assess the collective humanitarian response to emergencies for which the United Nations Emergency Relief Coordinator, in consultation with the Principals of the Inter-Agency Standing Committee, has activated system-wide humanitarian scale-ups. Evaluations for the response to the humanitarian crisis in Somalia and the response to the 2023 earthquakes in Türkiye and the Syrian Arab Republic were completed in 2025. A Ukraine inter-agency humanitarian evaluation synthesis was also completed in 2025.
86. A synthesis of recent inter-agency humanitarian evaluations was conducted focusing on topics surrounding the humanitarian reset, particularly the relevance, efficiency and effectiveness of the humanitarian system. The results were presented to stakeholders in late 2025 and the report is expected to be published in 2026. An inter-agency humanitarian evaluation for operations in the eastern Democratic Republic of the Congo was put on hold due to the security situation in that region and will be relaunched in 2026 (see annex I-D).

Evaluation synthesis

87. An evaluation synthesis relating to WFP's work in middle-income countries initiated in 2024 was completed and presented at the Board's 2025 annual session. The synthesis recommended clearer articulation of strategies and programme offerings, particularly in middle-income countries that host refugees and internally displaced persons and support irregular migrants, middle-income countries where WFP operates without direct beneficiary targeting, and middle-income countries that are transitioning out of crisis. An evaluation synthesis relating to WFP's engagement in humanitarian coordination initiated in 2025 will be presented at the Board's 2026 annual session.

Joint evaluation initiatives and system-wide evaluations at the global level

88. OEV recognizes the critical importance of fostering collaborative evaluation efforts and is fully committed to supporting the implementation of joint²⁹ and system-wide evaluations. These initiatives are essential for leveraging collective efforts and enhancing the overall effect of evaluations. OEV actively participates in **global joint evaluations** by contributing staff time, technical expertise and financial resources. This involvement facilitates constructive collaboration with a broad range of partners operating under a variety of governance and management arrangements. Through these joint evaluations and studies, OEV ensures that evaluations are robust and aligned with global best practices, further strengthening the collective ability to assess and address pressing challenges jointly.
89. At the global level WFP engaged in collaborative evaluation efforts, serving on the steering committees for two joint evaluations that were completed in 2025. One of these assessed the collective international development and humanitarian assistance response to the coronavirus disease 2019 (COVID-19) pandemic, conducted under the auspices of the **COVID-19 Global Evaluation Coalition**, and the other, the work of the Global Agriculture and Food Security Program, led by the World Bank.
90. WFP is part of the management group for the **Global SDG Synthesis Coalition**, which brings together United Nations entities, bilateral and multilateral organizations and global evaluation and synthesis bodies and networks with the aim of harnessing the power of evaluation and synthesis to accelerate the achievement of the Sustainable Development Goals. In 2025, WFP was co-chair of the "people pillar" synthesis, together with the United Nations Development Programme (UNDP), UNICEF, the United Nations Educational, Scientific and Cultural Organization and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The first synthesis focused on the

²⁹ UNEG defines joint evaluation as "a joint evaluative effort by more than one entity of a topic of mutual interest, [...] with the degree of 'jointness', varying from cooperation in the evaluation process, pooling of resources to combined reporting" (UNEG Task Force on Joint Evaluation. 2013. *Resource Pack on Joint Evaluations*, p. 12).

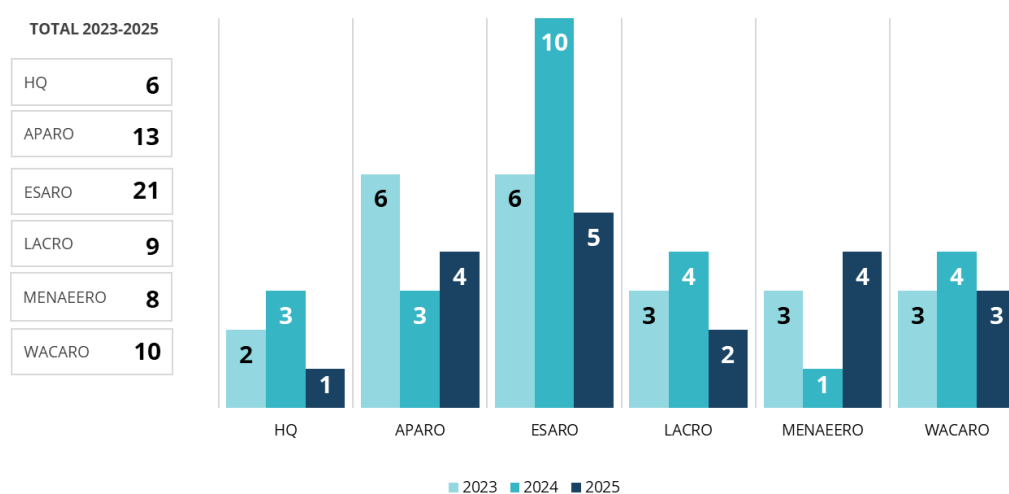
implementation and effectiveness of social assistance interventions to reach those furthest behind. Preliminary findings were presented at the Second World Summit for Social Development and will be further disseminated throughout 2026.

91. In 2025 OEV supported, through both funding and its efforts as a member of the joint management group, a series of system-wide summaries of United Nations evaluative evidence led by the United Nations Sustainable Development Group **System-Wide Evaluation Office**. OEV was also part of the management groups for two system-wide evaluations completed in the year.
92. In 2025 WFP also contributed to a system-wide evaluation of food systems that assessed the effectiveness of the United Nations Food Systems Coordination Hub, with a focus on its partnership and coordination mechanisms.

Decentralized evaluations

93. Decentralized evaluations are commissioned to meet learning needs, demonstrate results and, in some cases, to meet commitments made to donors and other partners. The minimum coverage norm establishes that at least one decentralized evaluation should be commissioned by each country office in each CSP or interim CSP cycle. Six country offices ended such cycles in 2025. Of those, four commissioned at least one decentralized evaluation.
94. The 2025–2027 evaluation function workplan envisaged that 31 decentralized evaluations would be commissioned in 2025. Since the adoption of the workplan, however, there have been many changes in CSP implementation, reductions in country office staffing, unprecedented financial constraints, sociopolitical instability and other events. In the end, 27 decentralized evaluations and a baseline study started in 2025.
95. Nineteen decentralized evaluations were completed in 2025 (see annex I-C for further details), of which 18 were commissioned by country offices and regional offices and one by the Nutrition, School Meals and Social Protection Service at headquarters in Rome. Thirteen of the 19 completed decentralized evaluations were requested by donors. Three baselines were established in Rwanda, Haiti and Nepal as part of multi-year evaluations.

Figure 2: Completed decentralized evaluations by region/headquarters and year of completion, 2023–2025



Source: OEV.

Abbreviations: APARO = Asia and the Pacific Regional Office; ESARO = Eastern and Southern Africa Regional Office; HQ = headquarters in Rome; LACRO = Latin America and the Caribbean Regional Office; MENAEERO = Middle East, Northern Africa, and Eastern Europe Regional Office; WACARO = Western and Central Africa Regional Office.

96. Two multi-country thematic evaluations were completed, providing rich perspectives on topics prioritized for learning by WFP based on multi-country evaluation evidence. One was commissioned by the Nutrition, School Meals and Social Protection Service and focused on food systems covering six countries;³⁰ the second was commissioned by the Latin America and Caribbean Regional Office and assessed local and regional food procurement in El Salvador, Guatemala, Honduras and Nicaragua.
97. The RETTs continued to support country offices in identifying evidence needs, integrating evaluation plans and budgets with CSPs and exploring ways of commissioning evaluations more efficiently in order to cope with increasing resource constraints.

Impact evaluations

98. Impact evaluations are not subject to coverage norms and may cover activities lasting between one and four years. The various thematic windows for impact evaluations continued as did the humanitarian workstream.³¹ In 2025 OEV published seven impact evaluation reports. This included the final reports on the evaluations of activities in Ghana (phase 1), Haiti, Kenya, Mali, Nepal, Rwanda and the Gambia. Seven more impact evaluations are expected to be completed in 2026. Many impact evaluations (either ongoing or started in 2025) will continue until at least 2027. Annex I-B provides an overview of all completed and ongoing impact evaluations in the year.
99. OEV continued to deepen its strategic partnership with the World Bank's development impact evaluation department with the aim of generating evidence through various impact evaluation thematic windows. It also expanded its technical partnership on impact evaluations with the International Security and Development Center.
100. In 2025 OEV finalized an impact evaluation of anticipatory action in Nepal – a project co-developed with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and funded by the United Nations Central Emergency Response Fund (CERF). Following the evaluation of anticipatory action in Nepal, and an impact evaluation in Bangladesh, WFP and OCHA signed a five-year memorandum of understanding to institutionalize joint impact evaluations of anticipatory action and any other CERF-funded interventions.
101. Finally, OEV successfully established 18 long-term arrangements with new partners for impact evaluation services and supported partner onboarding to ensure smooth integration and compliance with WFP standards.

Outcome 3: Evaluation evidence is systematically available and accessible to meet the needs of WFP and partners

102. A biennial survey carried out in early 2025 among internal and external evaluation stakeholders provided valuable feedback from 900 respondents regarding their preferred evaluation products, channels and services. Most respondents were familiar with evaluation evidence and indicated a preference for concise and visual products. Users underlined the importance of better tailoring products to their specific needs; they also suggested leaner and faster processes, more focus on learning, and further dissemination as well as a greater use of evidence in dialogues with donors. In addition, a user satisfaction survey is sent to evaluation participants after each evaluation (66 respondents in 2025). More than 75 percent of respondents said that they were highly satisfied with evaluations in terms of their usefulness, relevance, credibility and actionability, and felt sufficiently consulted. Eighty-three percent of respondents reported that evaluations were timely, with 48 percent noting slight delays. The survey found that intended use of evaluations is strong. OEV used

³⁰ Benin, Burundi, Ghana, Honduras, India and Rwanda.

³¹ The humanitarian workstream was established to develop new and innovative methods for impact evaluations in challenging fragile contexts and emergencies.

this feedback to enhance the uptake and impact of evaluation offerings, including by improving accessibility, context-specificity and actionability of recommendations.

103. OEV continued to ensure timely access to 47 evaluation reports for all intended users, including the Board, and WFP management and their teams. All centralized and impact evaluations were published by their deadlines, as were 89 percent of decentralized evaluations. All evaluation reports were carefully edited and formatted before publication and visual aids were used to increase their readability. Reports were complemented by a variety of concise supplementary products, including briefs, infographics, videos and webinars.
104. OEV reached out to its users with dedicated communication products, resulting in 74,428 unique downloads of evaluation-generated products from WFP's external-facing platforms, a 15 percent increase compared with 2024. This was complemented by publication on WFP's internal digital channels and the Executive Board website as well as online repositories for the broader evaluation community hosted by UNEG and the Active Learning Network for Performance and Accountability. In addition, OEV promoted evaluation evidence, publishing 94 posts on internal platforms that attracted 40,421 views, 16 articles on the *Medium* website and 13 newsletter articles. These activities contributed to an increase in OEV newsletter readership (a 3.8 percent rise in the number of people who open the newsletter upon receiving it) and were reinforced by consistent engagement across social media channels.

Clear processes for integrating evaluation evidence into programmes and policies

105. OEV continued its efforts across the evaluation function to feed evidence and shape decision-making for strategic programme and policy design. As part of the 2025 annual Executive Director's assurance exercise, 74 percent of country offices reported using evaluation evidence to improve programmatic delivery and performance in order to strengthen risk identification and management and support accountability mechanisms.
106. OEV continued to review draft CSPs and draft policies to ensure that they are informed by available evidence. Overall, 100 percent of WFP draft policies and CSPs developed in 2025 included explicit reference to evaluation evidence when available. The localization policy appropriately incorporated relevant evaluation evidence. In addition, in some country offices – such as in Guatemala and Cuba – RETTs supported CSP formulation workshops with tailored evidence to inform CSP design.
107. In a context of significant organizational restructuring in 2025, OEV actively supported the review of corporate procedures, notably a systematic follow-up on evaluation recommendations led by the Risk Management Division to ensure that the new organizational set-up is fit for purpose.
108. A report on the status of actions taken to address evaluation recommendations, prepared by the Risk Management Division, is set out in annex V to this report. Of the 1,000 actions planned for completion in 2025, 60 percent were successfully implemented. According to WFP management these actions address 317 recommendations set out in 82 evaluation reports.

Evaluation evidence tailored to the needs of WFP and partners

109. Despite pressure on the WFP workforce that reduced opportunities for user engagement, OEV continued to pursue broad efforts to increase its agility in responding to the evidence needs of WFP and partners and to make evaluations influential beyond their immediate audiences.

110. OEV maintained close connections with other global functions to identify topics on which WFP had the most pressing need for concise and use-driven evidence. Seven summaries of evaluation evidence were produced in response to demands expressed at the global and regional levels (see annex I-E). The RETTs continued to provide tailored products to country and regional office employees.
111. In order to enhance its ability to meet the growing demand for tailored evidence, OEV made significant progress in developing an **AI-powered chatbot** allowing users to draw insights from existing evaluations. This tool has already been used to support the production of evidence briefs, including one on transfer modalities intended for WFP senior leadership. A full launch is anticipated in 2026.
112. Two **global learning open webinars** were organized with the aim of disseminating evaluation results as well as discussing how the organization will take forward evaluation recommendations. The first webinar focused on the evaluation of WFP's emergency preparedness and response policy and the second one covered the strategic evaluation of WFP's approaches to targeting and prioritization. In addition, eleven events were held in 2025,³² drawing from evaluation summaries and addressing the demand for high-level interactive sessions on evidence (see annex IV).
113. At a **hybrid global impact evaluation forum** that it held in December 2025, WFP hosted 1,370 attendees (mostly online) with the aim of making progress on impact evaluation practices and networking. The forum was co-funded by the Norwegian Agency for Development Cooperation and the German Federal Ministry for Economic Cooperation and Development. The focus was on aligning impact evaluation with the ongoing United Nations reform and humanitarian reset processes, particularly the need for more evidence on cost-effectiveness, the need for agencies to work jointly to fill critical evidence gaps and the need to work with academics in countries supported by WFP, consistent with localization. The forum started a process of identifying multi-agency impact evaluation priorities and jointly developing impact evaluation portfolios.
114. The RETTs continued to engage regional and country-level stakeholders on evaluation evidence matters. For example, the RETT at the Middle East, Northern Africa, and Eastern Europe Regional Office organized eight evaluation events bringing together stakeholders to discuss a broad array of relevant evidence. These events attracted between 40 and 60 regional and country office staff. The RETT at the Latin America and the Caribbean Regional Office organized webinars to discuss the results of evaluations of relevance to the region and held a session with country directors to discuss results from the evaluation synthesis on middle-income countries. The RETT at the Western and Central Africa Regional Office held a webinar in collaboration with the Regional Centre of Excellence against Hunger and Malnutrition to introduce WFP evaluations and explore opportunities for future collaboration in sharing evaluative evidence.

Outcome 4: WFP has enhanced capacity to commission, manage and use evaluations

Capacity strengthening

115. A review of WFP's evaluation capacity development strategy for 2020–2024 concluded that the strategy provided direction, coherence and a framework for making systematic progress on evaluation capacity development. The review recommended that risks, assumptions and mitigation measures be revisited in the context of organizational changes, that collaboration between the evaluation function and other functions be increased and that support for decentralized evaluation managers and professional development opportunities be sustained.

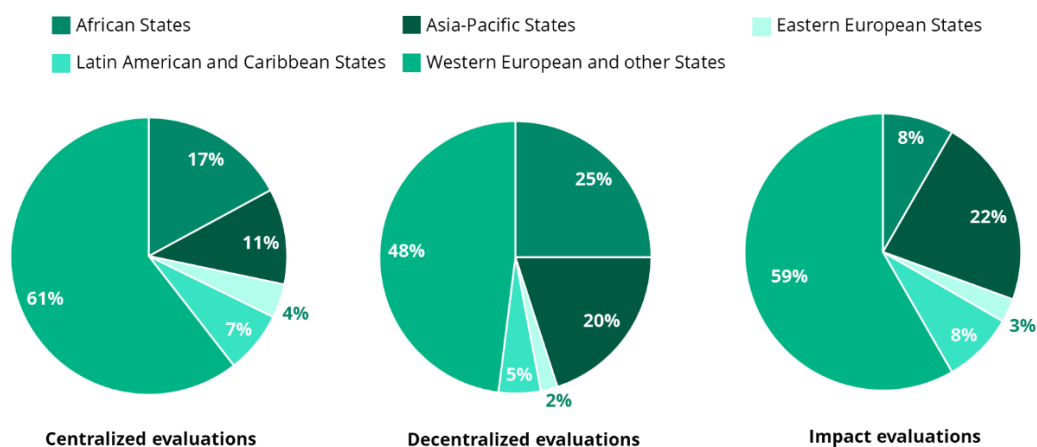
³² Those interactive sessions covered the following topics: cooperating partners; social protection; school meals; resilience building; country capacity strengthening; gender; emergency preparedness and response; and targeting and prioritization.

116. Despite resource constraints, OEV remained committed to supporting evaluation capacity development, offering a range of resources and training tailored to various audiences across the organization. OEV also continued to explore how to deliver these activities at lower cost, internalizing elements such as e-learning development, revision, translation and mentoring, and with less time burden for staff.
117. The “Evaluation Foundations” course is intended for a broad audience of employees across WFP who want to familiarize themselves with the WFP evaluation function. In 2025 a total of 200 employees enrolled in the course, with 74 successfully completing it by the end of the year. Cumulatively, 1,240 employees have enrolled in the course and 323 have completed it since its launch in late 2023. Reasons for non-completion and ways to improve the course are being explored.
118. In 2025 OEV revised its core evaluation learning programme for new decentralized evaluation managers (**Eval4EMs**) to address identified time constraints. Twenty-nine participants involved in ongoing or planned decentralized evaluations were enrolled; 100 percent completed the online workshop, while on average staff progress in the online self-paced component of Eval4EMs was 86 percent, a 45 percent increase from 2024. In addition, 15 of the 19 completed decentralized evaluations managed by WFP staff in 2025 had evaluation managers who either completed the training or had previous experience managing evaluations
119. In 2025, OEV also revised and launched the second and third cohorts of its evaluation “micro-credentialling” scheme with the United Nations System Staff College, following an initial pilot phase. Twenty-one WFP employees obtained micro-credentials in 2025. The third cohort, launched in November 2025, was expanded to include national government counterparts in Cambodia, Lebanon and Sri Lanka, where WFP is involved in joint evaluations.
120. OEV also conducted its fifth annual “**EvalXchange**” online seminar, which brought together 414 participants from WFP and partners to learn from recent evidence, share experiences and improve the practice of evaluation.

External evaluation expertise

121. For the evaluations completed in 2025 WFP hired 288 independent evaluators, of whom 49 percent were men and 51 percent, women.
122. The proportion of independent evaluators from developing countries was higher for decentralized evaluations (51 percent) than for centralized evaluations (35 percent) and impact evaluations (36 percent). Figure 3 shows the regional representation in the composition of evaluation teams, revealing relatively minor changes compared with 2024.
123. In 2025, WFP launched a call for proposals to renew its long-term agreements with a view to diversifying its pool of evaluation service providers. These agreements are expected to be finalized in early 2026. OEV continued to engage with Indigenous and young people’s evaluation communities through #Eval4Action and with the UNEG–United Nations Volunteers young and emerging evaluators programme with the aim of bringing talented people into the evaluation field.

Figure 3: Composition of evaluation teams by United Nations regional group of Member States, 2025



Source: OEV.

Outcome 5: Partnerships contribute to a strengthened environment for evaluation at the global, regional and national levels and to United Nations coherence

124. WFP contributed to and aligned with UNEG through its leadership, co-leadership and membership of various UNEG groups. WFP co-led the environment and climate working group, the impact evaluation working group and the evaluation synthesis working group. The working group on impact evaluation established a standardized United Nations-wide definition of impact evaluation aligned with WFP's policy, which will facilitate the conduct of joint impact evaluations within the United Nations.

National capacity development

125. In 2025 OEV continued its efforts to identify and map **national evaluation capacity development** (NECD) activities across WFP operations. This exercise provided valuable insights and facilitated continued technical support for country offices implementing NECD activities. In Sri Lanka, for example, OEV provided quality assurance and engagement support for the NECD workstream, through which WFP is assisting the Government in developing an evaluation management manual for country-led initiatives.

126. The year also marked a significant milestone for the expansion of the National Evaluation Capacities Index (INCE),³³ one of WFP's flagship evaluation initiatives. Co-facilitated with the German Institute for Development Evaluation (DEval), this initiative helps countries assess their evaluation systems and design strategies for strengthening them. Seven assessments were carried out in 2025 in Latin America, with five use and dissemination workshops.

127. The initiative expanded to Africa and Asia following the establishment of a partnership between OEV, DEval and the African Evaluation Association. Four INCE assessments were successfully completed in African countries and six additional ones were launched. Similarly, WFP and DEval initiated discussions with the Asia Pacific Evaluation Association with the aim of promoting the institutionalization of evaluation in countries in the Asia-Pacific region. The event generated strong interest from multiple partners and governments, signalling opportunities for future collaboration.

³³ National Evaluation Capacities Index: <https://inceval.org/>.

128. In an effort to align NECD activities across countries and United Nations entities, OEV joined a United Nations inter-agency NECD coordination platform alongside UNICEF, UNDP, UN-Women, the United Nations Population Fund (UNFPA) and others.

Partnerships

129. Joint evaluations are a vital means of resource optimization among United Nations entities, as well as an opportunity to promote collective learning, collaboration and government buy-in and ownership.
130. In 2025 WFP contributed to eleven joint evaluations with other United Nations entities and governments. At the global level WFP supported three inter-agency humanitarian evaluations, one inter-agency synthesis and five system-wide evaluations. WFP also co-managed three decentralized joint evaluations. WFP led an evaluation of a joint programme on resilience in Somalia with UNICEF and an evaluation of the national poverty targeting programme in Lebanon. In Malawi WFP collaborated with UNFPA, the Government of Malawi and UNICEF (the lead agency) to evaluate a joint programme on girls' education. WFP continued to co-design joint impact evaluations with UNICEF in the Sudan and with UNICEF and the Food and Agriculture Organization of the United Nations in the Democratic Republic of the Congo.
131. Together with the evaluation functions of the other Rome-based agencies and the Global Environment Facility, in March 2025 OEV launched **EvalForEarth**, which merged the EvalForward community of practice with EarthEval. This new community of practice includes 2,450 members from 146 countries and is a key channel for disseminating evaluation evidence.
132. OEV continued to work closely with the Active Learning Network for Accountability and Performance in Humanitarian Action, with the Director of Evaluation serving on the network's steering committee.
133. **System-wide evaluation.** WFP continued to actively participate as a member of management groups for several system-wide evaluations commissioned under the leadership of the System-Wide Evaluation Office with regard to evaluation topics relevant to WFP's mandate. At the country level, WFP, through its RETTs and as part of United Nations regional evaluation networks, continued to participate in the evaluation of UNSDCFs, including those for Honduras, the Lao People's Democratic Republic and Liberia.

Evaluation function normative framework

134. WFP's changing external and corporate environment affected activities in cross-cutting workstreams as described below. Two significant developments related to the evaluation function normative framework took place in 2025.
135. **Consolidation of the evaluation function.** Following WFP's shift to a two-layer organization, the Director of Evaluation led consultations to assess how the evaluation function could better support country office accountability and evidence-based decision-making while gaining efficiency by becoming a global function. Stakeholders emphasized the importance of maintaining regionally based evaluation expertise with the language skills and knowledge of the operating environment needed to ensure timely and relevant support. Further consultations in 2025 with the evaluation function steering group led to proposed amendments to WFP's evaluation policy to align it with the management accountability framework and establish a single line of accountability, including changes with regard to budget responsibilities and reporting lines to the Director of Evaluation. In June 2025, the Board approved these amendments, which were effective from 1 July 2025, with a period of transition to the new arrangements through to the end of 2025.

136. In late 2025 OEV initiated the preparation of **an external peer review of WFP's evaluation function** by UNEG and the Development Assistance Committee of the Organisation for Economic Co-operation and Development. The terms of reference for the peer review were drafted and the panel members were identified. The peer review will take place in 2026 and the results will be presented at the Board's 2027 annual session.
137. OEV contributed to a United Nations **Joint Inspection Unit review of decentralized evaluation functions** of United Nations system organizations. The review is continuing into 2026, with the final report expected towards end of the year.

Institutional arrangements and management

138. Following the adoption of the new organizational structure for WFP headquarters and global offices, a new Executive Director circular identified internal committees in which the Director of Evaluation would participate. Through the circular, the membership of WFP's evaluation function steering group was revised, and the group was convened once by the Executive Director to agree on amendments to the evaluation policy prior to their approval by the Board. The Director of Evaluation met with the Independent Oversight Advisory Committee four times, including jointly with the Office of Internal Audit on workplans, and with the Risk Management Division on evaluation recommendation follow-up.
139. WFP's organizational change processes affected the planning for regional evaluation committee meetings in 2025. Only the Asia and the Pacific Regional Office and the Middle East, Northern Africa and Eastern Europe Regional Office were able to organize meetings, in January and March respectively. At the Latin America and Caribbean Regional Office, evaluation was incorporated into the agendas for country director meetings, in which the regional evaluation officer actively participated.

Resources for WFP's evaluation function

140. OEV advocated the allocation of sustainable and predictable financing for evaluation while recognizing the need to calibrate the scale of the evaluation function to the financial situation of WFP.

Financial resources

141. In 2025 the total financial resources available for the evaluation function amounted to USD 30.53 million, or 0.47 percent of total contribution income (USD 6.49 billion). Evaluation expenditure reached USD 23.93 million overall, or 0.40 percent of total contribution income.
142. As shown in table 4, the total budget available to OEV in 2025 was USD 21.24 million. Although USD 15.31 million was originally approved in the management plan to be allocated to OEV from the PSA budget, the allocation actually received in January 2025 was USD 14.5 million; as a result of corporate budget reductions this figure was further cut to USD 13.4 million at mid-year, reflecting a reduction in the PSA budget of 21 percent between 2023 and 2025.
143. Programme funds from country portfolio budgets totalling USD 2.5 million were made available to OEV for the conduct of CSP evaluations, although the funding situation in some country offices obliged them to request support from WFP's Contingency Evaluation Fund. USD 3.42 million was received through the multi-donor trust fund for impact evaluations. These contributions are structured for multi-year use; therefore, expenditure figures for the multi-donor trust fund are spread across several years rather than measured against the full value of a large contribution received in a single year. In addition, USD 1.7 million was allocated from country portfolio budgets for impact evaluations. A total of USD 5.1 million was budgeted for the conduct of decentralized evaluations paid for from country portfolio budgets. A total of USD 2.69 million from PSA funding was approved in the management plan for the regional evaluation units. A realignment exercise was carried out in May 2025, bringing the monitoring of regional evaluation budgets under OEV. A reduction of

20 percent, from USD 2.69 million to USD 2.15 million, was calculated in order to establish the PSA ceiling for the regional evaluation offices for 2026. The sum of USD 1.5 million was available for the Contingency Evaluation Fund (see paragraphs 147 and 148).

145. Available resources for the evaluation function for 2025, summarized in table 4, reflect the reduced 2025 PSA allocation following the corporate reduction exercise. To align with the lower allocation, OEV reduced the number of PSA-funded staff positions; handled internally work usually outsourced to external companies (such as syntheses, summaries of evidence and post-hoc quality assessment summaries); substantially reduced travel, shifting to online modalities for EvalPro training and stakeholder workshops for global evaluations; and regularly reviewed planned activities to optimize the use of allocated resources.

**TABLE 4: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION
VERSUS EXPENDITURES, 2023–2025 (USD million)**

OEV-managed funds	Funding source	2023		2024		2025	
		Available resources	Expenditure	Available resources	Expenditure	Available resources*	Expenditure
OEV workplan [1]	PSA total [2]	15.90	14.59	14.95	14.89	13.4	13.39
	Critical corporate initiative for strategic plan/corporate results framework	0.5	0.5				
CSP evaluations [3]	CSP budget	2.25	2.26	3.0	2.65	2.50	2.31
Impact evaluations	Multi-donor trust fund [4]	3.53	2.05	0.85	1.24	3.42	0.62
	CSP budgets [5]	1.48	0.84	1.11	1.04	1.7	0.74
	School-based programmes trust fund [6]	0.4	0.11	0.32	0.4	0.22	0.35
SUBTOTAL OEV		24.06	20.35	20.22	20.23	21.24	17.41
Funds managed outside OEV	Funding source	2023		2024		2025	
		Available resources	Expenditure	Available resources	Expenditure	Available resources*	Expenditure
Regional evaluation units [7]	PSA budget (regional bureaux)	3.84	3.23	3.27	2.93	2.69	2.50
Decentralized evaluations [8]	CSP budgets	4.30	4.04	5.67	5.41	5.1	4.02
Subtotal outside OEV		8.14	7.27	8.94	8.34	7.79	6.52
Contingency Evaluation Fund [9]	Multilateral	1.50	Included in [3] and [8]	1.50	Included in [3] and [8]	1.50	Included in [3] and [8]
Grand total		33.7	27.62	30.66	28.57	30.53	23.93
As percentage of WFP contribution income [10]		0.41%	0.34%	0.31%	0.29%	0.50%	0.40%

* Available resources for the evaluation function for 2025 reported reflect the reduced 2025 PSA allocation following the corporate reduction exercise.

Notes:

[1] All activities required to implement the evaluation strategy, as set out in the annual workplan annexed to the management plan.

[2] 2024: Management plan approved allocation of USD 15.3 million. Actual allocation as of January 2024 was USD 14.95 million. OEV allocated USD 360,000 to the regional evaluation units (USD 60,000 each) to protect core evaluation

capacity. 2025: Adjusted allocated as of mid-year following corporate reduction exercise. Amount approved in the management plan was USD 15.3 million.

[3] Figures are allocations for the commissioning of CSP evaluations based on a planning figure of USD 250,000 per evaluation, of which there were 9 in 2023, 12 in 2024 and 10 in 2025.

[4] 2023 available resources: multi-year United States Agency for International Development contribution for 2023–2025, tranches 1 and 2 and partial tranche 3 (net of indirect support costs (ISC)). These contributions carry over to 2024. No contributions were received in 2024. A grant of USD 1.9 million was received from the German Federal Ministry for Economic Cooperation and Development at the end of 2024 for 2025–2026 activities. At the end of 2025 another such contribution of USD 75,985.78 (net of ISC) was received to fund the 2025 Global Impact Evaluation Forum along with the first tranche of a USD 55,819 (net of ISC) contribution from the Norwegian Agency for Development Cooperation. The first tranche of a Gates Foundation contribution of USD 1,363,283 was also received in 2025. The impact evaluation multi-donor trust fund is for multi-year expenditures. Expenditures against the trust fund are based on actual expenditures during fiscal year 2025 (in accordance with the corporate reporting methodology for extrabudgetary funds).

[5] Expenditures reported from country offices (2023, 2024 and 2025).

[6] Multi-year contribution to the school-based programmes trust fund to be utilized from 2023 through 2025 (tranches received: 2023 - USD 400,656; 2024 - USD 320,656; 2025 - USD 217,655). Amounts are net of ISC. Expenditures are based on 2023, 2024 and 2025 posting dates.

[7] Regional evaluation unit budgets are based on approved regional bureau budgets and final allocations (staff and others). 2024: Management plan approved allocation of USD 3.91 million. Regional evaluation units were requested to make cuts to their budgets in early 2024 to USD 3.27 million and were significantly affected by WFP's hiring freeze. 2025: Management plan approved allocation of USD 2.69 million.

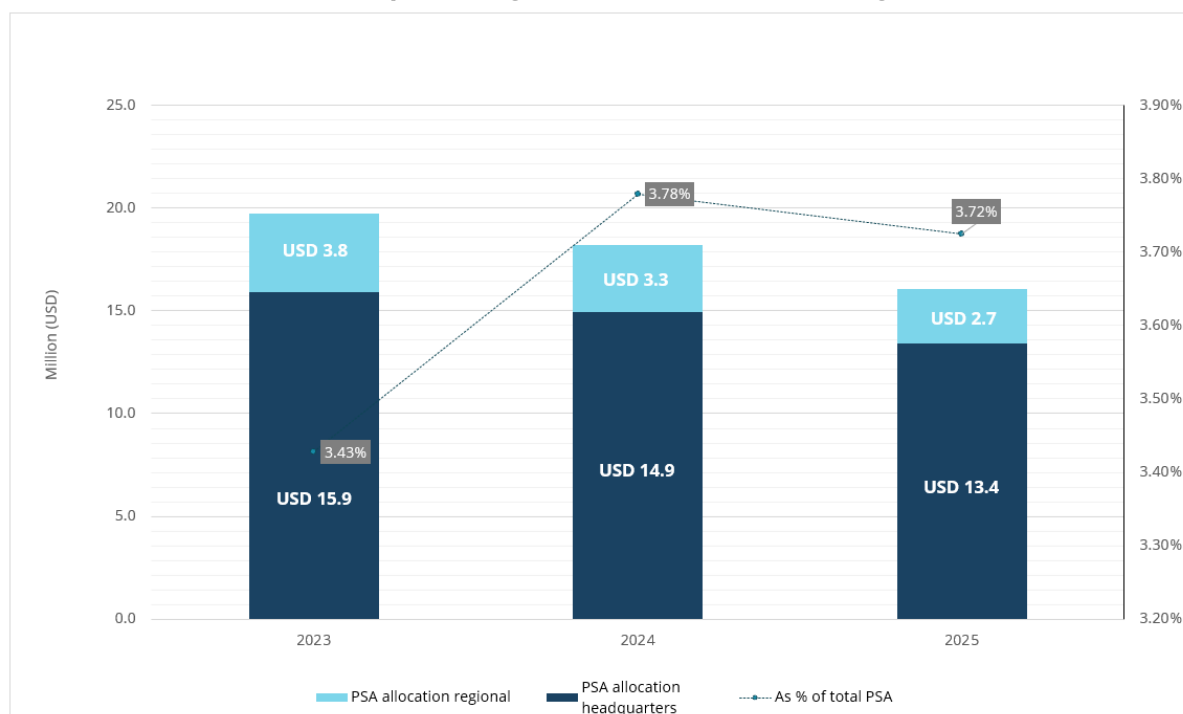
[8] Based on the projection for decentralized evaluations and actual expenditures.

[9] Contingency Evaluation Fund expenditures are included in the decentralized evaluations and CSP evaluations for 2023, 2024 and 2025. The funding source for the Contingency Evaluation Fund changed in the fourth quarter of 2025 to the country office safety net fund as approved by the evaluation function steering group.

[10] Percentages are based on confirmed contributions.

146. Figure 4 shows the evolution of the PSA allocation for the evaluation function between 2023 and 2025 in absolute value (USD millions) and as a percentage of the total WFP PSA budget approved for each year.

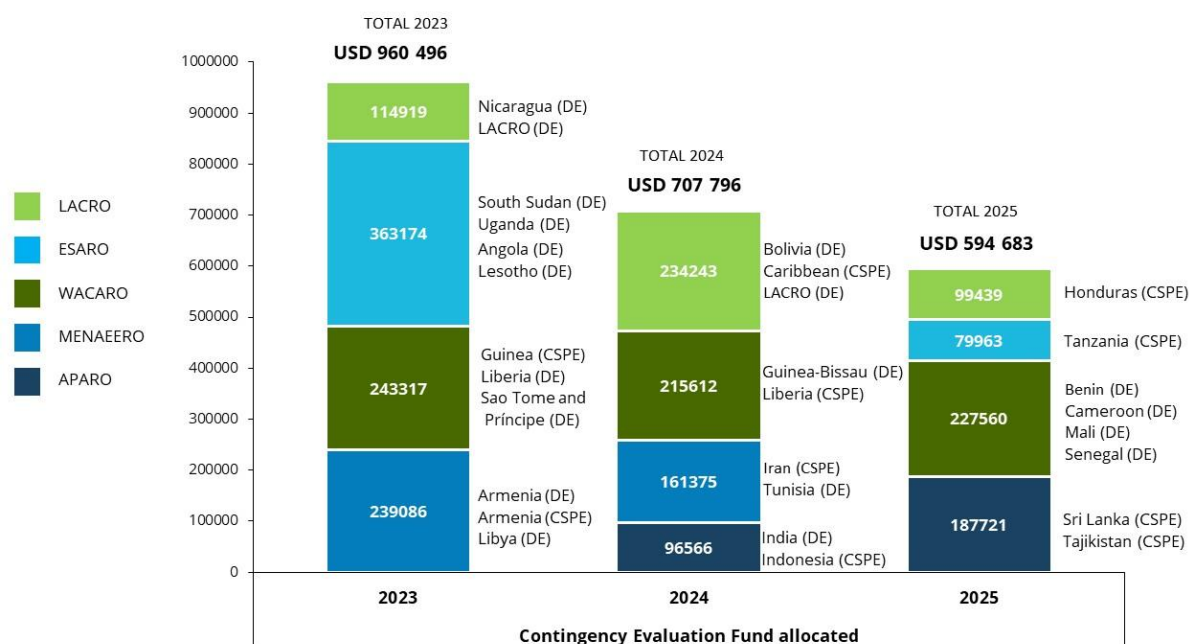
Figure 4: PSA allocation to the evaluation function 2023–2025 in absolute value and as a percentage of the total WFP PSA budget



Contingency Evaluation Fund

147. As shown in figure 5, the Contingency Evaluation Fund provided essential support for eight country offices amounting to USD 594,683, of which USD 227,560 was allocated for decentralized evaluations in Benin, Cameroon, Mali and Senegal and USD 367,123 for CSP evaluations in Honduras, Sri Lanka, Tajikistan and the United Republic of Tanzania.
148. The total amount allocated in 2025 (USD 594,683) is a 16 percent reduction from 2024. This is primarily due to the fact that eight additional Contingency Evaluation Fund grants were approved by the evaluation function steering group in late 2025 and will be disbursed in early 2026 following the confirmation of final evaluation budgets. Contingency evaluation fund allocations for 2025 represented 67 percent of the total amount requested.

Figure 5: Contingency Evaluation Fund allocations by region, evaluation category and country office, 2023–2025



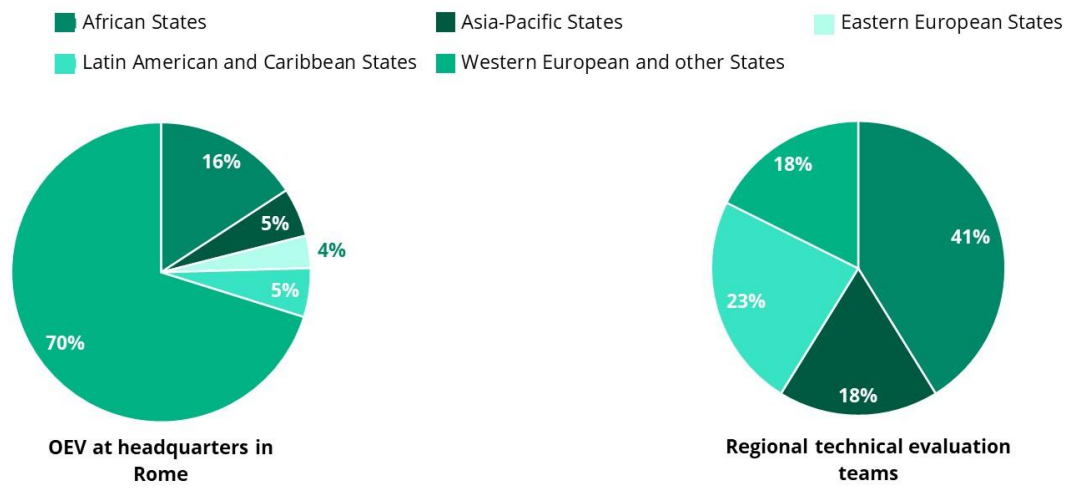
Abbreviations: APARO = Asia and the Pacific Regional Office; CSPE = country strategic plan evaluation; DE = decentralized evaluation; ESARO = Eastern and Southern Africa Regional Office; LACRO = Latin America and the Caribbean Regional Office; MENAEERO = Middle East, Northern Africa, and Eastern Europe Regional Office; WACARO = Western and Central Africa Regional Office.

Due to space limitations the names of the following countries are presented in figure 5 in abbreviated form: Bolivia (Plurinational State of); Iran (Islamic Republic of); and United Republic of Tanzania.

Human resources

149. Following corporate budget cuts OEV, with the support of the Human Resources Division, undertook a structural review in order to consolidate some units and identify positions to be abolished based on a prioritized workplan. Reductions in PSA funding resulted in 24 positions across the evaluation function being abolished or frozen over the period 2023–2026 (a 29 percent reduction since 2023). The former regional evaluation units were hit the hardest, before the evaluation function was consolidated.
150. The share of the evaluation workforce from developing countries increased to 26 percent in OEV at headquarters in Rome and 76 percent in the RETTs. Figure 6 illustrates the geographic diversity of the workforce in the evaluation function, which continues to show improvement.
151. Women make up 63 percent of the evaluation function workforce in OEV at headquarters in Rome and 82 percent in the regional offices.

Figure 6: Composition of OEV and the regional technical evaluation teams by United Nations regional group of Member States, 2025 (as of 31 December 2025)



Source: OEV.

ANNEX I

A. Centralized evaluations completed in or ongoing at the end of 2025

Evaluation type	Completed	Ongoing
Policy	Enterprise risk management (EB.2/2025)	-
Strategic	Support for refugees, internally displaced persons and migrants (EB.A/2025)	Social protection (EB.A/2026)
	Supply Chain Strategic Roadmap (2022–2025) (EB.1/2026) ¹	Partnership landscape (EB.2/2026)
	Targeting and prioritization (EB.1/2026)	
CSP	Armenia CSP (2019–2024) (EB.1/2026)	Caribbean multi-CSP (2022–2026) (EB.2/2026)
	China CSP (2022–2025) (EB.2/2025)	Congo CSP (2019–2023) (EB.2/2026)
	Côte d'Ivoire CSP (2019–2025) (EB.2/2025)	Honduras CSP (2023–2027) (EB.2/2027)
	Democratic Republic of the Congo CSP (2020–2024) (EB.2/2025)	Lebanon CSP (2023–2025) (EB.2/2027)
	Eswatini CSP (2020–2025) (EB.2/2025)	Liberia CSP (2019–2026) (EB.A/2026)
	Ethiopia CSP (2020–2025) (EB.2/2025)	Mozambique CSP (2022–2026) (EB.2/2026)
	Guatemala CSP (2021–2024) (EB.1/2026)	Sri Lanka CSP (2023–2027) (EB.2/2027)
	Indonesia CSP (2021–2025) (EB.2/2025)	Tajikistan CSP (2023–2026) (EB.2/2026)
	Iraq CSP (2020–2024) (EB.1/2026)	United Republic of Tanzania CSP (2022–2027) (EB.A/2027)
	Niger CSP (2020–2024) (EB.2/2025)	Togo CSP (2022–2026) (EB.A/2027)
	Sierra Leone CSP (2020–2024) (EB.2/2025)	Zimbabwe CSP (2022–2026) (EB.2/2026)
	Somalia CSP (2022–2025) (EB.A/2026)	
	Türkiye CSP (2023–2025) (EB.2/2025)	
	Uganda CSP (2018–2022) (EB.2/2025)	
Corporate emergency response	WFP response in Ukraine (EB.A/2025) ²	WFP's corporate emergency response to the Sudan regional crisis (EB.A/2026)
	WFP response in Yemen (EB.2/2025) ³	
Synthesis	WFP's engagement in middle-income countries (2019–2024) (EB.A/2025)	WFP's role in humanitarian coordination (EB.A/2026)

Abbreviations: EB.1 = first regular session of the Executive Board; EB.2 = second regular session of the Executive Board; EB.A = annual session of the Executive Board.

¹ The strategic evaluation of WFP's Supply Chain Strategic Roadmap includes an assessment of the implementation of WFP's 2019 local and regional food procurement policy.

² This evaluation covers the Ukraine transitional interim CSP for 2023–2024.

³ This evaluation covers the Yemen interim CSPs for 2019–2022 and 2023–2025, replacing a planned interim CSP evaluation.

B. Impact evaluations published/completed in or ongoing at the end of 2025

Window	2025	
	Published/Completed	Ongoing
Climate and resilience	Nepal (forecast-based financing) (2022–2025) Mali (2019–2025) Rwanda (2020–2025)*	The Niger (long-term follow-up in 2025–2026); South Sudan (long-term follow-up in 2025–2026) Ghana (Changing Lives Transformation Fund project in 2025–2027); the Sudan (initiated in 2022, re-starting in 2025 or later)
		Humanitarian workstream Bangladesh (2024–2026)
Cash-based transfers and gender	Ghana phase 1 (2023–2025) Haiti (2022–2025) Kenya (2019–2025) Rwanda (2020–2025)*	Bangladesh (2025–2029) Kenya (2025–2029) Somalia (2025–2029)
		Humanitarian workstream Democratic Republic of the Congo (household targeting) (2023–2026) Lebanon (2023–2026) Peru (2023–2026) Afghanistan (2024–2026) Ghana phase 2 (2024–2026)
School-based programmes	Gambia (2022–2025)	Burundi (2022–2026) Malawi (2023–2026) Madagascar (2024–2027)

* The impact evaluation in Rwanda belongs to two windows. **Bold** signifies new starts in 2025. The years in brackets indicate the years in which impact evaluations started and the last year of data collection.

C. Decentralized evaluations completed in 2025

Regional office	Commissioner – Evaluation title
Asia and the Pacific	<p>Bangladesh – Endline Evaluation USDA McGovern Dole International Food for Education and Child Nutrition Project in Bangladesh FY 2020–2024</p> <p>Cambodia – Endline Activity Evaluation of the KOICA supported Home-grown School Feeding programme in Kampong Thom, Kampong Chhnang and Pursat Provinces (2020–2024)</p> <p>Nepal – Endline Evaluation of USDA McGovern-Dole International Food for Education and Child Nutrition Programme (2020–2024)</p> <p>Tajikistan – Building climate resilience of vulnerable and food-insecure communities through capacity strengthening and livelihood diversification in mountainous regions (2020–2025)</p>
Eastern and Southern Africa	<p>Djibouti – Évaluation du Projet « Solutions pérennes sociales pour les populations hôtes, les réfugiés et les migrants les plus vulnérables » (2018–2023)</p> <p>Ethiopia – Endline evaluation of WFP'S USDA McGovern-Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions (2019–2024)</p> <p>Ethiopia – Final Evaluation of the Rural Resilience (R4) Initiative in Tigray and Amhara Regions (2018–2024)</p> <p>Malawi – Summative Evaluation of the United Nations Joint Programme on Girls Education in Malawi (2014–2024), Jointly with UNICEF and UNFPA</p> <p>Somalia – Evaluation of Joint Resilience Programme in South-Central Somalia (2018–2022), jointly with UNICEF</p>
Latin America and the Caribbean	<p>Nicaragua – Evaluación final del proyecto resiliencia climática de los hogares rurales del corredor seco Nueva Segovia, Madriz y Estelí (2020–2025)</p> <p>Regional – Evaluación formativa del piloto de la Política de compras locales y regionales de alimentos en América Latina y el Caribe (2021–2023)</p>
Middle East, Northern Africa, and Eastern Europe	<p>Lebanon – Evaluation of the National Poverty Targeting Programme (2019–2022), Jointly with the Government</p> <p>Lebanon – Evaluation of the European Union MADAD Project: "Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees"</p> <p>Libya – Evaluation of the Livelihoods and School Feeding Activities</p> <p>Tunisia – Evaluation on School Feeding and Livelihood Activities (2022–2024)</p>
Western and Central Africa	<p>Côte d'Ivoire – Mid-term evaluation of "Support for the integrated sustainability programme for school canteens" (2021–2026)</p> <p>Mali – Évaluation du paquet intégré pour la résilience dans les 20 communes prioritaires (2018–2022)</p> <p>Senegal – Final evaluation of the Green Climate Fund (GCF) project (2019–2024)</p>
Global headquarters	Title of decentralized evaluation
School Meals and Social Protection Service	Developmental Evaluation of Rockefeller Grant for Catalysing good food through school feeding programmes in Benin, Burundi, Ghana, Honduras, India and Rwanda project (2022–2025)

D. Inter-agency humanitarian evaluations, system-wide evaluations, global joint evaluations and global syntheses completed in or ongoing at the end of 2025

Evaluation type	Completed	Ongoing
Inter-agency humanitarian evaluation	Synthesis of evaluative evidence on the humanitarian crisis in Ukraine	Response to the humanitarian crisis in the Democratic Republic of the Congo
	Response to the humanitarian crisis in Somalia	Synthesis of recurring issues from inter-agency humanitarian evaluations
	Response to the humanitarian crisis in Türkiye and the Syrian Arab Republic	
Global joint evaluation/joint synthesis	System-wide evaluation of country programme derivation from and alignment with United Nations sustainable development cooperation frameworks and United Nations country team configuration	Sustainable Development Goal Coalition joint synthesis (as people pillar co-lead)
	Global Agriculture and Food Security Program	
	System-wide Evaluation of the United Nations Disability Inclusion Strategy	
	Collective international development and humanitarian assistance response to the COVID-19 pandemic led by the Development Assistance Committee of the Organisation for Economic Co-operation and under the auspices of the COVID-19 Global Evaluation Coalition (2020-2022)	

E. Summaries of evaluation evidence completed in 2025

Commissioning unit	Type	Title of the summary of evaluation evidence
OEV	Thematic	WFP's emergency response
	Thematic	McGovern-Dole local and regional procurement
	Thematic	Country capacity strengthening
	Thematic	Prioritization
	Thematic	WFP's actions to address climate-related shocks
Eastern and Southern Africa Regional Office	Thematic	School meal programmes in Eastern Africa 2014-2024
	Thematic	Support for gender equality integration in programming in the Southern Africa region

ANNEX II

Key monitoring indicators

Abbreviations: CE = centralized evaluation; DE = decentralized evaluation; EQAS = Evaluation Quality Assurance System; IAHE = inter-agency humanitarian evaluation; ICSP = interim CSP; IE = impact evaluation; IFAD = International Fund for Agricultural Development; JE = joint evaluation RB = regional bureaux; RO = regional office; SWE = system-wide evaluation; UNAIDS = Joint United Nations Programme on HIV/AIDS; WHO = World Health Organization; WS = workstream.

Evaluation function workplan outcome 1: Independent, credible and useful evaluations	2023	2024	2025
WS1.1 Examples of evaluations utilizing innovative or adaptive methods, approaches or techniques with the potential to strengthen evidence insights and use	See paragraph 30 of the annual evaluation report for 2023	See paragraphs 37–40 of the annual evaluation report for 2024	See paragraphs 56–59 of the present report
WS1.2 Percentage of completed decentralized evaluations (excluding joint evaluations that do not follow WFP EQAS) that have used the quality support service for the draft terms of reference, draft inception report and draft evaluation report	95%	100%	100%
	<i>20 of 21 evaluations</i>	<i>23 of 23 evaluations</i>	<i>18 of 18 evaluations¹</i>
WS1.3 EQAS updated to reflect changes in international norms and standards (UNEG norms and standards and associated guidance, UN-SWAP requirements, and other internationally agreed principles)	See paragraphs 33–37 of the annual evaluation report for 2023	See paragraph 43 of the annual evaluation report for 2024	See paragraph 62 of the present report
WS1.4.A Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment as “satisfactory” or “highly satisfactory”	100% (CE: 100% DE: 100% IE: 100%)	95% (CE: 100% DE: 91% IE: 100%)	98% (CE: 100% DE: 94% IE: 100%)
	<i>CE: 20 of 20 reports DE: 21 of 21 reports IE: 1 of 1 report</i>	<i>CE: 12 of 12 reports DE: 21 of 23 reports IE: 3 of 3 reports</i>	<i>CE: 20 of 20 reports DE: 17 of 18 reports IE: 7 of 7 reports</i>
WS1.4.B Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment related to the UN-SWAP as “meet requirements”	69% (CE: 65% DE: 71% IE: 100%)	87% (CE: 83% DE: 91% IE: 67%)	71% (CE: 75% DE: 72% IE: 57%)
	<i>CE: 13 of 20 reports DE: 15 of 21 reports IE: 1 of 1 report</i>	<i>CE: 10 of 12 reports DE: 21 of 23 reports IE: 2 of 3 reports</i>	<i>CE: 15 of 20 reports DE: 13 of 18 reports IE: 4 of 7 reports</i>

¹ The summative evaluation of the United Nations joint programme on girls’ education in Malawi (2014–2024) is not included in this key performance indicator as it does not follow WFP EQAS.

Evaluation function workplan outcome 1: Independent, credible and useful evaluations	2023	2024	2025
WS1.4.C Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment related to the United Nations Disability Strategy as “meet requirements”	24% (CE: 25% DE: 24% IE: 0%)	47% (CE: 33% DE: 61% IE: 0%)	49% (CE: 60% DE: 56% IE: 0%)
	CE: 5 of 20 reports DE: 5 of 21 reports IE: 0 of 1 report	CE: 4 of 12 reports DE: 14 of 23 reports IE: 0 of 3 reports	CE: 12 of 20 reports DE: 10 of 18 reports IE: 0 of 7 reports

Evaluation function workplan outcome 2: Balanced and relevant evaluation coverage	2023	2024	2025
WS2.1 Percentage of evaluations planned in the reference year that were actually contracted ²	70% (CE: 65% DE: 67% IE: 100%)	76% (CE: 80% DE: 72% IE: 78%)	84% (CE: 82% DE: 87% IE: 67%)
	CE: 13 of 20 evaluations DE: 16 of 24 evaluations IE: 6 of 6 evaluations	CE: 20 of 25 evaluations DE: 18 of 25 evaluations IE: 7 of 9 evaluations	CE: 14 of 17 evaluations DE: 27 of 31 evaluations IE: 2 of 3 evaluations
WS2.2.A Percentage of active policies evaluated or the evaluation is taking place	77% 10 of 13 policies	86% 12 of 14 policies	75% 9 of 12 policies
	WS2.2.B Percentage of CSPs or ICSPs due for evaluation, evaluated	93% 14 of 15 //CSP	92% 11 of 12 //CSP
WS2.2.C Percentage of corporate emergency responses due for evaluation in the reference year, evaluated ³	80% 4 of 5 emergencies	100% 1 of 1 emergency	100% 4 of 4 emergencies
	WS2.2.D Percentage of country offices with at least one decentralized evaluation commissioned in the CSP or ICSP cycle [ending in the reference year]	83% 15 of 18 country offices	92% 12 of 13 country offices
WS2.2.E Number of strategic evaluations completed in the reference year	0	2	3

² In the case of impact evaluations, the reference year is the year in which the relevant memorandum of understanding is signed.

³ This indicator was revised to consider corporate emergency responses due for evaluation only if they were activated during the fourth year before the reference year. In 2020, the only new corporate emergency activated was the COVID-19 pandemic response, which was covered by a corporate emergency evaluation presented at the 2022 first regular session of the Executive Board.

Evaluation function workplan outcome 2: Balanced and relevant evaluation coverage	2023	2024	2025
WS2.2.F Number of final impact evaluation reports approved in the reference year	1 <i>Cash-based transfers and gender window: El Salvador</i>	3 <i>1. Resilience learning in South Sudan 2. Impact evaluation of the school meals programme in Jordan 3. Resilience learning in the Niger</i>	7 <i>1. Gambia: School-based programmes impact evaluations 2. Impact evaluation of anticipatory action in Nepal 3. Mali: Resilience priority impact evaluation in the Sahel 4. Rwanda: cash-based transfers and gender impact evaluation window 5. Impact evaluation of farmer support activity in Ghana 6. The impacts of cash for work on food security and gender equality in Haiti 7. The impacts of food assistance for assets on food security and gender equality in Kenya</i>
WS2.2.G Number of synthesis evaluations completed in the reference year	0	1	1

Evaluation function workplan outcome 3: Evaluation evidence is systematically accessible and available	2023	2024	2025
WS3.1.A Percentage of completed evaluations that are made publicly available in a timely way (corporate results framework key performance indicator (KPI))	89% (CE: 100% DE: 78% IE: 100%) <i>CE: 20 of 20 evaluations DE: 18 of 23 evaluations IE: 1 of 1 evaluation</i>	78% (CE: 69% DE: 78% IE: 100%) <i>CE: 9 of 13 evaluations DE: 20 of 25 evaluations IE: 3 of 3 evaluation</i>	96% (CE: 100% DE: 89% IE: 100%) <i>CE: 21 of 21 evaluations DE: 17 of 19 evaluations IE: 7 of 7 evaluations</i>

Evaluation function workplan outcome 3: Evaluation evidence is systematically accessible and available	2023	2024	2025
WS3.1.B Percentage of management responses of completed evaluations (by category) that are made publicly available in a timely way	53% (CE: 100% DE: 13%)	29% (CE: 54% DE: 16%)	46% (CE: 62% DE: 28%)
	CE: 20 of 20 management responses DE: 3 of 23 management responses	CE: 7 of 13 management responses DE: 4 of 25 management responses	CE: 13 of 21 management responses DE: 5 of 19 management responses
WS3.1.C Evaluation products accessed (corporate results framework KPI) [Percentage increase/decrease of unique downloads of evaluation products from previous year]	+31.2%	+4.2%	-16.5%
	41 905 unique downloads from wfp.org	43 672 unique downloads from wfp.org	36 486 unique downloads from wfp.org
WS3.2.A Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence (corporate results framework KPI)	95%	100%	100%
	20 of 21 drafts	10 of 10 drafts	16 of 16 drafts
WS3.2.B Percentage of implemented evaluation recommendations (corporate results framework KPI) [Note: in 2025, the KPI is computed at action level, not recommendation level]	65% (CE: 57% DE: 69%)	61% (CE: 62% DE: 59%)	60% (CE: 59% DE: 60%)
	201 of 311 recommendations	127 of 210 recommendations	598 of 1,000 actions
WS3.3 Number of summaries of evaluation evidence produced	9 (headquarters-led: 2 regional: 7)	14 (headquarters-led: 6 regional: 8)	7 (headquarters-led: 5 regional: 2)

Evaluation function workplan outcome 4: Enhanced capacity to commission, manage and use evaluations	2023	2024	2025
WS4.1 Percentage of completed decentralized evaluations for which the evaluation managers completed the evaluation learning training programme	67%	64%	79%
	14 of 21 decentralized evaluations	14 of 22 decentralized evaluations	15 out of 19 decentralized evaluations

Evaluation function workplan outcome 4: Enhanced capacity to commission, manage and use evaluations	2023	2024	2025
WS4.2.A Gender ratio in evaluation teams <i>[Percentage of women]</i>	<p>57% (CE: 60% DE: 54% IE: 46%)</p> <p>CE: 103 women and 68 men DE: 61 women and 51 men IE: 6 women and 7 men</p>	<p>55% (CE: 54% DE: 54% IE: 63%)</p> <p>CE: 64 women and 54 men DE: 78 women and 66 men IE: 12 women and 7 men</p>	<p>51% (CE: 53% DE: 51% IE: 42%)</p> <p>CE: 80 women and 72 men DE: 51 women and 49 men IE: 15 women and 21 men</p>
WS4.2.B1 Geographical diversity (country development) in evaluation teams <i>[Percentage of team members with at least one nationality from a developing country]</i>	<p>43% (CE: 38% DE: 51% IE: 31%)</p> <p>CE: 65 from developing and 106 from developed countries DE: 57 from developing and 55 from developed countries IE: 4 from developing and 9 from developed countries</p>	<p>47% (CE: 40% DE: 55% IE: 37%)</p> <p>CE: 47 from developing and 71 from developed countries DE: 79 from developing and 65 from developed countries IE: 7 from developing and 12 from developed countries</p>	<p>40% (CE: 35% DE: 51% IE: 36%)</p> <p>CE: 53 from developing and 99 from developed countries DE: 51 from developing and 49 from developed countries IE: 13 from developing and 23 from developed countries</p>
WS4.2.B2 Geographical diversity (United Nations regional groups) in evaluation teams <i>[Distribution of team member nationalities in United Nations regional groups of Member States]</i>	<p>African States: 19% (CE: 20% DE: 19% IE: 0%)</p> <p>Asia-Pacific States: 13% (CE: 10% DE: 18% IE: 23%)</p> <p>Eastern European States: 2% (CE: 1% DE: 3% IE: 0%)</p> <p>Latin American and Caribbean States: 8% (CE: 8% DE: 7% IE: 15%)</p> <p>Western European and other States: 58% (CE: 61% DE: 53% IE: 62%)</p>	<p>African States: 21% (CE: 20% DE: 24% IE: 3%)</p> <p>Asia-Pacific States: 14% (CE: 9% DE: 19% IE: 25%)</p> <p>Eastern European States: 2% (CE: 1% DE: 3% IE: 3%)</p> <p>Latin American and Caribbean States: 9% (CE: 7% DE: 11% IE: 10%)</p> <p>Western European and other States: 54% (CE: 63% DE: 43% IE: 59%)</p>	<p>African States: 19% (CE: 17% DE: 25% IE: 8%)</p> <p>Asia-Pacific States: 16% (CE: 11% DE: 20% IE: 22%)</p> <p>Eastern European States: 3% (CE: 4% DE: 2% IE: 3%)</p> <p>Latin American and Caribbean States: 7% (CE: 7% DE: 5% IE: 8%)</p> <p>Western European and other States: 56% (CE: 61% DE: 48% IE: 58%)</p>

Evaluation function workplan outcome 5: Partnerships strengthen the environment for evaluation and United Nations coherence	2023	2024	2025
WS5.1 Number of joint evaluations with governments in which WFP engaged in the reference year	<p style="text-align: center;">2</p> <p>Eswatini and Guatemala</p>	<p style="text-align: center;">1</p> <p>Malawi (together with UNFPA, UNICEF)⁴</p>	<p style="text-align: center;">2</p> <p>Malawi (together with UNFPA, UNICEF)⁵ and Lebanon</p>
WS5.2 Number of joint evaluations with United Nations agencies and other partners in which WFP engaged in the reference year	<p style="text-align: center;">7</p> <p>Chad: UNFPA, UNICEF</p> <p>Kenya: FAO, International Labour Organization (ILO), UNICEF</p> <p>Lebanon: Office of the United Nations High Commissioner for Refugees (UNHCR)</p> <p>Mauritania: ILO, UNICEF</p> <p>Niger: UNFPA, UNICEF</p> <p>Nigeria: ILO, UNDP, UNICEF, World Health Organization</p> <p>State of Palestine: ILO, UNICEF</p>	<p style="text-align: center;">9</p> <p>Niger: UNICEF</p> <p>Democratic Republic of the Congo: FAO, UNICEF</p> <p>Democratic Republic of the Congo, the Niger and Somalia: FAO, IFAD</p> <p>Malawi (with the Government): UNFPA, UNICEF</p> <p>South-Sudan: UNICEF</p> <p>Afghanistan: Inter-Agency Standing Committee (IASC)</p> <p>Ethiopia: IASC</p> <p>Global: UN-Women</p> <p>Global: UNAIDS, UNICEF, ILO</p>	<p style="text-align: center;">9</p> <p>Somalia: UNICEF</p> <p>Somalia: OCHA/IASC</p> <p>Malawi (with the Government): UNFPA, UNICEF</p> <p>Ukraine: IASC/OCHA, UNICEF</p> <p>Türkiye-Syrian Arab Republic: OCHA, International Organization for Migration, UNHCR and UNICEF</p> <p>Global: Organisation for Economic Co-operation and Development – COVID-19 Global Evaluation Coalition</p> <p>Global: United Nations Sustainable Development Group System-Wide Evaluation Office</p> <p>Global: World Bank</p> <p>Global: UNDP</p>

⁴ This evaluation focuses on the mid-term evaluation of the United Nations joint programme on girls' education, phase III, in Malawi (2021–2023). It involves the Government of Malawi as the host government, with the participation of UNFPA and UNICEF. It is thus classified as a joint evaluation with the Government (WS 5.1) as well as with other United Nations entities (WS 5.2). However, it counts as only one decentralized joint evaluation in the overall total (WS 5.3).

⁵ This evaluation focuses on the summative evaluation of the United Nations joint programme on girls' education, phase III, in Malawi (2021–2023). It involves the Government of Malawi as the host government, with the participation of UNFPA and UNICEF. It is thus classified as a joint evaluation with the Government (WS 5.1) as well as with other United Nations entities (WS 5.2). However, it counts as only one decentralized joint evaluation in the overall total (WS 5.3).

Evaluation function workplan outcome 5: Partnerships strengthen the environment for evaluation and United Nations coherence	2023	2024	2025
			Global: UN-Women, UNDP, United Nations Educational, Scientific and Cultural Organization, UNICEF
WS5.3 Number of global joint and system-wide evaluations in which WFP engaged in the reference year (corporate results framework KPI)	9 (Global JE: 0 IAHE: 0 DE: 9)	9 (Global JE: 2 IAHE: 2 DE: 4 ; IE: 1)	11 (Global JE/SWE: 5 IAHE: 3 DE: 3)

Cross-cutting workstream B. Resources	2023	2024	2025
WSB.A Expenditure on evaluation as a percentage of WFP total contribution income	0.33% <i>USD 27.6 million of USD 8.3 billion</i>	0.29% <i>USD 28.6 million of USD 9.7 billion</i>	0.40% <i>USD 23.93 million of USD 6.05 billion</i>
WSB.B Contingency Evaluation Fund <i>[Contingency Evaluation Fund allocated in the reference year as a percentage of Contingency Evaluation Fund requested]</i>	79% <i>USD 960 496 allocated of USD 1 215 174 requested</i> <i>USD 785 988 allocated for DEs</i> <i>USD 174 508 allocated for CSP evaluations</i>	94% <i>USD 707 796 allocated of USD 750 923 requested</i> <i>USD 297 732 allocated for DEs</i> <i>USD 410 064 allocated for CSP evaluations</i>	67% <i>USD 594 683 allocated of USD 890 924 requested</i> <i>USD 227 560 allocated for DEs</i> <i>USD 367 123 allocated for CSP evaluations</i>
WSB.C Gender ratio of evaluation function staff <i>[Percentage of women]</i>	70% (OEV: 67% regional bureaux: 76%) <i>OEV: 41 women and 20 men</i> <i>Regional bureaux: 16 women and 5 men</i>	69% (OEV: 67% regional bureaux: 75%) <i>OEV: 42 women and 21 men</i> <i>Regional bureaux: 15 women and 5 men</i>	68% (OEV: 63% regional offices: 82%) <i>OEV: 36 women and 21 men</i> <i>Regional offices: 14 women and 3 men</i>

Cross-cutting workstream B. Resources	2023	2024	2025
WSB.D1 Geographical diversity (country development) of evaluation function staff <i>[Percentage of staff with at least one nationality from a developing country]</i>	34% (OEV: 25% regional bureaux: 62%)	35% (OEV: 25% regional bureaux: 65%)	38% (OEV: 26% regional offices: 76%)
	<i>OEV: 15 from developing and 46 from developed countries</i> <i>Regional bureaux: 13 from developing and 8 from developed countries</i>	<i>OEV: 16 from developing and 47 from developed countries</i> <i>Regional bureaux: 13 from developing and 7 from developed countries</i>	<i>OEV: 15 from developing and 42 from developed countries</i> <i>Regional offices: 13 from developing and 4 from developed countries</i>
WSB.D2 Geographical diversity (United Nations regional groups) of evaluation function staff <i>[Distribution of staff nationalities in United Nations regional groups of Member States]</i>	African States: 18% (OEV: 13% RB: 33%) Asia-Pacific States: 10% (OEV: 7% RB: 19%) Eastern European States: 2% (OEV: 2% RB: 5%) Latin American and Caribbean States: 7% (OEV: 5% RB: 14%) Western European and other States: 62% (OEV: 74% RB: 29%)	African States: 18% (OEV: 13% RB: 35%) Asia-Pacific States: 8% (OEV: 6% RB: 15%) Eastern European States: 1% (OEV: 2% RB: 0%) Latin American and Caribbean States: 8% (OEV: 5% RB: 20%) Western European and other States: 64% (OEV: 75% RB: 30%)	African States: 22% (OEV: 16% RO: 41%) Asia-Pacific States: 8% (OEV: 5% RO: 18%) Eastern European States: 3% (OEV: 4% RO: 0%) Latin American and Caribbean States: 9% (OEV: 5% RO: 20%) Western European and other States: 58% (OEV: 70% RO: 18%)

Cross-cutting workstream C. Institutional arrangements and management	2023	2024	2025
WSC Compliance rate in the Executive Director's annual assurance statement regarding evaluation ⁶	97%	98%	
	<i>131 of 135 offices (country offices, regional bureaux, headquarters)</i>	<i>122 of 125 offices (country offices, regional bureaux, headquarters)</i>	<i>Not applicable (In 2025 the Executive Director's assurance statement was revised.)</i>

⁶ Indicating "adequate" or "strong" agreement in response to the question: "Does the office operationalize the evaluation policy and corporate evaluation strategy and fulfil its responsibilities as outlined in the evaluation charter?"

ANNEX III

Overview of WFP policies current in 2025 and evaluation coverage

Policy approval date	Policy areas and titles of documents in which policies are set out	Year of policy evaluation presentation to the Executive Board	Anticipated start year of evaluation
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>		
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>		
2003	Food aid and livelihoods in emergencies* <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>	2020 first regular session ¹	
2004	Emergency needs assessment* <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2020 first regular session ²	
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session ³	
2005	Definition of emergencies* <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	2020 first regular session ⁴	
2005	Exiting emergencies* <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	2020 first regular session ⁵	
2006	Targeting in emergencies* <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	2020 first regular session ⁶	
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>	2018 annual session ⁷	
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>		

¹ [“Summary report on the strategic evaluation of WFP’s capacity to respond to emergencies \(2011–2018\)” \(WFP/EB.1/2020/5-A\).](#)

² The policy was covered by the [summary report on the strategic evaluation of WFP’s capacity to respond to emergencies \(2011–2018\)](#) (WFP/EB.1/2020/5-A). In addition, the WFP emergency needs assessment policy was evaluated in 2007 through the [evaluation of WFP’s strengthening emergency needs assessment implementation plan](#) (WFP/EB.2/2007/6-A).

³ [“Summary evaluation report on WFP’s policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017”](#) (WFP/EB.A/2018/7-C).

⁴ The policy was covered by the [summary report on the strategic evaluation of WFP’s capacity to respond to emergencies \(2011–2018\)”](#) (WFP/EB.1/2020/5-A).

⁵ Ibid.

⁶ As part of assessing the usefulness and appropriateness of WFP’s normative framework on targeting and prioritization, the strategic evaluation of WFP’s approaches to targeting and prioritization will cover WFP policy on targeting in emergencies.

⁷ [“Summary evaluation report on WFP’s policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017”](#) (WFP/EB.A/2018/7-C).

Policy approval date	Policy areas and titles of documents in which policies are set out	Year of policy evaluation presentation to the Executive Board	Anticipated start year of evaluation
2010	HIV and AIDS* <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>	2023 first regular session ⁸	
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (WFP/EB.2/2011/4-A)</i>	2023 annual session ⁹	
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session ¹⁰	
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>	2023 first regular session ¹¹	
2013	School feeding ^{12*} <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 annual session ¹³	
2015	Building resilience for food security and nutrition* <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>	2023 annual session ¹⁴	
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2023 annual session ¹⁵	
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>	2023 annual session ¹⁶	
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>	2025 first regular session ¹⁷	
2017	Nutrition* <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	2023 first regular session ¹⁸	

⁸ The policy was covered by the [summary report on the strategic evaluation of WFP's work on nutrition and HIV/AIDS](#) (WFP/EB.1/2023/5-A).

⁹ ["Summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies"](#) (WFP/EB.A/2023/7-C).

¹⁰ ["Summary report on the evaluation of the update of WFP's safety nets policy \(2012\)"](#) (WFP/EB.A/2019/7-B).

¹¹ ["Summary report on the evaluation of the policy on WFP's role in peacebuilding in transition settings"](#) (WFP/EB.1/2023/5-B).

¹² An evaluation of the WFP school feeding policy was presented at the 2012 first regular session of the Board. ["Summary Evaluation Report of WFP School Feeding Policy"](#) (WFP/EB.1/2012/6-D).

¹³ ["Summary report on the strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals"](#) (WFP/EB.A/2021/7-B).

¹⁴ ["Summary report on the evaluation of WFP's policy on building resilience for food security and nutrition"](#) (WFP/EB.A/2023/7-D).

¹⁵ ["Summary report on the evaluation of WFP's policy on country strategic plans"](#) (WFP/EB.A/2023/7-B).

¹⁶ ["Summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies"](#) (WFP/EB.A/2023/7-C).

¹⁷ ["Summary report on the evaluation of WFP's environmental policy"](#) (WFP/EB.1/2025/7-A/1).

¹⁸ ["Summary report on the strategic evaluation of WFP's work on nutrition and HIV/AIDS"](#) (WFP/EB.1/2023/5-A).

Policy approval date	Policy areas and titles of documents in which policies are set out	Year of policy evaluation presentation to the Executive Board	Anticipated start year of evaluation
2017	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>	2025 first regular session ¹⁹	
2018	Oversight and assurance WFP accountability and oversight framework (WFP/EB.2/2025/6-A)	Not applicable for evaluations	
2018	Enterprise risk management <i>2018 enterprise risk management policy (WFP/EB.2/2018/5-C)</i>	2025 second regular session ²⁰	
2019	Local and regional food procurement* <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>	2026 first regular session	
2020	Protection and accountability <i>WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>		2026
2021	Fraud and corruption <i>Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)</i>		
2021	Workforce management <i>WFP people policy (WFP/EB.A/2021/5-A)</i>		2026
2021	Evaluation <i>WFP evaluation policy 2022 (WFP/EB.1/2022/4-C)</i>		2026²¹
2022	Country capacity strengthening <i>Country capacity strengthening policy update (WFP/EB.A/2022/5-A)</i>		
2022	Gender <i>WFP gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)</i>		
2023	Aviation <i>WFP aviation policy (WFP/EB.1/2023/4-A)</i>		
2023	Cash <i>Cash policy (WFP/EB.A/2023/5-A)</i>		
2023	South–South and triangular cooperation <i>South–South and triangular cooperation policy update (WFP/EB.A/2023/5-C)</i>		
2023	Conflict sensitivity <i>Conflict Sensitivity Mainstreaming Strategy</i>		

¹⁹ “Summary report on the evaluation of WFP's emergency preparedness policy” (WFP/EB.1/2025/7-A/2).

²⁰ “Summary report on the evaluation of WFP's 2018 enterprise risk management policy” (WFP/EB.2/2025/6-B/2).

²¹ The evaluation policy will be the object of peer review by the Development Assistance Committee of the Organisation for Economic Co-operation and Development. For further information see para 139.

Policy approval date	Policy areas and titles of documents in which policies are set out	Year of policy evaluation presentation to the Executive Board	Anticipated start year of evaluation
2025	Innovation Innovation Strategy 2025-2027		
2026	Technology Digital Business Transformation Plan 2026-2029		
2026	Partnerships and funding Resource Mobilization Strategy 2026-2029		

* Policies with asterisks are to be evaluated as part of strategic evaluations.

ANNEX IV**Interactive sessions on evaluation evidence completed in 2025**

Date	Scope	Title of the session
April 2025	Middle East, Northern Africa, and Eastern Europe Regional Office	Evaluation Breakfast – Regional Summary of Evaluation Evidence on Emergency Response in MENAEE Region
April 2025	Eastern and Southern Africa Regional Office	I-SEE on Resilience Building Programmes in Southern Africa
May 2025	Middle East, Northern Africa, and Eastern Europe Regional Office	Evaluation Breakfast – Regional Summary of Evaluation Evidence on Prioritization
June 2025	Global	I-SEE on WFP's Emergency Response
July 2025	Global	I-SEE on Evaluation Evidence for Country Capacity Strengthening
August 2025	Eastern and Southern Africa Regional Office	I-SEE on Gender Equality and Women's Empowerment in Southern Africa
October 2025	Global	Global Learning Open Webinar Emergency preparedness
November 2025	Global	Global Learning Open Webinar targeting and prioritization
December 2025	Middle East, Northern Africa, and Eastern Europe Regional Office	Evaluation Breakfast - Enterprise Risk Management Policy Evaluation

Abbreviation: SEE = summary of evaluation evidence.

ANNEX V**Implementation status of evaluation recommendations****Executive summary**

1. This report presents WFP's performance in implementing actions stemming from evaluation recommendations due for closure in 2025, assessed against the related key performance indicator set out in WFP's corporate results framework (CRF). In line with the framework, the 2025 reporting cycle sets a new baseline, measuring performance at the action level against a corporate target of 85 percent implementation. The shift to action-level reporting strengthens corporate oversight by improving the visibility of implementation and enabling more targeted management attention.
2. In 2025, WFP implemented 60 percent of the actions originally planned for closure in that year. While this reflects sustained effort on the part of the organization, performance remains below the CRF target. Progress was tempered by the steady issuance of new recommendations in recent years, resulting in a relatively stable number of open actions. Performance against the key performance indicator should therefore be interpreted considering both action closure rates and the inflow of new actions, as well as available implementation capacity.
3. Implementation challenges are largely related to relatively recent recommendations. Most overdue actions relate to recommendations issued between 2023 and 2025 and require implementation predominantly at the country level, with concentration in a small number of high-workload regions. The reasons for actions becoming overdue actions are primarily operational challenges, design issues and internal capacity constraints. These are most frequently associated with actions in the areas of monitoring and evidence generation, government capacity strengthening, partnerships and internal systems, pointing to recurring system-wide challenges that affect performance against the key performance indicator.
4. Complementing the quantitative analysis in this report, survey findings provide insights into the factors that facilitate the implementation of recommendations. Timely closure of evaluation-related actions is consistently linked with the clarity and feasibility of actions, strong senior leadership engagement, effective cross-functional collaboration and alignment with programme cycles. Delays are most often linked to competing priorities, limited human resources, high staff turnover, reliance on external stakeholders and constraints on the funding required to sustain follow-up.
5. Going forward, improving performance against the key performance indicator for the implementation of evaluation-related actions will require management to focus on stronger prioritization, more realistic action design, closer alignment of timelines with implementation capacity, and differentiated, risk-based support for regions that need to implement large numbers of actions. Sustained improvement will also depend on adequate and predictable funding, together with human resource capacity sufficient to support implementation and follow-up. Addressing these structural drivers is essential to closing the implementation gap and ensuring that evaluation recommendations translate into timely and measurable improvements in WFP's performance and results.

Background and purpose of the report

6. This report provides an overview of WFP's progress in implementing actions stemming from evaluation recommendations due for closure in 2025, together with a consolidated view of actions overdue from previous years. The analysis is centred on a corporate key performance indicator in WFP's CRF,¹ which measures the percentage of evaluation-related actions implemented, disaggregated by evaluation category, with an overall corporate target of 85 percent.
7. The report is intended to facilitate Board oversight of management's response to evaluation recommendations and inform strategic discussion of how such recommendations are translated into operational improvements.
8. In line with the CRF, performance in 2025 is measured at the action level,² rather than at the recommendation level as was the case under the previous CRF.³ A single evaluation recommendation may call for multiple actions, which are often implemented by different entities and over varying timeframes. Recommendations are considered closed only once all associated actions are completed. Action-level reporting therefore provides a more precise and operationally meaningful assessment of implementation progress and enables more targeted management oversight.
9. The shift to action-level reporting means that implementation rates reported for 2025 are not directly comparable with those presented in previous years, which were based on recommendation-level reporting. Hence, the 2025 reporting cycle establishes a new baseline for monitoring performance in accordance with the current CRF.
10. To provide context this report also reviews overdue actions from previous years, examining trends in the issuance of recommendations and the closure of actions, thematic concentration and geographic distribution. This broader lens supports the identification of systemic implementation challenges and informs management attention and follow-up.

WFP's overall performance in implementing evaluation-related actions

11. The following sections provide a consolidated, high-level view of WFP's performance in implementing actions stemming from evaluation recommendations, based on a triangulated analysis of actions due for closure in 2025 and overdue actions from previous years, examined across thematic and geographic dimensions. The analysis reflects steady institutional progress, highlighting factors that continue to influence implementation outcomes. Beyond closure rates alone, performance must be understood in the context of workload, operational complexity and varying implementation capacity. The sections that follow examine these dynamics in greater detail, including their implications for efforts to strengthen implementation going forward.

¹ "WFP corporate results framework (2026-2029)" (WFP/EB.2/2025/3-C/1/Rev.1).

² *Ibid*, annex II, final key performance indicator under management result output 1.2: "Centralized and decentralized evaluation action closure rate: percentage of implemented centralized and decentralized evaluation recommendation actions closed at the corporate level during the reporting period".

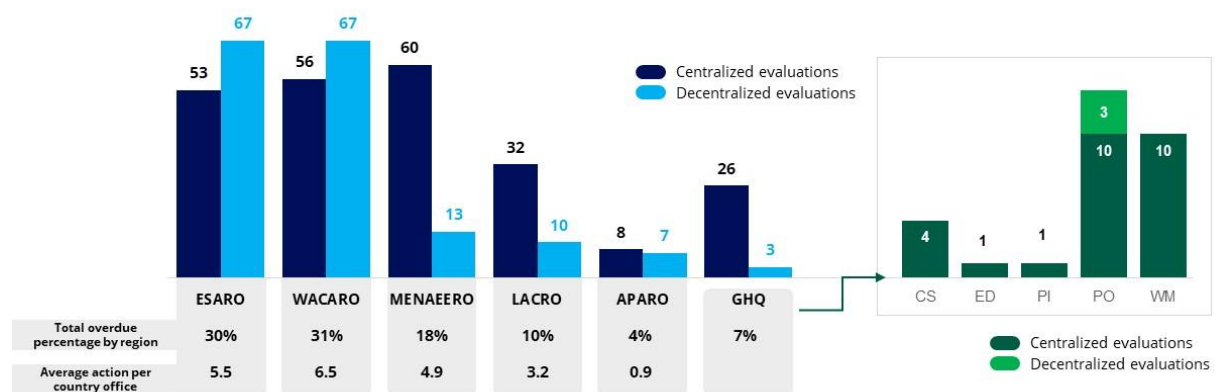
³ WFP revised corporate results framework (2022-2025) WFP revised corporate results framework (2022-2025), p. 35, key performance indicator "Percentage of implemented evaluation recommendations (disaggregated by evaluation type)".

Figure 1: Summary of actions due in 2025



12. For the second consecutive year, **50 percent of actions had deadlines of 31 December**. While a year-end deadline does not in itself impede implementation, the clustering of new actions and action closure processes towards the end of the year limits the time available for internal verification, thus affecting timely closure and annual implementation rates.
13. Of the **1,000** actions, **579** originated from centralized evaluations, with an implementation rate of **59 percent**. The remaining **421** actions stem from decentralized evaluations and recorded an implementation rate of **60 percent**. The similarity in implementation rates suggests that **challenges are not primarily driven by evaluation category**.
14. The majority of actions (**794, or 79 percent**) were under the responsibility of country offices; of these, 426 (54 percent) were implemented. The remaining **206 (21 percent)** were under the responsibility of global headquarters offices, which achieved a markedly higher implementation rate of **83 percent**. This indicates that implementation challenges are predominantly concentrated at the country level, where the number of actions required is significantly higher and the circumstances in which implementation takes place are more complex.
15. Overdue actions from 2025 are highly concentrated in WFP’s Eastern and Southern Africa and Western and Central Africa regions, which together account for 61 percent of the backlog; this concentration broadly reflects the relatively large number of actions to be implemented in those regions as well as the complexity of the operating environment. Even after taking into account the number of country offices involved, the two regions still record among the highest average number of actions per country office, highlighting that regional implementation capacity is unevenly distributed.

Figure 1: Centralized and decentralized evaluation actions due in 2025, by office



Abbreviations: APARO = Asia and the Pacific Regional Office; ESARO = Eastern and Southern Africa Regional Office; GHQ = global headquarters; LACRO = Latin America and the Caribbean Regional Office; MENAEERO = Middle East, Northern Africa, and Eastern Europe Regional Office; WACARO = Western and Central Africa Regional Office.

Understanding the context: overview of evaluation-related actions

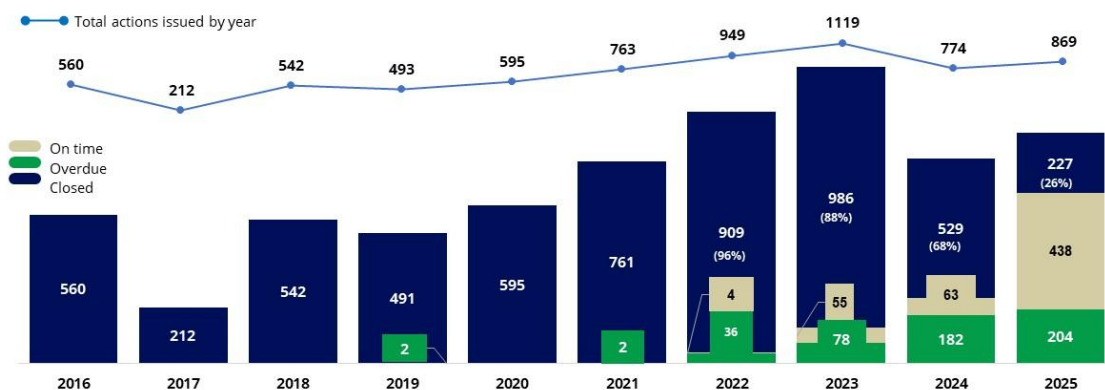
16. This section provides an overview of the actions stemming from evaluation recommendations. It examines trends in the **issuance** of recommendations and the **closure** of overdue actions from 2025 and previous years, their **thematic distribution** and their **concentration across WFP functions and entities**, with the aim of informing management focus and attention.
17. In 2025, 895 evaluation-related actions were closed, reflecting sustained implementation efforts. This was largely offset, however, by an influx of 869 new actions, leaving the total number of open actions relatively stable, decreasing marginally from 1,138 at the start of 2025 to 1,112 at the start of 2026. This highlights that improvements in annual closure rates alone will not reduce the backlog of outstanding actions unless there is better alignment between implementation capacity and the rate at which new actions are agreed.

Figure 2: Evolution of actions stemming from evaluation recommendations, 2025



18. The trend observed in 2025 reflects a long-term pattern. The number of evaluation-related actions has increased significantly in recent years and peaked in 2023, such that a large number of actions are still moving through the implementation pipeline. Of all overdue actions, 92 percent are linked to recommendations issued between 2023 and 2025. This may reflect a more complex operating environment shaped by global developments and organizational changes within WFP in recent years. It may also indicate that action owners tend to prioritize implementation closer to formal deadlines, particularly for recommendations with time horizons of two years or more.

Figure 3: Status of evaluation-related actions, by year of issuance



Thematic analysis of overdue actions

19. A thematic analysis of 528 overdue actions from 2025 and previous years was conducted. An initial review of all actions was undertaken to identify the most frequently recurring implementation challenges, which informed the definition of thematic areas and key enablers, which were also aligned with WFP's strategic plan. Actions were then tagged against these categories to identify where implementation challenges were most concentrated and why actions remained overdue.
20. Analysis of actions by theme highlights recurring system-wide issues across evaluations, while the mapping of actions against key enablers facilitates understanding of the nature of overdue actions. Together, these approaches link overdue actions to priority areas under WFP's strategic plan and CRF and help management to identify where targeted support or systemic adjustments are needed to accelerate implementation.

Table 1: Thematic analysis of overdue actions by due date

Theme/enablers	CSP design	Operations	Internal capacity	Funding	Risk management	Total	
Community engagement and accountability to affected people		6	1			7	
Cooperating partner management and capacity strengthening/localization	4	20	8		1	33	
Gender, protection and inclusion	22	28	15	1	5	71	
Government capacity strengthening	40	29	21	2	2	94	17%
Monitoring, evidence and learning	21	65	19	5	6	116	22%
Operational independence, humanitarian principles and conflict sensitivity			1		1	2	
Operational systems, assurance and internal processes	21	30	15	4	7	77	
Partnerships, coordination and policy dialogue (donors, inter-agency)	24	40	12	8	2	86	16%
Supply chain, procurement and markets		6			2	8	
Targeting, modalities and design improvements	9	6	4	2		21	
Transition, sustainability and handover	7	4	2			13	
Total	148	234	98	22	26	528	
	28%	44%	19%				

21. Overdue evaluation-related actions are concentrated in a small number of thematic areas, indicating recurring implementation challenges. The largest shares relate to **monitoring, evidence and learning** (22 percent); **government capacity strengthening** (17 percent); and **partnerships and policy dialogue** (16 percent). Together these areas account for a significant proportion of overdue actions, pointing to systemic constraints rather than isolated delays. Addressing these patterns requires the identification of recurring bottlenecks and the adjustment of corporate guidance, planning assumptions and technical support in the affected areas, alongside continued action-level follow-up.
22. In terms of factors enabling implementation, overdue actions are mainly related to **operational activities for programme implementation** (44 percent), followed by **country strategic plan design issues** (28 percent) and **internal capacity constraints** (19 percent). Overdue actions consistently involve strong operational dimensions, highlighting challenges in translating strategic commitments into practice.

23. Management should focus on **strengthening operational execution, improving the operationalization of country strategic plan-level commitments** and **reinforcing internal capacity in priority thematic areas** where delays are most concentrated. In this regard, a more detailed examination of recurring bottlenecks across overdue actions may be required at the corporate level to better understand the underlying constraints and identify systemic adjustments that could support timely implementation going forward.

Geographic distribution of overdue actions

24. Overdue actions are highly concentrated geographically. In 2025, three WFP regions – West and Central Africa (123 actions), Eastern and Southern Africa (120), and the Middle East, Northern Africa and Eastern Europe (73) – together account for more than three quarters of all overdue actions recorded that year. This suggests that **implementation challenges are not evenly distributed** and may be **linked to operating environments, workload pressures** and the **scale and complexity of evaluation follow-up in each region**.

Table 2: Distribution of overdue actions among WFP regional offices and functions, by year of original due date

YEAR due date	APARO	ESARO	LACRO	MENAEERO	WACARO	RBJ	CS	ED	PI	PO	WM	TOTAL
2022	5								1			6
2023	7	10	1	4	1							23
2024	7	44	7	5	15	3	2	2		10	2	97
2025	15	120	42	73	123		4	1	1	13	10	402

Total: **528**

Abbreviations: APARO = Asia and the Pacific Regional Office; CS = Chief of Staff; ED = Executive Director; ESARO = Eastern and Southern Africa Regional Office; LACRO = Latin America and the Caribbean Regional Office; MENAEERO = Middle East, Northern Africa, and Eastern Europe Regional Office; PI = Partnerships and Innovation Department; PO = Programme Operations Department; RBJ = Regional Bureau for Southern Africa; WACARO = Western and Central Africa Regional Office; WM = Workplace and Management Department.

25. Headquarters-level entities and corporate functions (the Office of the Chief of Staff, the Office of the Executive Director, the Partnerships and Innovation Department, the Programme Operations Department and the Workplace and Management Department) account for a consistently small share of overdue actions (**12 percent**). While there was a modest increase in the overall contribution of corporate functions to the backlog in 2025, implementation challenges remain concentrated at the country level, where action volumes are higher and operating environments are more complex.
26. Overall, the geographic distribution of overdue actions underscores the need for **differentiated, risk-based management attention**, with targeted support for **regions and country offices facing high volumes of actions**. Better alignment between the number of new actions, operational capacity and follow-up support will be critical to preventing further accumulation of overdue actions and improving performance against the corporate key performance indicator.

Implementation challenges

27. A survey of selected WFP offices was conducted to better understand the factors influencing the implementation of evaluation-related actions, with a focus on actions overdue for more than one year. The survey was addressed primarily to country office focal points responsible for coordination, reflecting the fact that country offices account for 93 percent of overdue actions, as reported in the implementation status report. The survey achieved a 62 percent response rate (26 of 42 offices), with country offices representing 73 percent of respondents and global headquarters functions, 27 percent, providing a response profile broadly aligned with the distribution of overdue actions.
28. The survey results are shown in the table below.

Enablers of successful implementation	Core implementation challenges
 Clear and feasible actions	 Limited human and financial resources
 Strong senior leadership engagement	 High staff turnover and competing operational priorities
 Alignment of actions with country strategic plans and programme cycles	 Organizational restructuring and leadership changes
 Early and participatory engagement with country teams	 Unclear ownership of actions
<p>Implementation success is primarily driven by relevance, feasibility, and ownership of actions rather than technical capacity alone</p>	 Partial agreement at MR stage and misalignment with evolving programme realities, including delays in CSP approval, programme downsizing, or closures
	 Multi-stakeholder coordination requirements, limiting control over implementation processes

Abbreviations: CSP = country strategic plan; MR = management response.

Way forward: management implications and action required

29. The analysis shows that delays in implementing evaluation-related actions are mainly driven by specific challenges concentrated in specific regions, country offices and thematic areas. These challenges reflect a combination of external factors – such as ongoing conflict, insecurity and access issues in the countries where WFP operates – and internal factors, including gaps in policies and procedures, issues with resources, and staffing.
30. Addressing these challenges requires a targeted management approach that strengthens the design and implementation of actions, improves alignment with actual capacity and operational realities, and mitigates external constraints such as funding pressures and emergencies.

Management actions on controllable causes



Strengthen action design at the management response stage

Ensure actions are:

- Specific, time-bound and aligned with available resources and operational capacity.
- Fully aligned with the evaluation team, while avoiding over-commitment.
- Timed to reflect CSP cycles and programme milestones, avoiding year-end cut-offs.



Ensure earlier identification and proactive management of implementation risks

- Early risk screening for actions linked to complex reforms, multi-stakeholder coordination or external dependencies.
- More systematic engagement between evaluation teams and country offices to anticipate feasibility risks.
- Timely escalation of bottlenecks, engaging headquarters support where needed.



Ensure targeted management attention and follow-up

- Prioritize and sequence by focusing on the highest-priority actions in areas with the greatest concentration of overdue actions and align delivery with 2026 budget and capacity.
- Tailor follow-up to the risk and complexity of actions, with closer oversight for higher-risk and overdue cases.
- Invest in targeted technical guidance and surge support in high-delay priority areas with stronger cross-functional coordination.
- Maintain strong leadership engagement.

Mitigate the impact of issues beyond management control



Account for external dependencies at the design stage

- Reflect them in realistic timelines.
- Adapt implementation strategies and expectations as external conditions change.



Strengthen continuity and shared ownership

- Improve documentation and handover practices.
- Promote shared ownership of actions across teams.



Adjust actions in response to changing circumstances

- Enable timely and transparent adjustments to actions where justified.
- Periodically validate actions against current operational and funding conditions.

Acronyms

CERF	United Nations Central Emergency Response Fund
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DEval	German Institute for Development Evaluation
IASC	Inter-Agency Standing Committee
ILO	International Labour Organization
INCE	National Evaluation Capacities Index
ISC	indirect support costs
KPI	key performance indicator
NECD	national evaluation capacity development
OEV	Office of Evaluation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PSA	programme support and administrative (budget)
PSEA	protection from sexual exploitation and abuse
RETT	regional evaluation technical team
SEE	summary of evaluation evidence
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women