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For decision

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

Management response to the recommendations in the summary report on the evaluation synthesis of WFP's engagement in United Nations humanitarian coordination

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation synthesis of WFP's engagement in humanitarian coordination. Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes.

The evaluation made two recommendations. The response presented below sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

Focal point

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Deadline: December 2027</p> <p>Recommendation 1: To better support country-level decision-making on engagement in humanitarian coordination, and in accordance with the ongoing humanitarian reset and the UN80 initiative, clarify and prioritize – at the corporate level – WFP’s role in coordination mechanisms and forums beyond the clusters that it currently leads, guided by the need to focus.</p>	<p>United Nations Engagement Division (PIU)</p> <p>(Programme Division (PRG), Supply Chain and Delivery Division (SCD), country offices)</p>	<p>Agreed</p>				
<p>i. Through an update of the Executive Director’s circular on WFP’s leadership in the Inter-Agency Standing Committee clusters, clarify the key coordination mechanisms and forums in which WFP will engage at the global and country levels, taking into account specific operational contexts, and communicate a clear corporate position.</p>	<p>PIU (PRG, SCD, country offices)</p>	<p>Agreed</p>	<p>1. Update the Executive Director’s circular to reflect the simplified humanitarian coordination structure. The circular will provide corporate guidance on context-specific engagement in coordination mechanisms.</p>	<p>PIU (supported by Emergency Preparedness and Response Service (PRGE), SCD and Technology Division (TEC))</p>	<p>August 2027</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
ii. To define successful coordination, conduct a learning exercise based on country office experiences with different approaches to humanitarian coordination in a variety of settings, identifying the strengths, weaknesses, opportunities and gaps of each approach.	PIU (PRG, SCD, country offices)	Partially agreed. While WFP agrees on the importance of articulating what successful coordination looks like in practice in different settings, a standalone learning exercise may not be the most cost-effective approach. Instead, WFP will draw on existing internal and inter-agency review processes. These processes already capture country-level experience in diverse settings and consider changes to the humanitarian coordination architecture stemming from the UN80 initiative and the humanitarian reset, thereby providing timely inputs to inform WFP's corporate guidance.	2. Ensure that WFP's internal learning processes, including centralized evaluations, after-action reviews, lessons learned exercises and cluster reviews, consistently capture learning from the experiences of country offices in humanitarian coordination.	PRGE (supported by PIU, SCD, TEC)	December 2027	Not started
Deadline: December 2027 Recommendation 2: To maximize WFP's potential for enhancing the wider humanitarian system, create a narrative for the WFP workforce that positions humanitarian coordination as a fundamental requirement, while preserving space for independent action where the humanitarian imperative demands.	Deputy Executive Director and Chief Operating Officer's Office (COO) (PIU, Communications and Media Office (COM), country offices)	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
i. At the corporate level, develop a clear internal narrative to guide coordination related decisions and help country offices navigate the dilemmas presented by coordination and the choices they face.	COO (PIU, COM, country offices)	Partially agreed. The Executive Director's circular on WFP's leadership in Inter-Agency Standing Committee (IASC) clusters is the most appropriate instrument for communicating the principles underpinning humanitarian coordination and WFP's commitment to them. This information may be reinforced and repeated in training programmes (see 2.2 below).	1. Ensure that the updated Executive Director's circular on WFP's leadership in IASC clusters present a clear picture of WFP's engagement in humanitarian coordination and the principles underpinning it.	PIU (supported by PRGE, SCD, TEC)	December 2027	Not started
ii. At the country level, build tailored communication approaches into annual performance plans in order to help WFP employees and partners to understand – and explain – the rationale behind WFP's coordination choices, considering the role of country directors as cluster leads.	COO (PIU, COM, country offices)	Partially agreed. WFP agrees on the importance of clear and consistent communication around coordination choices, including to support staff and partners. However, WFP does not consider annual performance plans to be the right mechanism for channelling such communication. Instead, WFP will prioritize corporate-level training and shared resources to ensure coherence, consistency and adaptability as circumstances evolve.	2. Review existing training programmes that address WFP's engagement in humanitarian coordination to obtain a consolidated view of available training materials and gauge the consistency of training with the updated Executive Director's circular on WFP's leadership in IASC clusters	COO (Staffing Coordination and Capacity Service, Career Management Branch, PRGE, SCD, TEC)	December 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
		<p>WFP's existing humanitarian training curricula are the most efficient vehicles for this, with many already featuring modules on emergency coordination (including, for example, the frontline-ready emergency training module in the Emergency Learning Programme.</p> <p>WFP will review existing training programmes addressing WFP's engagement in humanitarian coordination to obtain a consolidated view of available training and gauge the consistency of training with the updated Executive Director's circular on WFP's Leadership in IASC clusters.</p>				

Acronyms

COM	Communications and Media Office
COO	Deputy Executive Director and Chief Operating Officer's Office
IASC	Inter-Agency Standing Committee
PIU	United Nations Engagement Division
PRG	Programme Division
PRGE	Emergency Preparedness and Response Service
SCD	Supply Chain and Delivery Division
TEC	Technology Division