



Annual Evaluation Report – 2025 in review

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Annual Consultation on Evaluation – 13 May 2026



SAVING
LIVES
CHANGING
LIVES

PART 1

Key insights from centralized evaluations



2025 centralized evaluations



Strategic/policy

- Enterprise Risk Management Policy (2018)
- Targeting and prioritization
- Supply Chain Strategic Roadmap (2022–2025)
- Support to refugees, internally displaced persons and migrants



Corporate emergency response

- Ukraine
- Yemen



Country Strategic Plans

- | | | | |
|-----------------|-------------|----------------|-----------|
| • Armenia | • Eswatini | • Iraq | • Türkiye |
| • China | • Ethiopia | • Niger | • Uganda |
| • Côte d'Ivoire | • Guatemala | • Sierra Leone | |
| • DRC | • Indonesia | • Somalia | |



Synthesis

- Middle-income countries

WFP 2023–2025: What strategic positioning?

Since 2023: Mostly the same or improving

- WFP global leadership **emergency response**
- **Still unclear positioning** in some development areas

2025: New themes/emphases

- **Committed humanitarian citizenship** – stronger focus on **enabling national emergency responses**
- **Localization** – tensions: **Aspirations vs operational realities**

From here: What should WFP do?

1. Prioritize **emergency preparedness** strengths
2. Clarify expertise in **supporting nationally-owned programmes**
3. Accompany service provision to govt with **capacity strengthening & pathways to programme handover**
4. Stronger support re: **Localization policy implementation**

Organizational change... Operational improvement...

2025 – What results?

(Strategic Plan 2026–2029)

Outcome 1: Effective emergency prepared ness/response



- WFP assistance **critical in helping people access food, large scale**
- **But not all in need covered & tough/complex prioritization** choices

Outcome 2: Reduced needs & enhanced resilience



- Positive immediate benefits – **asset creation & livelihoods**
- **MAM treatment** positive results
- But not always **enhanced resilience / strengthened value chains**

Outcome 3: Enabled government & partner programmes



- **Common services leadership** – WFP fundamental enabler – collective responses
- **CCS mostly successful** – but limited tangible improvements policies/programmes
- Confirmed leadership **school feeding**

WFP 2023–2025: What cross-cutting changes?

Since 2023: Mostly the same or improving

- **Protection & AAP** – More comprehensive approaches; greater coverage
- **Including/empowering the most vulnerable** – More systematic attention, but still uneven/aspirational
- **Programme integration** – Progress across activities, but silos remain

2025: New themes/emphases

- **Targeting & prioritization** – Sustained commitment to most vulnerable – not always agile/well-operationalized
- Sustained **principled humanitarian action** – but **increasingly challenging & complex dilemmas** emerging

From here: What should WFP do?

- **Keep engaging with communities** – F2F if possible
- **Partner with expert organizations** e.g. for protection
- **Support country offices re: real-world dilemmas** re: humanitarian principles

Organizational change... Operational improvement...

WFP 2023–2025: What partnership evolution?

Since 2023: Mostly the same or improving

- **Strong strategic partnerships with national authorities & UN agencies** – local level/cross-govt coordination can improve

2025: New themes/emphases

- **Expanded engagement with specialized/private sector & IFIs** – some opportunities missed
- Continued **CP** reliance for delivery – **missed opportunities** co-creation & co-management; **significant risk transfer**

From here: What should WFP do?

- **Prioritize sub-national partnerships** re: localization
- Clarity on **risk transfer levels** WFP to CPs

Organizational change... Operational improvement...

WFP 2023–2025: What progress efficiency & programme handover?

Since 2023: Mostly the same or improving

- **Cost-efficiency** – extensive effort but not always assessed
- **Timeliness** – major efforts but context challenges & internal barriers

2025: New themes/emphases

- **Programme handover and transition** – Some progression – stronger strategies needed

From here: What should WFP do?

1. Stronger **use of data and analysis** to evidence cost-efficiency
2. Clear & realistic **transition & handover planning** incl. **risk assessments / testing assumptions**

Organizational change... Operational improvement...

PART 2

Performance of evaluation function



Organizational alignment & integration



Consolidation of the evaluation function in line with WFP corporate organizational structure and Management Accountability Framework



5 regional evaluation teams integrated in the Office of Evaluation team



Evaluation priorities aligned with WFP operational footprint, prioritizing direct support to COs

Improved efficiency & innovation



Internalization of selected evaluation services



Increased virtual engagement and only essential missions:
- 40% in travel costs



Evaluations **costs reduced**

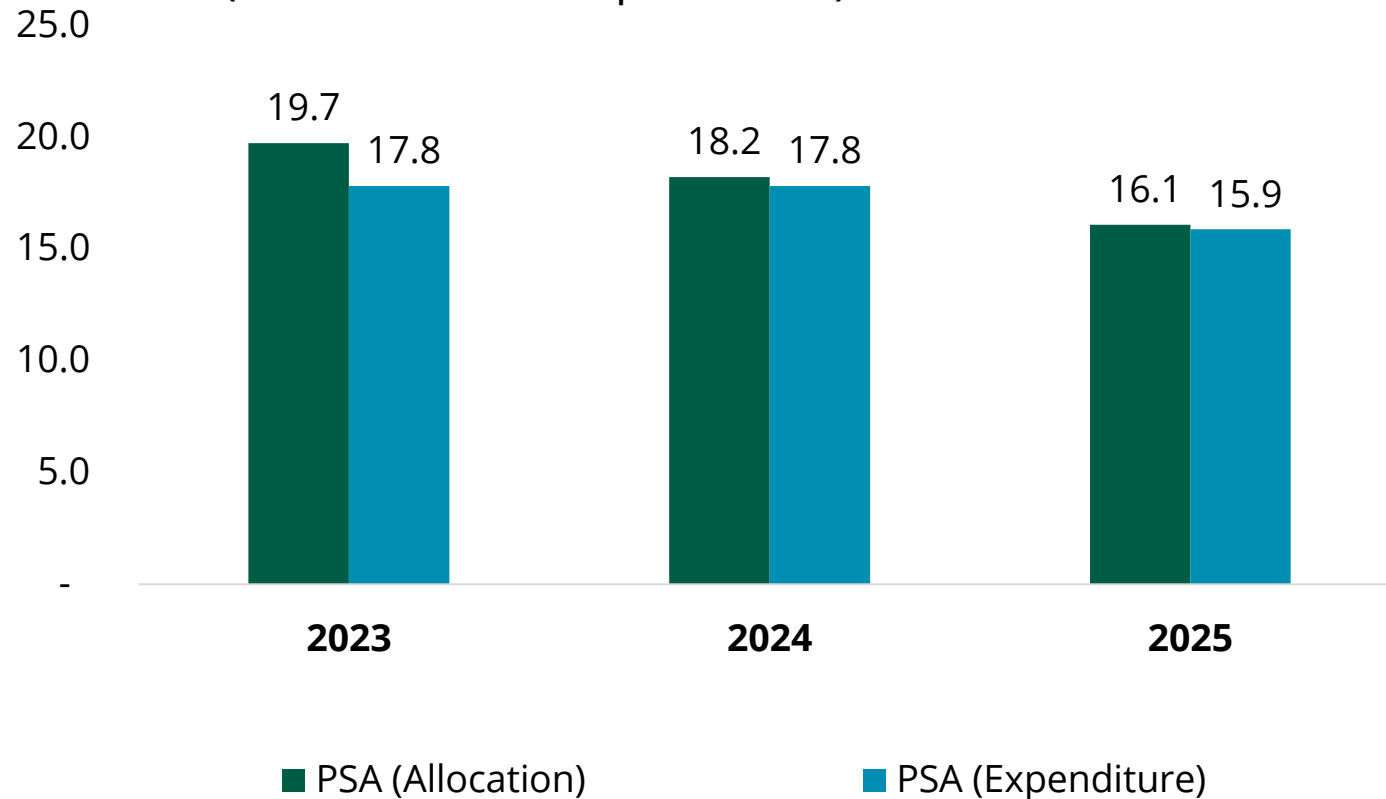


Innovation: Advanced development of AI-powered “evaluation evidence mining”

Right-sizing of the evaluation function

Programme Support and Administrative (PSA) budget

(allocation and expenditure)

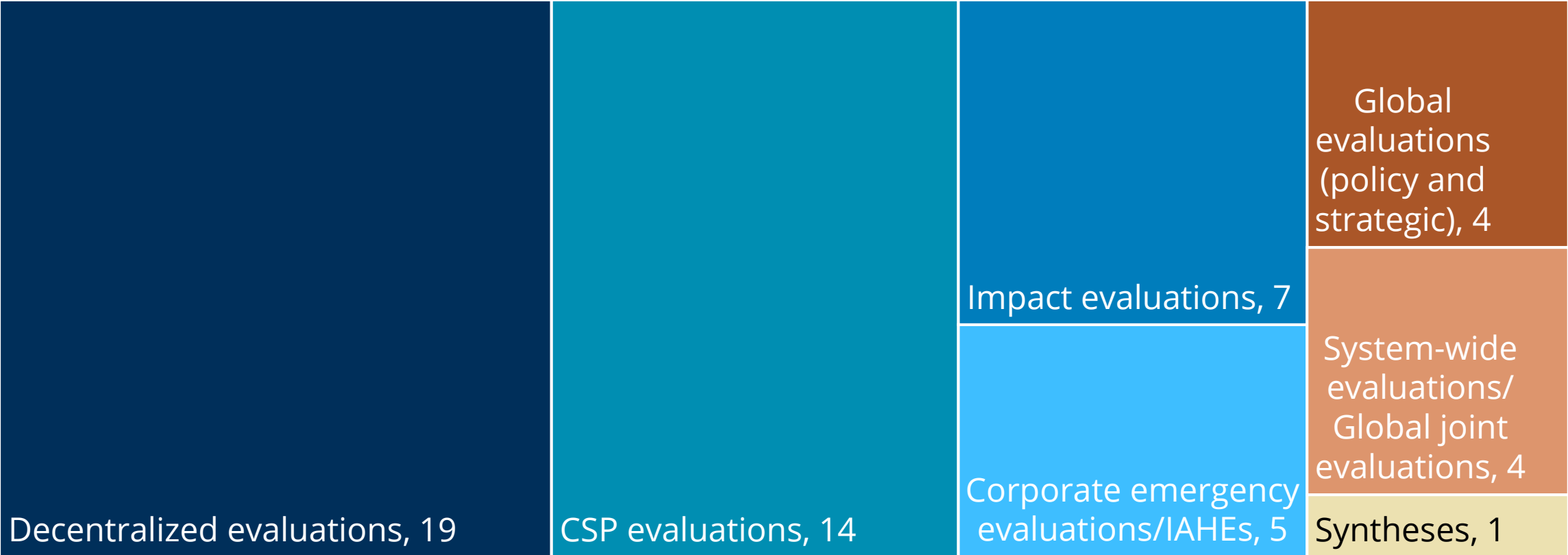


PSA allocation to the evaluation function reduced by 19% over 2023–2025

OEV structural review and evaluation workforce reduction (- 29%)

2025 Evaluation Workplan delivered

■ Country-level ■ Global



Evaluation coverage maintained

Percentage of **CSPs** or **ICSPs** due for evaluation, **evaluated**

2025	83%
2024	92%
2023	93%

Percentage of **corporate emergency response** due for evaluation in the reference year, **evaluated**

2025	100%
2024	100%
2023	80%

Percentage of **policies** due for evaluation, **evaluated**

2025	75%
2024	86%
2023	77%

Evaluation quality remained strong

Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment as “**satisfactory**” or “**highly satisfactory**”

2025	98%
2024	95%
2023	100%

Promoting evaluation use

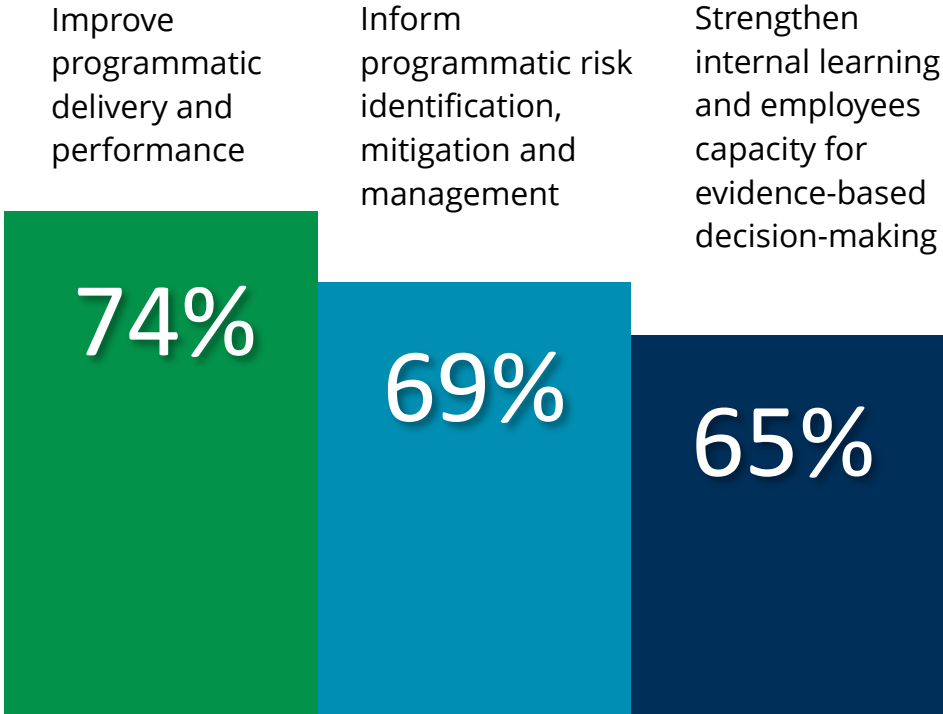
Percentage of **WFP draft policies and draft CSPs** that refer explicitly to **evaluation evidence**

2025	100%
2024	100%
2023	95%

“The BLINK gave us a condensed record of what evaluations commonly found as enablers, opportunities or recommended practices, related to localization. This was a useful evidence-based grounding for the policy.”
(Programme Policy Officer at EvalXchange 2025).

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Percentage of respondents who indicate that the **use of evaluative evidence by Country Offices** serves the following purposes, according to the Executive Director’s Assurance Exercise





Partnerships that strengthen evaluation and reduce duplication

- **Co-commissioned country-level joint evaluations** (inter-agency humanitarian evaluations; decentralized evaluations and impact evaluations)
- **Supported and engaged in system-wide evaluations** and synthesis
- **Established partnerships** with OCHA for impact evaluations on anticipatory actions & hosted the Global Impact Evaluation Forum in Rome
- Launched **EvalforEarth** community of practice
- Expanded the **National Evaluation Capacities Index** initiative



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Thank you!