



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

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Evaluation reports

For consideration

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

Management response to the recommendations in the summary evaluation report on the mid-term evaluation of the WFP strategic plan (2022–2025)

Background

1. This document presents the management response to the recommendations in the summary report on the mid-term evaluation of WFP's strategic plan for 2022–2025. Conducted between September 2023 and August 2024, the evaluation covered the period from January 2022 to the end of 2023. The evaluation is an opportunity to take stock of the implementation of the strategic plan so far and identify key issues to be addressed during the remaining implementation period and in the design of the next strategic plan, which will be presented to the Executive Board for approval in November 2025.
2. The evaluation made four recommendations, which address the need to strengthen WFP's medium to long-term vision, enhance its strategic focus and prioritization, streamline internal systems and processes, and secure adequate human and financial resources to deliver on its ambitions. The response 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 points:

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>Deadline: November 2025</p> <p>1. The next strategic plan should clearly set out WFP's strategic vision for the future. It should reaffirm the centrality of humanitarian assistance, building resilience and addressing the root causes of food insecurity as the heart of WFP's mission and mandate, and clearly define the organization's comparative advantages.</p>						
<p>1.1 The next strategic plan should be framed with a long-term horizon and provide a clear statement of WFP's intended contributions to global goals for food security and nutrition within a five-year period, in line with the completion of the 2030 Agenda cycle.</p> <p>(November 2025)</p>	<p>Assistant Executive Director Programme Operations Department</p>	<p>Partially agreed.</p> <p>The decision on whether to extend the strategic plan timeline from four to five years rests with WFP's Executive Board. WFP recommends that the next strategic plan timeline is aligned with that of other agencies, funds and programmes. The Board decision should be informed by similar discussions among relevant Executive Boards in New York.</p>	<p>1. In the next strategic plan, set out WFP's vision for contributing to addressing, reducing and preventing food security and nutrition needs. This includes strengthening national and sub-national systems and supporting governments and communities in the achievement of the 2030 Agenda and beyond based on robust context analysis, strategic foresight and assessment of WFP's comparative advantage.</p>	<p>Programme Operations Department (all departments and regional bureaux)</p>	<p>November 2025</p>	<p>Not started</p>

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<p>1.2 Ensure that the next strategic plan includes a clear definition of WFP's core and context-specific comparative advantages in different operating environments and under different modalities of engagement.</p> <p>(November 2025)</p>	Assistant Executive Director Programme Operations Department	Agreed.	2. In the next strategic plan, WFP will clearly identify its positioning and "value added" based on robust analysis of its comparative advantages in the various contexts in which it operates.	Programme Operations Department (Partnerships and Innovation Department)	November 2025	Not started
<p>1.3 To strengthen strategic direction during the remainder of the current strategic plan period, urgently develop a concept paper and related guidance on WFP's comparative advantages that supports the design and implementation of CSPs.</p> <p>(June 2025)</p>	Assistant Executive Director Programme Operations Department	Agreed.	3. Develop a white paper that assesses and articulates WFP's comparative advantages, informed by internal and external consultations.	Programme Operations Department	February 2025	Not started
			4. Roll out guidelines to help country offices formulate more focused country strategic plans (CSPs), based on an assessment of what others are doing and WFP's capacity and ability to deliver.	Programme Operations Department (regional directors, country directors)	December 2024	Ongoing
<p>Deadline: June 2026</p> <p>2. To operationalize the strategic vision, provide a more sharply defined programme framework, leaving flexibility for adaptation to changing circumstances on the ground.</p>						

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<p>2.1 In the results architecture of the next strategic plan maintain strategic outcomes 1, 2 and 3 while framing capacity strengthening and service provision for governments as modalities of intervention in support of these three strategic outcomes. Services provided under the current strategic outcome 5 could be retained as a separate strategic outcome.</p> <p>(November 2025)</p>	<p>Assistant Executive Director Programme Operations Department</p>	<p>Partially agreed. WFP will take the evaluation findings into consideration when developing the next strategic plan. Additional inputs and consultations are required before deciding the results architecture for the next strategic plan.</p>	<p>1. Strategic outcomes will be revised based on evidence, including from external research partners conducting background studies, and consultations with the Executive Board and key internal and external stakeholders.</p>	<p>Programme Operations Department</p>	<p>November 2025</p>	<p>Not started</p>
<p>2.2. Relax requirements for the alignment of CSPs with the CRF, focusing on the aggregation of basic food and nutrition outcome indicators at the global level, while leaving country offices full discretion regarding the use of additional context-specific outcome, output and process indicators.</p> <p>(June 2026)</p>	<p>Assistant Executive Director Programme Operations Department</p>	<p>Agreed.</p>	<p>2. With the development of the new corporate results framework (CRF), provide country offices with greater flexibility by enabling them to prioritize context-specific and relevant indicators, in addition to a reduced set of mandatory indicators that will contribute to global aggregation, with a particular focus on food security and nutrition.</p>	<p>Analysis, Planning and Performance Division (Programme Operations Department, Programme Policy and Guidance Division)</p>	<p>November 2025</p>	<p>Not started</p>

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			3. Update CRF business rules and related guidance governing indicator selection to support this enhanced flexibility and reflect all the changes made in the new CRF.	Analysis, Planning and Performance Division (Programme Operations Department, Programme Policy and Guidance Division)	First quarter of 2026	Not started
2.3. State clearly in the strategic plan document that cross-cutting priorities are minimum standards for programme quality, and ensure they are appropriately invested in and budgeted for. (November 2025)	Assistant Executive Director Programme Operations Department	Agreed.	4. Reiterate in the next strategic plan WFP's commitment to cross-cutting priorities, reflecting their contribution to good quality programming.	Programme Operations Department (Analysis, Planning and Performance Division, Programme Policy and Guidance Division)	November 2025	Not started
			5. Guide country offices in country portfolio design to ensure that cross-cutting priorities are appropriately budgeted for.	Programme Policy and Guidance Division (Programme Operations Department, Analysis, Planning and Performance Division)	November 2025	Ongoing

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<p>Deadline: November 2025</p> <p>3. Ensure that WFP's processes, systems and incentives for management and staff provide the agility and responsiveness required to make the organization an effective player in increasingly complex and dynamic settings.</p>						
<p>3.1. Resolve the current ambiguity between the roles and responsibilities of central headquarters and regional bureaux in supporting country offices.</p> <p>(November 2025)</p>	<p>Assistant Executive Director Workplace and Management Department</p>	<p>Agreed.</p>	<p>1. Complete the BOOST exercise and related change management plan and disseminate the outcomes of the regional review, clarifying the allocation of roles and responsibilities between regional bureaux and headquarters with regard to support for country offices.</p>	<p>Workplace and Management Department (Human Resources Division, Partnerships and Innovation Department, Programme Operations Department, regional bureaux)</p>	<p>November 2025</p>	<p>Ongoing</p>

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<p>3.2. Ensure that the systems and processes for the design, approval and revision of CSPs are strategic rather than process-driven, and appropriately streamlined to avoid unnecessary duplications of efforts and reduce transaction costs. This may also entail expanding the delegation of authority, and corresponding accountability, for granting approval at the regional level.</p> <p>(November 2025)</p>	<p>Assistant Executive Director Programme Operations Department</p>	<p>Agreed.</p>	<p>2. Roll out a streamlined approach to country-level planning that places the emphasis on strategic considerations and foster efficiency of related processes.</p>	<p>Programme Operations Department (Analysis, Planning and Performance Division, Programme Policy and Guidance Division, regional bureaux)</p>	<p>December 2024 (for implementation for CSPs submitted for approval at the November 2025 Board session)</p>	<p>Ongoing</p>
			<p>3. Revise the CSP revision system to foster efficiency and agility, including in terms of delegations of authority.</p>	<p>Programme Operations Department (Legal Office)</p>	<p>June 2025</p>	<p>Ongoing</p>
<p>3.3. Provide incentives for managers and staff to stimulate innovation, including innovative approaches to partnerships, in an environment that is risk-tolerant and willing to learn from mistakes as well as good practices.</p> <p>(November 2025)</p>	<p>Assistant Executive Director Partnerships and Innovation Department</p>	<p>Agreed.</p>	<p>4. Finalize and launch the WFP innovation strategy, prioritizing opportunities to increase funding and reduce operational costs while positioning country offices as catalysts of innovative change. Innovation will be incentivized and scaled up through strategic partnerships, with a focus on fostering a culture that encourages and supports the development of innovative solutions across WFP.</p>	<p>Partnerships and Innovation Department, Innovation Division (Programme Operations Department)</p>	<p>November 2025</p>	<p>Ongoing</p>

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3.4. Strengthen evidence generation and knowledge management systems to support decision-making, enhance internal cross-fertilization, inform the scale-up of interventions, and feed into national policy debates. (November 2025)	Assistant Executive Director Programme Operations Department	Agreed.	5. Finalize WFP's knowledge management strategy (including defining priority areas for investment in evidence generation and knowledge management).	Analysis, Planning and Performance Division (Programme Operations Department)	December 2024	Ongoing
			6. Deploy targeted resource mobilization efforts to support these priority areas.	Partnerships and Innovation Department (Programme Operations Department)	November 2025	Not started
3.5. Continue efforts to attract and retain staff with relevant skills and experience in establishing and nurturing effective partnerships for policy engagement and systems strengthening in fragile and relatively stable institutional settings. (November 2025)	Assistant Executive Director Workplace and Management Department	Agreed.	7. Conduct a focused policy review of general contract modality options with respect to specialized skills/positions.	Human Resources Division (Programme Operations Department)	November 2024	Ongoing
			8. Review the policy on the management of non-rotational positions.	Human Resources Division	September 2025	Not started
			9. Review the mobility policy, with particular consideration of the implications for specialized positions.	Human Resources Division	December 2025	Not started

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			10. To strengthen coordination and streamline the integration of skills needed for effective partnerships for policy engagement and systems strengthening, leverage the newly established Programme Operations Department centralized Staffing Coordination and Capacity Service, revisit learning initiatives and offer career guidance and feedback to address workforce skill gaps, and update Programme Operations Department functional strategic workforce plans.	Programme Operations Department (Human Resources Division)	November 2025	Ongoing
<p>Deadline: November 2025</p> <p>4. WFP should strengthen its efforts to secure predictable and flexible funding.</p>						
<p>4.1. Formally engage in a structured dialogue with relevant Member States to discuss ways of ensuring more predictable and flexible funding. (November 2025)</p>	Assistant Executive Director Partnerships and Innovation Department	Agreed.	1. Leverage early findings and outputs from flagship initiatives such as the Changing Lives Transformation Fund to foster dialogue with donors and Executive Board members on multi-year funding.	Partnerships and Innovation Department (Programme Operations Department)	November 2025	Ongoing

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			2. Identify mechanisms with the Executive Board to improve visibility on the use of flexible funding in humanitarian response.	Partnerships and Innovation Department (Executive Board Secretariat, Global Partner Countries Division, Private Partnerships Division)	November 2025	Not started
4.2. To support efforts in advocating funding, enhance WFP's capacity to document and report good practices and challenges in multi-year programming. (November 2025)	Assistant Executive Director Partnerships and Innovation Department	Agreed.	3. Leverage evidence on multi-year programming in proposals and advocacy to better position WFP and support fundraising efforts.	Partnerships and Innovation Department (Programme Operations Department)	November 2025	Ongoing