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Evaluation reports

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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 of WFP's emergency response to the prolonged crises in the Sahel and other countries of Central Africa (2018–2023)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of WFP's emergency response to the prolonged crises in the Sahel and other countries of Central Africa (2018–2023). The evaluation assessed WFP's response from 2018 to 2023. The evaluation team made six main recommendations and thirteen sub-recommendations. Five sub-recommendations were strategic and eight were operational.
2. The response indicates whether WFP management agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and deadlines for their implementation.

Focal point:

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Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>Priority: High Deadline: December 2025</p> <p>1. In a context of growing needs arising from increased conflict and political instability, combined with structural issues, the contraction of available funding requires WFP to strengthen the prioritization of the most acute needs in its emergency responses, as well as refine the design and implementation of its support to the recovery and resilience of populations affected by conflicts.</p>	Regional bureau	Agreed				
<p>1.1 Support greater prioritization of the most acute needs in emergency responses, in particular by supporting:</p> <ul style="list-style-type: none"> i) more dynamic vulnerability analysis; ii) more detailed analysis aiming at informing the trade-offs associated with greater prioritization of responses (see sub-recommendation 2.1); iii) country-specific versions of the prioritization guidelines developed by the regional bureau. <p>Priority: High (June 2025)</p>	Regional bureau programme and research, assessment and monitoring units (Country office management teams and research, assessment and monitoring and programme units)	Agreed	<p>1. The Regional Bureau for Western Africa and the country offices are an integral part of the regional food security analysis and early warning systems. The prioritization of emergency responses is based on Cadre harmonisé/ Integrated Food Security Phase Classification (CH/IPC) analyses, which will continue to be carried out twice a year, in November and March. These analyses will serve as the basis for determining vulnerability.</p>	Regional bureau programme and research, assessment and monitoring units (Country office management teams and research, assessment and monitoring and programme units)	June 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
			<p>Following the completion of the CH/IPC analyses, the regional bureau will continue to conduct and refine a hotspot analysis in conjunction with the United Nations Children's Fund and other partners, with the aim of managing the trade-offs associated with the increased prioritization of responses. The regional bureau will update and share the results of this hotspot analysis at least twice a year in order to inform the six-monthly updating of country office prioritization and response strategy.</p>			
			<p>2. The eight country offices will be supported and will develop prioritization plans to guide their emergency responses to the most acute needs.</p>	<p>Country office management teams and research, assessment and monitoring and programme units Regional bureau programme and research, assessment and monitoring units</p>	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>1.2 In coordination with international actors (in particular other United Nations entities) and national actors, support the strengthening of the design and implementation of recovery and resilience interventions for populations with the most acute needs in areas heavily affected by security crises and conflicts.</p> <p>Priority: High (December 2025)</p>	<p>Regional bureau programme and research, assessment and monitoring units (Country office programme units) (Headquarters Programme Policy and Guidance Division)</p>	<p>Agreed</p>	<p>3. Based on existing analyses (e.g. integrated context analyses, hotspot analyses), develop a package of community-specific recovery and resilience activities for populations with the most acute needs in buffer zones and areas affected by security crises and conflicts, taking into account humanitarian access considerations and the implementation capacity of WFP and its partners on a multi-year basis.</p>	<p>Regional bureau programme and research, assessment and monitoring units (Country office programme and research, assessment and monitoring units) (Headquarters Programme Policy and Guidance Division)</p>	<p>December 2025</p>	<p>Ongoing</p>
			<p>4. Work with government technical services, local governments and communities to develop recovery and resilience activities in line with national priorities and local needs.</p>	<p>Country office programme units (Regional bureau programme unit)</p>	<p>December 2025</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
			5. Coordination with other United Nations entities will be strengthened in the key areas of resilience and food systems.	Regional bureau programme unit Country office programme units (Headquarters Programme Policy and Guidance Division)	December 2025	Ongoing
1.3 Encourage alignment of WFP actions with shock-responsive national social protection systems and prioritize complementarity with other stakeholders. While ensuring the protection of personal data, support existing platforms through a commitment to their development and use and provide technical support to strengthen the way in which these national systems handle issues arising from conflict, security risks and the needs of people experiencing protracted displacement. Priority: Medium (December 2025)	Regional bureau programme unit (Country office programme units) (Headquarters Programme Policy and Guidance Division)	Agreed	6. Develop regional operational guidance on the use of social registries in connection with targeting for WFP programmes, in particular with regard to emergency responses.	Regional bureau programme unit (Regional bureau research, assessment and monitoring unit) (Headquarters Programme Policy and Guidance Division)	March 2025	Not started
			7. Develop regional operational guidance promoting alignment with shock-responsive social protection systems.	Regional bureau programme unit (Headquarters Programme Policy and Guidance Division)	June 2025	Not started
			8. Develop a multi-year plan for strengthening social protection systems in the eight countries.	Country office management teams and programme units (Regional bureau programme unit)	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>Priority: High Deadline: December 2025 2. In addition to the research programme associated with the integrated resilience programme and social protection, and in order to support the quality of interventions, advocacy and risk management, promote a regional research agenda focusing on emergencies, the humanitarian-development-peace nexus, anticipation, and an organizational culture of enhanced use of existing evidence.</p>	<p>Regional bureau research, assessment and monitoring unit</p>	<p>Agreed</p>				

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
2.1 Promote a regional research programme, prioritizing the use of existing or regularly collected data, taking into account the circumstances of each country and focusing on crisis response and recovery. Priority: High (December 2025)	Regional bureau research, assessment and monitoring unit and evaluation regional unit (Country office research, assessment and monitoring and programme units) (Regional bureau programme unit) (Headquarters Programme Policy and Guidance Division and Emergency Preparedness and Response Service)	Agreed	1. A consultation on needs and gaps in the production of evidence on crisis response and recovery will be organized. This consultation will facilitate the establishment of a research programme on these subjects.	Regional bureau research, assessment and monitoring unit (Regional bureau programme unit)	June 2025	Not started
			2. Develop a regional research programme focused on crisis response and recovery, prioritizing the use of existing or regularly collected data.	Regional bureau research, assessment and monitoring unit (Regional bureau programme unit) (Headquarters Programme Policy and Guidance Division and Analysis, Planning and Performance Division)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>2.2 Clarify the objectives and means of anticipation (analysis of long-term trends and risks, scenario planning and forward thinking), specify the division of internal responsibilities at the regional and country levels and develop a dedicated partnership strategy.</p> <p>Priority: High (December 2025)</p>	<p>Regional bureau research, assessment and monitoring and programme units (Regional bureau management team and partnerships unit)</p> <p>(Country office research, assessment and monitoring and programme units) (Headquarters Analysis, Planning and Performance Division)</p>	Agreed	<p>3. Develop a regional operational strategy, setting out anticipation objectives and resources (analysis of long-term trends and risks, scenarios and forward planning).</p>	<p>Regional bureau programme unit (Regional bureau research, assessment and monitoring unit) (Headquarters Programme Policy and Guidance Division)</p>	June 2025	Ongoing
			<p>4. Conduct training for country offices on the prerequisites for anticipatory action systems and organize simulation and role-playing exercises to improve understanding and clarify roles with regard to the implementation of climate risk financing tools (anticipatory action, climate insurance).</p>	<p>Regional bureau programme unit (Headquarters Programme Policy and Guidance Division)</p>	June 2026	Not started
			<p>5. Develop a strategy for strengthening operational and financial partnerships within the framework of climate risk management.</p>	<p>Regional bureau programme and partnerships units (Headquarters Programme Operations Department and Partnerships and Innovation Department)</p>	December 2025	Not started

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>2.3 Support the enhanced use of knowledge by systematically encouraging decision-making platforms within WFP and with cooperating partners to use WFP's research, assessment and monitoring products and by sharing information and knowledge more widely with government counterparts and other actors, particularly with a view to inform advocacy (for example, on the acceptance of cash-based transfers, resource mobilization, targeting and prioritization of responses).</p> <p>Priority: Medium (December 2025)</p>	<p>Regional bureau research, assessment and monitoring, programme and technology units (Country office research, assessment and monitoring and programme units) (Headquarters Analysis, Planning and Performance Division)</p>	<p>Agreed</p>	<p>6. Implement minimum assurance standards in seven countries categorized as high risk.</p>	<p>Country office management teams and programme and research, assessment and monitoring units (Regional bureau operations unit)</p>	<p>March 2025</p>	<p>Ongoing</p>
			<p>7. For each of the eight country offices, regularly review programme evidence (such as needs analyses and operations monitoring results), in particular with regard to emergency responses, through internal working groups, such as the monitoring indicators review committee, and community feedback mechanisms, in order to ensure that programmatic decisions are regularly reviewed and are based on the data collected.</p>	<p>Country office management teams and programme and research, assessment and monitoring units (Regional bureau programme and research, assessment and monitoring units) (Headquarters Programme Policy and Guidance Division and Analysis, Planning and Performance Division)</p>	<p>December 2025</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
			8. Share the analyses and studies produced by the regional bureau and the country offices and the results of the transfer modality and mechanism selection and hotspot analyses, in order to manage the trade-offs associated with increased prioritization of responses and operational prioritization plans with cooperating partners, government contacts and other concerned parties in the eight country offices.	Country office management teams and programme and research, assessment and monitoring units (Regional bureau programme and research, assessment and monitoring units)	December 2025	Ongoing
<p>Priority: High Deadline: December 2025</p> <p>3. In view of WFP's commitment to humanitarian principles as well as the changing operating environment and related operational and reputational risks, strengthen WFP's capacity to uphold humanitarian principles in the region and continue its efforts in securing access.</p>	Headquarters: Office of the Deputy Executive Director and Chief Operating Officer	Agreed				

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<p>3.1 Establish a protocol that allows regional bureaux and country offices to request an official position and organizational support from headquarters when handling highly sensitive and high-risk dilemmas.</p> <p>Priority: High (June 2025)</p>	<p>Headquarters: Office of the Deputy Executive Director and Chief Operating Officer (Regional bureau management team and risk management and programme units) (Headquarters Programme Policy and Guidance Division and Technical Access Cell)</p>	<p>Agreed</p>	<p>1. Building on the processes for risk and issue escalation outlined in the 2018 enterprise risk management policy and the 2021 risk monitoring standard operating procedures¹ issued by the Risk Management Division, the Office of the Deputy Executive Director and Chief Operating Officer will formally communicate the need to follow the risk escalation guidelines specifically for issues concerning humanitarian principles. This communication will request country directors facing significant challenges to identify and judge the severity and likelihood of risks to these principles, including through the annual planning and mid-year review of risk registers.</p>	<p>Headquarters: Office of the Deputy Executive Director and Chief Operating Officer (Regional bureau management team and risk management and programme units) (Headquarters Programme Policy and Guidance Division and Technical Access Cell)</p>	<p>June 2025</p>	<p>Ongoing</p>

¹ The process includes a risk response “decision tree” that sets out the path for when risks that exceed the risk appetite should be escalated to higher levels of authority, and a risk reporting template includes a section for risks elevated to regional bureaux and headquarters.

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3.2 For country offices and local actors, set up a programme of learning, dialogue and support on the humanitarian principles and access negotiations at the national and regional levels drawing from WFP internal tools and guidance Priority: Medium (December 2025)	Regional bureau programme unit (Regional bureau security, research, assessment and monitoring and risk management units) Country office programme, security, research, assessment and monitoring and risk management units (Headquarters Programme Policy and Guidance Division, Office of the Deputy Executive Director and Chief Operating Officer and Technical Access Cell)	Agreed	2. Strengthen and galvanize existing working groups on humanitarian access at the regional bureau and country office levels to facilitate the exchange and sharing of best practices, in particular with regard to conflict sensitivity, accountability to affected people and civil-military coordination.	Regional bureau programme unit (Regional bureau security, research, assessment and monitoring and risk management units) (Country office programme, security, research, assessment and monitoring and risk management units) (Headquarters Programme Policy and Guidance Division, Office of the Deputy Executive Director and Chief Operating Officer and Technical Access Cell)	December 2025	Ongoing
			3. Organize training on humanitarian access and humanitarian principles for teams and cooperating partners in the eight countries.	Regional bureau programme unit Country office programme and security units	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
<p>Priority: High Deadline: December 2025</p> <p>4. In a context in which commitments and requirements in relation to cross-cutting issues are multiplying and becoming more complex, strengthen the approach to issues related to gender and inclusion, accountability to affected people, protection and social cohesion by promoting partnerships and building on WFP's comparative advantages.</p>	Regional bureau programme unit	Agreed				

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
4.1 Fulfil WFP's ambitious commitments in relation to gender equality and protection in emergency response by supporting the operationalization of these commitments by country offices. Priority: High (December 2025)	Regional bureau programme unit (Country office programme units) (Headquarters Programme Policy and Guidance Division; Gender, Protection and Inclusion Service; and Programme Monitoring and Reporting Service)	Agreed	1. Organize consultations with each of the eight country offices and implementing partners on the implementation of WFP's protection, accountability to affected people, conflict sensitivity and humanitarian access strategies.	Regional bureau programme unit Country office programme units (Headquarters Programme Policy and Guidance Division and Gender, Protection and Inclusion Service)	December 2025	Not started
			2. Support the eight country offices in the development of plans for the implementation of policies on gender and accountability to affected people as well as strategic and operational approaches in the formulation of new country strategic plans.	Regional bureau programme unit (Country office programme units) (Headquarters Programme Policy and Guidance Division; Gender, Protection and Inclusion Service; and Programme Monitoring and Reporting Service)	November 2026	Not started

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
4.2 At the regional level, guide the continuation and expansion of partnerships (with other United Nations entities and local associations and bodies in the countries) for: i) pooling community feedback mechanisms where appropriate; and ii) addressing matters associated with pastoralism, gender equality, disability, young people and protection. Priority: High (December 2025)	Regional bureau programme unit (Country office programme and research, assessment and monitoring units) (Headquarters Programme Policy and Guidance Division and Gender, Protection and Inclusion Service)	Agreed	3. Implement minimum assurance standards in seven countries categorized as high risk, including with regard to community feedback mechanisms to ensure that they are accessible to all groups.	Regional bureau programme and monitoring units (Country office programme and monitoring units)	March 2025	Ongoing
			4. Study the possibility of pooling community feedback mechanisms in various contexts and apply lessons learned from inter-agency mechanisms in other regions.	Regional bureau programme and monitoring units (Headquarters Programme Operations Department and Programme Monitoring and Reporting Service)	December 2025	Not started
			5. Ensure that the eight country offices use the analysis, consolidation and exploitation of community feedback mechanism data to make programmatic adjustments and share key findings with WFP partners.	Regional bureau programme and monitoring units Country office programme and monitoring units (Headquarters Programme Operations Department and Programme Monitoring and Reporting Service)	March 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
			6. Ensure that the new country strategic plans of the eight country offices include operational approaches that ensure the inclusion of pastoralists, populations identified as the most vulnerable or stigmatized and people with disabilities.	Regional bureau programme unit (Country office programme units) (Headquarters Programme Policy and Guidance Division and Gender, Protection and Inclusion Service)	November 2026	Not begun
4.3 Support the use of new conflict sensitivity indicators in all countries. Priority: Medium (December 2025)	Regional bureau research, assessment and monitoring unit (Country office research, assessment and monitoring units)	Agreed	7. Support the eight country offices in the development of action plans on conflict sensitivity, in particular on the basis of the integrated cross-cutting context analysis and risk assessment, including monitoring of corporate results framework indicator CC 1.6 on conflict sensitivity.	Regional bureau research, assessment and monitoring unit (Country office research, assessment and monitoring units)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
			8. Review the tools and processes for targeting and prioritizing responses (including CH/IPC analyses and hotspot analyses) and resilience (integrated context analysis) in the eight country offices in order to strengthen sensitivity to conflicts and climate security, in collaboration with research partners (including the International Food Policy Research Institute and CGIAR).	Regional bureau programme and monitoring units Country office programme and monitoring units	December 2025	Not started
<p>Priority: Medium Deadline: December 2025</p> <p>5. In view of the potential political benefits and possible gains in efficiency and effectiveness, ensure that the partnership management processes defined by headquarters are compatible with WFP's global commitments in terms of localization and include objectives for empowering local actors in existing regional strategies.</p>	Regional bureau programme unit	Agreed				

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
5.1 As part of the development and implementation of the localization policy, review the processes for selecting and managing WFP partnerships to ensure that they are vehicles for localization. Priority: Medium (June 2025)	Headquarters Programme Policy and Guidance Division, Delivery Assurance Service, and Supply Chain and Delivery Division (Headquarters Legal Office)	Agreed	1. Finalize and implement the new WFP localization policy (currently being developed), investing in targeted selection criteria that promote the inclusion of local entities through pragmatic approaches such as giving them greater weight in proposal selection or applying additional criteria specifying the need to involve community organizations.	Headquarters Programme Policy and Guidance Division, Delivery Assurance Service, and Supply Chain and Delivery Division (Headquarters Legal Office)	June 2025	Ongoing
			2. Through the use of a transparent partner engagement system covering reporting, contracting and invoicing, WFP strives to continue to strengthen the digital literacy of its partners and provide them with access to data for their own decision making and monitoring.	Headquarters Programme Policy and Guidance Division, Delivery Assurance Service, and Supply Chain and Delivery Division (Headquarters Legal Office)	December 2025	Not started

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions	Action lead office or division (with supporting offices and divisions in brackets)	Action deadline	Status
5.2 Include in existing regional strategies objectives for empowering local stakeholders in food crisis management. Priority: Medium (December 2025)	Regional bureau programme unit (Country office programme units) (Headquarters operational partnerships unit of the Delivery Assurance Service, and Supply Chain and Delivery Division)	Agreed	3. Prepare a regional guidance note on empowering local actors in crisis management to ensure the gradual and harmonized transfer of disaster management skills and support country offices in the adaptation and implementation of the guidance note.	Regional bureau programme, monitoring and supply chain units	December 2025	Not started
			4. Ensure that the new country strategic plans for the eight country offices include operational approaches that empower local stakeholders in food crisis management.	Regional bureau programme unit (Headquarters Programme Operations Department and Supply Chain and Delivery Division)	November 2026	Not started
			5. Support the Economic Community of West African States (ECOWAS) in strengthening strategic food reserves in order to improve the capacity of governments to manage food and nutrition crises.	Regional bureau supply chain unit (Headquarters Supply Chain and Delivery Division)	December 2025	Ongoing

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<p>Priority: Medium Deadline: June 2025</p> <p>6. In an area where regional integration institutions play a recognized role, broaden the scope of WFP's support for the response strategies, mechanisms and instruments used by these institutions to prevent and manage food and nutrition crises.</p>	<p>Regional bureau management team and research, assessment and monitoring, supply chain and programme units</p> <p>Headquarters Programme Policy and Guidance Division, and Supply Chain and Delivery Division</p>	<p>Agreed</p>	<p>1. Building on its key role in the regional food crisis prevention and management system, the regional bureau will work to implement a strategic support plan for regional institutions (primarily the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) and ECOWAS) in order to strengthen the following:</p>			
	<p>(Nigeria, Niger and Burkina Faso country offices)</p>		<p>2. Analysis and management of food crises through technical support to CILSS and existing management mechanisms (Regional Food Crisis Prevention and Management Mechanism in the Sahel and West Africa (PREGEC), Food Crisis Prevention Network (RPCA), etc.).</p>	<p>Regional bureau monitoring unit (Regional bureau programme unit) (Country office programme and monitoring units)</p>	<p>December 2025</p>	<p>Ongoing</p>

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			3. Strengthening of collaboration with regional institutions on the operational aspects of responses: preparation, programme design, implementation, targeting, monitoring, delivery, etc.	Regional bureau monitoring and programme units (Country office programme and monitoring units)	December 2025	Ongoing
			4. Strengthening of anticipatory action by positioning CILSS in the organization as the technical lead on anticipatory action issues (analysis, information management and coordination of partner and country activities).	Regional bureau programme unit (Country office programme and monitoring units) Regional bureau monitoring unit	June 2026	Not started
			5. Strategic support for the regional mechanism in place to carry out an in-depth review of the system for responding to recurrent food crises through existing coordination mechanisms (PREGEC, RPCA, national response plans working groups, the CILSS/Sahel Club monitoring group, etc.).	Regional bureau programme and monitoring units (Country office programme and monitoring units) (Headquarters Programme Policy and Guidance Division and Global Network against Food Crises)	June 2026	Ongoing