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Annual evaluation report for 2024

Executive summary

This is the third annual evaluation report produced under the 2022 WFP evaluation policy¹ and framed against the strategic plan for 2022–2025.²

Part 1 of this report summarizes key insights from all the centralized evaluations completed in 2024. It is organized around WFP's strategic outcomes and cross-cutting issues and highlights the main results that WFP achieved, and any systemic constraints on WFP's 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.

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

² "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).

In line with WFP 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

Ms S. Longford
Deputy Director
Office of Evaluation
email: sarah.longford@wfp.org

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

Ms H. Spanos
Deputy Director
Risk Management Division
Email: harriet.spanos@wfp.org

Draft decision*

The Board takes note of the annual evaluation report for 2024 (WFP/EB.A/2025/7-G/1/Rev.1) and management response (WFP/EB.A/2025/7-G/1/Add.1).

* 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. As in the 2023 annual evaluation report, part 1 of this report responds to the request of Board members at the 2022 annual consultation on evaluation that systemic issues emerging from all centralized evaluations concluded in the previous year be included in WFP's annual evaluation report. Accordingly, this section offers insights from all the centralized evaluations completed in 2024. It serves the dual purpose of learning and accountability in order to support WFP as it aims to maximize performance and better serve beneficiaries on the ground. Relevant evaluation findings are also referenced in WFP's [annual performance report](#).
2. The findings are based on two policy evaluations, two strategic evaluations, one corporate emergency evaluation, one evaluation synthesis and seven country strategic plan (CSP) evaluations completed in 2024 and presented to the Board (see table 1).

TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2024 AND NEW IN 2025

Type	2024		2025
	Completed	Ongoing	New
Policy	Environmental (EB.1/2025) Emergency preparedness (EB.1/2025)	Enterprise risk management (EB.2/2025)	
Strategic	Protection from sexual exploitation and abuse (PSEA) (EB.A/2024) Mid-term evaluation of the WFP strategic plan for 2022–2025 (EB.2/2024)	Support for refugees, internally displaced persons and migrants (EB.A/2025) Supply chain strategic roadmap (2022–2025) (EB.1/2026) ³ Targeting and prioritization (EB.1/2026)	Social protection (EB.A/2026) Partnership landscape (EB.2/2026)
CSP or interim CSP (ICSP)	Colombia CSP (2021–2024) (EB.2/2024) Cuba CSP (2021–2024) (EB.2/2024) Guinea ICSP (2019–2022) (EB.A/2024) Lesotho CSP (2019–2024) (EB.A/2024) Mali CSP (2020–2024) (EB.2/2024) Rwanda CSP (2019–2023) (EB.2/2024) Syrian Arab Republic ICSPs (2018–2025) (EB.2/2024)	Armenia CSP (2019–2024) (EB.1/2026) China CSP (2022–2025) (EB.2/2025) Côte d'Ivoire CSP (2019–2023) (EB.2/2025) Congo CSP (2019–2023) (EB.2/2026) Democratic Republic of the Congo CSP (2021–2024) (EB.2/2025) Eswatini CSP (2020–2024) (EB.2/2025) Ethiopia CSP (2020–2025) (EB.A/2025) Guatemala CSP (2021–2024) (EB.1/2026)	Bangladesh CSP (2022–2026) Cameroon CSP (2022–2026) Caribbean multi-CSP (2022–2026) Lebanon CSP (2023–2025) Mozambique CSP (2022–2026) South Sudan CSP (2023–2025) Tajikistan CSP (2023–2026) Togo CSP (2022–2026)

³ 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.

TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2024 AND NEW IN 2025

Type	2024		2025
	Completed	Ongoing	New
		Indonesia CSP (2021–2025) (EB.2/2025) Islamic Republic of Iran ICSP (2018–2025) Iraq CSP (2020–2024) (EB.1/2026) Liberia CSP (2019–2023) (EB.A/2026) Niger CSP (2020–2024) (EB.2/2025) Sierra Leone CSP (2020–2024) (EB.2/2025) Somalia CSP (2022–2025) (EB.1/2026) Türkiye CSP (2023–2025) (EB.2/2025) Uganda CSP (2018–2022) (EB.2/2025)	Zimbabwe CSP (2022–2026)
Corporate emergency response	WFP's response to the prolonged crisis in the Sahel and other countries of Central Africa (2018-2023) (EB.2/2024)	WFP response in Ukraine (EB.A/2025) ⁴ WFP response in Yemen (EB.2/2025) ⁵	WFP's corporate emergency response to the Sudan regional crisis (EB.A/2026)
Inter-agency humanitarian evaluation	Response to the humanitarian crisis in Northern Ethiopia	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 Afghanistan	Response to the humanitarian crisis in Somalia	Synthesis on recurring issues from inter-agency humanitarian evaluations
		Response to the humanitarian crisis in Türkiye and the Syrian Arab Republic	
Synthesis	WFP's cooperating partners (EB.2/2024)	WFP's engagement in middle-income countries (2019–2024) (EB.A/2025)	WFP's engagement in United Nations humanitarian coordination (EB.A/2026)

⁴ This evaluation covers the Ukraine transitional interim CSP for 2023–2024.⁵ This evaluation covers the Yemen interim CSPs for 2019–2022 and 2023–2025, replacing a planned interim CSP evaluation.

TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2024 AND NEW IN 2025

Type	2024		2025
	Completed	Ongoing	New
Global Joint evaluation/joint synthesis	Joint United Nations Programme on HIV/AIDS (UNAIDS) work on social protection jointly managed by UNAIDS, WFP, the International Labour Organization (ILO) and the United Nations Children's Fund (UNICEF)	Collective international development and humanitarian assistance response to the coronavirus disease 2019 (COVID-19) led by the Development Assistance Committee of the Organisation for Economic Co-operation and Development COVID-19 Global Evaluation Coalition	
		System-wide Evaluation of the United Nations Disability Inclusion Strategy	
	Inter-agency synthesis for United Nations-system evaluations of Sustainable Development Goal (SDG) 5 led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	SDG Coalition joint synthesis (as people pillar co-lead)	
		System-wide evaluation on country programme derivation from and alignment with United Nations sustainable development cooperation frameworks and United Nations country team configuration	

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.

How has WFP's strategic positioning evolved?

3. **Continued evolution of strategic trajectory.** The mid-term evaluation of WFP's strategic plan for 2022–2025 noted the introduction of some important shifts in WFP's strategic trajectory, such as greater integration of the changing lives and saving lives agenda. Country-level evaluations in 2024 reflected this transition, which was also recorded in the 2023 annual evaluation report. Specific dimensions of this shift included:
 - *a focus on national level capacity strengthening*, for example in capacity for social protection, disaster and emergency preparedness and response, and food security monitoring, accompanied by a reduction in direct assistance interventions;
 - *support for national policy and strategy development in food security and nutrition* in all the countries evaluated; and
 - *an increased focus on early recovery, resilience and integrated resilience*, where conditions permitted.
4. **A strong evidence base but room for improvement in the identification of nuanced needs.** WFP's CSPs were strongly evidence-based, using robust analysis of food and nutrition needs and, in most cases, identifying specific vulnerabilities. However, data were in some cases available only at the national level, and outdated socioeconomic data, particularly at the subnational level, posed challenges to understanding and addressing rapidly changing needs. The nuanced needs of specific groups were sometimes not identified, and country capacity strengthening activities were not always underscored by adequate analysis of systemic needs.
5. **Volatile conditions.** Continuing the pattern from 2023, all evaluations reported that WFP's country programmes continued to experience shocks or stressors during implementation.

These included climate-related shocks, such as floods, droughts, earthquakes and severe cold spells; political shocks, leading to security concerns such as coups, strikes, elections, sanctions, embargoes and armed conflict; and health-related emergencies and their aftershocks, such as COVID-19, Ebola virus disease and cholera. In 2024, countries including Colombia, Mali and the Syrian Arab Republic were facing conflict or post-conflict conditions, countries in the Sahel experienced significant population movements, and economic crises struck countries such as the Syrian Arab Republic.

6. In all settings, therefore, WFP was required to deploy its strong emergency response capacity in 2024; all seven CSPs, and the programmes in the eight countries covered by the Sahel regional emergency evaluation, underwent budget revisions owing to increased emergency needs.
7. *Strategic transition under way but subject to bottlenecks.* Evaluations reported overall progress towards the envisioned strategic transition, but to various degrees, depending on the stability of the operating environment and internal factors. All seven CSP evaluations reported that WFP had successfully combined humanitarian responses with development-focused interventions through, for example, shock-responsive social protection.
8. Elsewhere, progress was more modest and was mainly focused on the recognition of WFP as a capable technical partner in areas such as nutrition. Two specific weaknesses impeded the planned strategic transition:
 - While reorientation towards country capacity strengthening gained hold, as in 2023, evaluations continued to find that efforts lacked overall strategic orientation and sometimes focused more on building individual technical capacity, with less emphasis on institutional strengthening for government and national systems.
 - In terms of the shift towards more integrated resilience programming, evaluations reported that conceptual designs did not always translate properly into field-level implementation – with, for example, interlinkages between crisis response and early recovery and resilience not always conceptually or operationally clarified.
9. *Progress on internal integration.* As in 2023 evaluations identified non-optimized country office organizational structures in 2024, with some overly centralized decision-making impeding a full strategic transition. However, the internal cohesion of CSP implementation, found to be a weakness in 2023, was more positively assessed in 2024. All the CSP evaluations, and the corporate emergency evaluation in eight countries of the Sahel and Central Africa, reported more concerted efforts to integrate humanitarian and development activities, including through geographic convergence, support for the integration of refugees and migrants and work to ensure refugees' "graduation" from emergency food assistance, and their integration into the socioeconomic environment where relevant. However, a lack of flexible funding, governments' hesitation to support the livelihoods of displaced people, and changing political and security situations continued to constrain progress.
10. *Strong emergency response capacity.* All evaluations reported that, when needed, WFP continued to demonstrate its strong capability for emergency response and swift adaptive capacity. When emergencies such as climate-related disasters or conflict struck, strategies included distributing pre-positioned foods, establishing financing platforms to provide cash transfers to migrants, and delivering "ready-to-eat" kits to walking migrants. The evaluation of WFP's emergency preparedness policy found that substantial efforts were made to strengthen governments' emergency preparedness, improving capacity and skills in areas such as supply chains, anticipatory action and shock-responsive social protection; results at the community level were less visible.

Evaluations recommend

- Ensuring adequately tailored and nuanced analysis of the vulnerabilities of specific groups in order to inform CSP design.
- Ensuring a strategic approach to country capacity strengthening, including clear analysis of institutional and systems-level needs, and adopting a fully systems-focused approach.
- Translating concepts reflected in designs into integrated programmatic approaches.
- Leveraging WFP's strengths in emergency preparedness, with stronger internal prioritization and more flexible funding.

Results achieved under strategic outcomes

11. Evaluations in 2024 also reported valuable results achieved under the five strategic outcomes set out in the strategic plan, but also identified lessons that could help to improve future performance.

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

12. Evaluations highlighted WFP's ability to respond to ongoing crises and to scale up operations where needed. During the deepening of challenges identified in 2023, WFP did not always manage to reach all intended beneficiaries, mainly owing to funding shortfalls. Similarly to 2023, however, increased humanitarian needs and funding challenges required prioritization through reductions in rations and/or the duration of assistance. This, combined with deteriorating economic and security conditions, limited the achievement of food security outcomes for assisted people; WFP's interventions did, however, succeed in slowing the rate of deterioration in food security in at least four countries. In some countries in the Sahel, food security outcomes were either not reported or difficult to interpret.

Strategic outcome 2: People have better nutrition, health and education outcomes

13. As in 2023, evaluations reported positive results for school meal programmes, with increases in attendance, retention and enrolment in school. All relevant evaluations noted WFP's ability to adapt in the time of school closures during the COVID-19 pandemic through the provision of take-home rations. Home-grown school feeding activities, similarly to 2023, enhanced the consumption of locally available nutritious foods and increased smallholder farmer incomes, although evaluations also noted capacity and supply constraints.
14. Regarding direct assistance for nutrition, WFP's activities in this cohort of evaluations included evidence generation; providing technical inputs for nutrition policies and strategies; direct delivery of specialized food and nutrition products; prevention and treatment activities; and social and behaviour change activities. In contrast to 2023, however, evaluations found that the effects of direct delivery activities on nutrition were not always clearly identifiable, for example in relation to minimum dietary diversity measurements, although in several countries WFP's interventions kept malnutrition below emergency levels. Six CSP evaluations also noted specific challenges with funding for direct support for nutrition.

Strategic outcome 3: People have improved and sustainable livelihoods

15. Asset creation and livelihoods and agriculture support activities were undertaken in all the countries evaluated, although on varying scales. As in 2023, and based on WFP's monitoring data, evaluations found positive effects on beneficiaries, with improved outcomes in food security, nutrition and livelihoods. Agriculture support activities enhanced agricultural practices and helped improve production. Also, similarly to 2023, evaluations noted that limited and short-term funding, and high levels of earmarking were a major constraint; at

the same time, rising humanitarian needs in at least two of the countries evaluated did not allow for large-scale or medium-term activity planning, despite early positive results.

Strategic outcome 4: National programmes and systems are strengthened

16. As in 2023, evaluations reported that WFP actions in this outcome area helped to improve national policy frameworks; build institutional capacity; and enhance national implementation plans. Specific contributions to country capacity strengthening for nutrition, shock-responsive social protection and school feeding were highlighted, as was technical support for disaster risk reduction and early warning systems. However, evaluations found insufficient analysis underlying the design of capacity-strengthening activities, gaps in handover strategies, and limited national financial resources hampering the sustainability of some interventions, along with corporate performance indicators that did not consistently capture the gains made.

Preparing for handover and transition

Evaluations reported some positive examples of preparing national institutions in 2024 to take over interventions, such as some technological solutions in Cuba, and a strong focus on anchoring initiatives within national initiatives, as with social protection in Colombia, Mali and Rwanda. Handover was less certain at the community level, however, particularly where interventions were implemented as standalone projects or required ongoing upkeep and maintenance of the community assets created under activities such as resilience initiatives. Moreover, the national context for handover was sometimes constrained by sudden shocks, and evaluations reported that WFP had not always developed or implemented clear strategies for handover and transition.

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

17. WFP's ability to deliver common services for collective humanitarian responses effectively, including through the United Nations Humanitarian Air Service and the logistics and emergency telecommunications clusters, was recognized and highly valued by its partners, including host governments. Interventions tailored to needs and WFP's strengths in various settings included health logistics, food procurement and cash-based transfer platforms. Evaluations also praised WFP's leadership and coordination role in the logistics and emergency telecommunication clusters. Good collaboration with national and subnational authorities, and the ability to adapt its services flexibly to changing situations demonstrably contributed to effectiveness and enhanced WFP's reputational capital.

Did targeting and prioritization enable WFP to meet beneficiaries' needs?

18. *Evidence-based targeting but room for greater attention to vulnerable groups.* Positively, all eight evaluations found that WFP's geographic targeting for its interventions was consistently evidence-based. This allowed WFP to focus on the most food-insecure areas and to support the people with the greatest need. However, in at least three countries some vulnerable groups were not adequately targeted.
19. Inter-agency collaboration in some cases supported effective targeting. In the Sahel, for example, a joint hub for programme excellence and targeting operated by the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP helped improve the effectiveness of targeting in Cameroon, Chad, Mauritania and the Niger.
20. As in 2023, however, evaluations concluded that there was room for improvement in the use of government targeting systems. WFP did not always apply rigorous validation mechanisms to verify the accuracy of data from national targeting systems and to ensure that they were up to date and encompassed the most vulnerable people. In at least two countries, comprehensive socioeconomic and food security data at the household or sub-national level was not available.

21. Donor prioritization also posed a challenge for accurate targeting, as donors' demands did not always enable effective complementarity with other assistance programmes, which could have optimized the benefits for people assisted. As in 2023, inconsistent consultation with local communities also hampered participatory approaches to community and individual targeting.
22. *Prioritization intensified in 2024.* As in 2023, in all the countries evaluated, increased needs and reduced funding forced WFP to make difficult prioritization choices. The most frequently identified strategy in this cohort of evaluations was to reduce ration size. In some instances WFP also resorted to temporarily halting assistance in the most remote areas, or rotating beneficiaries by reducing the number of distribution cycles. While all these strategies caused negative effects on household-level food security, spreading assistance more thinly before reducing the number of beneficiaries was identified by evaluations as an appropriate choice, given the extremely difficult circumstances. However, two evaluations reported that where vulnerability-based targeting was applied, sufficient and adequate data to support prioritization were not available, leading to inclusion and exclusion errors.

Evaluations recommend

- Paying closer attention to the needs of specific vulnerable groups and adopting a nuanced approach.
- Ensuring robust and adequately disaggregated data to reduce inclusion and exclusion errors.
- Working with government targeting systems to ensure a focus on equity and inclusion.⁶

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

23. Cross-cutting issues include protection, gender equality and women's empowerment, accountability to affected people, the humanitarian principles and environmental sustainability. Overall, evaluations in 2024 showed mostly strong performance in addressing protection issues (more so than in 2023) and ensuring accountability to affected people, but a more piecemeal and limited approach to environmental sustainability issues, gender equality and women's empowerment and wider inclusion issues. Overall, WFP adhered to the humanitarian principles despite the challenging operational contexts.
24. *Attention to gender equality and women's empowerment and PSEA remains uneven.* As in 2023, evaluations consistently found that attention to gender equality and women's empowerment and PSEA in CSP design and implementation was uneven at best: analysis of the specific vulnerabilities of women and girls was not always conducted, and the potential differential effects of WFP's programming on them were not always adequately recognized, planned for or monitored. While all country programmes implemented activities directly targeting women or prioritizing gender responsiveness, links to women's empowerment were not consistently made, and the potential for transformative approaches to social inclusion was not always recognized. Other constraints were structural and similar to those found in 2023, including limited technical capacity among staff, and resource constraints. The evaluation of WFP's work in PSEA found some strong yet inconsistent efforts at the country level, but these efforts were not supported by a clear strategic framework or adequate corporate leadership, budgetary commitments or staffing.
25. *An insufficiently nuanced approach to inclusion.* All the evaluations noted that programming reflected insufficient attention to inclusion. The specific vulnerable groups whose needs

⁶ Also noted as a recommendation in the 2023 annual evaluation report.

were not identified or addressed with an adequately nuanced approach were young people, people with disabilities, and people in very remote rural areas. In contrast to 2023, however, some positive examples emerged in relation to disability inclusion, including improved infrastructure for accessibility, capacity strengthening in disability inclusion for internal staff or cooperating partners, and the prioritization of people with disabilities for assistance.

26. *Progress on protection and accountability to affected people.* The 2024 evaluations reported more positively on protection and accountability to affected people than did those of 2023. All evaluations reported that WFP paid sufficient attention to protection concerns, even in the context of large-scale scale-ups. For refugee operations, collaboration with partners such as UNHCR was a key success factor. Approaches to accountability to affected people were also reported more positively than in 2023, with all evaluations reporting strengthened capacity and the development of tools to integrate the issue into programming. Formal mechanisms for guaranteeing feedback from beneficiaries were available in all except two countries. Some specific gaps remained, however; for example, while the degree of beneficiary involvement in asset creation and livelihoods activities was found to be high, where a participatory approach was followed, not all interest groups were systematically consulted. At the same time, available data from community feedback systems were not consistently used to inform operational decision-making. Positively, however, evaluations reported that WFP was taking specific actions to address these concerns.
27. *Overall adherence to humanitarian principles.* The seven evaluations reporting on the humanitarian principles all found that WFP had largely adhered to them, even in the face of challenges and dilemmas. Strategies included adopting conflict-sensitive approaches, ensuring a needs-based approach to targeting, and maintaining the neutrality of operations in situations of armed conflict. Some weaknesses were nevertheless observed, such as a lack of explicit strategies for contributing to peace where relevant; uneven dialogue on access with all the parties to conflict; insufficiently collective discussions on dilemmas regarding adherence to the principles and how to address them; and the lack of a clear process for reporting concerns to the regional bureau and headquarters, where needed.
28. *Intermittent response to environmental concerns.* The 2024 evaluation of WFP's environmental policy found a need for greater attention to the policy's vision; more systematic approaches; and greater attention to social sustainability. While in 2023 evaluations found that WFP's efforts to address environmental sustainability were "substantial rather than systematic", country-level evaluations in 2024 found the approaches adopted to be more intermittent. While there were good examples of programmatic actions taken by WFP country offices to contribute to environmental safeguarding, for example in the Sahel, these varied in scale and success. Overall, evaluations signalled the need for a more comprehensive approach to environmental and social sustainability concerns.

Evaluations recommend

- Enhancing WFP's corporate structures and systems for PSEA, including with regard to staffing, resources and internal accountability.
- Ensuring a systematic approach from the outset to the identification and inclusion of specific vulnerable groups.
- Adopting a stronger approach and governance structure to ensure that environmental and social sustainability issues are systematically addressed across the organization.

How well did partnerships work?

29. *There is a critical role for partnerships, with room for intensified operational synergies.* Evaluations in 2024 echo the finding in the 2023 annual evaluation report that CSP implementation benefits from strategic partnerships with national and regional governments, United Nations entities and private sector and civil society organizations. Cooperating partners in particular enhanced WFP's ability to reach the most vulnerable people, and its access to hard-to-reach areas, while helping to improve targeting, strengthen institutions and support advocacy. Relationships between WFP and cooperating partners are, in some cases, shifting from being transactional to being strategic, although challenges remain. Evaluations also reported that CSP instruments helped to strengthen partnerships with national authorities, enhancing WFP's role in policy and strategy formulation, and increasing its engagement in national dialogue forums for food security and nutrition. They also helped to position WFP strategically within coordinated United Nations engagement on food security and nutrition.
30. Also as in 2023, however, evaluations noted challenges in fostering partnerships at a more operational level. While there were some examples of joint projects with other United Nations entities, evaluations observed that overall strategic plans were not synchronized or developed jointly among entities, even if they followed the same timeframes. Despite strong working relationships in many settings, an absence of coordination limited the potential to identify and operationalize complementarities and strengths. The sequencing of support for the same beneficiaries among entities was also lacking in at least four countries, which impeded results, while competition for limited funding also constrained effective collaboration.

Evaluations recommend

- Developing country-based partnership strategies based on an ethos of shared goals and mutual benefits.
- Harmonizing country planning and programming, beyond individual projects.
- At an operational level, working to ensure the sequencing of beneficiary assistance among intervention types, placing beneficiaries at the centre.

How time- and cost-efficient was WFP?

31. *Strong efforts to mitigate timeliness challenges.* Evaluations record significant efforts by WFP to ensure the timely delivery of assistance, but external factors, such as weather-related events and upsurges in conflict, disrupted supply chains and restricted access. Funding gaps also caused pipeline breaks. Mitigating actions taken by WFP included using advance financing mechanisms; shifting to digital payments and digital identity management platforms; coordinating approaches to improve access; opening alternative logistics corridors; and pre-positioning food and non-food items.
32. *Significant focus on cost-efficiency.* In 2024 evaluations concluded that WFP interventions were generally cost-efficient, thanks to a range of actions taken to increase economies of scale and contain costs. These included selecting the most efficient transfer modality for a given context; fostering effective partnerships with cooperating partners; strengthening logistics management; and using diverse – including local – procurement channels. However, evaluations still found scope for more systematic monitoring and analysis of cost-efficiency issues

What strengths did WFP display?

33. Evaluations in 2024 identified *eight WFP strengths* – all highly valued by partners – that facilitated the achievement of results. These built on, but were not the same as, those identified in 2023, with one exception. The identified strengths were as follows:
- *an ethos of agility*, with a focus on constant monitoring of hunger and food security situations, which – while at times imperfect – provided an ongoing “situation watch” that facilitated replanning and adjustment where needed;
 - *systems and structures that, most of the time, facilitate agility*, including the budget revision process which, despite administrative challenges, allowed flexibility to adapt in response to crises or funding forecasts, and advance financing mechanisms, which enabled rapid response where needed;
 - a high level of *technical expertise* in areas such as nutrition, climate resilience and disaster management;
 - *an approach that is risk-hungry for strategic risks*, allowing WFP to remain in complex operating environments to deliver on its humanitarian mandate, and to be willing to implement a “no regrets” approach in meeting humanitarian needs;
 - *highly expert emergency management capability*, which reinforced national partners’ confidence in WFP as a confident and experienced emergency responder;
 - *reputational capital as a neutral and principled actor*, which enabled WFP to bring partners to the table and facilitate dialogue;
 - *sustained partnerships and presence in countries*, which created trust and mutual respect with national partners; and
 - *pragmatism and a solutions orientation*, leading WFP to seek innovation and new approaches where needed, and – linked to risk tolerance – making it willing to experiment.

Challenges and constraints

34. Beyond challenges related to the operating environment, the main constraint to WFP’s results identified in evaluations in 2024 was *resourcing*, both human and financial:
- *Human*. Evaluations record staff capacity, motivation, commitment and versatility as positive factors contributing to WFP results. Challenges included short-term rotation cycles and short-term contracts hampering staff retention and institutional knowledge, particularly in larger emergency operations. Evaluations noted positive steps towards improved staffing, including workforce analysis and realignment, training and skill development, fast-track recruitment for emergencies, equitable gender balance and movement towards long-term contracts. However, there were gaps in required skill sets, including in relation to capacity strengthening, nutrition, gender and protection.
 - *Financial*. Funding remains a major challenge in terms of insufficiency, short-term grants, unpredictability and earmarking. Evaluations record that donor restrictions sometimes go beyond earmarking at the activity level and into areas such as limiting geographic location, assisting specific subsets of people, such as particular categories of refugees, and assisting with only specific types of commodities.

35. Evaluations in 2024 also identified three main factors that impeded WFP's ability to achieve results:
- insufficient investment in emergency preparedness and contingency stockpiling;
 - in some cases, excessive centralization of decision making at the country office level; and
 - assumptions made at the design stage that were not borne out, for example with regard to political stability, the availability of government resources, partnerships and beneficiary willingness to maintain community assets.

Areas of programmatic strength

In 2024, evaluations identified six main areas of programmatic strength for WFP:

- School meals (Guinea, Rwanda)
- Prevention of moderate acute malnutrition (Guinea)
- Emergency response (Mali and other countries in the Sahel region)
- Food systems linked to social safety nets and nutrition support (Colombia, Rwanda)
- Enabling role for humanitarian partners (Guinea, Mali and Syrian Arab Republic)
- Digitalization (Mali)

Part 2: Performance of the evaluation function

36. This section reports on progress towards the outcomes called for in WFP's 2022 evaluation policy in respect of the quality of evaluation reports, coverage, the use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources. Results for 2024 are presented for each of the five outcomes defined in the evaluation policy's theory of change, together with an explanation of the progress made. Annex I provides a detailed overview of performance monitoring indicators per outcome area, showing their evolution since 2022.

Outcome 1: Evaluations are independent, credible and useful

Innovative and adaptive evaluation methods

37. Efforts continued across the evaluation function to ensure that evaluations are designed and conducted using approaches, methods and techniques that are well adapted to their purpose and context.
38. For centralized evaluations, the Office of Evaluation (OEV) made progress in expanding the methods toolkit, adapting terms of reference to be more explicit about options and alternative methods so that external firms are encouraged to submit proposals with approaches appropriate to context and objective. The mid-term evaluation of the strategic plan applied some developmental evaluation approaches, while the CSP evaluations for Côte d'Ivoire and Sierra Leone incorporated more quantitative analysis. In addition the multi-country approach of the corporate emergency evaluation of WFP's response in the Sahel allowed for a transversal analysis.
39. For decentralized evaluations, evaluators continued to explore ways to adapt evaluation methods to WFP's operating environment. For example, in the Democratic Republic of the Congo and Nicaragua WFP incorporated qualitative assessments of impacts using a qualitative impact protocol approach. To evaluate country capacity strengthening

interventions in Angola and Nicaragua, WFP used the Kirkpatrick model⁷ to assess the effectiveness of training activities. An evaluation of a binational climate adaptation project in Colombia and Ecuador used appreciative inquiry and indigenous storytelling to assess whether the changes envisaged in the theory of change and the performance of the intervention were in line with the expectations, plans and aspirations of targeted communities.

40. For impact evaluations OEV continued to develop and use innovative approaches to rigorously evaluate WFP's humanitarian and development interventions. In Bangladesh and Nepal OEV randomized households into two groups (i.e., A/B testing) to test the relative cost-effectiveness of anticipatory action for flood responses. In the Democratic Republic of the Congo OEV used network analysis to complement traditional outcome measures and compare the relative effectiveness of various targeting modalities.

Quality support

41. Annex II provides a breakdown of the 25 decentralized evaluations completed in 2024, of which 20 were commissioned by country offices,⁸ 3 by headquarters divisions and 2 by regional bureaux. Regional evaluation units and OEV continued to provide direct technical support and oversight to country offices and headquarters divisions to ensure that evaluation processes and products were credible and met quality standards. The regional evaluation units supported country office staff managing these evaluations, most of whom were monitoring and evaluation officers whose capacity became increasingly stretched as they worked to implement corporate measures to strengthen minimum monitoring standards. The role of regional evaluation units was critical to ensuring that evaluations met minimum standards, and normative guidance was adapted to changing country office circumstances.
42. The independent quality support service for decentralized evaluations managed by OEV continued to provide support for regional evaluation units. All but two decentralized evaluations were reviewed by the service, which provided country offices, regional bureaux and headquarters divisions with timely feedback on draft terms of reference and inception, evaluation and baseline reports for multi-year evaluations.⁹

Quality assurance

43. WFP's evaluation quality assurance system (EQAS) benefited from the following updates in 2024:
 - Following the rollout of the impact evaluation strategy in 2022, OEV finalized an EQAS for impact evaluations.¹⁰
 - OEV finalized guidance on summaries of evaluation evidence¹¹ that supports a harmonized approach to these new evidence products, which are in increasing demand.

⁷ The model systematically assesses reaction to training, learning, behaviour after learning and results (what changed).

⁸ The Ethiopia, Malawi and Nicaragua country offices commissioned two decentralized evaluations each.

⁹ In 2024 the service provided feedback on drafts of 17 terms of reference, 19 inception reports, 21 evaluation reports and 3 baseline reports. With regard to the 25 decentralized evaluations completed in 2024, the service provided feedback for 23 of 25 drafts of terms of reference, inception reports and evaluation reports. Two joint evaluations (with UNICEF and the United Nations Population Fund (UNFPA) in Malawi and with UNICEF in the Niger) did not use the WFP service but did adhere to UNICEF's evaluation quality assurance system.

¹⁰ WFP. 2024. *Impact Evaluation Guidance for Process and Content: Impact Evaluation Quality Assurance System*.

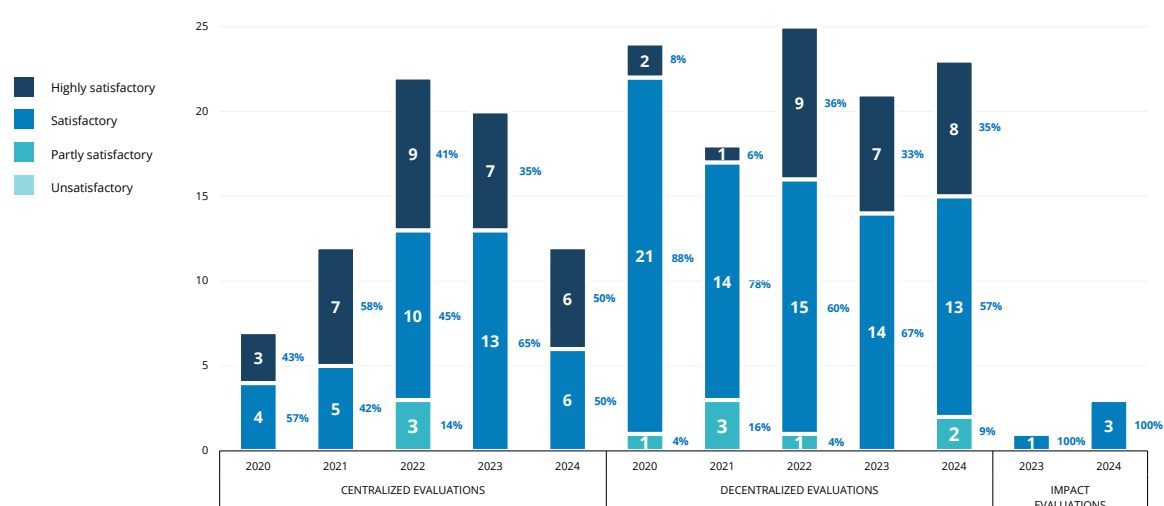
¹¹ WFP. 2024. *Summary of evaluation evidence: Guidance*.

- A technical note on joint evaluations was updated to include references to country-led evaluations and United Nations sustainable development cooperation framework (UNSDCF) evaluations.¹²
- A technical note on decentralized evaluations and reviews was updated, jointly with the Analysis, Planning and Performance Division, with an expanded scope to ensure that country offices are well guided when they make decisions on how best to meet their evidence needs.
- An information brief on how to commission multi-country evaluations was developed to ensure that staff managing such evaluations were guided on the specifics of engagement with and support for these evaluations.
- The draft EQAS for corporate emergency evaluations was finalized and fine-tuning will continue in 2025 to consider lessons from ongoing evaluations.

Post-hoc quality assessment

44. 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 and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and United Nations disability inclusion strategy requirements for evaluation. Post-hoc quality assessments indicate the extent to which users can rely on credible evaluation findings to inform decision making at WFP. They also inform OEV of whether quality assurance and support mechanisms for WFP evaluations are delivering the intended results.
45. In 2024, 37 percent of the 38 WFP-led evaluations were rated “highly satisfactory”, 58 percent “satisfactory”, 5 percent “partly satisfactory” and none “unsatisfactory”. Figure 1 provides an overview of the evolution of the quality ratings of centralized and decentralized evaluations since 2020. All three impact evaluations finalized in 2024 were rated “satisfactory”.

Figure 1: Post-hoc quality assessment of evaluation reports completed, 2020–2024



Source: OEV.

46. In relation to the integration of gender considerations, rising from 69 percent in 2023, 87 percent of evaluations were found to “meet requirements” and 13 percent to “approach requirements” according to the UN-SWAP evaluation performance indicator. No evaluation

¹² WFP. 2024. *Technical Note: Engagement in Joint, Country-Led and UN Sustainable Development Cooperation Framework Evaluations*.

was found to “miss requirements”. The average rating for the 38 evaluations was 7.7 (“meets requirements”).

47. The Cambodia, Guatemala and Mozambique country offices were awarded the WFP Evaluation Excellence Award for Gender Responsive Evaluations. This award celebrates outstanding decentralized evaluations and their evaluation managers for having done an exceptional job of integrating gender dimensions into evaluation questions, approaches and methods.
48. Since 2023 WFP has been reporting on the United Nations disability inclusion strategy evaluation performance indicator and its performance in integrating disability inclusion into its evaluations. Of the evaluation reports completed in 2024, 47 percent were found to meet United Nations disability inclusion strategy requirements, showing an improvement from 24 percent in 2023.

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

Evaluation planning

49. All major deliverables set out in the evaluation workplan for 2024–2026¹³ were met, despite the corporate restructuring and budget cuts undertaken by WFP. A change compared to previous years was the decision to use internal capacity to undertake the synthesis evaluation and several summaries of evaluation evidence rather than outsource the work to external companies.
50. OEV, the Inspector General and Oversight Office and the External Auditor continued to strengthen their coordination on evaluation and audit planning, ensuring the alignment and complementarity of their respective workplans and avoiding overlap. That work was facilitated by a joint dashboard used to help identify synergies and potential overlaps between evaluations and internal and external audits. OEV and the Office of Internal Audit worked together to analyse systemic issues in WFP’s management of cooperating partners. This collaboration identified themes from internal audits, advisory services and evaluations, offering valuable insights for management on key issues that warrant their attention.
51. OEV and regional evaluation units worked with the Analysis, Planning and Performance Division to upgrade the evidence planning and budget tool to a new platform called the assessment, monitoring and budgeting tool and supported webinars for country offices and regional bureaux and the dissemination of new guidance to ensure that planning, budgeting and expenditures for activities were correctly captured to aid analysis and oversight.
52. Contractual arrangements were put in place for 76 percent of the evaluations originally planned for 2024.¹⁴ As always, CSP cycles, country office priorities and resource availability continued to fluctuate, and adjustments were made throughout the year, particularly with regard to decentralized evaluations.

Policy evaluations

53. Policy evaluations are built into the policy formulation process, as reconfirmed in WFP’s 2025 policy cycle framework.¹⁵ Policy evaluations are conducted between four to six years after the start of a policy’s implementation and/or prior to policy changes. They aim to assess the quality, implementation and results of policies to support policy improvement, assist programme staff in policy implementation, inform the identification of policy gaps and assess the need to formulate new policies or update an existing policy.

¹³ “WFP management plan (2024–2026)” (WFP/EB.2/2023/5-A/1), annex VII, [Evaluation function workplan 2024–2026](#).

¹⁴ *Ibid.*

¹⁵ “Policy cycle framework” (WFP/EB.1/2025/6-A).

54. Of the 14 policies listed in the compendium of active WFP policies,¹⁶ ten have been the subject of either policy or strategic evaluations and two are currently being evaluated (see annex III). By the end of 2024, 86 percent of the 14 policies had been evaluated or were being evaluated.
55. At the Board's 2025 first regular session OEV presented the results of the evaluations of WFP's environmental policy and emergency preparedness policy. The results from the evaluation of the enterprise risk management policy will be presented at the Board's 2025 second regular session.

Strategic evaluations

56. Strategic evaluations assess strategic, systemic and emerging corporate issues and programmes and initiatives with global or regional coverage. The subjects for strategic evaluations are selected for their relevance to WFP's strategic direction and management and are intended to provide key learning and insight to support corporate decision making.
57. During 2024 OEV completed the strategic evaluation of WFP's PSEA policy. The evaluation assessed the evolving capacity of WFP to fulfil system-wide commitments to PSEA and the effectiveness of WFP's PSEA policy globally. The evaluation recommended immediate steps to mitigate the risk of sexual exploitation and abuse and medium-term steps to enhance the visibility, attention and cross-organizational response to the issue, including developing a policy and bolstering WFP's United Nations inter-agency efforts.
58. A mid-term evaluation of WFP's strategic plan for 2022–2025 was presented to the Board in 2024 and is a key input for the design of the next strategic plan. The evaluation recommended that the next strategic plan should more clearly set out WFP's vision for the future, with a more sharply defined programme framework with flexibility to allow the organization to adapt its efforts to achieve this vision if necessary. The evaluation also recommended that the processes, systems and incentives for staff should provide the agility and responsiveness needed for WFP to be an effective player in a rapidly changing world and that WFP should strengthen efforts to secure predictable and flexible funding.
59. A strategic evaluation of WFP's support for refugees, internally displaced persons and migrants continued in 2024. The evaluation aims to generate evidence to inform WFP policies, strategies and approaches in the areas of displacement and migration. The evaluation will be presented at the Board's 2025 annual session.
60. The following two strategic evaluations commenced in 2024 and will be presented at the 2026 first regular session of the Board:
 - A strategic evaluation of WFP's approaches to targeting and prioritization for food and nutrition assistance, which focuses on WFP's approaches and how they have been operationalized at the country level.
 - An evaluation of WFP's supply chain strategic road map for 2022–2025, which assesses the implementation of the road map and the factors supporting or hindering results. Specifically the evaluation assesses how the road map has supported WFP's ability to deliver its mandate in a volatile operating context, efficiency gains achieved and the results achieved under the three pillars of the road map, also considering WFP's local and regional food procurement policy.

CSP evaluations

61. CSP evaluations are the main instrument for institutional accountability and learning in relation to WFP's results at the country level. The evaluation of a CSP for a given country is conducted in the penultimate year of the CSP programme cycle to account for past

¹⁶ [“Compendium of policies relating to the strategic plan”](#) (WFP/EB.2/2024/4-F).

performance and feed into the design of the next CSP for that country. In 2024, extensive consultations were led by OEV on revising the coverage norm for CSP evaluations, involving WFP stakeholders at headquarters, regional bureaux and country offices, the evaluation function steering group, the Independent Oversight Advisory Committee and Board members. Following approval by the Board at its 2024 annual session, rather than covering 100 percent of the CSPs and ICSPs that are in their penultimate year of implementation in any given year, OEV will conduct a minimum of ten CSP evaluations covering at least 70 percent of such CSPs and ICSPs. The change comes into effect in 2025.

62. Seven CSP evaluations were completed in 2024. Those for Guinea and Lesotho were presented at the Board's 2024 annual session and those for Colombia, Cuba, Mali, Rwanda and the Syrian Arab Republic were presented at the Board's 2024 second regular session.
63. Of the 65 first-generation CSPs, 75 percent (49 CSPs) have been evaluated to date and 13 percent (8 CSPs) are the subject of ongoing evaluations to be completed in 2025 and 2026. The remainder (8 CSP evaluations¹⁷) have been cancelled or waived. In addition, evaluations of second-generation CSPs for Libya and Timor-Leste were waived by the Director of Evaluation in 2024.
64. Twelve country offices were implementing ICSPs or transitional ICSPs in 2024 (see annex IV); evaluations of two of those, the ICSPs for Guinea and the Syrian Arab Republic, were completed in 2024; the evaluation of the ICSP for the Islamic Republic of Iran was paused to align with the ICSP cycle and is expected to be presented to the Board in 2027; and evaluations of activities in two country offices (Ukraine and Yemen) are covered by corporate emergency evaluations due to be presented to the Board in 2025 and will therefore not be the subject of separate CSP evaluations.

Corporate emergency evaluations

65. In line with the WFP evaluation policy, WFP responses to all crises classified as level 2 or level 3 emergencies before January 2022 or as corporate scale-up or corporate attention emergencies from February 2022¹⁸ onwards are to be evaluated, through OEV-commissioned corporate emergency evaluations or CSP evaluations or through inter-agency humanitarian evaluations. In 2024, 100 percent of corporate emergency responses due for evaluation were evaluated, up from 80 percent in the previous year.¹⁹
66. Corporate emergency evaluations assess WFP's performance during emergency operations. Their scope can be global, multi-country or single country. Their purpose is twofold: to provide evaluation evidence and accountability for results to WFP stakeholders and to provide learning about WFP's performance during emergency responses to enhance operations (if still ongoing) and for broader learning related to complex emergency responses.
67. In 2024 OEV completed the corporate emergency evaluation of WFP's response to the prolonged crisis in the Sahel and other countries in Central Africa from 2018 to 2023, which was presented at the Board's 2024 second regular session. OEV also made progress on the evaluations of WFP's response to the humanitarian crises in Yemen and in Ukraine to be completed in 2025 and began preparations for the corporate emergency evaluation of WFP's response to the Sudan regional crisis to be launched in 2025.

¹⁷ For Colombia, Djibouti, Guatemala, Guinea-Bissau, Morocco, Nicaragua, Sao Tome and Principe, and Tunisia.

¹⁸ In accordance with the revised emergency activation protocol (Executive Director's circular [OED/2023/003](#)).

¹⁹ In 2020 the only new corporate emergency activated was the WFP response to the COVID-19 pandemic, which was covered by a corporate emergency evaluation presented at the Board's 2022 first regular session. It was also covered by an inter-agency humanitarian evaluation published in March 2023.

68. In addition, in 2024 OEV presented to the Board three CSP evaluations covering corporate emergency responses for Colombia, Mali and the Syrian Arab Republic.²⁰ Additional CSP evaluations covering corporate emergency responses in the Democratic Republic of the Congo, Ethiopia, the Niger, Iraq and Türkiye will be presented to the Board in 2025.
69. OEV is also 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 (IASC) has activated system-wide humanitarian scale-ups. Such evaluations for the responses to humanitarian crises in Afghanistan and northern Ethiopia were completed in 2024. New inter-agency humanitarian evaluations were launched for Somalia, for the Türkiye–Syrian Arab Republic earthquake and for the Democratic Republic of the Congo; meanwhile a Ukraine inter-agency humanitarian evaluation synthesis is currently in its preparatory stage.

Evaluation syntheses

70. An evaluation synthesis of WFP's work with cooperating partners was completed in 2024. The synthesis, which drew upon evidence from 47 centralized and decentralized evaluations from 2020 to 2023, recognizes the role and contributions of cooperating partners to WFP's work but identifies capacity gaps and challenges in cooperating partner management. To strengthen WFP's work with cooperating partners, the synthesis recommends prioritizing long-term relationships, providing tailored capacity building support, enhancing strategic engagement and implementing efficient management practices.
71. An evaluation synthesis of WFP's work in middle-income countries was initiated in 2024 using OEV expertise rather than being outsourced. The synthesis will draw together evidence from 73 centralized and decentralized evaluations undertaken from 2019 to 2024 to examine WFP's role, partnerships and results in middle-income countries, encompassing both WFP's enabling support for national partners and its adaptive capacity with regard to crisis response. The middle-income countries synthesis aims to contribute to WFP's global and regional evidence base and support ongoing corporate strategic discussions.
72. In 2024 WFP also provided support for the inter-agency synthesis of United Nations system evaluations of SDG 5 led by UN-Women.

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

73. OEV recognizes the critical importance of fostering collaborative evaluation efforts and is fully committed to supporting the implementation of joint²¹ 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 inclusive, robust and aligned with global best practices, further strengthening the collective ability to assess and address pressing challenges jointly.

²⁰ 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 the 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 due to the emergency setting and gives particular attention to evaluation ethics, avoiding harm and finding innovative ways to hear the voices of hard-to-reach groups of people.

²¹ 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. 2013. [Resource Pack on Joint Evaluations](#), p. 12).

74. In 2024 OEV supported with funding, and 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. The primary objective of this joint exercise was to provide robust evaluative evidence to inform discussions on the quadrennial comprehensive policy review of operational activities for the development of the United Nations system (QCPR). The collaborative effort culminated in the production of five summaries of evaluation evidence,²² with WFP contributing to the summaries on food systems²³ and complex settings.²⁴ This joint exercise also included the creation of an interactive evaluation evidence map²⁵ featuring United Nations evaluations mapped against the 2020 QCPR mandate and the SDGs by country or territory and region.
75. In 2024 a joint evaluation of UNAIDS work on social protection was completed. The evaluation was jointly managed by UNAIDS, WFP, ILO and UNICEF. A comprehensive joint management response was developed to address the evaluation's recommendations.
76. OEV is an active participant in the management group for the ongoing system-wide evaluation of country programme derivation from and alignment with UNSDCF and United Nations country team configurations. This evaluation aims to assess the coherence and alignment of country-level programming with UNSDCF and United Nations country team configurations.
77. WFP is also engaged in the preparatory phase of a system-wide evaluation of disability and inclusion, which commenced in 2024. This evaluation assesses the United Nations system's commitment to promoting inclusion and addressing the needs of persons with disabilities across its programmes and operations.
78. At the global level WFP is engaged in collaborative evaluation efforts, serving on the steering committees for ongoing joint evaluations of the strategic collective international development and humanitarian assistance response to the COVID-19 pandemic, conducted under the auspices of the COVID-19 Global Evaluation Coalition, and of the work of the Global Agriculture and Food Security Joint Programme, led by the World Bank.
79. 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 SDGs. In 2024 WFP continued its role as 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 UN-Women.

Decentralized evaluations

80. 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 ICSP or CSP cycle. Thirteen country offices ended an ICSP or CSP cycle in 2024. Of those, 92 percent commissioned at least one decentralized evaluation during their CSP cycles, an improvement since 2023.

²² United Nations Population Fund. 2024. [Evaluation evidence mapping and summaries to inform the QCPR](#).

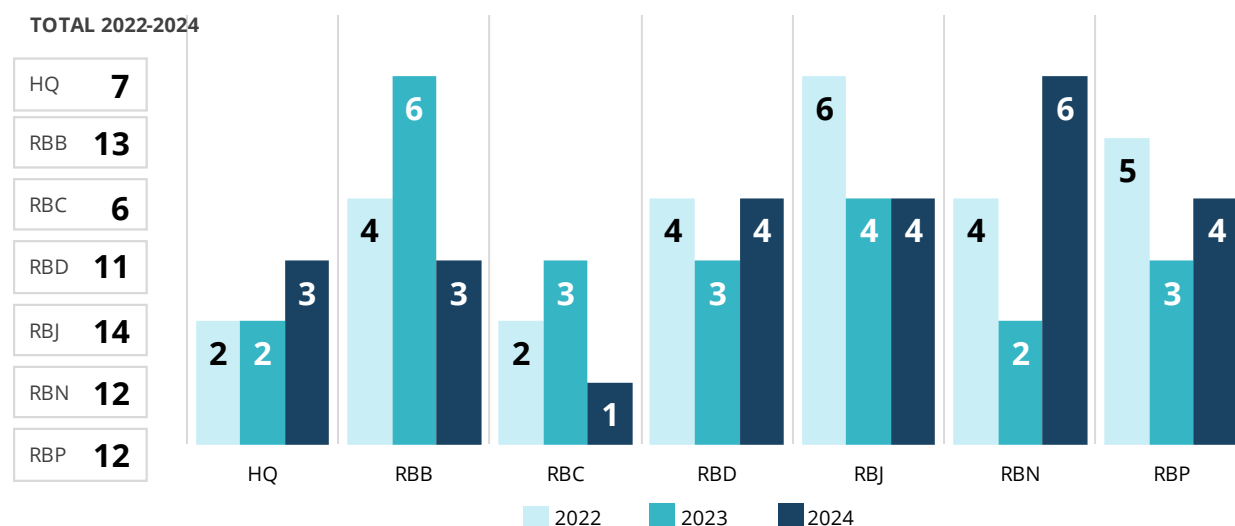
²³ United Nations Sustainable Development Group System-Wide Evaluation Office. 2024. [Towards Sustainable Food Systems: how to feed, not deplete, the world](#).

²⁴ United Nations Sustainable Development Group System-Wide Evaluation Office. 2024. [Building a whole of system response to complex settings](#).

²⁵ United Nations Sustainable Development Group System-Wide Evaluation Office. [United Nations Evaluation Evidence Map: Coverage of 2020 QCPR Priorities](#).

81. The 2024–2026 evaluation workplan envisaged that 25 decentralized evaluations would be commissioned in 2024. Since then, there have been many shifts in the planned timing of these evaluations due to changes in project implementation (with regard to, e.g., timelines and coverage), limited technical capacity, financial constraints, sociopolitical instability and other factors. In the end, 18 decentralized evaluations were commissioned, and 3 baselines were established as part of multi-year evaluations.
82. As seen in figure 2, 25 decentralized evaluations were completed in 2024, of which 22 (88 percent) were commissioned by country offices and regional bureaux and 3 by headquarters divisions. Eleven of the 22 decentralized evaluations were requested by donors.
83. Five multi-country thematic evaluations, two commissioned by headquarters divisions, two commissioned by regional bureaux and one co-managed by two country offices, were completed in 2024 (see annex II), providing a rich perspective on topics prioritized for learning by the regional bureaux and technical divisions based on multi-country evaluation evidence.

Figure 2: Completed decentralized evaluations by region/headquarters and year of completion, 2022–2024



Source: OEV

Abbreviations: HQ = headquarters; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Impact evaluations

84. Impact evaluations are not subject to coverage norms and may cover activities lasting one year or even three or four years. The windows for impact evaluations on cash-based transfers and gender, climate change and resilience, and school-based programmes continued in 2024, as did the humanitarian workstream. Table 2 provides an overview of all completed or ongoing impact evaluations in 2024 and new ones planned for 2025.
85. In 2024 OEV published seven impact evaluation reports, three of which were final reports. For cash-based transfers and gender, this included the Kenya baseline report. For climate change and resilience, this included the resilience final reports for the Niger and South Sudan. For school-based programmes, this included the Burundi inception report and pilot report, the Malawi inception report and the Jordan final report.

86. Of the impact evaluations that were ongoing in 2024 OEV plans to publish eleven final reports in 2025. For cash-based transfers and gender, this includes the reports for Ghana phase 2, the Democratic Republic of the Congo (targeting), Haiti, Kenya, Lebanon (targeting) and Rwanda. For climate change and resilience, it includes the reports for Ghana phase 1, Nepal and Mali. For school-based programmes it includes the reports for the Gambia and Guatemala.
87. Many impact evaluations (either ongoing or started in 2024) will continue until at least 2026. For cash-based transfers and gender, this includes evaluations in Afghanistan and Peru. For climate change and resilience, it includes evaluations in Bangladesh, Ghana (Changing Lives Transformation Fund) and of the long-term impacts of at least one resilience programme. For school-based programmes, it includes evaluations in Burundi (scale-up), Madagascar and Malawi.
88. OEV continued to deepen its strategic partnership with the World Bank's development impact evaluation department to generate evidence through the thematic windows and expanded its technical partnership on impact evaluations with the International Security and Development Center.

TABLE 2: IMPACT EVALUATIONS COMPLETED OR ONGOING IN 2024 AND NEW IN 2025

Window	2024		2025
	Completed	Ongoing	New
Climate change and resilience	Niger (2019–2024) South Sudan (2020–2024)	Mali (2019–2025) Rwanda (2020–2025)* Sudan (initiated in 2022/re-starting in 2025+) Humanitarian workstream Ghana phase 1 (2023–2025) Nepal (forecast-based financing) (2022–2025) Philippines (forecast-based financing) (2023–N/A) Bangladesh (2024–2025)	Niger and/or South Sudan (to be confirmed) Ghana Changing Lives Transformation Fund project
Cash-based transfers and gender		Haiti (2022–2025) Kenya (2019–2025) Rwanda (2020–2025)* Humanitarian workstream Democratic Republic of the Congo (household targeting) (2023–2025) Lebanon (2023–2025) Peru (2023–2026) Afghanistan (2024–2026) Ghana phase 2 (2024–2025)	Three new impact evaluations to be confirmed
School-based programmes	Jordan (2022–2024)	Burundi (2022–2026) Gambia (2022–2025) Guatemala (2022–2024) Malawi (2023–2026) Madagascar (2024–2027)	At least one new impact evaluations TBC.

* The impact evaluation in Rwanda belongs to two windows. **Bold** signifies new starts in 2024. The years in brackets indicate the years in which impact evaluations started and the last year of data collection.

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

Evaluation communication products designed to reach and appeal to users

89. Pursuing the strategy of tailoring products to targeted audiences and disseminating them in a timely manner, OEV made available and accessible a variety of reports, briefs, summaries, infographics and videos in 2024. These products were designed and disseminated for key events during the year, principally Board meetings, but also evidence seminars and impact evaluation workshops, which grew in number over the course of the year.
90. Evaluation was promoted and evaluative evidence presented at events around the world. These included the Conference on Evaluating Environment and Development in Washington, D.C., the Global Evidence Summit in Prague and the National Evaluation Capacities Conference in Beijing. Continuing the trend of leadership with partners, OEV hosted or co-hosted several events with a regional or global focus, including the WFP Climate Impact Evaluation Forum in Bangkok, the UNICEF and WFP Global Impact Evaluation Forum at United Nations headquarters in New York and the fourth WFP EvalXchange.
91. Across digital channels the number of unique downloads of evaluation products from WFP.org grew by 4.2 percent in 2024 compared with the previous year, while the evaluation function's dedicated feature (Medium) and social media (X) channels were active, with hundreds of posts giving visibility to evaluative evidence. A stakeholder survey was launched at the end of 2024 to collect feedback on the evaluation function's current products, channels and services and to capture information on evidence use and stakeholder preferences and enhance its communication products in the future.

Clear processes for integrating evaluation evidence into programmes and policies

92. In July 2024 responsibility for supporting the implementation of evaluation recommendations in WFP programmes and policies was reallocated to the Risk Management Division. Considering the restructuring of global headquarters, which also influenced CSP design processes and procedures, the division, in consultation with OEV, is in the process of updating the standard operating procedures guiding management in addressing recommendations. There was renewed engagement of OEV and regional evaluation units with teams overseeing programme cycles to ensure that evaluative evidence was timely and effectively fed into CSP design processes.
93. OEV continued to review each draft CSP and draft policies, ensuring that they reflected the most relevant evaluation evidence and effectively supported strategic design decisions in a timely manner. Overall, 100 percent of WFP draft policies and CSPs developed in 2024 included explicit reference to evaluation evidence when such evidence was available.
94. Despite certain limitations generated by the restructuring of WFP, opportunities to offer evaluation contributions to management and programmatic teams across the organization were seized when possible. For example, regional evaluation units proactively shared evidence generated by evaluations to colleagues within their regions and beyond during regional management team and regional evaluation committee meetings. The regional evaluation unit in Cairo held dedicated evidence-focused evaluation breakfast meetings and the regional evaluation unit in Nairobi held an "evidence week".
95. Over the year OEV shared 13 evaluation briefs to facilitate missions by the Executive Director and the Deputy Executive Director to the Americas (e.g. the Dominican Republic and Haiti), Africa (e.g., the Democratic Republic of the Congo, Kenya, Sudan, South Sudan and Zambia), the Middle East and North Africa (e.g., Jordan and Lebanon), and Asia (e.g., the Philippines).

96. The Oversight and Policy Committee was replaced by two new separate committees: the Policy Committee and the Risk Committee. Since the establishment of the two new bodies, OEV has provided inputs based on evaluation evidence for various draft circulars, frameworks and policies, with special attention to the discussions on updates to the resilience, school meals and climate change policies.
97. Sixty-one percent of evaluation recommendations due to be acted on in 2024 were implemented on time. The implementation rate for recommendations from centralized evaluations (62 percent) was higher than the rate for those from decentralized evaluations (59 percent). The detailed 2024 report on the implementation status of evaluation recommendations, prepared by the Risk Management Division, is for the first time included in this report (in annex VI), rather than as a separate report. This is in response to a recommendation in the interim report of the Executive Board working group on the governance review setting out proposed recommendations for direct implementation by the Secretariat.²⁶

Evaluation evidence tailored to the needs of WFP and partners

98. Beyond the systematic provision of inputs for CSP and policy designs, OEV and regional evaluation units continued to fine-tune their engagement with the aim of increasing the relevance and timeliness of evaluation contributions to the evidence needs of WFP teams. This included engaging at earlier stages in CSP and policy design discussions, enhancing the coordination of evaluations to promote complementarity and more systematically exchanging with colleagues working to ensure the optimal use of evidence in key programmatic areas. This evidence-focused internal collaboration allowed some programmatic areas to benefit from tailored evidence products, developed based on timely articulated needs.
99. The evaluation function responded to demand for tailored evidence from internal stakeholders through the following products:
 - *Summaries of evaluation evidence* (SEEs), offering condensed accounts of evidence revealed by evaluations relating to topics of interest. SEEs are either prepared internally or outsourced to external experts, depending on staff availability. In 2024 fourteen SEEs (see annex V) were completed, including six commissioned from OEV and eight commissioned from regional evaluation units. Eleven of the SEEs had a thematic focus, two a country focus and one combined both a thematic and country focus.
 - *Evidence-sharing sessions* (most often virtual), presenting newly available evidence, often from SEEs, as conversation starters in response to requests by WFP. Eight webinars were offered in 2024, generating positive feedback from participants who appreciated the opportunity to increase knowledge sharing across countries and regions.
 - *More informal and short evidence products, referred to as "blinks"*²⁷ were also produced on demand for WFP units, through the re-use of available evaluation evidence, facilitating access to evaluative evidence on a given theme that could be fed into internal papers or discussions. Two blinks were produced in 2024.
100. Building on initial steps taken in 2023 to use artificial intelligence technology to improve its capacity to reuse evaluation evidence effectively and efficiently, OEV explored various options in 2024. OEV was supported by the artificial intelligence lead in the Technology Division and by external artificial intelligence and machine learning experts engaged to

²⁶ "Interim report of the Executive Board working group on the governance review: Proposed recommendations for direct implementation by the Secretariat" (WFP/EB.A/2024/12-A/Rev.1).

²⁷ Blink is also an acronym for *brief light informational evidence/knowledge*.

assist with technical development and options analysis. OEV tested various options for fast evidence retrieval against machine learning evaluation frameworks, with learning not only for the evaluation function but also for the broader development of artificial intelligence at WFP.

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

Capacity strengthening

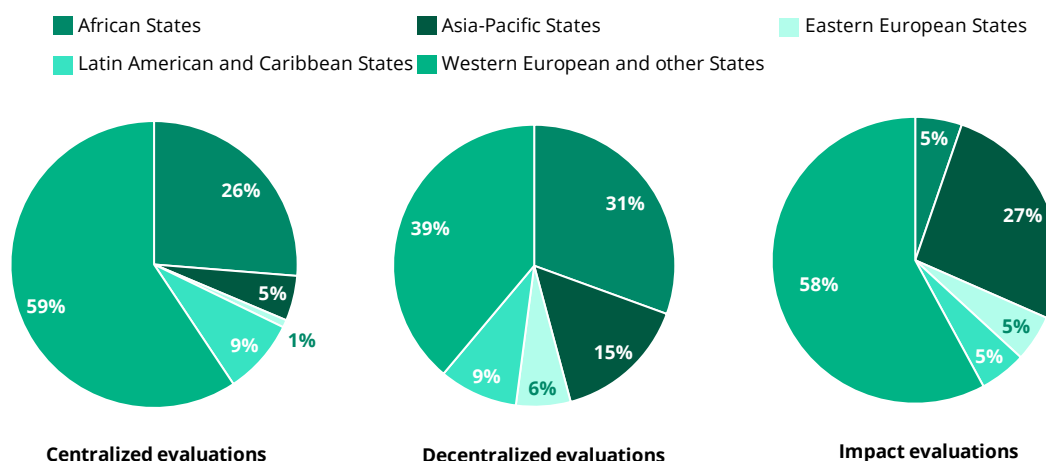
101. WFP continued to run its core evaluation learning programme (EvalPro 4) for new decentralized evaluation managers, undertaking a major revision of the online component of the course based on lessons learned and feedback from previous participants, as well as on the evolution of the evaluation function. In 2024, 15 participants involved in ongoing or planned decentralized evaluations were enrolled in EvalPro 4. Among the participants was one from a government counterpart. Fourteen of the 22 completed decentralized evaluations managed by WFP staff in 2024 (64 percent) had evaluation managers who completed the training or had previous experience managing evaluations.²⁸ All managers of completed evaluations attended the workshop or webinar series, while on average staff progress in the online self-paced component of EvalPro 4 was 59 percent, a 1 percent decrease compared to the previous year.
102. Since the launch of the Evaluation Foundations course in late 2023, WFP has been tracking enrolment in and completion of the course. In 2024 a total of 724 staff members enrolled, with 195 (26 percent) successfully completing it (including 4 in Spanish and 31 in French) by the end of the year. Initiatives to encourage enrolment in the course will continue in 2025.
103. WFP also finalized the pilot phase of its evaluation “micro-credentialing” scheme with the United Nations System Staff College and undertook a proof of concept to inform the next phase of the scheme. Thirty-four WFP staff from country offices, regional bureaux and headquarters obtained micro-credentials.
104. As co-convenor of the UNEG working group on professionalization, WFP also co-led the development of a UNEG certificate course for aspiring mid-level evaluation officers, which was launched in July 2024.
105. With WFP's evaluation capacity development strategy for 2020–2024 in its final year, WFP launched a review of the strategy to inform decisions on evaluation capacity development for the remaining period of WFP's corporate evaluation strategy.

Evaluation expertise (external)

106. For the evaluations completed in 2024, WFP hired 281 independent evaluators, of whom 45 percent were men and 55 percent women.
107. The proportion of independent evaluators from developing countries was higher for decentralized evaluations (55 percent) than for centralized evaluations (40 percent) and impact evaluations (37 percent), showing the need to pay close attention to the use of national and regional evaluators. Figure 3 shows the regional representation in the composition of evaluation teams, revealing slight increases in representation compared to 2023.
108. OEV engaged with Indigenous and young people's evaluation communities through #Eval4Action, signing the youth manifesto and engaging with the UNEG–United Nations Volunteers young and emerging evaluators programme with the aim of bringing talented people into the evaluation field.

²⁸ One of the two joint evaluations led by WFP and both joint evaluations led by UNICEF had experienced externally recruited evaluation managers.

Figure 3: Composition of evaluation teams by United Nations regional group of Member States, 2024



Source: OEV.

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

109. WFP continued to contribute to and align with UNEG through its leadership, co-leadership and membership of various UNEG groups. WFP co-led the decentralized evaluation working group, the professionalization working group, the environment and social impact working group and the evaluation synthesis working group.

Regional and national capacity development

110. In 2024, a collaborative project led by EvalPartners with support from WFP, in partnership with regional voluntary organizations for professional evaluation, came to fruition with the publication of an issue of the African Evaluation Journal on the subject of addressing knowledge asymmetries and memorializing Dr. Sulley Gariba.²⁹ OEV continued to implement WFP's national evaluation capacity development action plan for 2022–2026 and produced an analysis of the level of prioritization given by country offices to strengthening monitoring and evaluation capacity, assessing the extent to which country offices include this area of work in their strategic plans.
111. With this critical analysis OEV fostered the development of partnerships with selected country offices. In Sri Lanka OEV helped the country office to identify a tool for assessing the national evaluation system, leveraging support from the German Institute for Development Evaluation (DEval) and UNICEF. OEV arranged for an expert in the use of the tool to conduct an in-person workshop with the Government, voluntary organizations for professional evaluation and others and to train a local WFP staff member to ensure implementation. In Indonesia OEV supported the national emergency response agency in work to map and assess the agency's monitoring and evaluation practices as a first step in the development of a plan to create a monitoring and evaluation system for the agency.
112. OEV participated in a national evaluation capacities conference in Beijing. The conference is a biennial event organized by UNDP in collaboration with the Global Evaluation Initiative, gathering stakeholders committed to strengthening the capacity of countries to evaluate their own policies and programmes. OEV sponsored the participation of two government counterparts from Benin and Lesotho in a panel through which they showcased their fruitful collaboration with WFP and the use of joint evaluations of their national school meal

²⁹ African Evaluation Journal. 2024. [Editorial: Addressing knowledge asymmetries in memory of Dr Sulley Gariba.](#)

programmes to enhance their effectiveness and sustainability. The WFP Director of Evaluation moderated the opening plenary with multiple government representatives and participated in a panel discussing WFP's contribution to the evaluation of interventions conducted at the humanitarian–development–peace nexus.

113. In October WFP signed a memorandum of understanding with DEval to collaborate globally on evaluation capacity development initiatives, including assessments of national evaluation systems utilizing the National Evaluation Capacities Index. This work builds on a longstanding relationship developed through WFP's regional evaluation unit in Panama with DEval and others concerned with evaluation capacity development in Latin America and the Caribbean.

Partnerships

114. Joint evaluations continued to be 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.
115. In 2024 WFP contributed to nine joint evaluations with other United Nations entities and governments. At the global level WFP supported two inter-agency humanitarian evaluations, one inter-agency synthesis and one joint evaluation of UNAIDS' work on social protection. WFP also co-managed four decentralized joint evaluations. WFP led an evaluation of the resilience of livelihoods in protracted crises in the Democratic Republic of the Congo, the Niger and Somalia, in partnership with the other Rome-based agencies. In the Democratic Republic of the Congo WFP led an evaluation of the resilience of small-scale farmers commissioned jointly with UNICEF and the Food and Agriculture Organization of the United Nations (FAO). In the Niger UNICEF led an evaluation of resilience and social cohesion. In Malawi, WFP collaborated with the United Nations Population Fund (UNFPA), the Government of Malawi and UNICEF (the lead agency) to evaluate a joint programme on girls' education. With UNICEF, WFP also managed a joint impact evaluation in South Sudan to assess a joint resilience programme in that country.
116. Together with the evaluation functions of the other Rome-based agencies OEV continued to support the EvalForward community of practice, which in 2024 had 1,800 active members from 132 countries. Activities included hosting seven webinars, seven blogs and six robust online discussions on demand-led topics ranging from evaluation methods and artificial intelligence to measuring progress on the SDGs. The community also featured in panel discussions at the European Evaluation Society and African Evaluation Association conferences.
117. OEV continued to work closely with the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), with the Director of Evaluation serving on the ALNAP steering committee.
118. *System-wide evaluation at the global level.* Following the establishment of the United Nations Sustainable Development Group System-Wide Evaluation Office in 2023, OEV has played a key role in supporting the revision and finalization of the United Nations system-wide evaluation policy as part of the office's evaluation management group.
119. *System-wide evaluation at the country level.* WFP, through its regional evaluation units and as part of United Nations regional evaluation networks, continued to participate in the evaluation of UNSDCF. For example, the regional evaluation unit in Bangkok, through its participation in the United Nations Evaluation Development Group for Asia and the Pacific, engaged in the evaluation of the UNSDCF for China. Meanwhile, the regional evaluation unit in Panama participated in the evaluation of the UNSDCF for Guatemala.

Cross-cutting workstreams

120. WFP's changing external and corporate environment affected activities in the cross-cutting workstreams as described below.

- *Normative framework.* There were three significant developments affecting the normative framework.
 - The Board approved amendments to the evaluation policy and the CSP policy relating to the coverage norm for CSP evaluations at its 2024 annual session following a recommendation in the evaluation of the CSP policy that WFP shift to more selective, strategic, timely and cost-efficient evaluation coverage for CSPs.
 - As part of WFP's organizational restructuring exercise, the terms of reference for the evaluation function were updated to describe the division of labour between OEV and the regional evaluation units.
 - OEV contributed to a United Nations Joint Inspection Unit review of donor-led assessments of United Nations system organizations and other oversight-related requests from donors in the context of funding agreements and the United Nations single audit principle.
- *Funding and people.* Corporate budget cuts hit regional evaluation units hard, causing uncertainty for staff, so a key theme for the year was advocating the allocation of sustainable and predictable financing to evaluation and supporting workforce retention across the function. With WFP's recruitment pause and budget constraints, however, progress in implementing the staffing framework was significantly hindered.
- *Institutional arrangements and management.* A new Executive Director circular published following the new organizational structure for WFP headquarters and global offices outlined the internal committees that included the participation of the Director of Evaluation. Through the circular the membership of the evaluation function steering group was revised, and the group was convened once by the Deputy Executive Director. 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 Corporate Planning and Performance, and Risk Management divisions on evaluation recommendation follow-up. At the regional level, five of the six regional bureaux held at least one regional evaluation committee meeting in 2024.
- *Reporting.* All corporate reporting milestones were met, including contributions to the annual performance report, corporate risk register and QCPR.

Financial resources for WFP's evaluation function

121. In 2024 the total financial resources available for the evaluation function amounted to USD 30.63 million, or 0.31 percent of total contribution income (USD 9.77 billion). Evaluation expenditure reached USD 28.57 million overall, or 0.29 percent of total contribution income.

122. As shown in table 3 the total budget available to OEV in 2024 was USD 20.28 million.

- Although USD 15.31 million was originally allocated from the programme support and administrative (PSA) budget in the management plan, the amount actually received was USD 14.95 million as a result of corporate budget reductions; of this, USD 360,000 was allocated to the regional evaluation units (USD 60,000 each) in order to protect core evaluation capacity at the regional bureaux.

- Programme funds from country portfolio budgets (totalling USD 3 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 the Contingency Evaluation Fund.
- The sum of USD 0.8 million was received through the multi-donor trust fund for impact evaluations. In addition, USD 1.48 million was allocated from country portfolio budgets.

123. A total of USD 5.6 million was budgeted for the decentralized evaluation function in 2024. This mainly covered the conduct of decentralized evaluations paid for from country programme sources and PSA funding for regional evaluation units that were particularly affected by the restrictions on the use of the corporate PSA budget.
124. The sum of USD 1.5 million was available for the Contingency Evaluation Fund (see further details below).
125. While its PSA budget was protected from cuts, OEV intentionally made savings in order to support the regional evaluation units; it did so by not filling vacant positions, by undertaking internally work normally undertaken by external companies and by regularly reviewing planned activities to optimize the use of allocated resources.

TABLE 3: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION VS. EXPENDITURE, 2022–2024
(USD million)

OEV-managed funds	Funding source	2022		2023		2024	
		Available resources	Expenditure	Available resources	Expenditure	Available resources	Expenditure
OEV workplan [1]	PSA total [2]	15.17	14.90	15.90	14.59	14.95	14.89
	Critical corporate initiative for strategic plan/corporate results framework			0.50	0.50		
CSP evaluations [3]	CSP budget	4.50	3.01	2.25	2.26	3.0	2.65
Impact evaluations	Multi-donor trust fund [4]	3.24	1.50	3.53	2.05	0.85	1.24
	CSP budgets [5]	0.64	0.73	1.48	0.84	1.48	1.04
	School-based programmes trust fund [6]			1.00	0.11		0.4
SUBTOTAL OEV		23.55	20.14	24.66	20.35	20.28	20.23

TABLE 3: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION VS. EXPENDITURE, 2022–2024
(USD million)

Funds managed outside OEV	Funding source	2022		2023		2024	
		Available resources	Expenditure	Available resources	Expenditure	Available resources	Expenditure
Regional evaluation units [7]	PSA budget(regional bureaux)	3.20	2.90	3.84	3.23	3.18	2.93
Decentralized evaluations [8]	CSP budgets	6.14	6.03	4.30	4.04	5.67	5.41
Subtotal outside OEV		9.34	8.93	8.14	7.27	8.85	8.34
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		34.39	29.07	34.30	27.62	30.63	28.57
As percentage of WFP contribution income [10]		0.24%	0.21%	0.41%	0.33%	0.31%	0.29%

Notes

[1] All activities required to implement WFP's 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.

[3] Figures are allocations for the commissioning of CSP evaluations.

[4] Confirmed donor contributions for use in 2024–2025 was a grant from the United States Agency for International Development. A BMZ grant of USD 1.9 million was received at the end of 2024 for 2025–2026 activities and will be reported on in the 2025 annual evaluation report. The impact evaluation multi-donor trust fund is for multi-year expenditure. Expenditure against the trust fund is based on actual expenditures during fiscal year 2024 (as per corporate reporting methodology for extrabudgetary funds).

[5] Expenditures reported from country offices (2022, 2023 and 2024).

[6] Multi-year contribution to the school-based programmes trust fund is expected to be utilized from 2023 through 2025 (2023: USD 400,656; 2024: USD 320,656; 2025: USD 217,655). Amounts are net of indirect support costs.

[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 cut their budgets in early 2024 to USD 3.27 million and were significantly affected by the hiring freeze.

[8] Based on the projection of decentralized evaluations and actual expenditure.

[9] Contingency Evaluation Fund: expenditure is included in the decentralized evaluations and CSP evaluations for 2023 and 2024.

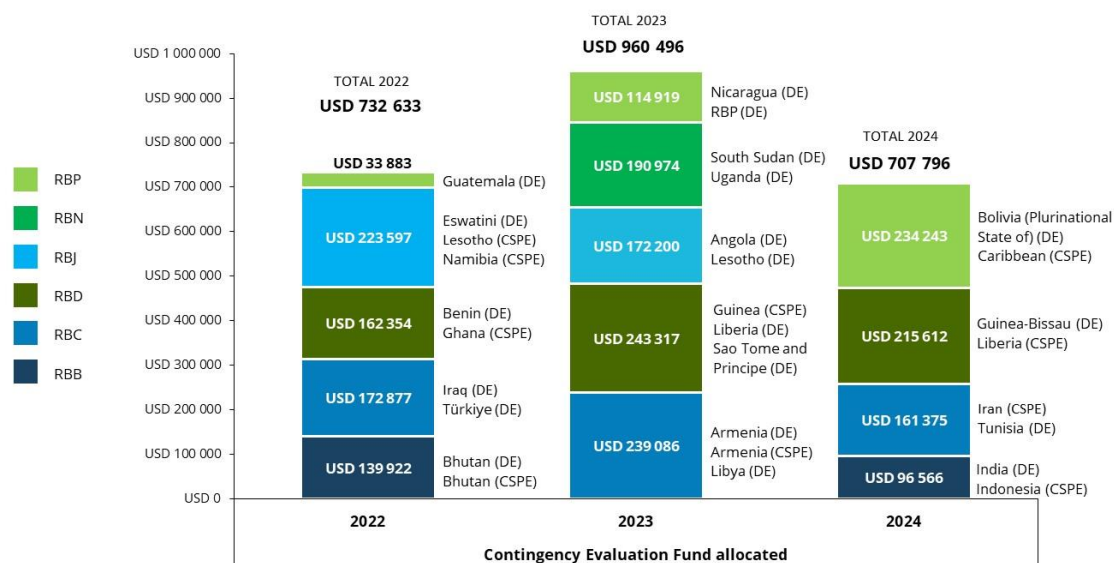
[10] Percentages based on confirmed contributions.

Contingency evaluation fund

126. As shown in figure 4, the Contingency Evaluation Fund provided essential support to eight country offices and the Regional Bureau for Latin America and the Caribbean, with the Guinea-Bissau, India, Plurinational State of Bolivia and Tunisia country offices and the regional bureau receiving support for decentralized evaluations and the Islamic Republic of Iran, Indonesia and Liberia country offices and the Caribbean multi-country office getting support with CSP evaluations.

127. The total amount allocated in 2024 (USD 707,796) is a 26 percent reduction from 2024, mainly due to the receipt of fewer applications in 2024 compared to 2023 and a few applications not meeting the criteria. Since the establishment of the fund in 2017 USD 6.1 million has been allocated, with two peaks experienced in 2017 when the fund was just established and in 2023. Funding for 94 percent of the requests was allocated in 2024.

Figure 4: Contingency Evaluation Fund allocations by region, evaluation category and country office, 2022–2024

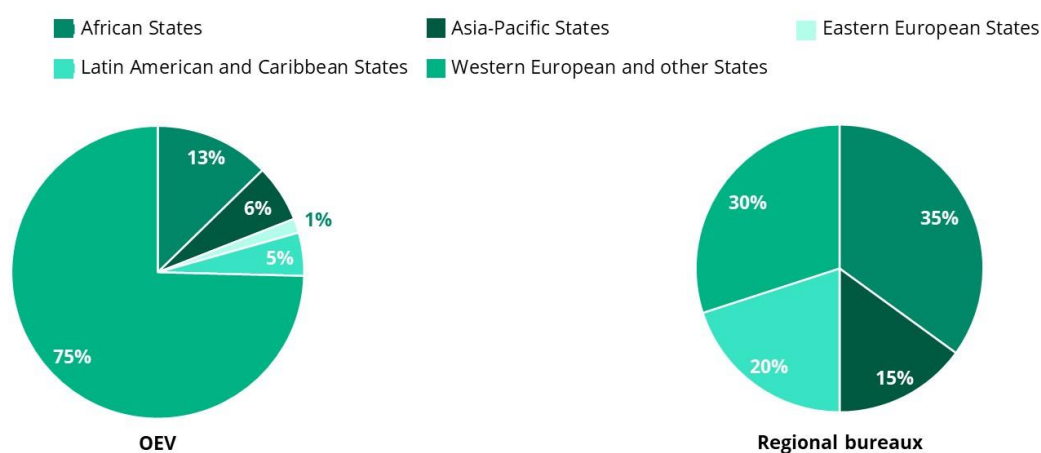


Abbreviations: CSPE = country strategic plan evaluation; DE = decentralized evaluation; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Human resources

128. The share of the evaluation workforce from developing countries has remained stable at 25 percent in OEV and increased to 65 percent in the regional bureaux. Figure 5 illustrates the geographic diversity of the workforce in the evaluation function, which continues to show improvement.
129. In terms of gender diversity, women make up 67 percent of the evaluation function workforce in OEV at headquarters and 75 percent in the regional bureaux.

Figure 5: Composition of OEV and the regional evaluation units by United Nations regional group of Member States, 2024 (as of 30 January 2025)



Source: OEV.

ANNEX I

Key monitoring indicators

Abbreviations: CE = centralized evaluation; DE = decentralized evaluation; IAHE = inter-agency humanitarian evaluation; IE = impact evaluation; IFAD = International Fund for Agricultural Development; RB = regional bureaux; WHO = World Health Organization; WS = workstream.

Outcome 1. Independent, credible and useful evaluations	2022	2023	2024
WS1.1 Examples of evaluations utilizing innovative or adaptive methods, approaches, or techniques with the potential to strengthen evidence insights and use	See paragraphs 62–63 (Annual evaluation report for 2022)	See paragraph 30 (Annual evaluation report for 2023)	See paragraphs 37–40
WS1.2 Percentage of completed decentralized evaluations (excluding joint 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	96% 24 of 25 evaluations	95% 20 of 21 evaluations	100% 23 of 23 evaluations
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 67–69 (Annual evaluation report for 2022)	See paragraphs 33–37 (Annual evaluation report for 2023)	See paragraph 43
WS1.4.A Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment as “satisfactory” or “highly satisfactory”	91% (CE: 86% DE: 96%) CE: 19 of 22 reports DE: 24 of 25 reports	100% (CE: 100% DE: 100% IE: 100%) CE: 20 of 20 reports DE: 21 of 21 reports IE: 1 of 1 report	95% (CE: 100% DE: 91% IE: 100%) CE: 12 of 12 reports DE: 21 of 23 reports IE: 3 of 3 reports
WS1.4.B Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment related to the United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women as “meet requirements”	74% (CE: 73% DE: 76%) CE: 16 of 22 reports DE: 19 of 25 reports	69% (CE: 65% DE: 71% IE: 100%) CE: 13 of 20 reports DE: 15 of 21 reports IE: 1 of 1 report	87% (CE: 83% DE: 91% IE: 67%) CE: 10 of 12 reports DE: 21 of 23 reports IE: 2 of 3 reports
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”	37% (CE: 41% DE: 33%) CE: 9 of 22 reports DE: 8 of 24 reports	24% (CE: 25% DE: 24% IE: 0%) CE: 5 of 20 reports DE: 5 of 21 reports IE: 0 of 1 report	47% (CE: 33% DE: 61% IE: 0%) CE: 4 of 12 reports DE: 14 of 23 reports IE: 0 of 3 reports

Outcome 2. Balanced and relevant evaluation coverage	2022	2023	2024
WS2.1 Percentage of evaluations planned in the reference year that were actually contracted ¹	77% (CE: 91% DE: 67%) <i>CE: 21 of 23 evaluations DE: 22 of 33 evaluations</i>	70% (CE: 65% DE: 67% IE: 100%) <i>CE: 13 of 20 evaluations DE: 16 of 24 evaluations IE: 6 of 6 evaluations</i>	76% (CE: 80% DE: 72% IE: 78%) <i>CE: 20 of 25 evaluations DE: 18 of 25 evaluations IE: 7 of 9 evaluations</i>
WS2.2.A Percentage of active policies evaluated or the evaluation is taking place	69% <i>9 of 13 policies</i>	77% <i>10 of 13 policies</i>	86% <i>12 of 14 policies</i>
WS2.2.B Percentage of CSPs or ICSPs due for evaluation, evaluated	90% <i>19 of 21 I/CSP</i>	93% <i>14 of 15 I/CSP</i>	92% <i>11 of 12 I/CSP</i>
WS2.2.C Percentage of corporate emergency responses due for evaluation in the reference year, evaluated ²	40% <i>2 of 5 emergencies</i>	80% <i>4 of 5 emergencies</i>	100% <i>1 of 1 emergency</i>
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]	69% <i>18 of 26 country offices</i>	83% <i>15 of 18 country offices</i>	92% <i>12 of 13 country offices</i>
WS2.2.E Number of strategic evaluations completed in the reference year	1	0	2
WS2.2.F Number of final impact evaluation reports approved in the reference year	0	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 Meal Programme in Jordan 3. Resilience Learning in Niger</i>
WS2.2.G Number of synthesis evaluations completed in the reference year	2 (CE: 1 DE: 1)	0	1

¹ In the case of impact evaluations, the reference year is the year in which the relevant memorandum of understanding is signed.

² 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, which was covered by a corporate emergency evaluation presented to the 2022 first regular session of the Executive Board.

Outcome 3. Evaluation evidence systematically accessible and available	2022	2023	2024
WS3.1.A Percentage of completed evaluations that are made publicly available in a timely way (corporate results framework key performance indicator (KPI))	86% (CE: 92% DE: 81%) <i>CE: 22 of 24 evaluations</i> <i>DE: 22 of 27 evaluations</i>	89% (CE: 100% DE: 78% IE: 100%) <i>CE: 20 of 20 evaluations</i> <i>DE: 18 of 23 evaluations</i> <i>IE: 1 of 1 evaluation</i>	78% (CE: 69% DE: 78% IE: 100%) <i>CE: 9 of 13 evaluations</i> <i>DE: 20 of 25 evaluations</i> <i>IE: 3 of 3 evaluation</i>
WS3.1.B Percentage of management responses of completed evaluations (by category) that are made publicly available in a timely way	38% (CE: 67% DE: 12%) <i>CE: 16 of 24 management responses</i> <i>DE: 3 of 26 management responses</i>	53% (CE: 100% DE: 13%) <i>CE: 20 of 20 management responses</i> <i>DE: 3 of 23 management responses</i>	29% (CE: 54% DE: 16%) <i>CE: 7 of 13 management responses</i> <i>DE: 4 of 25 management responses</i>
WS3.1.C Evaluation products accessed (corporate results framework KPI) <i>[Percentage increase/decrease of unique downloads of evaluation products from previous year]</i>	+32.9% <i>31 948 unique downloads</i>	+31.2% <i>41 905 unique downloads</i>	+4.2% <i>43 672 unique downloads</i>
WS3.2.A Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence (corporate results framework KPI)	92% <i>23 of 25 drafts</i>	95% <i>20 of 21 drafts</i>	100% <i>10 of 10 drafts</i>
WS3.2.B Percentage of implemented evaluation recommendations (corporate results framework KPI)	66% (CE: 44% DE: 76%) <i>136 of 206 recommendations</i>	65% (CE: 57% DE: 69%) <i>201 of 311 recommendations</i>	61% (CE: 62% DE: 59%) <i>127 of 210 recommendations</i>
WS3.3 Number of summaries of evaluation evidence produced	8 (headquarters-led: 2 regional: 6)	9 (headquarters-led: 2 regional: 7)	14 (headquarters-led: 6 regional: 8)

Outcome 4. Enhanced capacity to commission, manage and use evaluations	2022	2023	2024
WS4.1 Percentage of completed decentralized evaluations for which the evaluation managers completed the evaluation learning training programme	42% <i>10 of 24 decentralized evaluations</i>	67% <i>14 of 21 decentralized evaluations</i>	64% <i>14 of 22 decentralized evaluations</i>
WS4.2.A Gender ratio in evaluation teams <i>[Percentage of women]</i>	54% (CE: 58% DE: 50%) <i>CE: 98 women and 72 men DE: 74 women and 73 men</i>	57% (CE: 60% DE: 54% IE: 46%) <i>CE: 103 women and 68 men DE: 61 women and 51 men IE: 6 women and 7 men</i>	55% (CE: 54% DE: 54% IE: 63%) <i>CE: 64 women and 54 men DE: 78 women and 66 men IE: 12 women and 7 men</i>
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>	46% (CE: 34% DE: 61%) <i>CE: 58 from developing and 112 from developed countries DE: 89 from developing and 58 from developed countries</i>	43% (CE: 38% DE: 51% IE: 31%) <i>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</i>	47% (CE: 40% DE: 55% IE: 37%) <i>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</i>
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>	African States: 19% (CE: 15% DE: 24%) Asia-Pacific States: 14% (CE: 10% DE: 18%) Eastern European States: 0% (CE: 0% DE: 1%) Latin American and Caribbean States: 11% (CE: 6% DE: 16%) Western European and other States: 56% (CE: 69% DE: 41%)	African States: 19% (CE: 20% DE: 19% IE: 0%) Asia-Pacific States: 13% (CE: 10% DE: 18% IE: 23%) Eastern European States: 2% (CE: 1% DE: 3% IE: 0%) Latin American and Caribbean States: 8% (CE: 8% DE: 7% IE: 15%) Western European and other States: 58% (CE: 61% DE: 53% IE: 62%)	African States: 21% (CE: 20% DE: 24% IE: 3%) Asia-Pacific States: 14% (CE: 9% DE: 19% IE: 25%) Eastern European States: 2% (CE: 1% DE: 3% IE: 3%) Latin American and Caribbean States: 9% (CE: 7% DE: 11% IE: 10%) Western European and other States: 54% (CE: 63% DE: 43% IE: 59%)

Outcome 5. Partnerships strengthen environment for evaluation and United Nations coherence	2022	2023	2024
WS5.1 Number of joint evaluations with governments in which WFP engaged in the reference year	3 Benin, Colombia and Lesotho	2 Eswatini and Guatemala	1 Malawi (together with UNFPA, UNICEF) ³
WS5.2 Number of joint evaluations with United Nations agencies and other partners in which WFP engaged in the reference year	7 Caribbean: ILO, UNDP, UNICEF, UN-Women Malawi: ILO, UNICEF Madagascar: ILO, UNFPA, UNICEF Yemen: IASC Southern Africa region: donors, Southern African Development Community Global: UNAIDS, UNFPA Global: IASC	7 Chad: UNFPA, UNICEF Kenya: FAO, ILO, UNICEF Lebanon: UNHCR Mauritania: ILO, UNICEF Niger: UNFPA, UNICEF Nigeria: ILO, UNDP, UNICEF, WHO State of Palestine: ILO, UNICEF	9 Niger: UNICEF Democratic Republic of the Congo: FAO, UNICEF Democratic Republic of the Congo, Niger and Somalia: FAO, IFAD Malawi (with the Government): UNFPA, UNICEF South-Sudan: UNICEF Afghanistan: IASC Ethiopia: IASC Global: UN-Women Global: UNAIDS, UNICEF, ILO
WS5.3 Number of global joint and system-wide evaluations in which WFP engaged in the reference year (corporate results framework KPI)	10 (Global JE : 2 IAHE: 2 DE: 7)	9 (Global JE : 0 IAHE: 0 DE: 9)	9 (Global JE : 2 IAHE: 2 DE: 4 ; IE: 1)

³ 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 United Nations agencies (WS 5.2). However, it counts as only one decentralized joint evaluation in the overall total (WS 5.3).

Cross-cutting workstream B. Resources	2022	2023	2024
WSB.A Expenditure on evaluation as a percentage of WFP total contribution income	0.21% <i>USD 29.1 million of USD 14.1 billion</i>	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>
WSB.B Contingency Evaluation Fund <i>[Contingency Evaluation Fund allocated in the reference year as a percentage of Contingency Evaluation Fund requested]</i>	72% <i>USD 732 632 allocated of USD 1 022 574 requested USD 330 950 allocated for DEs USD 401 682 allocated for CSP evaluations</i>	79% <i>USD 960 496 allocated of USD 1 215 174 requested USD 785 988 allocated for DEs USD 174 508 allocated for CSP evaluations</i>	94% <i>USD 707 796 allocated of USD 750 923 requested USD 297 732 allocated for DEs USD 410 064 allocated for CSP evaluations</i>
WSB.C Gender ratio of evaluation function staff <i>[Percentage of women]</i>	76% (OE: 73% regional bureaux: 83%) <i>OE: 45 women and 17 men Regional bureaux: 20 women and 4 men</i>	70% (OE: 67% regional bureaux: 76%) <i>OE: 41 women and 20 men Regional bureaux: 16 women and 5 men</i>	69% (OE: 67% regional bureaux: 75%) <i>OE: 42 women and 21 men Regional bureaux: 15 women and 5 men</i>
WSB.D1 Geographical diversity (country development) of evaluation function staff <i>[Percentage of staff with at least one nationality from a developing country]</i>	29% (OE: 19% regional bureaux: 54%) <i>OE: 12 from developing and 50 from developed countries Regional bureaux: 13 from developing and 11 from developed countries</i>	34% (OE: 25% regional bureaux: 62%) <i>OE: 15 from developing and 46 from developed countries Regional bureaux: 13 from developing and 8 from developed countries</i>	35% (OE: 25% regional bureaux: 65%) <i>OE: 16 from developing and 47 from developed countries Regional bureaux: 13 from developing and 7 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: 16% (OE: 10% RB: 33%) Asia-Pacific States: 9% (OE: 8% RB: 13%) Eastern European States: 2% (OE: 2% RB: 4%) Latin American and Caribbean States: 5% (OE: 2% RB: 13%) Western European and other States: 67% (OE: 79% RB: 38%)	African States: 18% (OE: 13% RB: 33%) Asia-Pacific States: 10% (OE: 7% RB: 19%) Eastern European States: 2% (OE: 2% RB: 5%) Latin American and Caribbean States: 7% (OE: 5% RB: 14%) Western European and other States: 62% (OE: 74% RB: 29%)	African States: 18% (OE: 13% RB: 35%) Asia-Pacific States: 8% (OE: 6% RB: 15%) Eastern European States: 1% (OE: 2% RB: 0%) Latin American and Caribbean States: 8% (OE: 5% RB: 20%) Western European and other States: 64% (OE: 75% RB: 30%)

Cross-cutting workstream C. Institutional arrangements and management	2022	2023	2024
WSC Compliance rate in the Executive Director's annual assurance statement regarding evaluation ⁴	95%	97%	98%
	127 of 133 offices (country offices, regional bureaux, headquarters)	131 of 135 offices (country offices, regional bureaux, headquarters)	122 of 125 offices (country offices, regional bureaux, headquarters)

⁴ 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 II

Decentralized evaluations completed in 2024

Regional bureau	Title of decentralized evaluation
Asia and the Pacific	<p>Cambodia - Endline Evaluation of USDA Local and Regional Food Aid Procurement Grant (LRP-442-2019-011-00) for WFP School Feeding in Cambodia, 2019–2024</p> <p>Lao People's Democratic Republic – Mid-Term Evaluation of WFP School-Feeding Program for USDA McGovern-Dole Grant [FY 2020–25]</p> <p>Nepal – Mid-term Evaluation of USDA McGovern-Dole International Food for Education and Child Nutrition Program in Nepal, 2020–2024</p>
Middle East, Northern Africa and Eastern Europe	<p>Armenia – Evaluation of School Feeding Modalities Applied in Armenia (2018–2023)</p>
Western Africa	<p>Liberia – Decentralized Evaluation of Cash-Based Transfers Pilot in Liberia in 2021</p> <p>Niger - <i>Évaluation d'impact du projet "Partenariat UNICEF-PAM pour la résilience et la cohésion sociale dans la région de Diffa, au Niger" juillet 2020–avril 2023*</i></p> <p>Sao Tome and Principe - Evaluation of capacity strengthening activities to government and local communities in Sao Tome and Principe, July 2019–December 2022</p> <p>Sierra Leone - Evaluation of Asset Creation and Livelihood Activities in Sierra Leone from January 2020–December 2023</p>
Southern Africa	<p>Angola – Evaluation of WFP's Technical Assistance activities and Refugee Response in Angola from 2017 to 2022</p> <p>Democratic Republic of the Congo – Final Evaluation of the Programme to Strengthen the Socio-Economic Resilience of Smallholder Farmers and Vulnerable Populations in the Democratic Republic of Congo (2018-2024)</p> <p>Malawi - Evaluation of Tsogolo la Thanzi – Healthy Future Home-Grown School Feeding Project in Malawi from 2020 to 2023</p> <p>Malawi - Mid-Term Evaluation of the United Nations Joint Programme on Girls Education (JPGE)-III 2021–2023, Malawi*</p>

Regional bureau	Title of decentralized evaluation
Eastern Africa	<p>Ethiopia – Mid-term evaluation of WFP’S USDA McGovern - Dole International Food for Education and Child Nutrition Programme’s Support in Afar and Oromia Regions in Ethiopia (2019–2025)</p> <p>Ethiopia – Final Evaluation of Satellite Index Insurance for Pastoralists in Ethiopia Programme (SIIPE 2019–2022)</p> <p>Regional - Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021–2023)**</p> <p>Rwanda – Midterm Evaluation of USDA McGovern-Dole Grant for WFP Home-Grown School Feeding Project in Rwanda (2020 to 2025)</p> <p>South Sudan – Evaluation of School Feeding Programme in South Sudan, 2018 to 2023</p> <p>Uganda – Evaluation of Promoting Self-reliance with Livelihood, Asset Creation and Resilience Interventions in Uganda, 2020 – 2023</p>
Latin America and the Caribbean	<p>Ecuador/Colombia – Final Evaluation of the Binational Adaptation Project in Colombia and Ecuador (2016–2024)**</p> <p>Nicaragua – <i>Evaluación final del proyecto BOOST desde agosto 2018 hasta enero 2024 en las zonas de Nueva Segovia, Madriz, Estelí, Matagalpa, Jinotega y la RACCN</i></p> <p>Nicaragua – <i>Evaluación descentralizada de la contribución de WFP en fortalecimiento de capacidades en Nicaragua de 2019 a 2023</i></p> <p>Regional - Regional Evaluation of WFP’s contribution to Shock-Responsive Social Protection in Latin America and the Caribbean (2015–2022)**</p>
Headquarters	Title of decentralized evaluation
Supply Chain and Delivery Division	Evaluation of WFP’s Contribution to Market Systems in South Sudan and Bangladesh, 2018 to 2022**
Programme Policy and Guidance Division	JE of the Rome-based Agencies’ Resilience Initiative: “Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of Congo, Niger, and Somalia” from 2017 – 2023**
Private Sector Partnership Division	Mid-term Evaluation of WFP’s Private Sector Partnerships and Fundraising Strategy 2020–2025

Notes: * These two joint evaluations did not follow the WFP DE-QAS guide. Instead, they followed the UNICEF evaluation quality-assurance system. ** These evaluations are considered multi-country because they cover two or more countries or cover a specific geographical zone.

ANNEX III

Overview of WFP policies current in 2024 and evaluation coverage

Approval date	Policy area and title of documents in which policies are set out	Year of 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 on 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).

Approval date	Policy area and title of documents in which policies are set out	Year of 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	
2017	Nutrition* <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	2023 first regular session ¹⁷	
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	

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 strategic evaluation of WFP's work on nutrition and HIV/AIDS” (WFP/EB.1/2023/5-A).

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2018	Oversight <i>WFP oversight framework (WFP/EB.A/2018/5-C)</i>		
2018	Enterprise risk management <i>2018 enterprise risk management policy (WFP/EB.2/2018/5-C)</i>	2025 second regular session	2024
2019	Local and regional food procurement* <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>	2026 first regular session	2024
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>		
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>		

* Policies with an asterisk are evaluated as part of strategic evaluations.

ANNEX IV

Interim country strategic plans ongoing in 2024

Country	Interim country strategic plan ¹	Last portfolio evaluation	Interim country strategic plan evaluation start
Algeria	2019–2025		2020
Angola	2020–2025		
Burundi	2022–2024	2016	
Democratic People's Republic of Korea	2019–2025		
Guinea	2019–2024		2022
Islamic Republic of Iran	2023–2027		2025
Republic of Moldova	2022–2024* 2024–2026		
Myanmar	2024–2025		
Syrian Arab Republic	2022–2025	2018	2022
Ukraine	2023–2024*		2023
Venezuela (Bolivarian Republic of)	2023–2025		
Yemen ²	2023–2025		2024

* Transitional interim country strategic plan

In bold, interim country strategic plan evaluations and/or corporate emergency evaluations completed.

¹ The end years include any extensions of the original ICSPs.

² The current ICSP is being covered by a corporate emergency response evaluation, which started in 2024 and will be presented at the second regular session in 2025.

ANNEX V**Summaries of evaluation evidence completed in 2024**

Commissioning unit	Type	Title of the summary of evaluation evidence
OEV	Thematic	Home-Grown School Feeding
	Thematic	Targeting in Emergencies
	Thematic	WFP's budget revision process
	Thematic	Earmarked, Flexible and Multi-Year Contributions
	Thematic	Systemic matters in CSP design and implementation in Asia and the Pacific
	Thematic	Partnership with Governments in Southern Africa
Regional Bureau for Asia and the Pacific	Thematic/Country	School Feeding in Cambodia
Regional Bureau for the Middle East, Northern Africa and Eastern Europe	Thematic	Emergency Response
Regional Bureau for Eastern Africa	Thematic	Gender in the Eastern Africa region
	Thematic	Resilience in the Eastern Africa region
Regional Bureau for Southern Africa	Thematic	School Feeding Programmes in RBJ
	Thematic	Resilience
	Country	Lesotho (2015-2022)
Regional Bureau for Latin America and the Caribbean	Country	Cuba

ANNEX VI

Implementation status of evaluation recommendations

1. WFP continues to advance its commitment to transparency and accountability by tracking progress in the implementation of evaluation recommendations. This report provides a high-level overview of WFP's efforts to implement recommendations due for completion in 2024 and prior years.
2. In 2024, 210 recommendations were originally due for implementation, of which WFP successfully implemented 61 percent; 37 percent remain in progress and 2 percent were closed without implementation. Decentralized evaluations accounted for 120 recommendations, with a 59 percent implementation rate, while centralized evaluations made up 90 recommendations, 62 percent of which were implemented.
3. WFP did not meet the 85 percent implementation rate set as the key performance indicator target for 2024 for several reasons. The deadlines for 49 percent of the 210 recommendations were in December, which significantly limited the time available for the action "owners" to complete internal verifications and initiate the recommendation closure process. In addition WFP's organizational restructuring, particularly at headquarters in Rome, resulted in mid-year changes to recommendation ownership. This required additional efforts to identify new focal points and update records in the Risk and Recommendation Tracking Tool (R2). WFP maintained a proactive approach, successfully closing 83 percent of 749 actions linked to the 210 recommendations originally due in 2024, leading to a recommendation closure rate of 61 percent.
4. WFP conducted a thematic analysis of the 210 recommendations due for closure in 2024 and focused on significant risk areas addressed in the *Management review of significant risk and control issues, 2024*,¹ including community feedback mechanisms, monitoring, cooperating partner management, and workplace culture and conduct and talent management. Cross-cutting priorities such as protection, accountability to affected people and gender mainstreaming were also analysed across the thematic areas.
5. Between 2022 and 2024 WFP made steady progress in its efforts to minimize overdue recommendations, implementing 81 percent of recommendations due for closure, the highest three-year average yet achieved and close to WFP's key performance indicator target of 85 percent.
6. As of the end of 2024, 327 evaluation recommendations involving 1,639 actions were still being implemented, with 42 percent of related actions closed. Of the 147 overdue recommendations, 78 percent belonged to country offices, 19 percent to headquarters and 3 percent to regional bureaux.
7. WFP also prioritized closing older recommendations in 2024. Of the 1,000 recommendations issued between 2016 and 2021, only nine remain overdue, all of which were originally due for completion by 2021. WFP has closed all recommendations with deadlines prior to 2021, highlighting its sustained focus on evaluation accountability and implementation.

¹ "[Management review of significant risk and control issues, 2024](#)" (WFP/EB.A/2025/7-D/1/Rev.2).

Background

8. This report offers a snapshot of WFP's progress in implementing recommendations due for closure in 2024 or previous years. Focused on transparency and results, the report outlines key challenges and accomplishments in the implementation of evaluation recommendations.
9. This report also provides an analysis of WFP's performance in implementing recommendations. The focus of the analysis is a key performance indicator (KPI) in WFP's corporate results framework² that measures the percentage of implemented evaluation recommendations, disaggregated by evaluation category. The KPI calculation methodology is documented in WFP's compendium of KPIs.³
10. The report also provides an update on progress in implementing recommendations due for closure between 2022 and 2024.

WFP's overall performance in implementing evaluation recommendations

11. This section presents the implementation status of evaluation recommendations based on two key performance indicators. The first indicator, the corporate results framework indicator, measures the percentage of recommendations scheduled for implementation in 2024. It provides a breakdown by evaluation category and WFP office, along with a thematic analysis of recommendations originally due in 2024. The analysis highlights significant risk areas addressed in the *Management review of significant risk and control issues, 2024*.⁴ The second indicator examines the implementation of evaluation recommendations originally due for closure between 2022 and 2024.
12. The section concludes with a comprehensive review of WFP's ongoing implementation of recommendations both overdue and within their due dates, including aging recommendations (pre-2022), providing a clear overview of the organization's evaluation utilization status.

2024 update on the implementation status of evaluation recommendations

13. A total of 210 evaluation recommendations had original deadlines in 2024. Management fully endorsed 78 percent of the recommendations and partially agreed with the remaining 22 percent. The recommendations implemented in 2024 covered a wide range of areas related to WFP operations and involved 46 offices.⁵
14. In 2024, 61 percent of the 210 recommendations originally planned for closure in 2024 were successfully implemented. An additional 37 percent were still being implemented, while 2 percent were closed without implementation.⁶ These 210 evaluation recommendations came from 64 evaluation reports and are tracked in WFP's R2 tracking system through

² "WFP corporate results framework (2022–2025)" (WFP/EB.1/2022/4-A/Rev.1, page 33).

³ WFP. 2024. *WFP Indicator Compendium (2022–2025)*, p. 1340.

⁴ "Management review of significant risk and control issues, 2024" (WFP/EB.A/2025/7-D/1/Rev.2).

⁵ Eight country offices in the Asia and the Pacific region, five in the Middle East, Northern Africa and Eastern Europe region, nine in the Western Africa region, nine in the Southern Africa region, nine in the Eastern Africa region and four in the Latin America and the Caribbean region; one regional bureau; and seven headquarters divisions.

⁶ "Closed without implementation" indicates that none of the actions associated with a given recommendation has been carried out. While the recommendation remains relevant, implementation is no longer anticipated due to resource constraints, as assessed by the action owner and approved by the designated approvers (typically the directors of the responsible offices or divisions).

749 actions,⁷ of which 618 (83 percent) have been closed.⁸ WFP did not meet the 2024 KPI target of closing 85 percent of recommendations for several reasons. Forty-nine percent of the 210 recommendations had deadlines in December, significantly limiting the time available for the action “owners”, to complete internal verifications and initiate the recommendation closure process. In addition WFP’s organizational restructuring, particularly at headquarters in Rome, resulted in mid-year changes to recommendation ownership. This required additional efforts to identify new focal points and update records in R2. WFP maintained a proactive approach, successfully closing 83 percent of 749 actions linked to the 210 recommendations originally due for closure in 2024, leading to a recommendation closure rate of 61 percent.

15. In 2024 WFP undertook a detailed analysis, in consultation with key stakeholders, to identify the factors contributing to the effective implementation of evaluation recommendations, and the challenges encountered. The full analysis is available in the report *Implementation status of evaluation recommendations, 2023*.⁹ Key success factors included the timeliness, quality and clarity of recommendations; early and participatory stakeholder engagement, which was deemed essential to fostering ownership and ensuring relevance; and leadership engagement, highlighted as critical for effective implementation. Challenges included disruptions linked to government transitions and structural changes; limited financial and human resources (which was an even more pressing problem in 2024); and recommendations that were excessively complex or dependent on external actors for their implementation. In addition dynamic operating environments and a large number of overlapping evaluations, both WFP- and donor-mandated, posed further constraints.
16. Of the 210 recommendations, 120 originate from decentralized evaluations, of which 59 percent were successfully implemented in 2024. The remaining 90 recommendations originate from centralized evaluations and recorded an implementation rate of 62 percent.
17. A total of 180 evaluation recommendations (86 percent) were under the responsibility of country offices; 109 of these recommendations (61 percent) were implemented. Seven recommendations (3 percent) were under the responsibility of the Regional Bureau for Southern Africa¹⁰ or the Regional Bureau for Latin America and the Caribbean; four of them were implemented. The remainder of the recommendations (23, or 11 percent) are under the direct responsibility of departments at headquarters in Rome,¹¹ which have implemented 14 of them.

⁷ All recommendations are tracked in management responses through corresponding actions. A recommendation is only considered closed once all associated actions have been closed. The number of actions linked to a specific recommendation can vary significantly, depending on the judgment of the management response lead (directors) at the time of drafting. Details on actions by WFP office can be found in this annex.

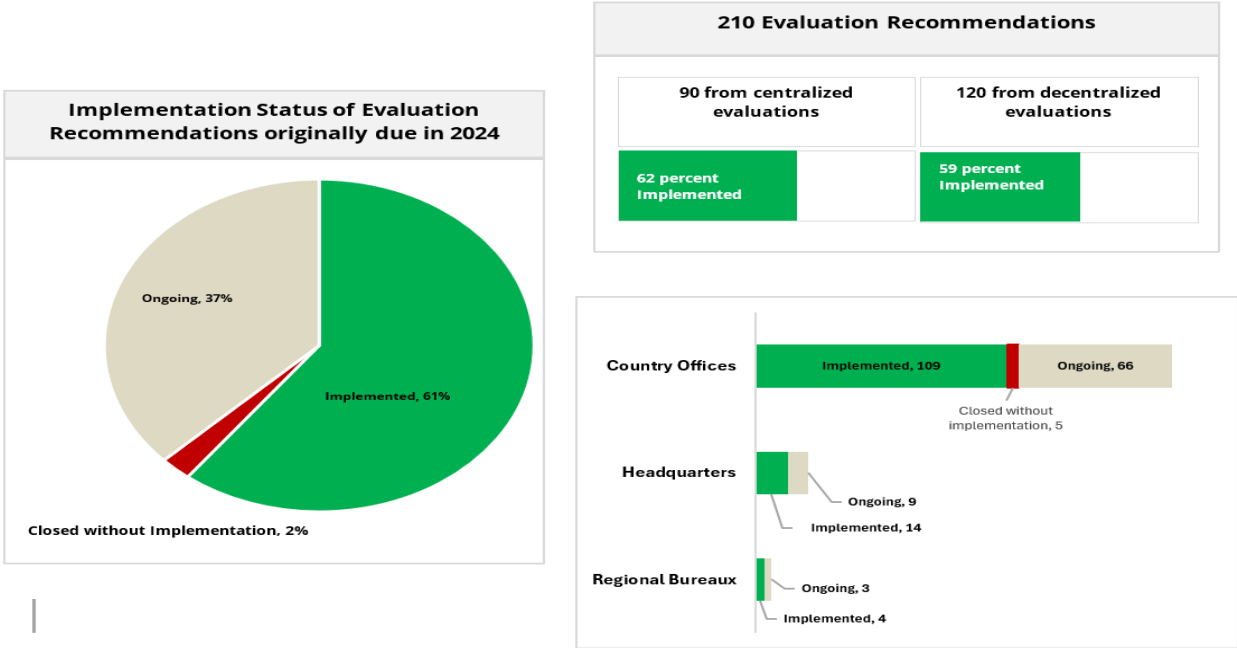
⁸ Action implementation rates indicate progress towards the full implementation of recommendations.

⁹ “[Implementation status of evaluation recommendations](#)” (WFP/EB.A/2024/7-D, para. 25).

¹⁰ The Regional Bureau for Southern Africa was closed in 2025; this will be reflected in the 2026 version of the present report.

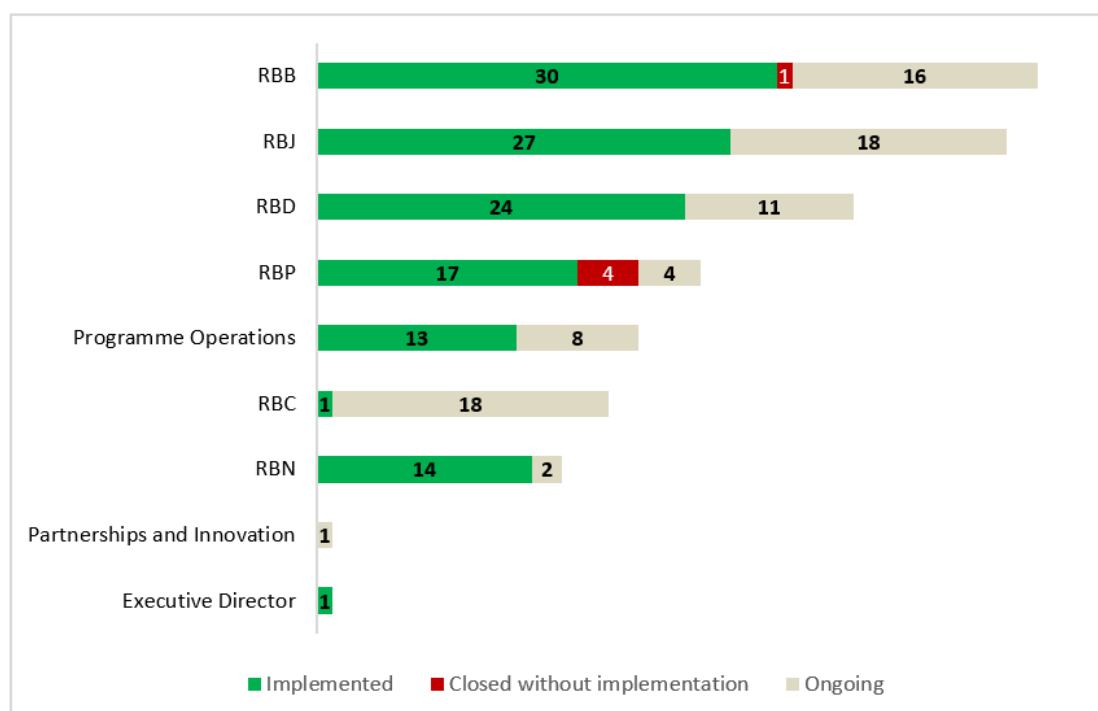
¹¹ Programme Operations Department (21 recommendations), Office of the Chief of Staff (1 recommendation) and Partnerships and Innovation Department (1 recommendation).

Figure 1: Implementation status of evaluation recommendations originally due for closure in 2024, by evaluation category and lead office



- 18. The greatest number of evaluation recommendations due for closure in 2024 were to be implemented by offices under the direct responsibility of the Regional Bureau for Asia and the Pacific, the Regional Bureau for Southern Africa or the Regional Bureau for Western Africa.
- 19. The highest implementation rate in 2024 was achieved by the country offices under the Regional Bureau for Eastern Africa (88 percent), followed by country offices under the Regional Bureau for Western Africa (69 percent) and the Regional Bureau for Latin America and the Caribbean (68 percent). As for offices at headquarters in Rome, most recommendations (21) were under the responsibility of the Programme Operations Department (62 percent of which were implemented).

Figure 2: Distribution of evaluation recommendations by headquarters department and regional bureau



Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Thematic analysis

20. To further facilitate evidence-based decision making and strengthen the culture of learning through evaluation activities, it is critical to assess the extent to which evaluation recommendations align with the significant risk areas addressed in the *Management review of significant risk and control issues, 2024* and understand how WFP is addressing them.
21. For this analysis the following thematic areas were selected: targeting; community feedback mechanisms (CFM); monitoring; cooperating partner management; and workplace culture and conduct and talent management. Cross-cutting priorities such as accountability to affected people and gender mainstreaming were also analysed across the thematic areas.
22. This analysis presented some limitations:
 - **Subjectivity in tagging.**¹² Tagging involves an element of professional judgment, which can lead to inconsistencies in interpretation across evaluations;
 - **Tag overload and redundancy:** With 104 available tags, some issues are categorized under multiple themes (sometimes more than 20) resulting in redundancy. To address this, recommendations were manually reviewed under each theme for relevance.

¹² All evaluation recommendations are “tagged” as relating to one or more of ten thematic areas: context; cross-cutting issues; beneficiary type; unit/level; programme/policy phase; programme areas/activities; modality/ functional areas or support services; evaluation criteria; and Sustainable Development Goals. These themes are broken down into 104 specific tags. The Office of Evaluation is responsible for providing the categorization. Recommendations may be assigned to multiple thematic areas as applicable.

- **Thematic overlap:** Some themes cover similar issues, making it difficult to draw clear distinctions and definitive conclusions.

23. Results of the thematic analysis:

A. Targeting: WFP's 2024 evaluation recommendations advocated improving targeting effectiveness. Recommendations revolved around the following themes:

- **Ensuring sustainability, reinforcing community-driven and government-led targeting:** increasing governmental ownership of targeting frameworks and building national institutional capacity to ensure long-term sustainability;
- **Improving adaptive and risk-responsive targeting:** enhancing crisis-responsive targeting by integrating adaptive approaches into crisis preparedness and implementing risk-informed strategies while ensuring ethical targeting practices and mitigating unintended consequences of assistance;
- **Advancing inclusive targeting:** WFP advocates targeting strategies that are gender-responsive, nutrition-sensitive and inclusive and thus able to address the needs of vulnerable populations effectively;
- **Strengthening coordination and programme integration:** setting measures to improve coordination to avoid duplication of effort and improve targeting effectiveness; and
- **Enhancing data-driven targeting:** strengthening vulnerability assessments, refining targeting criteria and aligning targeting strategies with needs-based improvements.

B. Community feedback mechanisms: The analysis of evaluation recommendations highlights three key themes:

- **CFM integration as part of WFP's core principles:** emphasizing the need to embed CFM within broader efforts to mainstream cross-cutting priorities, particularly accountability to affected people, including by raising awareness among personnel and stakeholders to ensure that protection principles are systematically applied in WFP operations and programmes;
- **Strengthening CFM systems:** focusing on the need to strengthen feedback mechanisms by addressing bottlenecks, enhancing CFM tools and ensuring that beneficiaries have clear and accessible information about WFP programmes; and
- **Stakeholder engagement and partnerships:** collaborating with local actors and civil society in enhancing accountability, engaging external partners to help extend the reach and effectiveness of CFM, and ensuring that community voices are heard and taken into account.

C. Monitoring: The analysis of evaluation recommendations highlights four key themes related to monitoring:

- **Strengthening monitoring systems:** ensuring that monitoring functions are well-resourced and effectively utilized, emphasizing a risk-based approach, directing greater oversight to high-risk areas where monitoring plays a critical role in identifying challenges and improving response mechanisms.

- **Enhancing data quality, collection and utilization** for making informed decisions: Reliable data supports better programme design and accountability. The recommendations highlighted the importance of qualitative data collection for deeper insights, evidence-based monitoring for more accurate assessments, and standardized data collection for consistency in different settings. In addition, improving how monitoring findings are communicated, through streamlined reporting and optimized monthly monitoring, ensures that data are not just collected but also used in a timely manner to improve programmes.
- **Integrating cross-cutting issues into monitoring** to capture diverse perspectives, particularly by mainstreaming protection and gender, to strengthen accessibility for persons with disabilities to ensure non-discrimination and equitable food distribution and further embedding community participation in decision making processes.
- **Strengthening market and performance monitoring**, ensuring the effectiveness of cash-based and market-driven interventions. Regular market assessments help WFP to adapt to changing economic conditions, while monitoring retailer performance ensures the fair pricing and quality of goods. Cross-functional data integration further enhances collaboration across departments, making market-based interventions more efficient and effective.

D. Cooperating partner management: The analysis of recommendations revealed a strong focus on governments engaging as formal partners, with a secondary emphasis on expanding cooperating partner involvement.

- The majority of recommendations prioritize **strengthening collaboration with national governments**, enhancing their capacity for policy development, disaster risk management and food security programme implementation. This aligns with WFP's focus on government-led sustainability models and reducing its own direct implementation of programmes.
- **Mainstreaming conflict sensitivity** in cooperating partner management remains a priority for WFP, yet gaps persist in risk mitigation and partner background checks, requiring more systematic integration to prevent unintended harm.
- Only one recommendation directly aligns with the management of non-governmental organizations, focusing on the importance of conflict sensitivity, risk management and the vetting of cooperating partners.
- A smaller subset of recommendations highlights **expanding cooperation with civil society, other United Nations entities and private sector actors**, reinforcing the need for multisectoral collaboration to sustain progress.

E. Workplace culture and conduct and talent management: The 2024 recommendations focus on the following:

- Building a **well-structured and efficient country office structure**.
- **Strengthening the Human Resources Division** to address recruitment challenges and invest in specific regions to support operational scale-up.
- Establishing internal structures to strengthen strategic alignment, coordination and delivery across country offices. Improving **resource management** to help ensure sufficient staffing and funding..

- **Protection from sexual exploitation and abuse:** A 2023 strategic evaluation of WFP's work on protection from sexual exploitation and abuse¹³ resulted in six active recommendations, all of which have implementation deadlines in 2025 and 2026. These recommendations are tracked through 45 actions. In 2024, 26 actions (58 percent) were implemented and closed. The Board has requested regular reporting on the implementation of the recommendations and their related actions.¹⁴
24. The thematic analysis of 2024 evaluation recommendations highlights several areas of strategic relevance. Many recommendations focused on enhancing targeting by promoting sustainability, inclusivity and risk-responsive approaches. Recommendations related to monitoring emphasized the importance of data quality, risk-based oversight and market performance tracking. Several recommendations called for strengthening community feedback mechanisms, embedding accountability to affected people and fostering stakeholder engagement through partnerships with local actors and civil society. In the area of cooperating partner engagement, the emphasis was primarily on government partnership. Conversely, topics such as identity management, information technology and commodity management were less frequently addressed in the evaluation recommendations relative to other areas covered in the *Management review of significant risk and control issues, 2024*.

2022–2024 update on implementation status of evaluation recommendations

25. The following update provides an overview of the implementation of evaluation recommendations with original implementation deadlines between 2022 and 2024. WFP provides this analysis to highlight ongoing efforts to address recommendations beyond the current reporting year. While closing recommendations due in 2024 was a primary focus, divisions and offices continued to work diligently to implement overdue recommendations from previous years.
26. Between 2022 and 2024 WFP made steady progress in its efforts to minimize overdue recommendations, implementing 81 percent of recommendations due for closure, the highest three-year average yet achieved and close to WFP's key performance indicator target of 85 percent.
27. Of the 740 recommendations with original implementation deadlines between 2022 and 2024, 478 (65 percent) came from decentralized evaluations. By the end of 2024, 389 (81 percent) of those recommendations were closed. The remaining 262 recommendations originate from centralized evaluations, with an implementation rate of 75 percent.
28. Eighty-six percent (639) of the recommendations from this period fall under the responsibility of country offices. Only 16 (2 percent) are under the responsibility of regional bureaux, while the remaining 85 (11 percent) are the responsibility of headquarters divisions.

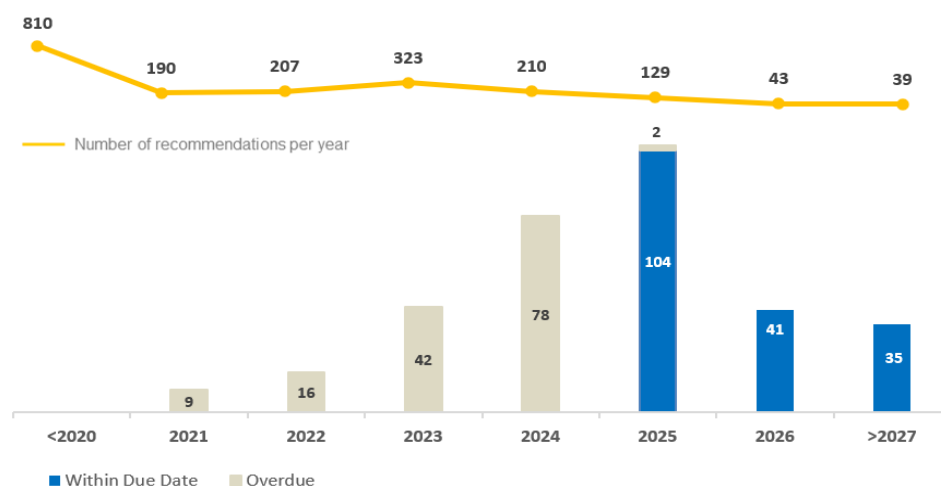
¹³ "Summary report on the strategic evaluation of WFP's work on protection from sexual exploitation and abuse" (WFP/EB.A/2024/7-B).

¹⁴ "Annual update on progress in implementing the recommendations from the strategic evaluation of WFP's work on protection from sexual exploitation and abuse" (WFP/EB.A/2025/9-A).

Update on all ongoing recommendations in R2

29. A total of 327 evaluation recommendations are currently being implemented through 1,639 actions, 42 percent of which have already been closed. Of these recommendations, 52 percent originate from centralized evaluations, while 48 percent come from decentralized evaluations.
30. Implementation of 147 (45 percent) of the 327 active recommendations is overdue, while the deadlines for the remaining 180 have not yet passed. Among the overdue recommendations, 78 percent are the responsibility of country offices, 19 percent of headquarters in Rome and 3 percent of regional bureaux.
31. Throughout 2024 WFP made considerable efforts to implement longstanding recommendations through dedicated one-on-one meetings with offices with aging recommendations and other support. Of the approximately 1,000 evaluation recommendations issued between 2016 and 2021, only nine (0.9 percent) remain active; all nine were originally due for closure in 2021. All recommendations issued prior to 2021 that are tracked in R2 are now officially closed.

Figure 3: Ongoing evaluations recommendations by original deadline (year)



Conclusions

32. Owing to time constraints and its organizational restructuring, WFP did not meet its evaluation recommendation implementation KPI target in 2024. Nevertheless its overall progress was significant, with the closure of 83 percent of the actions related to the 210 recommendations originally due in 2024. WFP also achieved an 81 percent implementation rate over the past three years, the highest three-year average rate yet achieved.
33. A 2024 thematic analysis of 210 evaluation recommendations with original implementation deadlines in 2024 highlighted WFP's efforts to strengthen governance, enhance monitoring effectiveness, reinforce accountability to affected people through improved targeting strategies and community feedback mechanisms, and strengthen partnerships. These efforts were supported by improved workforce planning, risk management and management oversight. The analysis emphasized WFP's continued commitment to accountability, transparency and operational effectiveness.
34. WFP continues to work to ensure that recommendations are implemented on time and therefore optimize the value of evaluation recommendations as a means of reinforcing evidence-based decision making and strengthening the culture of learning.

STATUS OF RECOMMENDATIONS AND ACTIONS BY OFFICE IN 2024								
	Recommendations				Actions			
Office	Ongoing	Implemented	Closed without implementation	Total	Sum of open actions	Sum of closed actions	Percentage closed	Sum of actions
Algeria country office	2	1	0	3	3	15	83%	18
Analysis, planning and performance	2	2	0	4	2	10	83%	12
Benin country office	0	5	0	5	0	36	100%	36
Bhutan country office	0	1	0	1	0	2	100%	2
Burkina Faso country office	2	2	0	4	4	47	92%	51
Cambodia country office	12	5	0	17	15	22	59%	37
Chief Financial Officer	0	1	0	1	0	4	100%	4
Chad country office	4	3	0	7	4	3	43%	7
Colombia country office	1	7	3	11	1	48	98%	49
Congo country office	4	0	0	4	10	3	23%	13
Dominican Republic country office	1	2	1	4	0*	14	100%	14
Egypt country office	6	0	0	6	8	0	0%	8
Eswatini country office	5	1	0	6	8	3	27%	11
Ghana country office	2	3	0	5	9	14	61%	23
Guinea country office	0	1	0	1	0	10	100%	10
Guinea-Bissau country office	1	6	0	7	1	11	92%	12
Haiti country office	2	2	0	4	3	25	89%	28

STATUS OF RECOMMENDATIONS AND ACTIONS BY OFFICE IN 2024								
	Recommendations				Actions			
Office	Ongoing	Implemented	Closed without implementation	Total	Sum of open actions	Sum of closed actions	Percentage closed	Sum of actions
Iraq country office	7	0	0	7	15	2	12%	17
Kenya country office	1	10	0	11	1	20	95%	21
Kyrgyzstan country office	0	1	0	1	0	4	100%	4
Lao People's Democratic Republic country office	1	9	1	11	1	11	92%	12
Madagascar country office	3	4	0	7	7	27	79%	34
Malawi country office	0	3	0	3	0	10	100%	10
Mauritania country office	1	1	0	2	1	15	94%	16
Mozambique country office	0	2	0	2	0	7	100%	7
Namibia country office	0	4	0	4	0	29	100%	29
Nepal country office	1	6	0	7	1	27	96%	28
Nicaragua country office	0	5	0	5	0	7	100%	7
Niger country office	1	1	0	2	1	2	67%	3
Nigeria country office	0	2	0	2	0	14	100%	14
Philippines country office	0	6	0	6	0	29	100%	29
Partnerships and Innovation Department	1	0	0	1	4	1	20%	5
Programme Operations Department	1	0	0	1	3	3	50%	6
Programme Policy and Guidance Division	5	2	0	7	7	29	81%	36

STATUS OF RECOMMENDATIONS AND ACTIONS BY OFFICE IN 2024								
	Recommendations				Actions			
Office	Ongoing	Implemented	Closed without implementation	Total	Sum of open actions	Sum of closed actions	Percentage closed	Sum of actions
Regional Bureau for Southern Africa	3	3	0	6	3	26	90%	29
Regional Bureau for Latin America and the Caribbean	0	1	0	1	0	1	100%	1
Rwanda country office	1	1	0	2	4	8	67%	12
School-based Programmes Division	0	7	0	7	0	14	100%	14
Supply Chain and Delivery Division	0	2	0	2	0	6	100%	6
Sri Lanka country office	2	0	0	2	5	0	0%	5
State of Palestine country office	2	0	0	2	3	4	57%	7
Sudan country office	0	3	0	3	0	8	100%	8
Syrian Arab Republic country office	1	0	0	1	4	2	33%	6
Tajikistan country office	0	2	0	2	0	8	100%	8
Zambia country office	3	3	0	6	3	20	87%	23
Zimbabwe country office	0	7	0	7	0	17	100%	17
Grand total	78	127	5	210	131	618	83%	749
Percentage	37%	61%	2%	100%	17%	83%	83%	100%

* Some recommendations are marked as ongoing but show zero ongoing actions. This is a system-related issue that typically occurs when final approvers have not yet formally approved and closed recommendations in the system. This issue has been addressed in Salesforce, the new platform for the R2 tracking tool that was rolled out in the first quarter of 2025.

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
COVID-19	coronavirus disease 2019
CSP	country strategic plan
DEval	German Institute for Development Evaluation
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
ILO	International Labour Organization
KPI	key performance indicator
OEV	Office of Evaluation
PSA	Programme Support and Administrative (budget)
PSEA	Protection from Sexual Exploitation and Abuse
QCPR	Quadrennial Comprehensive Policy Review
SDG	Sustainable Development Goal
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