



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

Executive Board
Annual session
Rome, 23–26 June 2025

Distribution: General

Agenda item 7

Date: 26 May 2025

WFP/EB.A/2025/7-G/2/Add.1

Original: English

Oversight functions

For decision

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

Management response to the recommendations in the summary report on the strategic evaluation of WFP's support for refugees, internally displaced persons and migrants

Background

This document presents the WFP management response to the recommendations in the summary report on the strategic evaluation of WFP's support for refugees, internally displaced persons and migrants. The evaluation covered WFP activities implemented between January 2017 and July 2024. It assessed WFP's assistance to displaced persons in various circumstances, including sudden-onset crises, protracted displacement and mixed migration flows, and activities ranging from humanitarian response to long-term support for self-reliance and durable solutions. Taking a utilization-focused consultative approach, the evaluation served the dual purposes of accountability and learning, with a particular emphasis on forward looking and formative analysis. It aimed to inform future strategic planning, programming and partnerships.

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

Focal point:

Mr R. Smith
Director
Emergency Preparedness and Response Service
email: ross.smith@wfp.org

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: End 2026 WFP's corporate positioning Recommendation 1: Formulate a clear vision and corporate position on WFP's support for food-insecure and nutritionally vulnerable refugees, internally displaced persons and irregular migrants, and systematically embed this position in relevant WFP strategic and normative frameworks.	Programme Policy and Guidance Division (PPG) – Emergency Preparedness and Response Service (PPGE) Other contributing entities: all other PPG services Analysis, Planning and Performance Division (APP) Management Services Division – Business Development and Digital Transformation Branch	Agreed				
1.1 Define the key elements and boundaries of WFP's strategic approach to assisting food-insecure and nutritionally vulnerable refugees and internally displaced persons in emergency and protracted displacement settings, in line with the organization's mandate and addressing emergency preparedness, crisis response and transitions to self-reliance and durable solutions.		Agreed	1. A corporate position and strategy for WFP's response to food and nutrition insecurity of refugees and internally displaced persons (IDPs) will be developed through a consultative process.	PPGE (all other PPG services; Assessment and Targeting Unit (APPFA))	June 2026	Not started
1.2 Clarify WFP's corporate intention regarding the provision of assistance for food-insecure and nutritionally vulnerable irregular migrants, and strategic entry points for supporting this category of people in the future.		Agreed	2. A position outlining corporate intent and direction on WFP's support for irregular migrants will be developed through a consultative process.	PPGE (all other PPG services; APPFA)	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.3 Embed WFP's corporate position regarding refugees, internally displaced persons and irregular migrants in guidance on the formulation of country strategic plans (CSPs) and relevant thematic and sectoral policies and strategies.		Agreed	3. WFP will incorporate the corporate positions on refugees, IDPs and migrants referred to in 1.1 and 1.2 above into its normative programmatic guidance.	PPGE (all other PPG services; APPFA)	December 2026	Not started
1.4 Define WFP's strategic approach to its work in existing and emergent cross-border displacement and migration settings, and the mechanisms required for a coherent and coordinated multi-country response in such settings.		Agreed	4. The new strategy for WFP's response to refugees and IDPs referred to in 1.1 above will address cross-border displacement, including how WFP can best coordinate multi-country responses to it.	PPGE (all other PPG services; APPFA; Forecasting and Early Warning Unit (APPFF))	June 2026	Not started
Priority: High Deadline: End 2026 WFP programmes and related partnerships Recommendation 2: Specify WFP's programme offer and the partnerships it needs in order to adequately integrate refugees, internally displaced persons and irregular migrants into interventions for emergency preparedness, addressing immediate needs, building self-reliance and implementing durable solutions, and foster the introduction of transition pathways from the outset of the crisis response.	PPG – PPGE Other contributing entities: all other PPG services; Staffing Coordination and Capacity Service (POS) APP Partnerships and Innovation Department (PI)	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.1 Provide country offices with a coherent programme framework that sets out the options for, and boundaries of, WFP's offer for the different categories of refugee, internally displaced person and irregular migrant, and that considers the specific limitations and opportunities for WFP's operational response in different country settings, such as the legal provisions for refugees, internally displaced persons and irregular migrants; security and access considerations; the economic environment; and national and local capacity.		Agreed	1. Building on the corporate position and strategy referred to in 1.1 above, a programme framework for WFP's responses to food and nutrition insecurity of refugees, IDPs and migrants will be developed.	PPGE (all other PPG services; APPFA)	February 2027	Not started
2.2 Identify critical gaps in WFP's operational guidance and the tools needed to implement its corporate position and programmes in rural, urban and camp settings, and develop or revise relevant guidance and tools with the support of regional offices and country offices.		Agreed	2. Relevant guidance and tools will be updated to address critical gaps in accordance with the corporate position and strategy referred to in 1.1 above.	PPGE (all other PPG services; APPFA)	June 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.3 Identify critical gaps in WFP's internal capacity to implement its programmes for refugees, internally displaced persons and irregular migrants, including in addressing cross-cutting and protection issues, and the investments required for effective capacity strengthening, guidance, recruitment and support.		Agreed	3. A review of internal capacity and investment required to implement the programme framework for refugees, IDPs and migrants referred to in 2.1 above will be integrated into ongoing capacity analysis. Learning initiatives will be developed for programme employees and will include normative guidance, experiences and best practices for addressing the needs of refugees, IDPs and migrants.	POS (PPG services)	June 2027	Not started
				POS (PPG services)	December 2027	Not started
2.4 Identify and operationalize the broad range of strategic and programmatic partnerships needed to implement and support WFP's programmes for refugees, internally displaced persons and irregular migrants with other United Nations entities, international financial institutions, cooperating partners, governments, the private sector, and local stakeholders		Agreed	4. The development of the programme framework referred to in 2.1 above will establish the boundaries and objectives that will guide WFP's engagement in existing and evolving strategic partnerships.	PPGE (PI)	February 2027	Not started
2.5 Strengthen WFP's strategic engagement in advocating, together with mandated agencies and other stakeholders, for an enabling environment that supports refugees, internally displaced persons and irregular migrants through the transition of programmes towards building self-reliance and implementing durable solutions in different countries.		Agreed	5. The programme framework developed in accordance with 2.1 above will facilitate engagement with government counterparts in relation to the transition of refugees, IDPs and irregular migrants toward self-reliance.	PPGE (PI, regional and country offices)	February 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: End 2026 WFP data systems, assessment and analysis 3. Strengthen WFP's data systems and analytical capacity to improve the organization's understanding of the intersecting vulnerabilities of refugees, internally displaced persons and irregular migrants, inform programming, facilitate inter-agency coordination, and enable principled data-sharing on refugees, internally displaced persons and irregular migrants.	Food Security and Nutrition Analysis Service (APPF) and Programme Monitoring and Reporting Service (APPM) Other contributing entities: Planning and Prioritization Unit (APPBP), Identity Management Norms and Standards Unit (APPRI), Technology Division (TEC), Delivery Systems Services Unit (SCDDS), Global Privacy Office (GPO)	Agreed				
3.1 Embed data on refugees, internally displaced persons and irregular migrants by category, as well as age, sex and disability, throughout WFP's data and monitoring systems, and in its assessment methodologies, sampling and analysis, so that programme design, targeting and prioritization can take issues related to forced displacement and irregular migration into account.		Agreed	1. In alignment with the position paper referred to in 1.1 and 1.2 above, guidance on the coverage and disaggregation of refugees, IDPs and migrants in WFP assessments will be developed and will include advice on how to balance costs and information needs.	APPFA	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. Support will be provided to high-priority country offices in order to address data gaps on refugees, IDPs and migrants based on existing analytical frameworks such as WFP's essential needs analysis and the Office of the United Nations High Commissioner for Refugees (UNHCR)–WFP joint assessment framework.	APPFA	December 2026	Ongoing
			3. In WFP's COMET (country office tool for managing effectively) system, CSPs set out formal country portfolio needs in relation to beneficiaries and transfers, and the formal planning and reporting of distributions occurs. The residence status, age and sex of planned and actual beneficiaries are already reflected in COMET planning documents and distribution reports. WFP will review its guidance on the use of data on residence status, sex, age and disability in COMET programmatic planning and reporting on beneficiaries and transfers to assess the feasibility of providing more detailed data on refugees, IDPs and migrants ahead of the implementation of its next corporate results framework.	Performance Management and Reporting Unit (APPMP)	July 2026	Ongoing
		Agreed	4. Beneficiary planning figures will continue to be disaggregated by residence status in COMET. <i>Note: The residence status of planned and actual beneficiaries is already reflected in COMET. These data are based on the details of beneficiary households when known. If the identity of beneficiaries is not known (for example in emergency settings), their residence status is inferred from census data.</i>	APPMP		Ongoing
3.2 Ensure that WFP's corporate systems identify and track refugees, internally displaced persons and migrants throughout the programme cycle and budgeting process.						

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			5. WFP will implement changes to COMET that may be required as a result of revised targeting, prioritization, assessment or monitoring guidance related to refugees, IDPs and migrants.	APPMP	July 2027	Ongoing
			6. Through the UNHCR–WFP joint protocol on information sharing, funding requirements and shortfalls for refugee operations are being manually aggregated.	Planning and Prioritization Unit (APPBP)	July 2026	Ongoing
			7. WFP will conduct a review to assess the potential for disaggregating the budget by programme type for refugees as part of the implementation of the joint protocol.	APPBP	December 2025	Not started
			8. WFP will also conduct a review of the feasibility and viability of extending this approach to IDPs and migrants, based on current data availability and system capacity.	APPBP	December 2026	Not started
3.3 Strengthen attention given to forced displacement, irregular migration and related issues in WFP's contextual analysis and early warning systems for multi-country, cross-border and individual country settings		Agreed	9. Disaggregated data on acute food insecurity among refugees, IDPs and migrants and an analysis of the impact of displacement on food security will be included in global reports such as the <i>Global Report on Food Crises</i> .	APPFA	December 2026	Ongoing
			10. Global analysis of data gaps pertaining to refugees, IDPs and migrants will be conducted, as applicable.	APPFA	December 2026	Ongoing
			11. Where data are available displacement, irregular migration and related intersecting considerations will be integrated into country analyses included in early warning tools such as the early warning watch list and hunger hotspots reports.	APPFF	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.4 In case of an inter-agency response, strengthen beneficiary management systems and align data privacy safeguards in order to optimize the generation of data on beneficiaries, interoperability and principled data sharing.		Agreed	12. WFP will ensure that data sharing frameworks are in place with UNHCR and the International Organization for Migration (IOM) to help facilitate better cooperation with regard to personal data at the country operations level.	APPRI (GPO; Delivery System Services (SCDDS); TEC)	December 2026	Ongoing
			13. WFP will enhance existing tools for the interoperability of WFP and UNHCR systems holding personal data.	SCDDS (APPRI, TEC)	June 2027	Ongoing
Priority: High Deadline: Mid 2026 <i>Protection and risk identification and mitigation</i> 4. E Ensure that all of WFP's support for refugees, internally displaced persons and irregular migrants is based on comprehensive analysis of status in relation to the risks faced by women, girls, men and boys, and risks arising from protection on contextual issues, and that it includes robust mechanisms for ensuring accountability to affected people.	PPGE Other contributing actors: PPGG Programme Monitoring and Reporting Service Risk Management Division Ethics Office (Office of the Executive Director)	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.1 Enhance and apply guidance for ensuring that WFP's employees and partners have an increased understanding of the specific protection-related vulnerabilities of refugees, internally displaced persons and irregular migrants, including those facing women, girls, men and boys or arising from other concerns, and the importance of conflict sensitivity.		Agreed	1.The roll-out of integrated people-centred training (which also covers conflict sensitivity) will continue to strengthen the capacity of cooperating partner and WFP employees to understand and account for the needs, vulnerabilities and preferences of refugees, IDPs and migrants, as well as those of other stakeholders.	Gender, Protection and Inclusion Service (PPGG) (PPGE)	June 2026	Ongoing
			2. Capacity strengthening initiatives promoted by services at global headquarters will be supported to ensure that they take account of the specific protection-related vulnerabilities faced by women, girls, men and boys associated with displacement, when relevant.	PPGG (other relevant services at global headquarters)	June 2026	Ongoing
4.2 Ensure that a comprehensive, documented analysis of the risks related to protection, including from sexual exploitation and abuse, social cohesion and other issues affecting refugees, internally displaced persons and irregular migrants is conducted, jointly with other agencies where feasible, and is integrated systematically into programme design and decision-making on targeting and prioritization.		Agreed	3.Learning and best practices from the implementation of integrated context analysis risk assessment in situations involving forced displacement and migration will be documented. A checklist will be developed to ensure that, where relevant, integrated context analysis risk assessment, protection analysis and conflict sensitivity risk analysis include refugees, IDPs and migrants.	PPGG (PPGE)	June 2026	Ongoing
			4.Support will be provided to ensure that relevant operations integrate or make use of standalone people-centred analyses and that their findings, together with other relevant data points from regular monitoring and community feedback mechanisms (CFMs), are used to inform programme adaptation, including targeting and prioritization, thus ensuring that WFP reaches those most in need and does not cause harm or social tensions.	PPGG	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.3 Continue to strengthen the systematic engagement of refugees, internally displaced persons and irregular migrants in programme design and implementation; the review of and response to complaints and feedback; and the management of protection referrals, including cases of sexual exploitation and abuse, to the appropriate systems of mandated agencies, government departments or cooperating partners, as relevant.		Agreed	5.Continue efforts to strengthen CFMs, including the roll-out of standard CFM processes and systems across all operational settings, including those serving refugees, IDPs and migrants assisted by WFP, in collaboration with partners.	Field Monitoring Unit (APPMF)	December 2025	Ongoing
			6.Continue to enhance system interoperability with UNHCR and other relevant humanitarian organizations in order to support the use of common CFMs, ensuring a coordinated approach to receiving and addressing feedback from refugees, IDPs and migrants.	APPMF	December 2025	Ongoing
			7.Technical support for relevant operations will be provided to ensure that refugees, IDPs and migrants, and groups representing them such as refugee committees, meaningfully participate in programmatic decision making. Such support will also seek to ensure that the needs, preferences, capacities and risks of refugees, IDPs and migrants are accounted for in programme design and adaptation; that refugees, IDPs and migrants contribute to the management of CFMs (e.g. through community feedback committees and information sharing); and that cooperating partner and WFP employees raise awareness among refugees, IDPs and migrants of existing protection services, where available.	PPGG	June 2026	Ongoing
			8. The roll-out of safe referrals training will continue to strengthen the capacity of WFP and cooperating partner employees.	PPGG	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.4 Review and systematize WFP's approach to the identification and management of risks, including cross-cutting and protection risks, in settings where humanitarian access is limited and WFP relies on its cooperating partners or other non-state actors for outreach in the field.		Agreed	9. Ensure the appropriate classification of protection (and sexual exploitation and abuse) risks in the corporate risk taxonomy/catalogue and with other relevant WFP units to ensure the appropriate mitigation and management of protection and other cross-cutting risks, particularly where humanitarian access is limited.	PPGG (Risk Management Division; Protection from Sexual Exploitation and Abuse Unit)	June 2026	Ongoing
Priority: High Deadline: End 2026 <i>WFP partnerships with the legally mandated agencies</i> 5. Strengthen strategic and operational partnerships with agencies that have displacement and migration mandates, and address gaps in analysis, data and information sharing, and the coordination of assistance and solutions for refugees, internally displaced persons and irregular migrants.	PPGE Other contributing actors: APP; School Meals and Social Protection Service (PPGS); Geneva Global Office	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.1 Clarify WFP's role with respect to mandated refugee agencies in coordinating and prioritizing inter-agency responses to the immediate needs of forcibly displaced people, adjusting support in protracted settings and jointly facilitating shifts towards self-reliance and durable solutions.		Agreed	1. WFP's role in inter-agency efforts to meet the humanitarian needs and promote the long-term well-being of refugees is set out in a refugee coordination model and memorandum of understanding with UNHCR. WFP's "Institutional Offer on IDP Solutions" outlines WFP's response to the humanitarian and long-term needs of this population. WFP's roles and responsibilities as outlined in these documents will be acknowledged in the strategy referred to in 1.1 above.	As in 1.1 above PPGE (all other PPG services; APPFA)	June 2026	Not started
5.2 Continue to consolidate engagement with UNHCR and mobilize partnerships in fundraising for further strengthening the Joint Programme Excellence and Targeting Hub as a critical service that reinforces WFP's strategic and operational relationship with UNHCR at the corporate, regional and country levels.		Agreed	2. WFP confirms its intention to reinforce its strategic relationship with UNHCR and mainstream best practices from the two organizations' joint hub on programming for refugees across relevant programme areas. Within the current financial context, WFP will work with UNHCR to continue to explore opportunities to support the joint hub as part of broader fundraising efforts.	Geneva Global Office (PPGE; PPGS)	December 2025	Ongoing
5.3 Review and identify entry points through which to strengthen WFP's relationship with IOM, including on the action agenda for internally displaced persons and as part of efforts to establish a coherent inter-agency position on, and response to, irregular migration in different settings.		Agreed	3. A strategic partnership with IOM will be formalized and a joint plan of action will identify entry points for collaboration.	Geneva Global Office (PPGE; other relevant PPG services)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: End 2026 Financial resources 6. Strengthen WFP's focus on resource mobilization during rapid-onset and protracted crises in order to more effectively meet the immediate humanitarian needs of refugees, internally displaced persons, irregular migrants and host populations, and better support the transition towards longer-term solutions from the outset of crisis responses.	Partnerships Coordination Service Other contributing actors: regional and global offices Multilateral and Programme Country Partnerships Division; Programme Budget Management Service; PPGE; PPGS	Agreed				
6.1 Enhance high-level advocacy with donors – bilaterally, jointly with WFP's United Nations partners and through relevant global platforms and forums, such as the Global Refugee Forum – so as to improve funding for addressing immediate needs, building self-reliance and implementing durable solutions for refugees, internally displaced persons, irregular migrants, host communities and returnees.		Agreed	1. An updated WFP resource mobilization strategy is expected to be launched in the fourth quarter of 2025. It will be an internal document focused on supporting colleagues working on front-line operations and will include a focus on thematic funding. Through structured engagement with its counterparts, including regular high-level meetings, WFP will maintain a focus on support for forcibly displaced and migrant populations, which constitute a significant proportion of its caseload.	PI (WFP global offices; Global Partner Countries Division) (country offices; PPGE; PPGS)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
6.2 Adopt an explicit advocacy position for WFP's engagement with international financial institutions and development actors in all areas of strategic engagement relevant to the food security and nutrition of refugees, internally displaced persons and irregular migrants, including their inclusion in national safety net systems.		Agreed	2. WFP will use the strategy referred to in 1.1 above to inform WFP engagement with development partners in relation to forced displacement and migration.	Multilateral and Programme Country Partnerships Division (PPGE; PPGS)	June 2026	Ongoing
6.3 Strengthen the visibility of funding allocations for supporting refugees, internally displaced persons and irregular migrants within WFP's financial systems in order to support targeted resource mobilization efforts		Agreed	3. Recognizing that its financial systems do not allow automatic disaggregation by residence status, WFP will strengthen the visibility of funding for refugees by synthesizing allocations, funding needs, requirements and shortfalls on a quarterly basis using a manual process to support targeted resource mobilization efforts. This approach is currently viable only for refugees.	APPBP (Partnerships Coordination Service)	December 2025	Ongoing
			4. WFP will also conduct a review of the feasibility and viability of extending this approach in order to increase the visibility of funding for IDPs and migrants, based on current data availability and system capacity (as in 3.2 above).	APPBP	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
6.4 Review the potential role of flexible funding in supporting interventions that demonstrate how meeting immediate needs can be successfully linked programmatically to self-reliance and durable solutions.		Agreed	5. WFP will track the allocation of multilateral flexible funding for refugees, including in priority countries where it is working on transitioning beneficiaries to longer-term solutions, such as self-reliance programming and national programmes.	APPBP (Global Partner Countries Division)	December 2025	Ongoing
			6. As part of the programme framework referred to in 2.1 above WFP will include considerations in relation to ways of generating funding and evidence that can be used to model the transition of refugees, IDPs and migrants from emergency assistance to durable solutions.	PPGE (and other PPG services)	June 2027	Not started

Acronyms

CFM	community feedback mechanism
COMET	country office tool for managing effectively
CSP	country strategic plan
IDP	internally displaced person
IOM	International Organization for Migration
UNHCR	Office of the United Nations High Commissioner for Refugees