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Management response to the recommendations in the summary report on the corporate emergency evaluation of WFP's response in Ukraine

Background

This document presents the WFP management response to the recommendations in the summary report on the evaluation of WFP's corporate emergency response in Ukraine. The evaluation was conducted in 2024, starting with an inception mission in Kyiv from 22 to 26 January 2024, which was followed by a data collection mission from 6 to 30 May and additional desk-based data collection activities running through June 2024. Taking a utilization-focused and consultative approach, the evaluation served both accountability and learning purposes and informed the preparation of a new country strategic plan for Ukraine.

The evaluation made five recommendations with 18 sub-recommendations, of which nine are strategic and nine operational. The response presented below sets out whether management agrees, partially agrees or disagrees with each recommendation and sub-recommendation, and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: End of 2026 Recommendation 1: To support the implementation of the recommendations of the evaluation of WFP's 2024 emergency preparedness policy, WFP should draw on lessons learned from Ukraine to strengthen preparedness for future corporate emergencies.	Headquarters Deputy Executive Director and Chief Operating Officer Office (DED & COO)					
1.1 WFP should review and strengthen contingency arrangements to quickly scale up in war-affected countries and countries where it does not have a presence, including by strengthening agreements to operate under the umbrella of a sister United Nations entity in the absence of a basic agreement with a host government and contingency arrangements to enable headquarters to support countries with procurement and administrative functions directly. <i>Priority: High</i> <i>(End of 2026)</i>	Programme Operations Department (PO)	Agreed	1. WFP will establish a clear corporate position on countries where it does not have a presence, outlining accountabilities, roles and responsibilities within the organization, as well as the triggers for engaging with host governments when the risk of a potential crisis is identified.	Programme Cycle and Quality Unit (POCQ) (DED & COO Emergency Preparedness and Response Service (PPGE))	December 2026	Not started
			2. In close coordination with PPGE and DED & COO, POCQ will develop guidance on how to manage contingency arrangements for countries where WFP does not have a presence, including initial assessments and activation of the limited emergency operation mechanism.	POCQ (COO/DED, PPGE)	December 2026	Not started

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2 Review, strengthen and clarify the process, responsibilities, tools and mechanisms related to surge deployments, including standardizing pre-mobilization training on security and the “no regrets” approach; adapting the composition and gender balance of surge teams to the specific context; and improving handover arrangements between surged staff. <i>Priority: High</i> (End of 2026)	Emergency Coordination Service (COOE)	Agreed	3. Roles and responsibilities for surge deployments during corporate emergencies are being defined, in accordance with the management accountability framework.	COOE	January 2026	Ongoing
			4. A corporate system that streamlines surge requests and deployments is being established.	COOE	September 2025	Ongoing
1.3 WFP should include lessons learned from its operations in Ukraine in its review of the corporate alert system to improve the timeliness of future responses in conflict-affected countries and in countries where it does not have a presence. <i>Priority: High</i> (End of 2025)	COOE	Agreed	5. The new emergency activation protocol and the corporate alert system (CAS) methodology came into effect on 1 February 2022. Under this first edition of the corporate alert system, the Ukraine operation was classified as both “early action” and “emergency response”, which designated it as an operation of corporate concern. Later that same month, as the conflict began, a corporate scale-up was formally activated on 27 February 2022.	COOE	February 2022	Completed

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<p>1.4 WFP should capture lessons learned in relation to adherence to the humanitarian principles in the complex operating environment in Ukraine to inform future guidance to WFP staff and partners in similarly challenging settings.</p> <p><i>Priority: High</i> (Mid-2026)</p>	Headquarters Programme Policy and Guidance Division (PPG)	Agreed	6. WFP will integrate the issues and learning that emerged from its application of the humanitarian principles in the complex conditions of Ukraine into its corporate review of the humanitarian principles, which will inform the development of training documents, tools and guidance.	PPGE	December 2025	Not started
<p>Priority: Medium Deadline: End of 2026 Recommendation 2: Drawing on its experience in Ukraine, WFP should utilize existing global engagement platforms to strengthen coordinated approaches to the provision of food assistance.</p>	COOE	Agreed				
<p>2.1. In conjunction with the global food security cluster, WFP headquarters should engage with emerging major new food assistance actors to seek agreement on improved operational coordination and participation in the cluster system.</p> <p><i>Priority: Medium</i> (End of 2026)</p>	Global food security cluster	Agreed	1. The global food security cluster will engage food security actors through its global platform and annual partnership forum, with guidance from cluster lead agencies and country-led food security and livelihood clusters.	Global food security cluster	December 2025	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. The global food security cluster will work with the global partnerships team, the country office and the food security and livelihood clusters to identify relevant actors and include them in coordination mechanisms.	Global food security cluster	December 2025	Ongoing
2.2 WFP headquarters should embark on a process of dialogue within the IASC cash advisory group to promote improved inter-agency alignment on the objectives and use of multipurpose cash assistance. <i>Priority: Medium</i> (End of 2026)	Global food security cluster	Agreed	3. WFP will continue to actively engage with the Inter-Agency Standing Committee (IASC) cash advisory group to promote improved inter-agency alignment on objectives and the use of multipurpose cash assistance. The global food security cluster will work jointly with WFP to further strengthen the IASC Guidance on Multipurpose Cash Section and Cash and Voucher Assistance Overview in Humanitarian Needs and Response Plans based on feedback received at the agency and cluster levels in 2024 and 2025.	Global food security cluster	December 2025	Ongoing
2.3 WFP should work in the IASC Emergency Directors Group to promote equitable humanitarian response at the global level. <i>Priority: Medium</i> (End of 2026)	COOE	Agreed	4. Any issues that require the attention of the IASC through the Emergency Directors Group are flagged to the global headquarters team in COOE.	COOE	December 2025 (with continuous implementation)	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: Mid-2026 Recommendation 3: WFP should enhance the relevance and utility of its assessment, targeting and measurement of results in Ukraine.	Ukraine country office	Agreed				
3.1 WFP, in conjunction with the food security and livelihoods cluster, should increase transparency and participation in the analysis of food needs and improve the dissemination of results. <i>Priority: High</i> <i>(Mid-2026)</i>	Country office research assessment and monitoring (RAM) unit	Agreed	1. The country office is publishing a joint food security and livelihoods assessment carried out in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and the Kyiv School of Economics, in the second quarter of 2025. The joint nature of the assessment helps to underpin confidence in its transparency and findings. Presentations will be held to share those findings.	Country office RAM unit	30 June 2025	Ongoing
			2. The country office will continue to work in close partnership with other agencies carrying out analysis and research, including FAO, the Kyiv School of Economics, the humanitarian research initiative, Impact-REACH, the Displacement Tracking Matrix of the International Organization for Migration (IOM-DTM), and others as available and relevant. An extension of the framework	Country office programme and RAM units	30 June 2026	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			agreement with Impact-REACH is planned for 2025, and the long-term agreement with the Kyiv School of Economics is valid until April 2026, after which a renewal may be considered.			
3.2 As resources for operations in Ukraine are likely to decline, WFP should continue to update and refine its targeting and prioritization strategy, delivery modalities and programme activities. <i>Priority: High</i> End of 2025	Country office programme unit	Agreed	3. The country office is updating its targeting and prioritization framework. The framework will build on updated vulnerability analysis and assessment data, registration data and analysis, monitoring data and beneficiary feedback to improve targeting and guide prioritization decisions.	Country office programme and RAM units	31 July 2025, with continuous updating thereafter	Ongoing
			4. The country office is developing and refining an extensive district-level profiling and mapping exercise that facilitates evidence-based geographic prioritization and modality selection. This tool will be used for the continuous refinement of activity design throughout the implementation of the interim country strategic plan (ICSP).	Country office programme unit	31 December 2025, with continuous updating thereafter	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.3 The country office should clarify the objectives of its support for food systems and social protection as a basis for collaboration with headquarters in defining and reporting on relevant outcomes in Ukraine.</p> <p><i>Priority: High</i> (Mid-2026)</p>	Country office programme unit (headquarters Analysis, Planning and Performance Division)	Agreed	<p>5. The country office already employs output-level monitoring and has established a baseline for outcome monitoring. The office will strengthen its plan for outcome reporting on food system interventions. It will coordinate with headquarters to establish a context-specific approach to reporting on food systems and social protection in Ukraine, particularly with regard to outcomes that are not measurable at the household level.</p>	Country office programme and RAM units	31 December 2025	Ongoing
<p>Priority: High Deadline: End of 2026 Recommendation 4: WFP should further explore and develop support for recovery activities in Ukraine alongside a primary focus on emergency assistance.</p>	Country office	Agreed				

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>4.1 WFP should better communicate that the objective of its agricultural activities is to enable the resumption of agriculture on land that has been cleared of or is otherwise free from explosive ordnance and provide reassurance that appropriate long-term partnerships are in place to ensure the continuation of these activities after WFP exits Ukraine.</p> <p><i>Priority: High</i> (End of 2025)</p>	Country office programme unit and management	Agreed	<p>1. The country office has active field-level agreements with four mine action partners and is engaging with other mine action actors, including relevant government ministries and the state emergency service of Ukraine. The mine action partners work on tasks that are prioritized by WFP and FAO according to needs related to agriculture, food security and livelihoods. Three new cooperating partners were engaged in the first quarter of 2025 to carry out livelihood and resilience activities. These partnerships will be leveraged in ways that ensure continuity and promote the attainment of the long-term objectives of WFP's engagement in the mine action and agricultural sectors.</p>	Country office management and programme unit	31 December 2025	Ongoing
			<p>2. The country office will develop short briefing notes on its strategy for mine action, livelihoods and resilience activities and will clarify the connections between activities and their joint objectives.</p>	Country office management and communication unit	31 December 2025	Not started

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.2. WFP should explore the use of cash transfers to support livelihood recovery. <i>Priority: High</i> (End of 2026)	Country office programme unit	Agreed	3. Cash transfers are already part of the livelihood and resilience activities planned under ICSP activity 3 in 2025.	Country office programme unit	31 December 2025	Ongoing
4.3. In line with an increasing focus on transitional activities, WFP should expand its use of gender and social inclusion analysis to improve age sensitivity and gender mainstreaming, with greater attention to capacity strengthening for cooperating partners. <i>Priority: High</i> (End of 2026)	Country office programme unit	Agreed	4. An integrated cross-cutting context analysis and risk assessment is expected to be finalized in the second quarter of 2025 and will be used to inform the mainstreaming of gender and protection concerns and conflict sensitivity in the country office's activities.	Country office programme unit	30 June 2026	Ongoing
			5. The country office has integrated budget lines for the mainstreaming of protection into its cooperating partner budgets for 2025 and will guide and monitor cooperating partners' use of the available budget.	Country office programme unit	31 December 2025	Ongoing
			6. The country office will continue to conduct assessments of its cooperating partners' capacity during the implementation of field-level agreements and will develop capacity strengthening plans where gaps are identified.	Country office programme unit	31 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 of 2026 Recommendation 5: WFP should adapt its programme in Ukraine to facilitate its transition and exit from the country at an appropriate time.	Country office	Partially agreed				
5.1 WFP should define criteria that would trigger the cessation of its emergency food assistance operations in Ukraine. <i>Priority: High</i> (End of 2025)	Country office management (global headquarters)	Agreed	1. The country office will continue to explore relevant criteria and their practical application in Ukraine, noting that a full cessation of the war and a return to normal economic conditions will be necessary preconditions for any cessation of emergency food assistance.	Country office management	31 December 2026	Ongoing
5.2 WFP should explore and define the scope of any continuing country engagement, such as support for the Grain from Ukraine facility and school feeding, and consider how they can best be managed, whether by a country office, the regional office or headquarters. <i>Priority: High</i> (End of 2025)	Country office management (global headquarters)	Agreed	2. The country office will engage in dialogue with relevant ministries, including those of agrarian policy and food, and of education and science, with a view to aligning its engagement with the Government's priorities.	Country office management	31 December 2025	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.3 To facilitate transition WFP, in partnership with relevant stakeholders, should further develop engagement with, and capacity strengthening for, the national social protection system. <i>Priority: High</i> (End of 2026)	Country office programme unit	Agreed	3. Funding permitting, the country office will continue to support the social protection system in Ukraine through a combination of technical support, support for systems development and direct support for benefit top-ups, in close collaboration with the Ministry of Social Policy.	Country office programme unit	31 December 2026	Ongoing
			4. The country office will continue to work in partnership with the Ministry of Education and Science on supporting the ministry's digitalization efforts, centralization of financial management, and engagement in the School Meals Coalition, among other initiatives, with a view to strengthening the Government's capacity to implement its own reform of school meal programmes.	Country office programme unit	31 December 2026	Ongoing

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.4 To further facilitate transition, WFP should strengthen its work with civil society groups to support their capacity to complement and support the national social protection system, for example as part of a referral system. <i>Priority: Medium</i> (End of 2026)	Country office programme unit	Agreed	5. The country office will continue its efforts to strengthen the capacity of local and cooperating partners, consulting those partners in order to understand their needs and capacity gaps.	Country office management and programme unit	31 December 2026	Ongoing
			6. The country office will engage with local and cooperating partners in order to understand how they can best be supported in ways that facilitate a transition from providing humanitarian support to providing support for vulnerable people through social protection schemes.	Country office management and programme unit	31 December 2026	Not yet started
5.5 WFP should engage with the resident coordinator/humanitarian coordinator to advocate the progressive transition from a cluster coordination model to government-led sectoral coordination. <i>Priority: Medium</i> (End of 2025)	Country office programme unit (headquarters global food security cluster)	Partially agreed. WFP is currently engaging in a review of the cluster coordination model in Ukraine. A sector coordination model should be based on concrete recommendations from the ongoing review, and might be appropriate only in a post-war situation, when hostilities have ceased.	7. WFP is a member of the task force set up by the Humanitarian Coordinator to review the cluster model in Ukraine. These efforts are part of the United Nations' global review of the humanitarian architecture.	Country office management and programme unit, supported by headquarters global food security cluster	December 2026	Ongoing