



**WFP EVALUATION**

# Strategic evaluation on WFP's approaches to targeting & prioritization

Round table of the WFP Executive Board – February 2026



# Scope and approach



- **Timeframe:** 2019–2025
- **Mixed methods**
- **Global scope**
  - In person: DR Congo, Jordan, Nigeria, South Sudan, Sri Lanka
  - Remote: Dominican Republic, Haiti
  - Wide global coverage through interviews, extensive data & document review, survey among WFP country office staff



# Insight 1: Normative framework & Global HQ support to country offices

- Normative framework for T&P **largely fit for purpose** – but fragmented and some gaps
- **Global HQ support to COs instrumental to strengthen T&P strategies and practices**
- **Reduced T&P technical capacity** due to funding cuts and workforce reductions





## Insight 2: Appropriateness & agility of T&P approaches

- **Flexibility to adapt WFP's T&P approaches to each context.** Each approach has its own strengths and weaknesses
- **Choices of T&P approaches mostly appropriate** considering external constraints but no evidence on targeting costs and rationale rarely documented/communicated
- CO's T&P practices **are not sufficiently agile to adapt** to changing circumstances



## Insight 3: Coordination & partnerships for T&P

- **Engagement cooperating partners** helps align technical approaches with political realities
- **Coordination with other humanitarian actors** improved (UNHCR, UNICEF) but scope for more meaningful engagement with cluster partners
- **Support to national social protection systems encouraged** – but limitations to use them for WFP's own targeting needs



## Insight 4: Effectiveness of T&P practices

- **No systematic data on inclusion and exclusion errors** limiting WFP's ability to assess targeting effectiveness
- The evaluation found that **T&P approaches enabled WFP to identify the most vulnerable people**
- Ration cuts led to **assistance being spread too thinly** reducing effectiveness
- **Programme integration is insufficient** due to different programme objectives and targeting logics



## Insight 5: Disconnect between standards & practice

- Disconnect between T&P standards and practice expose WFP to **increased risks**
- **Uneven capacities and limited oversight** of cooperating partners
- Progress made in **communication with affected people**, but information remains restricted in several contexts
- **Limited de-duplication of beneficiary lists**

## ? Insight 6: WFP's strategic direction & principles on T&P

- Hyper-prioritization forces WFP to confront **ethical dilemmas**
- **Vulnerability-based targeting supports fairer prioritization** but increases operational costs
- When are costs of vulnerability-based targeting justified? This **depends on WFP aims:**
  - Reaching the most vulnerable in hard-to-reach areas? or
  - Reaching greatest number of food-insecure people?
- Strategic Plan 2026–2029: **focused, integrated support** for the most crisis-affected

# Recommendations

1

Clearly **articulate strategic direction & principles** to strengthen COs' targeting and prioritization rationales

2

**Uphold T&P standards**

3

Support COs in adopting **more transparent, agile & cost-effective T&P approaches**

4

**Strengthen interoperability** of WFP's T&P data systems internally & with other humanitarian agencies