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برنامج الأغذية العالمي

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## Management response to the annual evaluation report for 2025

1. Management acknowledges the findings of the 2025 annual evaluation report and appreciates the Office of Evaluation's (OEV) continued contribution to ensuring that WFP has an independent, credible and useful evaluation function.
2. Management reaffirms its commitment to the effective oversight of evaluation follow-up and the systematic use of evaluation evidence. The implementation of evaluation recommendations remains uneven, with better performance linked to clear and actionable recommendations, senior leadership engagement, early dialogue with evaluators and alignment with country strategic plans (CSPs). Management is therefore focused on reinforcing accountability for implementation and enhancing the prioritization of actions stemming from evaluations, while strengthening flexible and risk-informed approaches to following upon actions in order to support sustained implementation in dynamic operating environments.
3. Drawing on the evidence presented in the annual evaluation report, this management response provides an assessment of WFP's performance under each of the questions set out in the annual report. It highlights areas where progress has been achieved, acknowledges persistent constraints and trade-offs, and situates management actions within existing strategies, policies and agreed management responses to evaluations.

### How has WFP's strategic positioning evolved?

4. Management has repositioned WFP to operate through a context-responsive institutional model, in response to increasingly diverse operating environments and a changing global food security and development landscape. WFP has moved towards a clearer articulation of its value proposition in relation to development, service provision for nationally funded programmes and localization. WFP's comparative advantage is strongest where its role is clearly defined, context-specific and anchored in strategic partnerships. The following paragraphs examine WFP's positioning in areas identified in the annual evaluation report, highlighting areas of strength and areas of ongoing management attention.

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5. **Positioning in the development arena.** WFP has a well-established role in development programming – particularly in resilience strengthening – in protracted crisis settings where humanitarian and development objectives converge. In these contexts, WFP is increasingly positioned as an integrator of food security, social protection and systems strengthening work. However, management acknowledges that WFP’s development narrative and technical offer are not yet consistently defined or communicated across all operations. Management is strengthening corporate guidance to clarify WFP’s development value proposition and comparative advantages. The organization is also enhancing strategic partnerships and improving collaboration with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development at the country level.
6. **Positioning as a partner implementing domestically funded programmes.** WFP’s role as an implementation partner and its provision of technical services for domestically funded programmes, particularly in social protection, has expanded in response to growing demand for its operational support. Management will therefore further clarify WFP’s technical service offer to country offices to ensure consistent support for nationally owned systems. Management partially agrees with the recommendation to systematically link service provision to capacity strengthening and transition strategies, noting however that such linkages depend on the nature of each engagement, and that the ownership and control of such interventions rest with the requesting entity. Efforts are ongoing to help country offices make more strategic choices about engagement modalities, risk management and transition planning.
7. **Localization and operational realities.** Management reaffirms its commitment to advancing localization in line with the 2025 localization policy,<sup>1</sup> which positions national and local actors at the centre of WFP’s operational approach. Progress in 2025 demonstrates this commitment, with local and national non-governmental organizations (NGOs) accounting for the majority of cooperating partners, and a significant share of food sourced regionally or locally, including from smallholder farmers. Efforts are ongoing to strengthen partnerships with local actors and enhance their capacities, supported by the operational capacity strengthening strategy for local NGO cooperating partners and complemented by research with community-based organizations to inform more effective collaboration in various settings. In parallel, WFP has begun adopting guidance to facilitate partnerships with private sector actors and to leverage investments designed to strengthen the technical and financial capacities of local enterprises. In 2026, WFP will continue to implement the localization policy in line with its costed implementation plan.
8. Digital transformation underpins WFP’s evolving strategic positioning. Management notes the Board’s approval of a critical corporate initiative supporting the Digital Business Transformation Plan, through the management plan for 2026–2028. Designed to strengthen both strategic and operational delivery, the plan focuses on digitalizing WFP’s value chain, standardizing information technology systems, and aligning digital capabilities with organizational and field-level needs.

### **What did WFP achieve under its three strategic outcomes?**

9. Management appreciates OEV’s recognition that the previous evaluations reported the achievement of valuable results under WFP’s three strategic outcomes: effective emergency preparedness and response; reduced needs and enhanced resilience to withstand shocks; and enabled government and partner programmes. This demonstrates WFP’s continued

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<sup>1</sup> “Localization policy” (WFP/EB.A/2025/5-A), approved by the Executive Board at its annual session in June 2025.

relevance, operational capacity and partnership value in highly complex and volatile settings.

10. Management also generally agrees with the areas identified for improvement in the annual evaluation, which align with WFP's own institutional learning and ongoing transformation efforts. The lessons provided by evaluations form an important basis for refining approaches, strengthening systems and enhancing performance under the strategic plan for 2026–2029. WFP is committed to implementing the agreed management actions and evaluation recommendations, while building on its existing strengths and evidence of impact.
11. **Outcome 1 – Effective emergency preparedness and response.** During the reporting period, WFP maintained life-saving assistance and preparedness capacities in diverse emergency settings, despite persistent funding shortfalls, prioritization constraints and pipeline disruptions. While at times these factors adversely affected food security and nutrition outcomes, management notes that WFP continued to mitigate their impact through needs-based prioritization, strengthened planning and risk management processes and sustained resource mobilization efforts.
12. **Outcome 2 – Reduced needs and enhanced resilience to withstand shocks.** Management recognizes progress achieved in food security, nutrition and livelihoods, while noting constraints on its efforts to sustain resilience gains and strengthen value chains. Work is under way to develop guidance to accompany the new strategic plan, focused on strategic outcome 2, in order to strengthen programme design, with a focus on targeting for resilience programmes and enhanced integration through the layering and sequencing of interventions. WFP is also improving guidance on transition and prioritization across all strategic outcomes to support more coherent, scalable and sustainable programming.
13. **Outcome 3 – Enabled government and partner programmes.** Management recognizes that country capacity strengthening is most effective where there is strong alignment with government priorities, sustained partnerships, adequate technical expertise and sustainable financing. Evaluation evidence confirms that these conditions have supported results in areas such as social protection, school meals and disaster preparedness. At the same time, management acknowledges that results have been uneven due to capacity and governance constraints in partner institutions, as well as internal challenges related to coherence of activities, strategic clarity and the measurement of capacity strengthening results. To address some of these gaps, the corporate results framework for 2026–2029<sup>2</sup> includes stronger indicators that better capture both qualitative and quantitative evidence of system-level change, while ongoing efforts to build staff capabilities in systems thinking and capacity needs assessment aim to improve programme design and delivery.

#### **Did targeting and prioritization enable WFP to identify the people most affected by food insecurity and malnutrition?**

14. Management agrees that WFP's targeting and prioritization approaches have facilitated the identification of vulnerable populations in many settings, particularly where data systems, partner engagement and implementation were strong. However, evaluation evidence confirms that the effectiveness of WFP's targeting and prioritization has been uneven and increasingly constrained across its portfolio of activities because of factors such as insufficient resources and personnel.

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<sup>2</sup> "WFP Corporate results framework (2026–2029)" ([WFP/EB.2/2025/3-C/1/Rev.1](#)), approved by the Board at its second regular session in November 2025.

15. Challenges persist in many settings, especially in relation to data quality, implementation, and increasingly limited resources. In response, management is implementing the actions outlined in the management response to the strategic evaluation on targeting and prioritization. These focus on providing country offices with clearer guidance, strengthening governance and assurance through a cross-functional targeting group and a targeting assurance framework, and introducing more transparent, agile and cost-effective targeting approaches. Complementary efforts include stronger monitoring, increased stakeholder engagement and the use of data to support decision-making. Together, these actions aim to strengthen the rationales for country offices' targeting and prioritization and improve transparency, flexibility and efficiency across WFP's portfolio of activities. Social cohesion and community engagement continue to guide targeting and prioritization decisions in order to promote community acceptance and adhere to the "do no harm" principle.

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

16. WFP has reinforced its institutional approach to cross-cutting issues, with stronger systems and guidance in place. At the same time, consistent application of this approach across programmes and settings remains a challenge, reflecting operational complexity, uneven partner capacities and resource constraints. Management's focus is therefore on consolidating gains made at the institutional level and strengthening coherence in implementation across its portfolio of operations.
17. **Protection-centred targeting and prioritization.** WFP works to ensure that its operations, particularly aspects related to targeting and prioritization, systematically take into consideration protection and inclusion concerns, with the objective of ensuring that assistance reaches those most in need, especially women and girls, in a safe, dignified and equitable manner and that barriers that may hinder access to WFP programmes are addressed. Consulting communities and sharing information with them are integral aspects of targeting and prioritization, helping to ensure that the perspectives of affected people inform programme decisions.
18. **Protection from sexual exploitation and abuse.** Management concurs with the recommendations on protection from sexual exploitation and abuse (PSEA) highlighted in the annual evaluation report, which are aligned with existing commitments set out in the management response to the strategic evaluation on PSEA.<sup>3</sup> WFP will continue to prioritize stronger community engagement, protection-focused partnerships and enhanced analytical support for programming and risk mitigation. Building on the Executive Director's term as Inter-Agency Standing Committee Champion on Protection from Sexual Exploitation, Abuse and Harassment (PSEAH), which concluded in 2025, WFP has adopted a corporate PSEAH strategy for 2026–2029, supported by a phased implementation plan with defined roles, indicators and targets to reinforce safeguards, accountability and systems. Moreover, partnerships with protection-focused actors have increased considerably, from 51 percent in 2023 to 74 percent in 2025, and staff capacities related to safe referrals have been reinforced, thereby strengthening WFP's ability to contribute to joint responses.
19. **Community engagement.** Management reaffirms that community engagement remains integral to WFP programming. The number of country offices with community engagement action plans has increased, rising from 13 percent in 2023 to 59 percent in 2025 – a steady increase since the adoption of the corporate results framework indicator on this action. WFP will continue to strengthen systematic engagement with communities, including with

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<sup>3</sup> "Management response to the recommendations in the summary report on the strategic evaluation of WFP's work on protection from sexual exploitation and abuse" ([WFP/EB.A/2024/7-B/Add.1](#)).

marginalized groups, and to enhance the use of feedback to inform programme design and implementation.

20. **Operational independence and conflict sensitivity.** Management notes that WFP has continued to operate with a strong commitment to humanitarian principles and operational independence, supported by guidance on operational independence issued in 2025, assistance for country offices and clearly defined pathways for escalating issues. Although in-house capacity in conflict sensitivity is limited owing to budget cuts, country offices can continue to access support through various cost-recovery mechanisms.

#### **How time and cost-efficient was WFP?**

21. Management agrees with OEV's conclusion that WFP was generally cost-efficient during the period under review, benefiting from economies of scale, more efficient supply chains and cost-containment measures, while also recognizing that the timeliness of delivery was uneven. Evaluation evidence confirms that, alongside external constraints, internal processes, staffing gaps linked to funding shortfalls, and the cumulative burden of assurance and risk management requirements contributed to delays in some operations, and that more systematic use of data and analysis is needed to inform decision-making and demonstrate efficiency trade-offs.
22. Management will update guidance and internal processes as a matter of priority in 2026, noting the need to streamline systems for country offices with reduced capacity. This work will include CSP development processes, simplified emergency activation protocols and the internal resource allocation directive. In parallel, management recognizes the need to strengthen the use of data and analysis to inform cost-efficiency actions, demonstrate their results and highlight trade-offs, while reinforcing programme planning at the country level.

#### **How well did partnerships work?**

23. Management notes that partnerships remained essential to WFP's ability to deliver results, with generally strong engagement across United Nations entities, governments, cooperating partners, and specialized and private sector actors. Partnerships were most effective where roles, accountabilities and risk arrangements were clearly defined and where engagement extended beyond operational coordination to strategic and policy dimensions. At the same time, management recognizes that partnership effectiveness varied, particularly in complex emergency settings, where coordination challenges, differences in institutional approaches and constraints related to operational alignment and information and risk-sharing affected collective performance. Management reaffirms the importance of safeguarding individuals and upholding the principle of "do no harm" as a non-negotiable foundation of WFP operations, strengthening rather than constraining the delivery of assistance.
24. In this regard, management acknowledges the need to enhance mutual transparency in relation to risk management with external partners, including clearer visibility on risk appetite and the role of cooperating partners in high-risk operating environments. Management will therefore strengthen dialogue and transparency on risk management with donors, host governments and partners, supported by updated guidance and tools, and by embedding risk considerations more systematically in strategic partnerships and risk-sharing arrangements.
25. WFP will continue to strengthen its approach to social protection by better positioning country offices within national systems, engaging more consistently in policy dialogue, and advancing context-specific approaches. The capacity strengthening strategy for local NGO cooperating partners, launched in 2026, and the 2024 synthesis of evidence and

lessons on WFP's cooperating partners<sup>4</sup> also provide a clear basis for strengthening sustainable partnerships and capacity development.

26. Management acknowledges that evaluations provide partial insights in relation to WFP's collaboration with international financial institutions (IFIs). WFP is developing a more structured and strategic approach, with clearer partnership modalities, risk-sharing arrangements and enhanced coordination. In line with the resource mobilization strategy, a strategy has been developed to support more consistent and diversified engagement with IFIs. Management further notes that private sector partnerships have contributed to innovation, funding diversification and more sustainable approaches. While challenges arise in certain contexts, WFP's global engagement is increasingly diversified and strategically structured beyond resource mobilization, including through initiatives such as World Food Invest, which leverages expertise in agrifood value chains.

#### **How well did WFP prepare for handover and transition?**

27. It is management's assessment that WFP's preparation for handover and transition has strengthened over time, with the most consistent results achieved in interventions anchored in national systems – notably social protection and school meals – when transition planning was integrated from the outset. Performance has been uneven, however, underscoring the importance of realistic timelines, robust assessments of partner capacities at both the central and the decentralized levels, and clear milestones that support responsible transition.
28. Management concurs that working with and through national systems remains the default modality, where feasible and appropriate. For emergency preparedness and response operations, WFP will explicitly situate its interventions within a long-term perspective, planning for a responsible transition to national ownership. Management further recognizes that effective and efficient emergency preparedness and response depend on the strength of social protection systems, particularly their degree of integration with other relevant national systems, including disaster risk management frameworks.

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<sup>4</sup> "Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations" ([WFP/EB.2/2024/6-B](#)).