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Management response to the recommendations in the summary report on the evaluation of WFP's corporate emergency response to the Sudan regional crisis (2023–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of WFP's corporate emergency response to the Sudan regional crisis (2023–2025). Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes.

Management welcomes the evaluation and appreciates its focus on accountability and learning in the context of one of the most complex emergencies in recent times. This evaluation was broad in scope, covering eight country offices and three regional offices. In light of this breadth and while acknowledging the unique specificities of each context, this document presents a top-line, corporate-level management response, aligned with the level of the recommendations.

The evaluation made five recommendations and eleven sub-recommendations, of which two are strategic and nine, operational. 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

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
Priority: Medium **Deadline: December 2026** **Recommendation 1: Enhance WFP's understanding of the effects of the Sudan crisis and its agility to prepare for and respond to the ongoing emergency as well as other large-scale emergencies, including those that affect more than one country or region.**		Agreed				
1.1. Institutionalize rapid adaptation of assessment and analysis processes and products to ensure that the relevance of the ongoing Sudan regional response is supported by timely data and new vulnerability assessment and mapping tools and methodologies. Ensure that this includes up to date market assessment data and cost efficiency analysis to enable WFP to adapt assistance modalities in a timely and relevant manner. Deadline: December 2026	Vulnerability analysis and mapping and research, assessment and monitoring units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (Food Security and Nutrition Analysis Service (PRGF), Emergency Preparedness and Response Service (PRGE), Delivery Assurance Service (SCDD))	Agreed (noting updated actions)	Corporate guidance on rapid needs assessments, market assessments and food security assessments is already available and being implemented by the country office in the Sudan and the country offices in neighbouring countries. Analysis by the globally led Integrated Food Security Phase Classification (IPC) and Cadre Harmonisé is also being used by those offices.	Country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGF)	December 2026	Ongoing

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1.2. Institutionalize scenario-planning and simulation exercises at country offices implementing the Sudan response (with the participation of global headquarters) to strengthen country, multi-country and multi-region preparedness as a key part of ongoing readiness for the evolution of the crisis and in anticipation of other emergencies. Deadline: December 2026	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt Ethiopia, Libya, South Sudan and Uganda (PRGE)	Agreed (noting updated actions)	WFP will continue scenario planning through existing emergency preparedness and business continuity planning processes led by country directors, in accordance with corporate guidance including the emergency preparedness checklist and recently published WFP guidance on contingency planning. Where simulation exercises are undertaken, WFP will do so in collaboration with humanitarian country teams, using existing preparedness/contingency planning forums and templates.	Country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGE)	December 2026	Ongoing
1.3. Agree on ways to ensure that the country office staff implementing corporate scale-ups have adequate skillsets, particularly for those in key leadership roles, programmatic functions (including nutrition), vulnerability assessment and mapping, supply chain, cash-based transfers and cross-cutting functions such as access, protection, working with vulnerable groups experiencing greater barriers to access, and conflict sensitivity. Deadline: December 2026	Workforce Planning and Strategy Branch (HRMTW) at global headquarters	Agreed (noting updated actions and action owners) While agreeing on the importance of systematically ensuring that country offices have access to the appropriate skillsets during corporate scale-up, management acknowledges the specific contextual	WFP will leverage existing guidance, learning resources and tools and ensure they are accessible to country offices, including through the Programme Operations Learning Hub and the programme guidance manual. WFP will strengthen country office understanding of the existing workforce planning approach to support effective preparation for corporate scale-ups. Corporate guidance and	Staffing Coordination and Capacity Service (POS) (PRGE and HRMTW)	December 2026	Ongoing

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		challenges faced by country offices in this particular response, especially in the Sudan, where factors outside of WFP's control contributed to changes in senior leadership.	tools will be revisited to ensure that country offices have adequate skillsets for the implementation of corporate scale-ups. This work will include leveraging Global Surge Capacity Coordination in POS for a more effective use of talent pools and rosters by improving skills mapping and providing career guidance to address identified skill gaps.			
Priority: High **Deadline: April 2027** **Recommendation 2: Strengthen the way in which WFP manages the dilemmas inherent to implementing a principled humanitarian response in the Sudan.**		Agreed				
2.1. Establish formal escalation pathways for country office and global headquarters staff to assist them in navigating the dilemmas and trade-offs related to humanitarian principles in the Sudan (e.g. neutrality vs. access), preventing reliance on fragmented, localized solutions. Such pathways should be informed by relevant WFP policies, procedures, communications and lessons learned from other comparable settings, adapted to the situation in the Sudan. Deadline: December 2026	Sudan country office (PRGE)	Agreed (noting updated actions)	The Sudan country office will review internal coordination and escalation processes to ensure that operational dilemmas and decision-making related to the humanitarian principles are escalated to the appropriate level of the organization, and that decision-making is supported and documented at the country office level. Escalation of issues from the country	Sudan country office (PRGE)	December 2026	Not started

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			office to global headquarters will continue to following existing corporate risk management processes.			
2.2. Coordinate internally and with the international humanitarian system at the highest level to allow simultaneous corporate support for international processes in the Sudan, such as the Integrated Food Security Phase Classification, while protecting the country office from backlash. Deadline: April 2027	PRGF (Sudan country office)	Agreed (noting updated actions)	WFP will continue engagement in inter-agency forums to support IPC and other joint analytical processes while managing external messaging and risks to protect the Sudan country office. WFP will maintain internal coordination and technical support for the Sudan teams for IPC and related assessments. Note that the publication and acceptance of IPC outputs depend on factors beyond coordination (including access, data constraints and stakeholder acceptance) and require the support of the Government of Sudan.	PRGF (Sudan country office)	April 2027	Ongoing

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Priority: High **Deadline: June 2027** **Recommendation 3: Strengthen approaches to protection, conflict sensitivity, inclusivity and accountability to affected people during WFP's response to the emergency to ensure that they are central to the design, implementation, monitoring and oversight of activities.**		Agreed				
3.1. Ensure that protection, including for vulnerable groups, and accountability to affected people move from being secondary tasks to core operational responsibilities. At the same time, ensure that the needs of persons with disabilities are included as a core design element of emergency programming by allocating resources for accessibility. Deadline: December 2026	Programme units in the country offices for the Sudan, Central African Republic, Egypt, Ethiopia, Libya, South Sudan and Uganda (Gender, Protection and Inclusion Unit (GPI))	Agreed (noting updated actions)	WFP affirms the importance of embedding minimum requirements for protection, gender equality and women's empowerment, inclusion (including disability inclusion) and accountability to affected people within programme design, implementation and monitoring arrangements for current and new country strategic plans (CSPs). Such requirements continue to be mainstreamed across WFP operations as a corporate priority. The implementation of targeted programmes designed to enhance accessibility are contingent on resourcing.	Country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (GPI)	December 2026	Ongoing

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3.2. Collaborate with other United Nations entities on registration processes in countries neighbouring the Sudan to facilitate the active targeting of vulnerable unregistered populations and reduce exclusion risks. Deadline: June 2027	Country offices for Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGE, PRGF and SCDD)	Agreed (noting updated actions)	While refugee registration processes fall primarily within the mandate of the Office of the United Nations High Commissioner for Refugees (UNHCR) and host governments, WFP will continue to collaborate with United Nations partners and engage in advocacy with UNHCR to draw attention to the needs of vulnerable, unregistered populations and to promote approaches that help to reduce exclusion risks, in line with agreed inter-agency frameworks.	Country offices for Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGE, PRGF and SCDD)	June 2027	Ongoing
Priority: High **Deadline: December 2026** **Recommendation 4: Reform approaches and systems to enable more meaningful localization of WFP's assistance in the Sudan and neighbouring countries. Use the Sudan experience of working with emergency response rooms to inform more efficient and effective ways of partnering with community-based organizations in the Sudan and in other contexts.**		Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
4.1. Reform partnership management processes to reduce administrative burdens, including by shortening the time required to process invoice payments and approve proposals, thereby supporting local actors and enabling localized decision-making. Ensure that partner management processes enable WFP to directly partner with community-based organizations, including through the adaptation of the current field level agreement delivery model and flexible use of United Nations partnership portals. Deadline: December 2026	Operational Partners Unit (SCDDOP) and the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda	Agreed (noting updated actions)	Under pillar 2 of the 2025 localization policy, GPI is developing new engagement modalities and mechanisms for country offices to facilitate work with community-based organizations. The new approaches will be piloted in 11 countries in 2026.	GPI	December 2026	Ongoing
			SCDDOP notes that steps have already been taken to reform the processes used to manage non-governmental organization partnerships, including the digitalization of invoice payments and proposal approvals through Partner Connect.	SCDDOP	December 2026	Ongoing
			Meanwhile, country offices are undertaking actions, including onboarding and induction workshops for cooperating partners, to help identify and address administrative burdens.	Country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya South Sudan and Uganda	December 2026	Ongoing

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4.2. Schedule discussions with local cooperating partners on risk sharing to address financial risks (e.g. the implications of the slow payment of invoices) and roles and responsibilities related to access negotiations. Deadline: June 2026	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda	Agreed (noting updated actions)	These discussions are an ongoing feature of WFP partnership engagements. Delays in payment, contracting and reporting vary across country offices and are being addressed by each country office management team.	Country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya South Sudan and Uganda (SCDDOP)	December 2026	Ongoing
Priority: Medium **Deadline: June 2027** **Recommendation 5: Adapt programming and planning for scale-down and a shift towards durable solutions and resilience.**		Partially agreed				
5.1. Determine the criteria for transitioning from emergency to recovery and resilience activities in the Sudan and neighbouring countries and the scale-up of livelihood and resilience support, maximizing opportunities to layer and sequence life-saving and life-changing activities, including in conflict-prone localities. Deadline: December 2026	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (Climate and Resilience Service (PRGR))	Partially agreed (noting updated actions) WFP recognizes the importance of early consideration of transition planning as part of large-scale emergency responses. At the same time, and as noted in the evaluation, transition can take different forms depending on the operating environment and	Transition approaches will continue to be defined according to context, in coordination with relevant partners and based on the comparative advantages, mandates and funding situation of the various actors. WFP recognizes that establishing fixed or universal transition criteria is particularly challenging in conflict affected and highly volatile operating environments. In such settings, existing guidance and established programme review and oversight processes will be used to support flexible	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGR)	December 2026	Ongoing

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		can include transitions to national systems, other United Nations entities or development actors or handover made through inter-agency arrangements and does not necessarily imply a transition to WFP programming.	sequencing and layering of activities, informed by evolving risks, access constraints and humanitarian needs, rather than predefined transition thresholds. WFP will continue to advocate and fundraise for resilience and recovery activities in the Sudan and neighbouring countries.			
5.2. Incorporate tailored urban resilience models (e.g. vocational training) into the country strategic plans for the countries neighbouring the Sudan in order to align programming with the predominantly urban profile of the Sudanese refugees, rather than defaulting to rural livelihoods programming. Deadline: June 2027	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia Libya, South Sudan and Uganda, (PRGR)	Partially agreed While WFP designs and adapts assistance to meet the needs of refugees, this is done within the parameters of the applicable refugee response plans and in coordination with UNHCR and other United Nations entities. WFP's strategic plan for 2026–2029 includes a specific focus on implementing integrated	WFP will continue to integrate transition and resilience considerations in existing CSP and programme planning cycles, focusing on the most food-insecure people. including refugees, regardless of their locations, in line with the strategic plan and inter-agency frameworks. The applicability of sub-recommendation 5.2 necessarily varies by country, depending on whether Sudanese refugees are predominantly in urban or rural settings.	Programme units in the country offices for the Sudan, Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda (PRGR)	June 2027	Ongoing

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		resilience programmes to reduce recurrent humanitarian needs. CSPs are developed to address specific food security and nutrition conditions, which can vary across countries, as can the settings in which Sudanese refugees are residing.				

Acronyms

CSP	country strategic plan
GPI	Gender, Protection and Inclusion Unit
HRMTW	Workforce Planning and Strategy Branch
IPC	Integrated Food Security Phase Classification
POS	Staffing Coordination and Capacity Service
PRGE	Emergency Preparedness and Response Service
PRGF	Food Security and Nutrition Analysis Service
PRGR	Climate and Resilience Service
SCDD	Delivery Assurance Service
SCDDOP	Operational Partners Unit
UNHCR	Office of the United Nations High Commissioner for Refugees