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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 the WFP 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). Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning.

The evaluation made a total of 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.

Focal point

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: Medium Deadline: December 2026 Recommendation 1: Enhance WFP's understanding of the effects of the Sudan crisis and its ability to prepare for and respond to that crisis as well as other large-scale emergencies, including those that affect more than one country or region.</p>		Agreed				
<p>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</p>	<p>Country offices (Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda) vulnerability assessment and mapping and research, assessment and monitoring units</p> <p>With support from: Food Security and Nutrition Analysis Service (PRGF), Emergency Preparedness and Response Service (PRGE) and Delivery Assurance Service (SCDD)</p>	Agreed (noting updated actions)	Corporate guidance for rapid needs assessments, market assessments and food security assessments, as well as globally led Integrated Food Security Phase Classification (IPC) and Cadre Harmonisé analysis, is already available and is being implemented by the Sudan and neighbouring country offices.	Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda With support from: PRGF	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p>Deadline: December 2026</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda)</p> <p>With support from: PRGE</p>	<p>Agreed (noting updated actions)</p>	<p>WFP will continue scenario planning through existing emergency preparedness and business continuity planning processes led by country directors, in accordance with the 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.</p>	<p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p> <p>With support from: PRGE</p>	<p>December 2026</p>	<p>Ongoing</p>
<p>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.</p> <p>Deadline: December 2026</p>	<p>Workforce Planning and Strategy Branch at global headquarters</p>	<p>Agreed (noting updated actions and owners)</p>	<p>WFP will leverage existing guidance, learning resources and tools to ensure their accessibility to country offices including through the Programme Operations Learning Hub and the Programme Guidance Manual. Awareness and understanding among country offices as to the existing workforce planning approach will be strengthened, with a view to supporting effective preparation for corporate scale-ups. Existing corporate</p>	<p>Staffing Coordination and Capacity Service</p> <p>With support from: PRGE and Workforce Planning and Strategy Branch</p>	<p>December 2026</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			<p>guidance and tools will be revisited to ensure country offices have adequate skillsets during corporate scale-up implementation. This includes leveraging global surge capacity coordination, hosted in the Programme Operations Staffing Coordination and Capacity Service, to integrate emergency related skills, strengthen functional skills mapping for more effective use of talent pools and rosters, and provide career guidance to address identified skill gaps.</p>			
<p>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.</p>		<p>Agreed</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p>Deadline: December 2026</p>	<p>The Sudan country office</p> <p>With support from: PRGE, global headquarters</p>	<p>Agreed (noting updated actions)</p>	<p>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 appropriately escalated, supported and documented at country office level. Escalation from country office to global headquarters will continue to apply existing corporate risk management processes.</p>	<p>The Sudan country office</p> <p>With support from: PRGE</p>	<p>December 2026</p>	<p>Not Started</p>
<p>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 IPC, while protecting the country office from backlash.</p> <p>Deadline: April 2027</p>	<p>PRGF at global headquarters</p> <p>With support from: the Sudan country office</p>	<p>Agreed (noting updated actions)</p>	<p>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 to the Sudan teams for IPC and related assessments. Note that publication and acceptance of IPC outputs depend on factors beyond coordination (including access, data constraints and stakeholder acceptance) and require support from the Government of the Sudan.</p>	<p>PRGF, global headquarters</p> <p>With support from: the Sudan country office</p>	<p>April 2027</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p>		Agreed				
<p>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</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Libya, South Sudan, the Sudan, Uganda)</p> <p>With support from: Gender, Protection and Inclusion Unit (GPI) at global headquarters</p>	Agreed (noting updated actions)	<p>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 new and existing country strategic plan programme design, and implementation and monitoring arrangements. Such requirements continue to be mainstreamed across WFP operations as a corporate priority, while targeted programmes aiming to enhance accessibility are contingent on resourcing.</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Libya, South Sudan, the Sudan, Uganda)</p> <p>With support from: GPI</p>	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p>Deadline: June 2027</p>	<p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p> <p>With support from: PRGE, PRGF and SCDD</p>	<p>Agreed (noting updated actions)</p>	<p>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 raise attention to the needs of vulnerable, unregistered populations and to promote approaches that help reduce exclusion risks, in line with agreed inter-agency frameworks.</p>	<p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p> <p>With support from: PRGE, PRGF and SCDD</p>	<p>June 2027</p>	<p>Ongoing</p>
<p>Priority: High</p> <p>Deadline: December 2026</p> <p>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.</p>		<p>Agreed</p>				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p>Deadline: December 2026</p>	<p>Delivery Assurance Service's Operational Partners Unit (SCDDOP)</p> <p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p>	<p>Agreed (noting updated actions)</p>	<p>Under pillar 2 of WFP's localization policy, GPI is developing new engagement modalities and mechanisms for country offices to enable work with community-based organizations. Rollout is set to commence with an eleven-country pilot in 2026.</p>	<p>GPI</p>	<p>December 2026</p>	<p>Ongoing</p>
			<p>SCDDOP notes that steps have already been taken to reform the NGO partnership management processes, including digitization of invoice payments and proposal approvals via Partner Connect.</p>	<p>SCDDOP</p>	<p>December 2026</p>	<p>Ongoing</p>
			<p>Meanwhile country offices are undertaking actions including cooperating partner onboarding and induction workshops to help identify and address administrative burdens.</p>	<p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p>	<p>December 2026</p>	<p>Ongoing</p>
<p>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.</p> <p>Deadline: June 2026</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda)</p>	<p>Agreed (noting updated actions)</p>	<p>This is an ongoing feature of WFP partnerships engagements. Delays in payment, contracting and reporting are not equal across all country offices and are being addressed by each country office management.</p>	<p>Central African Republic, Chad, Ethiopia, Egypt, Libya, South Sudan, the Sudan, Uganda</p> <p>With support from: SCDDOP</p>	<p>December 2026</p>	<p>Ongoing</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: Medium Deadline: June 2027 Recommendation 5: Adapt programming and planning for scale-down and a shift towards durable solutions and resilience.</p>		Partially agreed				
<p>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</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda) With support from: Climate and Resilience Service (PRGR)</p>	<p>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, the evaluation and operational context indicate that transition can take different forms, including transitions to national systems, other United Nations agencies, development actors, or handover through inter-agency arrangements, and does not necessarily imply a transition into WFP programming.</p>	<p>Transition approaches will continue to be defined contextually, in coordination with relevant partners and based on comparative advantage, mandates and funding realities. WFP recognizes that establishing fixed or universal transition criteria is particularly challenging in conflict-affected and highly volatile contexts. In such settings existing guidance, established programme review and oversight processes will be used to support adaptive sequencing and layering of activities, informed by evolving risks, access constraints and needs, rather than predefined transition thresholds. WFP will continue to advocate and fundraise for resilience and recovery activities in the Sudan and neighbouring countries.</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda) With support from: PRGR</p>	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>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.</p> <p>Deadline: June 2027</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda)</p> <p>With support from: PRGR</p>	<p>Partially agreed</p> <p>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 agencies. WFP's new strategic plan includes a specific focus on implementing integrated resilience programmes to reduce recurrent humanitarian needs. WFP country strategic plans 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.</p>	<p>WFP will continue to integrate transition and resilience considerations through existing country strategic plan and programme planning cycles, focusing on the most food-insecure people, including refugees, regardless of their locations, aligned to the strategic plan and inter-agency frameworks. The application of the recommendation necessarily varies by country context, depending on whether Sudanese refugees are predominantly in urban or rural settings.</p>	<p>Programme units in country offices (Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan, the Sudan, Uganda)</p> <p>With support from: PRGR</p>	<p>June 2027</p>	<p>Ongoing</p>

Acronyms

GPI	Gender, Protection and Inclusion Unit
IPC	Integrated Food Security Phase Classification
PRGE	Emergency Preparedness and Response Service
PRGF	Food Security and Nutrition Analysis Service
PRGR	Climate and Resilience Service
SCDD	Delivery Assurance Service
SCDDOP	Delivery Assurance Service's Operational Partners Unit
UNHCR	Office of the United Nations High Commissioner for Refugees