



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
Rome, 22–26 June 2026

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Distribution: General

Agenda item 6

Date: 8 May 2026

WFP/EB.A/2026/7-G/2/Add.1

Original: English

Oversight functions

For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## **Management response to the recommendations in the summary report on the strategic evaluation of WFP's support for social protection (2019–2025)**

### **Background**

This document presents WFP management's response to the recommendations in the summary report on the strategic evaluation of WFP's support for social protection between 2019 and 2025. The evaluation was conducted from February 2025 to February 2026 to support institutional learning regarding WFP's efforts to strengthen national social protection systems and programmes, as well as its broader engagement in the social protection sector.

The evaluation resulted in four recommendations. 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.

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### **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
<p><b>Priority: High</b>  <b>Recommendation deadline: 30 June 2027</b></p> <p><b>Recommendation 1: Redouble efforts to implement the strategy, developing and communicating clear criteria for prioritizing social protection engagement, including as follows:</b></p>	Programme Division (PRG)					
<p>1.1 Prioritize support for social protection in areas where WFP has demonstrated comparative advantages, using them as entry points for wider engagement at the systems level; deprioritize pilot projects that are not either jointly conceived with/requested by the Government and include a strategy for uptake, or where WFP has a clearly formulated advocacy strategy.</p>	PRG	<p>Agreed. It should be noted that while management agrees fully with the thrust of the sub-recommendation, decisions on activities undertaken at the country level are outside the control of PRG as they are formulated by country offices in their country strategic plans. PRG will aim to support adherence to the direction of travel set out in this sub-recommendation by prioritizing technical support for country offices based on resource availability.</p>	<p>1. PRGS will clarify the technical services it offers country offices in order to achieve impact in the areas of WFP's comparative advantage in social protection.</p>	Nutrition, School Meals and Social Protection Service (PRGS)	June 2027	Ongoing
			<p>2. Following the issuance of PRG programme quality guidance, PRGS will identify areas of collaboration with other PRG services and provide inputs into integrated guidance, prioritizing areas where WFP has comparative advantage</p>	PRGS	June 2027	Ongoing

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1.2 Re-emphasize the importance of working with or through national social protection programmes as the default wherever feasible and appropriate. Where WFP is involved in implementation in an initial phase, explicitly stress the importance of maintaining a long-term perspective with adequate transition planning, including clear metrics and milestones to be agreed with government counterparts.	PRG (Supply Chain and Delivery Division)	Agreed. To clarify, management emphasizes the importance of working with or through national <i>systems</i> (not programmes) as the default and that other national systems besides social protection should also be considered (e.g. national emergency response systems).	3. PRGS will support the inclusion of entry points for working with and/or channelling WFP assistance through national social protection systems in the early stages of implementation where feasible, including through internal capacity-building (e.g. in country strategic plan design, the “Programme Learning Journey”, concept of operations and other guidance).	PRGS (Emergency Preparedness and Response Branch, Food Security and Nutrition Analysis Service, Programme Monitoring and Reporting Service (PRGM), Climate and Resilience Service, Supply Chain and Delivery Division)	June 2027	Ongoing
1.3 Support country offices in analysing political economy, and structural and cultural patterns of inequality between men and women and the exclusion of people with disabilities in order to inform the selection of social protection support modalities, level of engagement and feasibility.	PRG	Agreed	4. PRGS will identify available technical experts (through rosters, institutes and other means) that can support country offices in conducting intersectional and people-centred political economy analysis to inform the level of engagement in and the feasibility of interventions.	PRGS	June 2027	Ongoing

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
			5. PRGS will consolidate and leverage global inter-agency targeted assessment tools (e.g. the Social Protection Inter-agency Cooperation Board (SPIAC-B) and the Universal Social Protection 2030 coalition (USP2030)) for assessing the social protection landscape to inform inter-agency approaches.	PRGS	June 2027	Ongoing
			6. Ensure inclusion of government social protection systems in targeted corporate guidance on cross-cutting issues related to vulnerability assessments, advancing equality, women's empowerment, disability inclusion and conflict sensitivity.	PRGS (Food Security and Nutrition Analysis Service, Emergency Preparedness and Response Branch, Gender, Protection and Inclusion Unit)	June 2027	Ongoing
<p><b>Priority: High</b></p> <p><b>Recommendation deadline: 30 June 2027</b></p> <p><b>Recommendation 2: Further develop the skills of WFP's social protection workforce and facilitate greater sharing of knowledge, experience and lessons between offices.</b></p>	PRG in coordination with the Human Resources Division (HRM)					

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<p>2.1 Conduct an updated census of the social protection workforce to assess the impact of recent budget reductions and contraction in staffing capacities to identify critical gaps that require attention based on programme portfolio significance and need for specialized skills.</p>	<p>PRG in coordination with HRM</p>	<p>Agreed</p>	<p>1. In consultation with the Staffing Coordination and Capacity Service (POS) and building on similar exercises conducted in 2021 and 2023, PRGS will conduct a census of WFP's global social protection workforce to assess the capacity implications of workforce reductions in 2024 and 2025 (noting that the relevant team is POS rather than all of HRM as indicated in the recommendation).</p>	<p>PRGS (POS)</p>	<p>September 2026</p>	<p>Not yet started</p>
<p>2.2 Develop adequate social protection knowledge and soft skills for WFP employees at all levels and, in particular, leverage the knowledge, expertise and political awareness of senior national staff in country offices. This may include requiring personnel to participate in social protection training and engage in regional and global social protection communities of practice.</p>	<p>PRG in coordination with HRM</p>	<p>Agreed</p>	<p>2. PRGS developed a social protection fundamentals course, launched on WeLearn in 2024. The course has been used by around 450 WFP staff across divisions, grades and locations to enhance their knowledge and understanding of social protection.</p>	<p>PRGS (HRM, POS)</p>		<p>Completed</p>

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
			3. Since 2025 PRGS has played an active role in the design and development of the “Programme Learning Journey”, providing targeted inputs on social protection. This key learning resource will facilitate the development of both technical and soft skills to enhance knowledge and understanding of social protection in the context of programme operations (noting that the relevant team is POS rather than all of HRM as indicated in the recommendation).	POS (PRGS)	December 2026	Ongoing
			4. PRGS will develop or identify learning opportunities for social protection staff, including senior national officers.	PRGS	June 2027	Ongoing
<p><b>Priority: High</b>  <b>Recommendation Deadline: 30 June 2027</b>  <b>Recommendation 3: Deepen strategic partnerships for social protection with international financial institutions and other United Nations entities at the global and country levels.</b></p>	<p><b>Public Partnerships Division (PPD, PRG)</b></p>					

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3.1 Building on lessons learned, develop context-specific strategies for building relationships and engaging with governments and international financial institutions to ensure complementarity and influence social protection sector reforms and financing in order to better address food security, nutrition and resilience to shocks.	PPD (PRG)	Agreed	1. PPD – international financial institutions and PRGS will consolidate a global value proposition, drawing on country office experiences, for WFP’s engagement with programme countries and international financial institutions on social protection, showcasing diverse contexts, success stories and practical engagement approaches.	PPD – international financial institutions (PRGS)	June 2027	Not yet begun
3.2. Prioritize global social protection partnerships with other United Nations entities to deepen mutual appreciation of organizational capacities and strengths and identify opportunities for collaboration and complementarity.	PRG (PPD)	Agreed	2. PRGS will leverage WFPs comparative advantage in global social protection partnership platforms, including under the revised USP2030 mandate and its integration with SPIAC-B, with a view to supporting strategic dialogue and reinforcing coherence across global social protection processes where relevant and possible.	PRGS	December 2026	Ongoing

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
			3. PRGS will leverage existing global partnerships and platforms (e.g. <a href="https://socialprotection.org">socialprotection.org</a> ) as entry points for knowledge exchange, capacity development and dialogue on social protection. Through these engagements, PRGS will support the dissemination of evidence, contribute to peer-to-peer learning and facilitate exchanges among practitioners and policymakers across regions with a view to reinforcing coherence and shared understanding across the social protection ecosystem.	PRGS	June 2027	Ongoing
<b>Priority: High</b> <b>Recommendation deadline: 30 June 2027</b> <b>Recommendation 4: Strengthen results-based management for support for social protection</b>	PRG					

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 Consolidate learning gained from the implementation of support for social protection, identifying the most effective approaches and modalities and defining what WFP support for social protection should look like in different settings in order to better clarify priorities – including from WFP’s implementation of social protection programming on behalf of governments, on-demand services, work in fragile settings, and programmes that have linked WFP resilience and social protection activities.	PRG	Agreed	1. With the aim of fine-tuning priorities and with a focus on technical support, PRGS will lead annual efforts to analyse and consolidate learning from WFP’s social protection work, including on-demand services, programming undertaken on behalf of governments and modes of engagement for complementary programming.	PRGS	June 2027	Ongoing

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
4.2 Clarify criteria for what constitute WFP contributions to social protection as opposed to other programme activities, using a clear taxonomy to reduce inconsistent categorization across country offices.	PRG	Agreed	2. PRGS will develop specific criteria and nomenclature related to WFP contributions to social protection, in line with its mandate over corporate policy positioning, definitions and taxonomy. In doing so, PRGS will leverage ongoing work on the corporate results framework for 2026–2029 (including the indicator framework) and will articulate clear and consistent corporate criteria and a taxonomy of core terminology. PRGS will lead the dissemination and updating of corporate criteria and taxonomy, with PRGM support as appropriate, to facilitate their integration into guidance on programme monitoring and reporting, and country-level implementation.	PRGS (PRGM)	June 2027	Ongoing
4.3 Develop or ensure adequate use of existing qualitative outcome monitoring and reporting tools (or adopt existing tools used in the sector) that meaningfully track progress towards the strengthening of social protection systems and ensure that WFP contributions to the quantity and quality of social protection programmes is systematically tracked.	PRG	Agreed	3. PRGS in consultation with PRGM has included a qualitative indicator in the corporate results framework for 2026–2029 and will ensure its adequate use at the country level through a webinar for country offices.	PRGS (PRGM)	December 2026	Ongoing

**Acronyms**

HRM	Human Resources Division
POS	Staffing Coordination and Capacity Service
PPD	Public Partnerships Division
PRG	Programme Division
PRGM	Programme Monitoring and Reporting Service
PRGS	Nutrition, School Meals and Social Protection Service
SPIAC-B	Social Protection Inter-agency Cooperation Board
USP2030	Universal Social Protection 2030 coalition