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Programa Mundial de Alimentos  
برنامج الأغذية العالمي

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## Management response to the annual evaluation report for 2024

1. Management acknowledges the findings presented in the 2024 annual evaluation report and appreciates the Office of Evaluation's continued commitment to maintaining an independent, credible and useful evaluation function. The insights generated from evaluations continue to inform WFP's strategic orientation, operational effectiveness and organizational learning. The reflections provided in the annual evaluation report contribute meaningfully to WFP's efforts to enhance accountability, performance and transparency.
2. The following is management's response to the main issues highlighted in the report.
3. **Country capacity strengthening.** As part of its commitment to advancing country capacity strengthening, WFP commissioned a review<sup>1</sup> of the reports on 47 centralized and decentralized evaluations completed between 2022 and 2024 from which to assess progress. The review confirmed that several country offices have successfully integrated and adapted WFP's corporate systems-focused framework into their programming. To further harmonize and strengthen its approaches to country capacity strengthening across operations, WFP has developed new guidance on assessing the capacity-related strengths and needs in national systems. The roll-out of the guidance will lead to enhanced collection and analysis of data on institutional capacity which will inform decision-making on priority areas for WFP's investments in capacity strengthening.

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<sup>1</sup> WFP. 2025. *Summary of Evidence: Country Capacity Strengthening*.

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4. WFP has also developed a road map for its work with non-governmental organization (NGO) cooperating partners in 2024–2026, which aims to build, develop and advance sustainable, people-centred partnerships that enhance the effectiveness of interventions and are tailored to local needs. The road map includes the development of a capacity-sharing and localization strategy, which is expected to be launched by July 2025. In parallel, a new localization policy<sup>2</sup> – to be presented to the Executive Board for approval in June 2025 – will promote locally led, inclusive and effective solutions in WFP’s operations.<sup>3</sup>
5. In addition, in May 2025 WFP addressed the need to enhance the management of NGO partners through the issuance of a suite of guidance materials: a comprehensive onboarding package which aims to increase operational knowledge and skills, designed for the enrolment of new NGO partners or as a refresher at the start of new field level agreements; a new framework on assurance standards and minimum assurance measures that standardizes the methodology for establishing and managing safe, reliable and sustainable partnerships; and new guidance on *Risk-Informed Cooperating Partners Spot Checks*<sup>4</sup> as an essential tool for assurance of the efficient and effective use of funds by partners.
6. **Integrated resilience programming.** WFP continues to strengthen the linkages between humanitarian action and the building of resilience. The 2024 updated resilience policy<sup>5</sup> focuses on reducing recurring humanitarian needs by supporting people, communities and countries that are regularly affected by shocks and stressors. The policy explicitly links emergency response to longer-term resilience objectives. As part of the implementation plan, WFP is developing new programmatic guidance that translates the policy into operational practice and addresses key elements of WFP’s operations including targeting, activity selection and the sequencing and layering of interventions over time. These efforts are designed to support country offices in implementing integrated and context-sensitive resilience programmes.
7. **Emergency preparedness and response.** WFP is strongly committed to advancing emergency preparedness by prioritizing evidence-based, coordinated and proactive approaches to operational readiness and engaging with donors with a view to promoting multi-year flexible funding arrangements. These efforts are supported by a targeted advocacy plan that highlights the demonstrated efficiency and effectiveness of investments in preparedness, along with their broader operational benefits.

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<sup>2</sup> WFP. 2025. *Localization policy*.

<sup>3</sup> "Management review of significant risk and control issues, 2024" (WFP/EB.A/2025/7-D/1/Rev.2) paragraph 64.

<sup>4</sup> WFP. 2025. *Risk-Informed Cooperating Partners Spot Checks*.

<sup>5</sup> "Resilience policy update" (WFP/EB.2/2024/4-A).

## 8. Cross-cutting priorities:

- a) **Protection from sexual exploitation and abuse (PSEA).** WFP leadership is strongly committed to ensuring PSEA, with the Executive Director extending her role as the Inter-Agency Standing Committee (IASC) Champion on PSEA and sexual harassment by another year, until the end of 2026. A dedicated unit has been established in the Office of the Executive Director, activating a director-level task force on PSEA; incorporating a mandatory question on the PSEA self-assessment checklist into the 2024 Executive Director's assurance exercise for close monitoring; requiring each office to assess risk and control issues related to PSEA as part of their 2024 risk register review processes; and mainstreaming PSEA into relevant programme guidance and tools.<sup>6</sup>

Management continues to strengthen the integration of responsibility for PSEA into corporate policies, guidance and programme design. In 2024, PSEA was incorporated more explicitly as a risk area in the new template for country strategic plans (CSPs) and management is embedding PSEA into corporate risk management and programme guidance so as to ensure a coherent and accountable approach. WFP is also advancing the implementation of actions outlined in the management response to the evaluation of its work on PSEA.<sup>7</sup>

- b) **Inclusion of vulnerable groups.** WFP is strongly committed to delivering assistance in a safe, inclusive and accountable manner. By applying a people-centred approach, WFP can identify and assist those most in need. All CSPs submitted to the Board from November 2025 onwards will include the people-centred framework on accountability for results (FAR). The FAR is a performance measurement approach designed to ensure that CSP-specific initiatives incorporate efforts to enhance inclusive programming, including women's economic empowerment, disability inclusion and direct engagement with communities. To ensure that these considerations are systematically mainstreamed in WFP operations, the Gender, Protection and Inclusion Service is accompanying the roll-out of the FAR with investments in capacity strengthening to make learning opportunities more accessible to all programme staff. WFP also continues to support country offices in rolling out the integrated context analysis and risk assessment to improve understanding of vulnerabilities and the structural barriers that prevent equitable access to resources and opportunities, and to promote equitable outcomes for women, girls and persons with disabilities throughout the programme cycle.
- c) **Environmental and social sustainability.** WFP is reviewing the options for establishing an effective internal structure that coordinates technical support for environmental and social sustainability. A cross-divisional options paper was submitted to senior management for consideration and will inform the future application of the environmental and social sustainability framework,<sup>8</sup> which was launched in 2021, throughout all programmes and operations.

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<sup>6</sup> "Management review of significant risk and control issues, 2024" (WFP/EB.A/2025/7-D/1/Rev.2), paragraph 47.

<sup>7</sup> "Summary report on the strategic evaluation of WFP's work on protection from sexual exploitation and abuse" (WFP/EB.A/2024/7-B).

<sup>8</sup> WFP. 2021. *WFP Environmental and Social Sustainability Framework*.

9. **Targeting.** WFP recognizes the critical importance of improving the availability and use of disaggregated household-level data in order to better understand and respond to the needs of vulnerable people and communities, including displaced persons, ethnic minorities and persons with disabilities. In settings characterized by volatility and access constraints, WFP tailors its food security analysis to the specific drivers of food insecurity with a view to ensuring that the needs of all affected groups are adequately captured.
10. WFP is committed to enhancing its assessment and targeting methodologies so as to ensure comprehensive coverage and the inclusion of all vulnerable groups through the use of disaggregated data. The sustained engagement of communities is essential in preventing the exclusion of at-risk groups and strengthening accountability. Accessible and transparent appeals mechanisms are key enablers of this approach, and community feedback mechanisms play a vital role in this regard, functioning as dedicated or integrated channels for appeals and supporting effective, accountable redress processes. In Burkina Faso, for example, community feedback on registration errors was systematically reviewed by the monitoring findings review committee, resulting in real-time adjustments to beneficiary lists and improved outcomes in terms of inclusion.
11. WFP is also enhancing the ways in which country offices leverage targeting systems, particularly governments' social registries. A comprehensive study is currently under way to map existing practices, identify risks and opportunities, and develop guidance for validating and verifying data from national systems. The findings will inform tailored capacity-strengthening support and the development of global guidance on improving the consistency and effectiveness of WFP's targeting work.
12. **Resourcing and earmarking constraints.** Management recognizes the increasing complexity of donor-imposed restrictions on funding. Constraints such as geographic targeting, modality limitations and activity-level earmarking can limit WFP's ability to respond equitably to changing needs. While the restrictions often reflect donors' accountability requirements and strategic preferences, they can also challenge WFP's operational agility.
13. WFP continues to diversify its funding base, including through the use of thematic and innovative finance windows. While such funding streams increase visibility and partnership opportunities for WFP, they often come with predefined scopes and limited flexibility.
14. Management remains committed to increasing the share of flexible funding in accordance with WFP's commitments under the Grand Bargain and the United Nations Funding Compact. To that end, WFP is demonstrating the impact of flexible funding through results-based reporting; enhancing the visibility of flexible contributions to incentivize donor support; and advocating flexibility through evidence-based storytelling and alignment with donor priorities.
15. At the same time, WFP acknowledges that earmarking will remain a structural reality. The organization will therefore continue to manage a layered funding model that supports responsiveness, coherence and impact.

16. **Institutional challenges and constraints.** Management acknowledges the observation that, beyond the challenges posed by WFP's operating environment, resourcing – both human and financial – has been identified as the main constraint to WFP's results in 2024. This is consistent with management's own assessment, as set out in the 2024 management review of significant risk and control issues,<sup>9</sup> particularly in light of persistent funding shortfalls and the continued implementation of cost-cutting measures, including reductions in employee costs. These constraints are recognized and expected to have an even greater impact in the future, posing significant challenges to WFP's ability to deliver on its mandate effectively.
- a) **Strategic workforce planning.** WFP recognizes the importance of improvements in this area, as reflected in the one-year, no-cost extension of the critical corporate initiative on Investing in WFP people.<sup>10</sup> WFP appreciates the value of aligning workforce capacity with evolving operational needs. To address identified staffing gaps, management is implementing strategic workforce planning and organizational alignment processes, which include reviewing job profiles, applying appropriate contract modalities, and updating relevant human resources policies.
- b) **Access and operational constraints.** WFP's operations in several settings faced significant access and security challenges in 2024, notably in Afghanistan, the Syrian Arab Republic, and Yemen. Ongoing conflict, bureaucratic restrictions and disasters contributed to reduced distributions and increased operational delays. Elevated logistics costs, including the rerouting of shipments in the Red Sea, had further impacts on programme delivery. These constraints, in addition to the ones mentioned in the annual evaluation report, emphasize the importance of continued risk-informed planning and adaptive operational strategies.
17. The 2024 annual evaluation report offered evidence to guide WFP's ongoing transformation amid complex and evolving global challenges. Building on the lessons identified, WFP will continue to strengthen its institutional capacity, operational agility and policy coherence so as to deliver results. By investing in system-level change, promoting inclusive programming and mobilizing flexible resources, WFP is positioning itself to meet rising needs while ensuring accountability to the people it serves.

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<sup>9</sup> "Management review of significant risk and control issues, 2024" (WFP/EB.A/2025/7-D/1/Rev.2).

<sup>10</sup> *Ibid*, paragraph 6.