



WFP EVALUATION

Strategic evaluation on WFP's approaches to targeting & prioritization

WFP Executive Board – February 2026



World Food Programme

SAVING LIVES
CHANGING LIVES



Insight 1: Normative framework & Global HQ support to country offices

- Normative framework for T&P **largely fit for purpose – but fragmented and some gaps**
- **Global HQ support to COs instrumental to strengthen T&P strategies and practices**
- **Reduced T&P technical capacity** due to funding cuts and workforce reductions





Insight 2: Appropriateness & agility of T&P approaches

- **Flexibility to adapt WFP's T&P approaches to each context.** Each approach has its own strengths and weaknesses
- **Choices of T&P approaches mostly appropriate** considering external constraints but WFP does not track targeting costs and rationale rarely documented/communicated
- CO's T&P practices **are not sufficiently agile to adapt** to changing circumstances



Insight 3: Coordination & partnerships for T&P

- **Engagement with cooperating partners** helps align technical approaches with contextual realities
- **Coordination with other humanitarian actors** improved (UNHCR, UNICEF) but scope for more meaningful engagement with cluster partners
- **Support to national social protection systems encouraged** – but limited use of national social registries for WFP's own targeting needs due to outdated or incomplete data



Insight 4: Effectiveness of T&P practices

- **WFP does not systematically collect data on inclusion and exclusion errors** limiting its ability to assess targeting effectiveness
- **T&P approaches enabled WFP to identify the most vulnerable people**
- Ration cuts led to **assistance being spread too thinly** reducing effectiveness



Insight 5: Disconnect between standards & practice

- Disconnect between T&P standards and practice expose WFP to **increased risks**, such as:
- **Uneven capacities and limited oversight** of cooperating partners
- **Limited de-duplication of beneficiary lists**
- Progress made in **communication with affected people**, but information remains restricted in several contexts

? Insight 6: WFP's strategic direction & principles on T&P

- Hyper-prioritization forces WFP to confront **ethical dilemmas**
- **Vulnerability-based targeting supports fairer prioritization** but increases operational costs
- When are costs of vulnerability-based targeting justified? This **depends on WFP aims:**
 - Reaching the most vulnerable in hard-to-reach areas? or
 - Reaching greatest number of food-insecure people?
- Strategic Plan 2026–2029: **focused, integrated support** for the most crisis-affected

Recommendations

1

Clearly **articulate strategic direction & principles** to strengthen COs' targeting and prioritization rationales

2

Uphold T&P standards

3

Support COs in adopting **more transparent, agile & cost-effective T&P approaches**

4

Strengthen interoperability of WFP's T&P data systems internally & with other humanitarian agencies