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

Executive Board
Second regular session
Rome, 16–18 November 2026

Distribution: General
Date: 2 October 2026
Original: English

Agenda item 4
WFP/EB.2/2026/4-A
Policy issues
For information

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

Compendium of policies relating to the strategic plan

Focal points:

Mr M. Cavalcante
Director
Programme Division
Email: marco.cavalcante@wfp.org

Ms D. Naranjilla
Programme Policy Officer
Programme Division
Email: danielle.naranjilla@wfp.org

World Food Programme, Via Cesare Giulio Viola, 68/70, 00148 Rome, Italy

Introduction

1. At its second regular session in 2010, the WFP Executive Board requested that the Secretariat prepare an annual update of its compendium of WFP policies relating to the strategic plan. The submission of this document follows the submission of the inaugural compendium of policies and gap analysis relating to the WFP strategic plan for 2026–2029 (WFP/EB.1/2026/5-A), which was presented to the Board at its first regular session of 2026.

2. This edition of the compendium provides an update on developments in WFP's normative framework arising from evaluations, reviews and policy implementation during the reporting period which anchor changes to the normative framework in an evidence base.

3. While the policies presented are interlinked and complementary, the compendium arranges them in the following four categories, as reflected in the annex:

   - *Strategic outcomes:* the areas of work set out in the strategic plan for 2026–2029, which provide the strategic orientation of WFP programmes.
   - *Cross-cutting priorities:* the thematic areas that WFP mainstreams across all programme areas to ensure that it delivers on its commitment to high quality in all contexts.
   - *Enablers:* the essential ingredients that support the implementation of the strategic plan.
   - *Planning and tools:* the key instruments and mechanisms that guide and facilitate the implementation of the strategic plan.

Annual update of the gap analysis

4. This annual update of the gap analysis and normative framework identifies the areas where updates to policy, strategy or guidance are required. It also indicates where further evaluative evidence is being generated from which to determine whether normative actions are necessary.

5. The principal focus during the first year of the implementation of the strategic plan has been on operationalizing the existing normative framework and strengthening coherence and alignment between the strategic plan, the corporate results framework and country strategic plans (CSPs). In multiple areas, WFP has strengthened support for implementation, updated guidance and enhanced institutional standards. It has also started to update the enterprise risk management policy (WFP/EB.2/2018/5-C), as agreed in the 2026 first regular session of the Board.

6. Findings from evaluations and reviews and experience gained from implementation continue to shape the evolution of the normative framework. Emerging priorities include strengthening strategic prioritization and operational decision-making, improving the efficiency and interoperability of systems, and clarifying WFP's role in an environment of evolving operating conditions and partnerships. These themes are reflected throughout the normative developments outlined in this update.

Strategic outcome 1

7. The strategic evaluation of WFP's approaches to the targeting and prioritization of food and nutrition assistance (WFP/EB.1/2026/6-C/2) found that the policy on targeting in emergencies (WFP/EB.1/2006/5-A) remained relevant. In line with the evaluation recommendations, WFP will consolidate and update its guidance on targeting and prioritization, directing particular attention to the strengthening of operational decision-making under resource constraints. In addition, to support effective targeting, WFP will continue to institutionalize standards for targeting and prioritization, strengthen oversight and accountability, and work to increase the interoperability of systems and data.

8. The evaluation synthesis on WFP's engagement in United Nations humanitarian coordination (WFP/EB.A/2026/7-G/4) found a need to clarify WFP's role in a changing humanitarian coordination architecture. In response, WFP will update the Executive Director's circular on WFP's leadership in the clusters of the Inter-Agency Standing Committee (OED2013/016) to align it with the new environment and the humanitarian reset; clarify WFP's responsibilities as a cluster lead agency; strengthen guidance on the activation and deactivation of coordination mechanisms, and their transition to national ownership; and reinforce accountability, governance and resourcing arrangements for country-level cluster leadership.

Strategic outcome 2

9. While there are no new recommendations that warrant the introduction of normative instruments to support the achievement of this strategic outcome, in 2026 WFP issued guidance aimed at ensuring the coherent integration of strategic outcome 2 in CSPs. This includes guidance on de-emphasizing areas of work outlined in the strategic plan and an updated blueprint for collaboration between the Rome-based agencies in fragile settings, consistent with the ambitions of the UN80 initiative. It also issued the food systems strategic framework, which clarifies WFP's entry points for food system interventions, in line with its mandate and comparative advantages, including in supply chains.

Strategic outcome 3

10. The strategic evaluation of WFP's contributions to social protection from 2019 to 2025 (WFP/EB.A/2026/7-G/2) found that the strategy for supporting social protection remains relevant and appropriate. In line with the evaluation recommendations, WFP will strengthen the implementation of its social protection strategy by updating its guidance and results architecture, expanding its partnerships, and updating the census of its social protection workforce and providing training.

11. In line with the recommendations of the evaluation of WFP's Supply Chain Strategic Roadmap (2022–2025) (WFP/EB.1/2026/6-C/1), WFP has developed an interim road map to inform the development of a comprehensive supply chain strategy. The strategy will articulate a vision for WFP's supply chain and delivery function aligned with the strategic plan and relevant corporate commitments related to the UN80 initiative. It will define WFP's comparative advantage and integrate the strategic plan's cross-cutting priorities, including environmental sustainability and safeguards, into the organization's work on supply chains. Consistent with recommendations from previous evaluations, WFP will also strengthen coordination and interoperability across relevant functions with a view to promoting more integrated planning and delivery.

Cross-cutting priorities

12. To ensure alignment with the strategic plan, integrate cross-cutting priorities and support decisions related to strategic prioritization, WFP has developed "Designing quality programmes: a reference tool for country office leadership". The tool can be used to formulate and revise CSPs; support programme development and design processes; facilitate discussions with WFP programme and technical teams, and partners; and conduct programme quality reviews and periodic pulse checks.

13. The humanitarian principles continue to guide WFP's work, as outlined in the strategic plan. In response to the global assurance project and the 2024 assessment of WFP by the Multilateral Organisation Performance Assessment Network,[1] several learning and guidance documents have been developed on ensuring adherence to the humanitarian principles. WFP has developed "Corporate guidance on operational independence, an approach to

[1] Multilateral Organisation Performance Assessment Network. 2024. *MOPAN assessment report: World Food Programme*.

principled decision-making for WFP employees" and disseminated learning related to navigating humanitarian dilemmas in various settings.

14. In line with commitments to global assurance and its integration throughout the strategic plan and CSPs, WFP continues to strengthen its risk management framework and will update the internal control framework (OED2015/016). An evaluation examining the effects of the global assurance project on WFP's humanitarian capacity is under way in 2026. The findings of the evaluation will be presented at the 2027 annual session of the Board. WFP will refrain from formulating or making substantive updates to relevant normative instruments until the evaluation is complete.

15. WFP operates the largest registry of personal data in the humanitarian system. This enables efficient delivery of assistance at scale and positions WFP as a leader on data privacy in the United Nations system. As operations increasingly rely on digital systems, WFP must ensure that its approach to privacy continues to reflect global standards, emerging best practice and assurance requirements. In line with WFP's commitment to privacy under the global assurance framework and the strategic plan, a privacy policy will be formulated, which will ensure coherence with other policies, corporate frameworks and inter-agency initiatives. This will strengthen the organization's ability to safeguard the privacy of the people it serves and its employees and manage risk proactively.

16. Following the approval of the localization policy, WFP continues to promote localization and engage in global policy dialogues within the context of the UN80 initiative and the humanitarian reset, while also mainstreaming localization into different guidance. WFP will further clarify its operational approach to localization through a comprehensive strategy in line with its normative framework and the strategic plan.

Enablers

17. An external peer review of the 2022 evaluation policy (WFP/EB.1/2022/4-C) is under way, in adherence to the standard peer review process of the United Nations Evaluation Group (UNEG). Anchored in UNEG's norms and standards for evaluation, the review focuses on assessing the maturity of WFP's evaluation function in terms of its independence, credibility and utility. The findings of the review will be presented at the 2027 annual session of the Board. WFP will refrain from formulating or updating related normative instruments until completion of the review.

18. Following the launch of WFP's resource mobilization strategy for 2026–2029, a strategic formative evaluation of WFP's adaptation to the evolving partnership landscape has been conducted. The findings will be presented at the 2026 second regular session of the Board. WFP will refrain from formulating or updating related normative instruments until after the evaluation has been presented.

Planning and tools

19. In line with commitments in the strategic plan and the broader objectives of country capacity strengthening and the localization policy, a strategic evaluation of WFP's strategies for the transition and handover of programmes is under way. The findings of the evaluation will be presented at the 2027 first regular session of the Board. WFP will refrain from formulating or updating related normative instruments until the evaluation is finished.

20. An evaluation synthesis on WFP's engagement in the delivery of cash assistance will be launched in 2026 to support the organization's efforts to advance its work on cash, including its leadership role in cash programmes, and the development of its own strategic framework in the form of a cash strategy.

ANNEX

Table of WFP policies and strategies

1. The following table of WFP policies lists existing policies and strategies related to the effective implementation of the strategic plan. This overview is designed to enhance efficiency, clarity and alignment with organizational priorities.

Strategic outcome 1	
2005	Definition of emergencies *Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)*
2006	Targeting in emergencies *Targeting in Emergencies (WFP/EB.1/2006/5-A)*
2005	Exiting emergencies *Exiting Emergencies (WFP/EB.1/2005/4-B)*
2017	Emergency preparedness *Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)*
2006	Humanitarian access *Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)*
Strategic outcome 2	
2024	Resilience *Resilience policy update (WFP/EB.2/2024/4-A)*
2024	Climate change *Climate change policy update (WFP/EB.2/2024/4-C)*
2002	Urban food insecurity *Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)*
Strategic outcome 3	
2022	Country capacity strengthening *Country capacity strengthening policy update (WFP/EB.A/2022/5-A)*
2012	Social protection and safety nets *Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)*
2024	School meals *School meals policy update (WFP/EB.2/2024/4-B)*
2023	South–South and triangular cooperation *South–South and triangular cooperation policy update (WFP/EB.A/2023/5-C)*
2019	Local and regional food procurement *Local and regional food procurement policy (WFP/EB.2/2019/4-C)*
2023	Aviation *Aviation policy (WFP/EB.1/2023/4-A)*

Cross-cutting priorities	
2025	Localization *Localization policy (WFP/EB.A/2025/5-A)*
2017	Nutrition *Nutrition Policy (WFP/EB.1/2017/4-C)*
2010	HIV and AIDS *WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)*
2022	Gender *Gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)*
2020	Protection and accountability *WFP's protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)*
2017	Environmental sustainability *Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)*
2004	Humanitarian principles *Humanitarian Principles (WFP/EB.A/2004/5-C)*
2013	Peacebuilding in transition settings *WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)*
2023	Conflict sensitivity *Conflict sensitivity mainstreaming strategy*
2025	Oversight and assurance *WFP accountability and oversight framework (WFP/EB.2/2025/6-A)*
2021	Fraud and corruption *Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)*
2018	Enterprise risk management *Enterprise risk management policy (WFP/EB.2/2018/5-C)*
Enablers	
2021	People *WFP people policy (WFP/EB.A/2021/5-A)*
2026	Partnerships and funding *Resource mobilization strategy 2026–2029*
2025	Innovation *Innovation strategy 2025–2027*
2026	Technology *Digital business transformation plan 2026–2029*
2022	Evaluation *WFP evaluation policy 2022 (WFP/EB.1/2022/4-C)*
Planning and tools	
2016	Country strategic plans *Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)*
2025	Policy formulation *Policy cycle framework (WFP/EB.1/2025/6-A)*
2023	Cash *Cash policy (WFP/EB.A/2023/5-A)*