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: 8 September 2026
Original: English

Agenda item 6
WFP/EB.2/2026/6-B/2/Add.1
Oversight functions
For decision

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

Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Mozambique for 2022–2026

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Mozambique. The evaluation covered CSP activities implemented between 2022 and 2025. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made six recommendations, of which three are strategic and three are operational. This management response indicates 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.

Focal point:

Ms C. Conan
Country Director
Email: claire.conan@wfp.org

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
Priority: High **Deadline: July 2027** **Recommendation 1: CSP design – consolidation and focus.** Building on WFP's proven comparative advantages, the next CSP should advance to a phase of consolidation and focus, strengthening the integration and sequencing of programme components. To that end WFP should:	Country office (regional office and global headquarters teams responsible for emergency preparedness, resilience and humanitarian advisory support)					
1.1 Maintain and protect its humanitarian response capacity while advancing national systems. This means maintaining and protecting WFP's humanitarian response capacity in view of the continued scale and frequency of crises while simultaneously investing in advisory, coordination and systems strengthening support to enable national institutions to progressively assume the role of first responder.	Country office (regional office and global headquarters teams responsible for emergency preparedness, resilience and humanitarian advisory support)	Agreed	1. WFP will ensure that the CSP for 2027–2030 clearly reflects its mandate to provide life-saving support to shock-prone and shock-affected populations while reinforcing the organization's role as a technical partner to the Government in the areas of disaster risk management (including anticipatory action and disaster risk financing), shock-responsive social protection and inter-institutional coordination.	Country office programme team	November 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
1.2 Enhance the humanitarian–development–peace nexus, strengthening the links between humanitarian assistance and early recovery and resilience programming in Cabo Delgado by adopting more explicitly integrated approaches and sequencing activities that contribute to sustainable solutions for affected people.	Country office (regional office and global headquarters teams responsible for emergency preparedness, resilience and humanitarian advisory support)	Agreed	2. In the design of the CSP for 2027–2030, WFP will incorporate a sequencing model for Cabo Delgado that links emergency assistance, early recovery and resilience activities with national programmes and systems, and will use the CSP design and dissemination process to seek donor and partner support for this integrated model.	Country office programme team	November 2026	Ongoing
1.3 Prioritize resilience interventions where there are clear opportunities for layering and sequencing them with crisis response in Cabo Delgado and for links with home-grown school feeding. These criteria should guide geographic prioritization and be used to advocate with donors for concentrated, rather than dispersed, investments.	Country office (regional office and global headquarters teams responsible for emergency preparedness, resilience and humanitarian advisory support)	Agreed	3. In the design of the CSP for 2027–2030, WFP will target resilience interventions in three areas affected by recurrent severe food insecurity, with a view to concentrating efforts and achieving impact at scale.	Country office programme team	November 2026	Ongoing
Priority: High **Deadline for completion: July 2027 (2.1 deadline: December 2028)** **Recommendation 2: Capacity strengthening.** WFP should continue to reinforce national capacity and systems. To that end WFP should:	Country office (regional office and global headquarters teams responsible for school feeding, social protection and country capacity strengthening)					

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
2.1 Continue to strengthen its collaboration with INAS, the National Institute for Disaster Risk Reduction and Management (INGD), the Ministry of Education and Culture, the Technical Secretariat for Food Security and Nutrition and the National Meteorological Institute, focusing on technical assistance, systems development and capacity strengthening. This should include deepening institutional support in nutrition, disaster risk management and shock-responsive social protection to enable a gradual and well-planned handover of responsibilities to national institutions.	Country office (regional office and global headquarters teams responsible for school feeding, social protection and country capacity strengthening)	Agreed	1. In the design of the new CSP, WFP will prioritize support to the Government of Mozambique in the areas of disaster risk management, early warning, climate analysis, food security and nutrition analysis, macro-insurance, anticipatory action and shock-responsive social protection.	Country office programme team	March 2027	Ongoing
2.2 Prioritize support for the national school feeding programme through enhanced technical assistance and act as a catalyst for mobilizing development financing to strengthen programme sustainability.	Country office (regional office and global headquarters teams responsible for school feeding, social protection and country capacity strengthening)	Agreed	1. In the design of the new CSP, WFP will prioritize technical assistance in support of the national school feeding programme, with a specific focus on sustainable financing arrangements and strengthened monitoring systems. The technical assistance will reflect the outcomes of consultations undertaken with the Ministry of Education and Culture regarding WFP's future role and align with support needed under the national school feeding strategy.	Country office programme team	March 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
2.3 Continue to work with INGD and INAS to improve interoperability between their information systems, particularly with regard to shock-responsive social protection. This should include exploring solutions for harmonized beneficiary registration processes and synchronized vulnerability criteria while continuing to contribute to systems development through technical assistance to INAS on matters such as the advancement of the social registry to enhance efficiency, reduce duplication and support coordinated national response mechanisms.	Country office (regional office and global headquarters teams responsible for school feeding, social protection and country capacity strengthening)	Agreed	2. WFP will develop terms of reference for an Institute for Social Action- and INGD-led technical task force to define shared data fields, data-sharing arrangements, standardized vulnerability criteria and referral pathways between the emergency response interventions and the Post-Emergency Direct Social Support Programme.	Country office programme team	June 2027	Not started
2.4 Continue direct implementation only where necessary to expand national programme coverage or respond to crises where government and partner capacity gaps exist, and always accompanied by a clear, time-bound transition and institutional strengthening strategy.	Country office (regional office and global headquarters teams responsible for school feeding, social protection and country capacity strengthening)	Agreed	3. In the design of the new CSP, WFP will clarify the parameters for direct assistance by focusing direct implementation to situations in which the humanitarian imperative and/or requests from the Government so require, while positioning direct delivery as a complement to national efforts and maintaining a focus on systems strengthening in emergency preparedness and response.	Country office programme team	March 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
Priority: Medium **Deadline: July 2027** **Recommendation 3: Partnerships.** WFP should continue to strengthen and diversify its partnerships in prioritized thematic areas in order to enhance coherence, reduce overlaps and expand the effectiveness and reach of its programmes. To that end WFP should:	Country office (regional office and Partnerships and Innovation Department at global headquarters)					
3.1 Continue and enhance its collaboration with other United Nations entities, leveraging each entity's comparative advantages, particularly in areas where WFP has a clear added value, such as common services, as well as nutrition, resilience and social protection, in order to reduce identified overlaps.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	1. WFP will engage at the appropriate level in sectoral technical working groups, notably on logistics, nutrition and social protection, to leverage its comparative advantages and reduce overlaps. WFP will also work closely with the Food and Agriculture Organization of the United Nations on resilience programming to ensure complementarity, consistent with the respective mandates and the areas deprioritized by WFP.	Country office partnership and programme teams	June 2027	Ongoing
3.2 Expand engagement with the private sector through financial and technical partnerships to diversify funding sources and foster innovation, with WFP and its partners acting as agents of change through direct implementation.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	2. In line with CSP priorities, WFP will map private sector engagement opportunities, identifying potential financial, technical, corporate social responsibility, in-kind and innovation-related partnerships and defining follow-up actions for selected private sector actors.	Country office partnership team	June 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
3.3 Strengthen collaboration with academia and research institutions to generate evidence, support learning and inform policy and programme debates.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	3. WFP will identify up to three priority areas for collaboration with academic and research institutions to generate evidence and support learning under the new CSP and, subject to the availability of resources, formalize at least one collaboration arrangement through existing global agreements or country-level opportunities.	Country office programme and research, assessment and monitoring teams	June 2027	Ongoing
3.4 Enhance localization through deeper partnerships with national NGOs and community-based organizations in order to strengthen local capacity, capitalize on local knowledge, strengthen community ownership and expand programme reach in hard-to-access areas.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	4. WFP will embed a clear commitment to localization in the CSP for 2027–2030, including by strengthening partnerships with national non-governmental organizations (NGOs) and community-based organizations in order to bolster community engagement and capitalize on local knowledge. WFP will also ensure that partnership choices are consistent with the organization's strategic shift towards greater reliance on government systems.	Country office programme team	March 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
Priority: Medium **Deadline: December 2026** **Recommendation 4: Efficiency and timeliness.** WFP should invest in enhancing the efficiency of its internal processes to enhance the timeliness of interventions. To that end WFP should:	Country office (regional office)					
4.1 Simplify its vulnerability-based targeting approach by reducing procedural complexity and enhancing community participation in order to accelerate beneficiary identification and minimize delays while ensuring acceptance by the Government and affected people.	Country office (regional office)	Agreed	1. WFP will design a new targeting and prioritization approach for the crisis response in northern Mozambique, combining stronger geographic prioritization, lighter assessment approaches and strengthened community engagement in order to reduce delays and improve acceptance.	Country office programme and research, assessment and monitoring teams	December 2026	Ongoing
4.2 Strengthen internal coordination and operational planning, further enhancing joint planning among finance, supply chain and programme units, improving expenditure forecasting and reinforcing cooperating partner management to ensure smoother, more timely delivery of assistance.	Country office (regional office)	Agreed	2. WFP will establish a calendar for regular operational coordination meetings and a standard agenda involving the country office programme, business planning, supply chain and finance teams in order to improve planning, expenditure forecasting and the timeliness of assistance delivery.	Country office finance and budgeting teams	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
			3. WFP will develop a tracking mechanism for field-level agreements to monitor key milestones, responsibilities and bottlenecks in the management of cooperating partners across units.	Country office finance and budgeting teams	December 2026	Ongoing
4.3 Conduct a detailed review of internal output and outcome monitoring and decision-making processes in order to identify potential bottlenecks that affect timeliness in the revision of activity implementation and adjust procedures accordingly.	Country office (regional office)	Agreed	4. WFP will conduct a detailed review of its internal output and outcome monitoring and decision-making processes to assess how monitoring evidence, community feedback, and implementation bottlenecks inform operational decisions and will identify procedural adjustments for programme review and follow-up.	Country office programme and research, assessment and monitoring teams	December 2026	Not started
Priority: Medium **Deadline: March 2027** **Recommendation 5: Cross-cutting issues.** WFP should continue its efforts to mainstream cross-cutting issues across its portfolio in order to ensure equitable, inclusive and evidence-driven programming. To that end WFP should:	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)					

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
5.1 Expand existing monitoring frameworks focused on measuring differential results across population groups with regard to programmes that are not yet addressing structural inequality and ensure that the evidence generated is systematically used to design and scale models that address the structural inequalities that contribute to food insecurity.	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)	Agreed	1. In the new CSP, WFP will expand the use of gender-focused monitoring tools across all relevant programmes, with indicators on decision-making, control over resources, participation in programme-related consultations and feedback processes, and access to feedback channels.	Country office programme team	March 2027	Not started
5.2 Strengthen and scale existing disability-inclusive approaches within relevant programmes – such as social protection and school feeding – in order to improve accessibility and ensure equal participation.	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)	Agreed	2. WFP will map access barriers for persons with disabilities in relevant programmes, standardize disability data collection, and use the resulting data to integrate accessible communication and engagement tools into programme delivery.	Country office programme and research, assessment and monitoring teams	March 2027	Ongoing
5.3 Strengthen WFP's focus on youth employment, particularly within resilience programming, building on lessons learned from the Mastercard Foundation programme.	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)	Agreed	3. In the new CSP, WFP will embed youth employment as an explicit entry point in the future resilience portfolio, drawing on lessons learned from the MasterCard Foundation programme and other food systems and resilience initiatives.	Country office programme team	November 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
5.4 Enhance feedback integration and ensure that learning from community feedback mechanisms is consistently integrated into strategic and operational planning.	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)	Agreed	4. WFP will review how data from community feedback mechanisms are integrated into strategic and operational planning and will develop practical recommendations to improve the use of community feedback in programme adjustments and follow-up, including any required staff orientation on updated processes.	Country office programme and research, assessment and monitoring teams	March 2027	Not started
5.5 Ensure that adequate provision for evidence generation, learning and knowledge management is embedded in programming, enabling the country office to capitalize on field experience and inform policy debates and programmatic design and decision-making.	Country office (regional office and Gender, Protection and Inclusion Unit at global headquarters)	Agreed	5. WFP will develop a prioritized evidence and learning agenda for the new CSP, identifying the evaluations, after-action reviews and learning products to be completed or disseminated, and defining how these will inform programme review and policy dialogue.	Country office research, assessment and monitoring team	March 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
Priority: Medium **Deadline: December 2027** **Recommendation 6: Resource mobilization.** WFP should strengthen its resource mobilization strategy in order to increase predictability, reduce earmarking and diversify financing sources. To that end WFP should:	Country office (regional office and Partnerships and Innovation Department at global headquarters)					
6.1 Intensify efforts to secure multi-year and less-earmarked contributions, engaging donors on the operational implications of short-term, highly earmarked funding. This should include advocating the use of thematic or pooled financing mechanisms – particularly for resilience and school feeding – to support integrated, multi-year approaches.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	1. As part of the design and implementation of the CSP for 2027–2030, WFP will systematically reflect multi-year, integrated programme requirements – particularly for resilience building and national school feeding – in its strategic documents and investment cases and engagement with donors. Through structured dialogue and programme-level evidence, WFP will continue to communicate the operational implications of short-term, highly earmarked funding and the comparative advantages of more flexible financing modalities.	Country office partnership team and budget and programming unit	June 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
6.2 Broaden the financing base by engaging priority private-sector actors through targeted corporate social responsibility partnerships and innovative funding mechanisms, including opportunities in private insurance markets. This should include expanding resource mobilization efforts guided by informed risk assessments and focusing on areas with high potential for collaboration. Engagement modalities could involve co-financing arrangements and the creation of dedicated thematic funds in areas such as school feeding, youth employment and peace.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	2. WFP will finalize and validate a private sector partnerships road map with a view to identifying priority private sector actors, corporate social responsibility partnership opportunities and innovative financing options aligned with CSP priorities, including potential co-financing arrangements and thematic funding mechanisms.	Country office partnership team	March 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices)	Management response	Actions	Action lead office (with other contributing offices)	Action deadline	Status
6.3 Strengthen collaboration with international financial institutions and the Government in order to mobilize development financing – such as blended finance, debt swaps, climate insurance mechanisms, catastrophe bonds and carbon credit instruments – leveraging WFP's comparative advantage in systems strengthening, service provision and fiduciary and operational reliability.	Country office (regional office and Partnerships and Innovation Department at global headquarters)	Agreed	3. WFP will develop an international financial institution assessment and engagement note to identify priorities for collaboration and to guide the Mozambique country office's engagement with government counterparts and country-level representatives of international financial institutions. In line with the new CSP, WFP will discuss with government counterparts opportunities related to blended finance, debt swaps, climate insurance mechanisms, catastrophe bonds and carbon credit instruments where these can support government-led priorities and where WFP can add value.	Country office partnership team	June 2027	Ongoing