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Operational matters – Country strategic plans
For decision

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Sudan interim country strategic plan (2027–2029)

Duration	1 January 2027–31 December 2029
Total cost to WFP	USD 2 759 575 851
Framework on accountability for results score	2.9

Draft decision*

The Board approves the Sudan interim country strategic plan (2027–2029) (WFP/EB.2/2026/7-A/9) at a total cost to WFP of USD 2,759,575,851.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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This interim country strategic plan (ICSP) is aligned with the WFP strategic plan for 2026–2029 and is guided by humanitarian principles and WFP's approved policy framework.

WFP's strategic programmatic priorities and partnerships

1. In 2026, an estimated 33.7 million people across the Sudan require humanitarian assistance, including 28.9 million people in need of food security and livelihood support. It is projected that nearly 19.5 million people (41 percent of the population) will face acute food insecurity (phase 3 or above on the Integrated Food Security Phase Classification (IPC) scale), including 135,000 people in IPC phase 5 (catastrophe), 5 million in IPC phase 4 (emergency) and 14 million in IPC phase 3 (crisis). The risk of famine is present in 14 areas across Darfur and Kordofan.

2. At the same time, 4.2 million people are affected by acute malnutrition, including 825,000 children under 5 suffering from severe acute malnutrition. Stunting and micronutrient deficiencies are widespread.

3. Refugees, internally displaced persons, returnees, persons with disabilities and households headed by women face heightened vulnerability and protection risks.

4. The evaluation of WFP's country strategic plan (CSP) for the Sudan for 2019–2023 and WFP's corporate emergency response to the Sudan regional crisis from 2023 to 2025 affirm that WFP continues to have a comparative advantage in delivering life-saving assistance rapidly and at scale. This advantage is anchored in WFP's field presence, operational reach, logistics capability, digital delivery systems and analytical expertise.[1] Combining emergency assistance with resilience building, school feeding, local procurement and cash-based transfers, WFP is uniquely positioned to save lives while supporting recovery and strengthening long-term food security.

5. Building on these strengths, WFP's foremost priority under this ICSP is to address the urgent needs of crisis-affected populations and help prevent famine. Where conditions permit, WFP will progressively expand recovery and resilience interventions to complement life-saving assistance, reduce humanitarian needs over time and leverage humanitarian safety nets as a foundation for future nationally owned social protection systems. The ICSP introduces four strategic pivots. First, WFP will *anticipate* crises through early warning mechanisms, anticipatory action, risk financing and malnutrition prevention. Second, WFP will *focus* resources on the greatest needs while scaling resilience activities where feasible. Third, WFP will *integrate* humanitarian, recovery, resilience and development interventions through layered and sequenced approaches that build pathways to self-reliance. Fourth, WFP will *amplify* national and local ownership through a gradual shift from direct implementation to enabling sustainable locally driven solutions.

6. WFP's engagement will remain firmly grounded in the humanitarian principles of humanity, neutrality, impartiality and operational independence, as well as international humanitarian law, safeguarding the space for principled action and ensuring that its programmes do no harm. As a design principle across all outcomes and activities, the ICSP will systematically mainstream nutrition, protection, accountability to affected people, localization and environmental sustainability. These cross-cutting priorities will contribute to reducing vulnerability and disparities while strengthening people's capacity to meet their own needs. Emphasis will be placed on advancing the economic empowerment of rural women and

[1] WFP will seek to reinforce its field presence, particularly in areas of greatest need and where access permits, bringing operational capacity and decision-making closer to affected populations. Under the leadership of the United Nations Humanitarian Coordinator and in coordination with other United Nations entities and partners, WFP will align its field footprint with evolving needs, operational requirements and available resources.

expanding the livelihood opportunities that priority food value chains can offer vulnerable rural groups.

7. The ICSP is fully aligned with the 2024 United Nations common country analysis for the Sudan and the interim cooperation framework for the Sudan for 2026–2028. The ICSP outcomes will contribute to and are derived from all four strategic priorities of the interim cooperation framework: restoration of inclusive essential services; socioeconomic recovery, resilient livelihoods and food security; peace, justice and strong institutions; and environment, climate action and disaster resilience. The ICSP is also aligned with the humanitarian needs and response plan (HNRP), with ICSP outcome 1 reflecting the priorities and emergency response planning framework set out in the HNRP.

Interim country strategic plan outcome 1: Crisis-affected people across the Sudan have access to life-saving food and nutrition assistance and are supported by strengthened national capacity to anticipate, withstand and respond to shocks by 2029

8. Outcome 1 will be WFP's highest priority throughout the ICSP period, accounting for nearly 80 percent of the country portfolio. WFP will focus on populations facing the greatest risks – internally displaced persons, persons with disabilities, refugees, returnees and crisis-affected host communities – ensuring that life-saving assistance reaches the right people at the right time with maximum impact in order to prevent famine and hunger-related deaths. WFP will prioritize hunger and malnutrition hotspots, particularly in Darfur, Kordofan and other hard-to-reach areas, where access constraints continue to hamper the timely and sustained delivery of humanitarian assistance,

9. Under activity 1, WFP will provide integrated life-saving food and nutrition assistance through a combination of in-kind assistance, cash-based transfers and specialized nutritious foods, with modalities selected according to market functionality, access constraints and operational feasibility. This approach will enable WFP to adapt assistance as conditions evolve, ensuring that it remains safe, appropriate, cost-efficient and responsive to the needs of affected people. Emergency nutrition interventions will prioritize children under 5, pregnant and breastfeeding women and girls, and children at greatest risk of malnutrition and mortality. This will be complemented by nutrition education and social and behaviour change activities. WFP will apply a transparent, evidence-based prioritization framework, anchored in IPC classifications and complemented by analysis of acute malnutrition, displacement, protection risks, food security trends and operational access. Nutrition surveillance, SMART[2] surveys, community feedback and joint prioritization with the Ministry of Health, UNICEF and other nutrition partners will inform operational adjustments as conditions evolve, ensuring that assistance remains focused on those most in need.

10. Alongside general food assistance, WFP will invest in early warning systems, anticipatory action contingency planning and the pre-positioning of food and other critical supplies to enable early and more cost-effective responses to emerging shocks. By combining life-saving assistance with anticipatory measures, WFP will help to prevent the deterioration of food security and nutrition, mitigate famine risks and reduce future humanitarian needs.

11. At the same time, WFP will strengthen links between emergency response and resilience interventions in order to break the cycle of recurrent crises and reduce reliance on humanitarian assistance. In collaboration with partners, where appropriate WFP will support a phased transition from emergency assistance to resilience building approaches, including the promotion of recovery-oriented livelihoods under outcome 2 and productive safety nets under outcome 3. This transition will be guided by continuous monitoring and multisectoral food security and nutrition assessments aimed at ensuring that adjustments

[2] SMART stands for standardized monitoring and assessment of relief and transitions (see smartmethodology.org).

in assistance modalities and duration remain anchored in evolving needs, household coping capacity and operational realities.

12. WFP will achieve this outcome through partnerships with relevant national institutions, other United Nations entities and international and national non-governmental organizations (NGOs), leveraging their complementary capacities to strengthen access, targeting, delivery and accountability. WFP will work closely with UNICEF, the Office of the United Nations High Commissioner for Refugees and other partners to strengthen identity management, reduce programme overlaps and support effective deduplication. WFP will partner with local actors and community-based organizations, including mutual aid groups, community volunteers, informal initiatives and groups led by women and young people, to extend access to hard-to-reach areas.

13. Cross-cutting priorities under this outcome will include humanitarian principles, assurance, nutrition and localization. WFP will implement programmes with strong oversight, risk management and accountability mechanisms to ensure transparency and safeguard resources. Assistance will be delivered in a safe, dignified and conflict-sensitive manner, enabling affected communities to provide feedback and participate in decision-making. Nutrition will be integrated through community-based interventions promoting healthy diets, improved feeding practices and positive behaviour change. WFP will work with government institutions, local organizations and communities to strengthen their capacity to support locally led solutions and build resilience.

Interim country strategic plan outcome 2: Food-insecure and shock-affected communities in targeted areas have improved livelihoods and better access to healthy diets, thereby reducing humanitarian needs by 2029

14. Activities under outcome 2, accounting for approximately 12 percent of the proposed budget, will complement the life-saving assistance provided under outcome 1. Through sequenced, context-specific resilience interventions in line with its mandate, comparative advantage and strategic plan, WFP aims to protect development gains, prevent further deterioration and reduce reliance on recurrent humanitarian food assistance.

15. Interventions will be geographically and operationally aligned with activities under outcome 1 and implemented in areas where life-saving assistance has stabilized acute food and nutrition insecurity or where conditions support transition. WFP will prioritize crisis-affected areas with protracted or recurrent food insecurity and malnutrition, targeting in particular internally displaced persons, refugees, returnees, host communities, households led by women and nomadic populations. Attention will be given primarily to locations hosting or bordering populations in IPC phases 4 or 5. Where conditions permit, resilience-building activities will be scaled up, including in areas of relative stability across Darfur and Kordofan, to support recovery, reduce humanitarian needs, strengthen community resilience and contribute to social cohesion. In severe circumstances, especially where people are in IPC phase 4, any adjustments to assistance will be coordinated with partners in order to mitigate risk and maintain support for the most vulnerable.

16. Under activity 2, WFP will deliver integrated packages of resilience activities combining livelihood support, asset creation, ecosystem restoration, nutrition support and market strengthening. Ecosystem restoration, community infrastructure and livelihood opportunities will serve as the main entry points, supported through productive safety nets, including food or cash transfers linked to community asset creation. Through a "stabilize-strengthen–sustain" approach tailored to local conditions, WFP will provide immediate support for vulnerable households, stabilize communities and strengthen resilience to future shocks.

17. In areas where conflict and market disruption have severely constrained productive assets, WFP will support limited time-bound production-related activities as part of integrated recovery packages. WFP's role will be implementation-focused, leveraging its operational presence, supply chain capacity, procurement systems and delivery platforms, while technical leadership on agricultural production will remain with the Food and Agriculture Organization of the United Nations (FAO) and specialized national partners, including the Sudan's Agricultural Research Corporation. These interventions will be aimed at restoring productive capacity, protecting livelihoods and supporting local market and food system recovery, linking with nutrition and school-based programmes where feasible.

18. WFP will achieve this outcome by working in close partnership with the Ministry of Agriculture and Irrigation, international financial institutions, including the African Development Bank and the World Bank, and development actors. In collaboration with FAO, the International Fund for Agricultural Development and other key partners, WFP will support local market systems, post-harvest functions, entrepreneurship and livelihood opportunities, especially for women and young people. Where conditions allow, WFP will also expand economic opportunities for vulnerable communities, including displaced populations, while leveraging local small and medium-size private sector enterprises.

19. Work under this outcome will advance the cross-cutting priorities of women's empowerment, nutrition, protection, conflict sensitivity, environmental sustainability and localization. WFP will promote inclusive community-led approaches that strengthen participation in decision-making and expand access to economic opportunities, particularly for women. Nutrition will be integrated through community-based interventions that improve dietary practices and nutrition awareness.

Interim country strategic plan outcome 3: National and subnational actors – especially community-based organizations, non-governmental organizations and the private sector – have strengthened capacity to deliver school-based programmes and safety nets by 2029

20. Under outcome 3, and in line with its localization policy, WFP will place local ownership and collaboration with civil society at the centre of ICSP implementation. Working with local institutions and frontline responders, including mutual aid groups, women- and youth-led organizations, and organizations of persons with disabilities, WFP will advance nationally anchored solutions in areas of its comparative advantage, strengthening effective, cost-efficient and accountable delivery. WFP will work with national and subnational partners to strengthen implementation capacity and systems, with school-based and safety-net programmes as flagship priorities.

21. Through activity 3 WFP will implement school-based programmes, including home-grown school feeding, as part of an integrated package of school health and nutrition services linked to outcome 2. Through these programmes WFP, in collaboration with the Ministry of Social Development, UNICEF and FAO, will provide a platform for tackling hunger, improving nutrition, enhancing education, connecting smallholder farmers to markets, promoting local procurement and stimulating local economies, thereby sustaining human capital gains. WFP will leverage partnerships with specialized agencies and others to complement these efforts with integrated health, water, sanitation and hygiene and protection services, ensuring sustained access to safe and nutritious meals alongside essential services for children.

22. Building on systems and capacity developed under the Sudan Family Support Programme and the Sudan Emergency Safety Net Project, including a grievance redress mechanism, this work will support the restoration of essential services and strengthen system readiness, laying the foundation for future nationally and sub-nationally led safety nets and social protection systems. Focus areas include capacity strengthening for national and subnational actors through evidence generation and targeted technical assistance, complemented by

multisectoral coordination, delivery chain strengthening and harmonized management of information and data on vulnerability.

23. A central pillar will be support for emerging social registry, data sharing and governance structures across United Nations and NGO partners with the aim of supporting common registration, de-duplication and referral systems, leveraging WFP's collaboration with the Ministry of Social Development, UNICEF, the World Bank and other key actors. Knowledge transfer, policy dialogue and advisory support will be advanced in collaboration with key partners such as UNICEF and the World Bank.

24. Country capacity and systems strengthening efforts will be incremental and based on continuous engagement and co-creation processes with local actors and key humanitarian and development partners. WFP will undertake a pragmatic transition from implementer to enabler, laying the foundations for sustainable, locally led solutions over time.

25. The cross-cutting priorities of environmental sustainability, protection, accountability and localization will be integrated throughout implementation. WFP will work with local institutions and organizations, including women-led enterprises and other value chain actors, to strengthen their capacity while promoting sustainable natural resource management and community participation. Conflict-sensitive and do-no-harm approaches will support equitable access to livelihood opportunities, assets and markets.

Interim country strategic plan outcome 4: Humanitarian and development partners in the Sudan, including local and community-based organizations, are better able to reach vulnerable people and respond to their needs throughout the year

26. Outcome 4 will enable collective humanitarian action through mandated and on-demand services, improving efficiency and cost-effectiveness and supporting a more coherent, accountable system-wide response that reaches affected populations in a timely manner. In line with United Nations reform efforts, WFP will implement the UN80 integrated supply chain model in the Sudan in order to enhance operational coherence, value for money and collective impact.

27. Under activity 4, the United Nations Humanitarian Air Service (UNHAS) will provide safe, reliable, neutral and cost-efficient air transport to facilitate humanitarian access where viable alternatives are unavailable. Subject to security conditions, access clearances and system-wide coordination, UNHAS will expand its services to priority locations including, among others, Damazine (Blue Nile), El Obeid (North Kordofan) and the Darfur states, while maintaining critical capacity to facilitate timely medical and security evacuation within the Sudan and across its borders.

28. In line with UN80 and the humanitarian reset, WFP will adopt the newly established global logistics and telecommunications cluster model in the Sudan. WFP will provide coordination, information management and common logistics services to humanitarian and local partners, thereby strengthening preparedness and response capacity (activity 5), and ensure critical connectivity and security communications, scaling up services in hard-to-reach areas and enabling humanitarian actors to operate effectively (activity 6).

29. Under activity 7 WFP will continue to provide on-demand services to humanitarian and development partners on a full-cost-recovery basis, supporting flexible and scalable operations that leverage WFP's comparative advantages. These services will include supply chain support such as fuel provision, warehousing and transportation, including temperature-controlled logistics infrastructure to ensure the timely and efficient delivery of health and nutrition commodities.

30. Through cash-based transfer delivery systems, WFP will collaborate with the Office of the United Nations High Commissioner for Refugees, UNICEF, the United Nations Office for Project Services and other partners to strengthen identity management, data interoperability and coordinated targeting, enabling responsible data sharing, deduplication and more integrated assistance. Interoperable systems and collaborative data governance will strengthen coordination, programme assurance and evidence-based decision-making while safeguarding data protection, privacy and responsible data use.

31. To further enable collective humanitarian action, WFP will also support shared premises and common services, promoting more integrated, cost-effective and coherent operations. This will include accommodation booking through the United Nations Booking Hub, the leasing of light vehicles through UN Fleet and access to primary healthcare and emergency medical services, helping to maximize system-wide efficiency.

32. Cross-cutting priorities under this outcome will focus on protection, accountability to affected people, localization and national capacity strengthening. WFP will ensure that common services support safe, equitable and timely access to assistance for vulnerable populations while upholding humanitarian principles. Activities will incorporate partner and community feedback mechanisms and will be implemented in close collaboration with national and local actors in order to strengthen capacity and promote local ownership.

Prioritization approach

33. WFP will apply an evidence-based prioritization approach, aligned with corporate guidance and the four strategic pivots of the ICSP: anticipate, focus, integrate and amplify. Guided by humanitarian principles, prioritization decisions will be informed by geographic need, programmatic impact and household vulnerability, with the objective of maximizing impact for populations at greatest risk of famine and acute food and nutrition insecurity. Resources will be deliberately concentrated where they can save the most lives and achieve the greatest impact. A cross-functional targeting working group will regularly review needs, resource availability and operational considerations to support coherent and adaptive prioritization decisions.

34. Geographic prioritization will focus on areas experiencing famine, areas at risk of famine and areas with recurrent IPC phase 4 acute food insecurity, while considering displacement dynamics and related needs in surrounding areas. Malnutrition prevention activities will complement general food assistance to ensure nutritional adequacy, targeting households in IPC phase 4 and above in famine and famine-risk areas, while treatment services will be prioritized in locations with the most severe intersectoral needs. Where feasible, the same geographic areas will be prioritized across outcomes. These areas will be coordinated with partners to reduce duplication and maximize coverage. Transfer values and modalities will be adapted to the severity of needs and food consumption gaps.

35. In the event of funding shortfalls, WFP will further prioritize by reducing the number of areas assisted or discontinuing lower priority programmes in coordination with partners. Within prioritized locations, WFP will apply vulnerability-based targeting to ensure assistance reaches households facing the greatest needs. Approaches will be tailored to the objectives of individual activities. Digital identity management systems and regular privacy risk assessments will support accurate targeting and accountability.

Transition strategies

36. WFP will maintain emergency response capacity throughout the ICSP period in order to address acute and emerging needs, with priority given to saving lives, preventing famine and sustaining assistance through national and local actors, including community-based organizations, particularly where systems have collapsed. Where possible WFP will work with local partners to strengthen their capacity, involving them in decision-making processes.

37. As conditions permit, WFP will gradually shift from unconditional assistance towards resilience interventions and nationally led social protection systems; this will be done in coordination with partners in order to maintain continuity of support. Progress will depend on security and access conditions, the availability of adequate and predictable funding, partner capacity and government engagement. Decisions on transition or scale-down will be based on operational realities and accompanied by safeguards to ensure continued support and protection for populations at greatest risk.

ANNEX I

Summary line of sight of the Sudan interim country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF THE SUDAN INTERIM COUNTRY STRATEGIC PLAN

Focus area	Crisis response	Resilience building	Resilience building	Crisis response
ICSP outcome	**ICSP outcome 1**: Crisis-affected people across the Sudan have access to life-saving food and nutrition assistance and are supported by strengthened national capacity to anticipate, withstand and respond to shocks by 2029.	**ICSP outcome 2**: Food-insecure and shock-affected communities in targeted areas have improved livelihoods and better access to healthy diets, thereby reducing humanitarian needs by 2029.	**ICSP outcome 3**: National and subnational actors – especially community-based organizations, non-governmental organizations and the private sector – have strengthened capacity to deliver school-based programmes and safety nets by 2029.	**ICSP outcome 4**: Humanitarian and development partners in the Sudan, including local and community-based organizations, are better able to reach vulnerable people and respond to their needs throughout the year.
Activity	**Activity 1**: Deliver an integrated package of life-saving food and nutrition assistance to crisis-affected people, and strengthen national capacity in early warning, anticipatory action and macro-level risk financing solutions.	**Activity 2**: Provide an integrated, nutrition-sensitive package of resilience activities – including nutrition support, livelihood support, asset creation, ecosystem rehabilitation and market access support – to targeted groups.	**Activity 3**: Provide national and local actors with support in relation to school meals, safety nets and capacity strengthening, enabling them to deliver integrated school-based programmes and safety nets.	**Activity 4**: Provide aviation services for passengers, light cargo and evacuations and technical assistance to the humanitarian community and other partners.
				Activity 5: Provide mandated logistics, coordination and information management services to the humanitarian and local partners through the logistics cluster.
				Activity 6: Provide mandated technology services to the humanitarian and development actors, partners and communities through the emergency telecommunications cluster.
				Activity 7: Provide on-demand services and expertise, including supply chain and cash delivery systems, to humanitarian and development partners.

ANNEX II

Country portfolio needs budget and cost breakdown by interim country strategic plan outcome *(USD)*

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET (*USD*)					
ICSP outcome	**Activity**	**2027**	**2028**	**2029**	**Total**
1	1	786 023 804	702 288 050	714 185 241	**2 202 497 096**
2	2	124 519 978	107 548 184	108 651 569	**340 719 731**
3	3	22 464 763	23 043 863	23 202 236	**68 710 862**
4	4	38 362 912	38 635 869	38 695 477	**115 694 258**
	5	4 337 157	4 361 187	4 360 893	**13 059 237**
	6	4 789 698	4 833 788	4 851 539	**14 475 025**
	7	1 467 826	1 475 958	1 475 859	**4 419 643**
Total		**981 966 138**	**882 186 900**	**895 422 814**	**2 759 575 851**

TABLE 3: INDICATIVE COST BREAKDOWN BY INTERIM COUNTRY STRATEGIC PLAN OUTCOME (*USD*)					
	WFP strategic outcome 1	**WFP strategic outcome 2**	**WFP strategic outcome 3**	**WFP strategic outcome 3**	**Total**
	ICSP outcome 1	**ICSP outcome 2**	**ICSP outcome 3**	**ICSP outcome 4**	
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfer	1 788 322 825	287 234 768	56 705 032	118 511 294	**2 250 773 919**
Implementation	182 872 831	17 717 682	4 779 843	13 869 861	**219 240 217**
Direct support costs	96 876 735	14 972 180	3 032 367	6 525 361	**121 406 642**
Subtotal	**2 068 072 391**	**319 924 630**	**64 517 241**	**138 906 516**	**2 591 420 777**
Indirect support costs	134 424 705	20 795 101	4 193 621	8 741 647	**168 155 074**
Total	**2 202 497 096**	**340 719 731**	**68 710 862**	**147 648 163**	**2 759 575 851**

ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR				
	2027	**2028**	**2029**	**Total**
Total beneficiaries (without overlap)	5 185 082	5 185 082	5 185 082	**6 313 674**

ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this interim country strategic plan

1. **Evidence:** The evaluation of WFP's corporate emergency response to the Sudan regional crisis from 2023 to 2025 underscored the need to strengthen organizational agility, operational readiness and surge capacity in order to enable timely, coordinated and effective responses in rapidly evolving emergency situations. It also found that dilemmas regarding humanitarian principles required stronger corporate guidance and escalation mechanisms.
    - **ICSP design response:** In response to these observations, WFP will strengthen rapid assessments and market analysis, institutionalize preparedness and scenario planning, enhance surge staffing and skills deployment and reinforce support for principled humanitarian decision-making, including coordination and escalation pathways.
2. **Evidence:** The evaluation referred to above also highlighted that protection, disability inclusion, accountability to affected people and the targeting of vulnerable populations were not consistently integrated into programme design and implementation, increasing the risk of exclusion from assistance.
    - **ICSP design response:** The ICSP mainstreams protection, disability inclusion and accountability across programme design, implementation and monitoring while strengthening collaboration with partners in order to reduce exclusion risks.
3. **Evidence:** The evaluation further observed that administrative and financial barriers constrained meaningful localization and engagement with local actors, while programming devoted insufficient attention to recovery, resilience and durable solutions.
    - **ICSP design response:** The ICSP includes measures to strengthen engagement and risk-sharing with local actors and integrate context-specific recovery, resilience and transition pathways into programme planning.
4. **Evidence:** The evaluation of the CSP for the Sudan for 2019–2023 found that nutrition outcomes were strongest when nutrition-specific interventions were combined with nutrition-sensitive and multisectoral approaches and that sustainable reductions in malnutrition required that underlying causes be addressed in a manner that went beyond treatment alone.
    - **ICSP design response:** Under the ICSP, WFP will strengthen nutrition-sensitive programming, integrate treatment and prevention activities into long-term multisectoral approaches and promote context-specific packages that combine nutrition, food security and resilience interventions.

Monitoring, evaluation and evidence generation arrangements

5. In line with WFP's minimum monitoring requirements, a risk-based monitoring and evaluation system will underpin implementation of the ICSP throughout its three-year duration. Routine monitoring, outcome monitoring, evaluations and periodic reviews will generate evidence to support management assurance, decision-making, adaptive programming and accountability to affected people, donors and partners. In hunger hotspots and rapidly evolving situations, WFP will complement routine monitoring with real-time, high-frequency and event-triggered monitoring, drawing on remote and third-party monitoring, food security and market data, community feedback and other digital data sources. This evidence will inform timely programme adjustments and, where appropriate, joint analysis, coordinated planning and integrated responses with partners. Digital data collection and strengthened issue escalation and case management systems

will improve oversight, data quality and the timely resolution of issues related to implementation, compliance and performance.

6. A multi-channel community feedback mechanism will provide an additional layer of assurance by ensuring that community perspectives inform management action and programme adjustments. WFP collaboration with cooperating and knowledge partners, including local research institutions and other United Nations entities, will support outcome measurement, joint monitoring and learning. An independent ICSP evaluation is planned for 2028, complemented by a decentralized evaluation of support for national safety nets, an evaluation of the impact of resilience programming, and targeted studies and learning reviews to support evidence-based decision-making.

Risk management and mitigation measures

7. Shortfalls and reduced predictability of funding may constrain operational continuity and responsiveness; actions to mitigate this include funding diversification, the use of innovative financing and multi-year planning. Constraints arising from movement and access restrictions may limit delivery in critical areas; actions to mitigate this include negotiations, humanitarian notification and deconfliction arrangements, engagement with relevant authorities and partners and third-party monitoring to support operational continuity. Risks linked to conflict dynamics, attacks on humanitarian personnel and facilities and violations of international humanitarian law will be managed through enhanced risk analysis, scenario planning, conflict-sensitive programming and security coordination.

8. The risk of supply chain disruptions will be mitigated through corridor diversification, advance planning and strategic pre-positioning. Fiduciary risks will be managed through reinforced oversight, accountability, stakeholder engagement, risk information-sharing, monitoring and community feedback mechanisms, along with continuous review of internal controls. Measures related to protection from sexual exploitation and abuse will be enforced and systematically integrated into operations and partnerships.

9. WFP will apply a risk-based approach to programming and decision-making, maintaining the flexibility to adapt and scale operations in response to evolving conditions while mitigating strategic and operational risks. Duty of care will remain a priority, addressed through regular risk assessments and adequate resources for staff safety and well-being measures.

ANNEX V

Links to technical and related resources

More operational and budgetary information is available through the CSP data portal.[1]

[1] As mandated by the Executive Board-approved "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1).

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
ICSP	interim country strategic plan
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund