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WFP/EB.2/2026/7-A/12
Operational matters – Country strategic plans
For decision

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

~~Draft~~ Zimbabwe country strategic plan (2027–2031)

Duration	1 January 2027–31 December 2031
Total cost to WFP	USD 179 844 512
Framework on accountability for results score	2.6

Draft decision*

The Board approves the Zimbabwe country strategic plan for 2027–2031 (WFP/EB.2/2026/7-A/12), at a total cost to WFP of USD 179,844,512.

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* 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 country strategic plan (CSP) 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. Zimbabwe faces both episodic and cyclical food insecurity. Severe shocks can escalate needs sharply, as seen during the El Niño-induced drought, when 7.1 million people, nearly 44 percent of the population, faced food insecurity.[1] Cyclical food insecurity persists even in more favourable years: between January and March 2026, 2.9 million people, 18 percent of the population, were food insecure.[2]

2. The country also faces a triple burden of malnutrition: stunting affects 27 percent of children under 5, anaemia affects 42 percent of women of reproductive age, and overweight and obesity affect 35.5 percent of adults.[3]

3. Those most vulnerable to food insecurity and malnutrition in Zimbabwe are households in shock-prone areas, women and girls, children under 5, young people, persons with disabilities, people living with HIV, and refugees and asylum seekers.

4. The evaluation of the CSP for 2022–2026 confirmed that WFP's comparative advantage in Zimbabwe lies in its humanitarian reach and logistics capacity at scale, combined with technical expertise in shock-responsive social protection, anticipatory action and food security analysis. WFP's warehousing network, transport coordination, customs facilitation and end-to-end supply chain systems remain a central differentiator. WFP is seen as a neutral convener trusted by the Government, donors, other United Nations entities and the private sector.

5. Through the CSP for 2027–2031, WFP will prioritize emergency preparedness and anticipatory action, supporting the Government in bringing together private sector stakeholders and other partners to strengthen nationally led disaster risk management and preparedness systems. This approach is aligned with the objectives set out in Zimbabwe's second national development strategy (NDS 2).[4]

6. Through three mutually reinforcing outcomes, WFP will address shocks through preparedness and response while proactively investing in resilience in shock-prone, food-insecure areas in order to reduce future assistance needs. Geographic complementarity between crisis response and resilience programming will ensure coherence across the three outcomes and maximize the impact of WFP activities.

7. Partnerships will be central to CSP implementation, supporting both delivery and sustainability. WFP will work in close partnership with the Government and other partners, especially the other Rome-based agencies and private sector actors, to strengthen and scale up national platforms.

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[1] Zimbabwe Livelihoods Assessment Committee. 2024. *2024 Rural Livelihoods Assessment;* Zimbabwe Livelihoods Assessment Committee. 2024. *2024 Urban Livelihoods Assessment.* Zimbabwe National Statistics Agency. 2022. *Population Projections.*

[2] Zimbabwe Livelihoods Assessment Committee. 2025. *2025 Rural Livelihoods Assessment;* Zimbabwe Livelihoods Assessment Committee. 2025. *2025 Urban Livelihoods Assessment*; Zimbabwe National Statistics Agency. 2022. *Population Projections.*

[3] United Nations. 2026. Common country analysis for Zimbabwe (pending publication). The 2026 common country analysis refers to stunting prevalence of 27 percent of children under 5, based on a 2023–2024 demographic and health survey. A 2025 assessment by the Zimbabwe Livelihoods Assessment Committee indicated a more recent prevalence of 23.8 percent.

[4] Republic of Zimbabwe. 2025. *National Development Strategy 2*. The approach is aligned, in particular, with objectives 1 on macroeconomic stability; 3 on infrastructure development; 4 on food and nutrition security and climate resilience; 5 on science, technology and human capital development; 7 on youth employment and entrepreneurship; and 8 on social protection and equity.

8. Localization is central to this CSP: WFP will progressively shift from transactional to collaborative partnerships, strengthening the role of local and national actors as technical partners and increasing their influence in shaping policies, operations and coordination platforms. Programme design will be grounded in people-centred approaches, ensuring that women, young people and persons with disabilities have equal access to information, knowledge and livelihood opportunities. Nutrition and the empowerment of women and girls will be mainstreamed across all CSP outcomes and activities.

9. Drawing on the common country analysis, WFP will contribute to three priority areas of the United Nations sustainable development cooperation framework for Zimbabwe for 2027–2031:inclusive economic growth; climate resilience, energy and food security; and human capital development. The CSP outcomes are derived from these priority areas and will contribute to the achievement of the corresponding joint United Nations outcomes.

Country strategic plan outcome 1: People in Zimbabwe affected by shocks are better able to meet their essential food and nutrition needs before, during and after crises

10. Under activity 1, WFP will support the Government[5] in national disaster risk management through anticipatory action and early response. Using early warning systems, agreed triggers and prearranged financing, WFP will provide timely assistance before and shortly after shocks, helping to protect lives and reduce negative coping strategies. Financing mechanisms such as African Risk Capacity (ARC) Replica will provide rapid and predictable complementary funding as needed.

11. When humanitarian appeals are launched, WFP will provide targeted emergency food assistance, in-kind or cash, in a principled and accountable manner, prioritizing the most food-insecure households and populations at heightened risk of malnutrition in line with the food deficit mitigation strategy and supporting the nutritional adequacy and targeting of Government-led assistance. WFP will maintain contingency capacity to respond rapidly and scale up when required.

12. In coordination with the Government, the Office of the United Nations High Commissioner for Refugees (UNHCR) and other partners, WFP will continue providing food assistance to refugees in the Tongogara Refugee Settlement (TRS) through a package comprising cereal contributions from the Government, cash-based transfers, nutrition education and social and behaviour change interventions. This will be complemented by resilience-building activities under outcome 2 aimed at reducing dependency on humanitarian assistance over time.

13. Under activity 2, WFP will support the strengthening of national and subnational emergency preparedness and response systems, including disaster risk information management and multi-hazard early warning systems. This will reinforce anticipatory action planning and the coordination of responses across the Government and relevant institutions.

14. WFP will further strengthen operational readiness through pre-positioning, framework agreements and partnerships with national and local actors, and by supporting the establishment of a strategic logistics network,[6] enabling rapid, efficient and scalable responses when shocks occur.

15. WFP will work with the ministries responsible for public service and social welfare to strengthen shock-responsive social assistance, supporting a consolidated national social

[5] Mainly the ministries and departments responsible for agriculture, local government, public works, social welfare, civil protection and meteorological services.

[6] WFP will lay the foundation for the establishment of a humanitarian staging area complemented by satellite hubs. Supply chain readiness will prioritize local suppliers, pre-qualified framework agreements and the Government's strategic grain reserve as an emergency backstop.

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registry that will enhance efficiency through improved speed, accuracy and centralization to ensure that limited resources reach the most at-risk populations.

16. WFP will work with the ministries responsible for data and analytics and partners to strengthen capacity for food security, nutrition and market analysis, ensuring that data disaggregated by sex, age and vulnerability are used to inform programme design, targeting and adaptation. WFP will also provide the Government and partners with on-demand data and analytics services under outcome 3.

17. WFP will ensure that nutrition is integrated into emergency response efforts through the provision of nutrition-sensitive food baskets, which will include specialized nutritious foods for children under 5, pregnant and breastfeeding women and girls, and other nutritionally vulnerable groups. As part of its localization strategy, WFP will strengthen emergency preparedness and response by working with community-based organizations, local authorities, traditional leaders, the private sector and national logistics and financial service providers to strengthen their capacity to lead and sustain preparedness efforts.

Country strategic plan outcome 2: By 2031, communities at risk have more diverse livelihoods and benefit from strengthened locally led food systems that mitigate future needs

18. Under this outcome, in line with WFP's mandate, comparative advantage and strategic plan, WFP will continue to shift from WFP-led resilience projects to an integrated resilience model co-designed with the ministries responsible for agriculture, women's affairs, youth and local government, together with the other Rome-based agencies and other partners to reduce, at scale, food insecurity and future humanitarian needs. The model is designed for progressive replication within the CSP period as national systems are strengthened and conditions mature.

19. Under activity 3, communities at risk will benefit from integrated resilience support spanning ecosystem restoration, livelihood skills, financial services and access to markets. To deliver impact at scale, the integrated model is built around existing national platforms such as the Village Business Units, which serve as hubs connecting communities to markets, regenerative agricultural practices, productive assets, and food safety and quality services. WFP's role will include supporting the coordination of local procurement through national institutions; building links between smallholder farmers and predictable market opportunities, including institutional procurement channels; and strengthening aggregation, food safety and quality standards, traceability and post-harvest management. All interventions are time-bound, co-designed from the outset with the respective ministries and food system actors, and oriented towards capacity and systems strengthening.

20. To enable smallholders to withstand shocks and manage risks, WFP will continue to support and strengthen Government-led weather and climate information services and financial services, including microinsurance instruments. These measures will contribute to building smallholder-inclusive, shock-resilient supply chains and anchoring resilience outcomes within national systems and social protection frameworks.

21. WFP will work with the ministries responsible for health and nutrition, the private sector and other partners to prevent malnutrition, including through food fortification. It will strengthen local capacity to process and distribute nutritious foods and support businesses led by women and young people.

22. Cross-cutting priorities under outcome 2 will include women's empowerment, nutrition, environmental sustainability and localization. WFP will promote community-led approaches that strengthen participation in decision-making and expand access to economic opportunities, particularly for women. Nutrition will be integrated through

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community-based interventions that promote healthy diets and feeding practices, particularly for women, girls and boys.

Country strategic plan outcome 3: Government and partners have access to reliable services that enable them to reach and serve people most at risk throughout the year

23. Under activity 4, WFP will offer an expanded package of on-demand supply chain services to the Government and humanitarian, development and private sector partners. Procurement, transportation and last-mile delivery services will enable partners to deliver assistance reliably and at scale. Drawing on its network of strategic storage locations across key national corridors, WFP will provide warehousing and staging services that will enhance the speed and cost-effectiveness of partners' supply chains.

24. WFP will provide on-demand cash-based transfer services, drawing on established relationships with financial service providers and digital platforms to ensure transparency, traceability and operational efficiency for partners.

25. WFP will support partners through data and analytics and other on-demand services, enabling them to better plan, target and deliver assistance. This will include data collection and analysis and the provision of feedback and accountability mechanisms for other United Nations entities and humanitarian actors.

26. Cross-cutting priorities under this outcome will focus on localization, environmental sustainability, assurance and humanitarian principles. WFP will prioritize local procurement where feasible, linking it to activities under outcome 2 to enhance sustainability and reduce the environmental footprint of supply chains. Programmes will be implemented with robust oversight, risk management and accountability mechanisms to ensure transparency and safeguard resources. All interventions will be guided by humanitarian principles, ensuring safe, equitable and dignified assistance to vulnerable populations.

Prioritization approach

27. WFP will apply an evidence-based prioritization approach to maximize impact for populations facing food insecurity and malnutrition. Prioritization decisions will be guided by humanitarian principles and informed by evidence at three levels: geographic need, programmatic impact and household vulnerability. In the event of a major shock and humanitarian appeal, WFP will prioritize the most food-insecure households in coordination with the relevant entities of the Government; in lower-funding scenarios, WFP's integrated model will be implemented across fewer locations, prioritizing depth over breadth.

28. Geographic locations will be prioritized based on a combination of factors, including exposure to shocks and patterns of recurrent food insecurity. The Eastern Corridor districts, for example, are among those most affected by Zimbabwe's major natural hazards, which include droughts, floods and cyclones. Shock exposure may be used for initial emergency targeting; however, if conditions permit, targeting will transition to a vulnerability-based approach aligned with corporate guidance to ensure that assistance is based on assessed needs.

29. Resilience investments will be made in successive cohorts, drawing on the complementary expertise of the Government, the other Rome-based agencies and development partners, with initial investments focused on locations that are shock-prone or experience patterns of food insecurity and demonstrate strong viability, such as TRS and the Eastern Corridor districts. Household selection will be based on food security, nutrition, vulnerability and protection analyses, complemented by community engagement and accountability mechanisms to enhance transparency, reduce exclusion errors and safeguard social cohesion.

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Transition strategies

30. Reflecting years of sustained and ongoing increases in national and local capacity, WFP will prioritize emergency preparedness over cyclical response, and capacity strengthening over direct implementation. WFP will therefore focus on institutionalizing anticipatory action protocols, supporting national ownership of disaster risk financing through policy engagement, advocacy for increased domestic resource allocation and targeted technical assistance, including integrated trigger-to-delivery protocols for drought, flood and cyclone risks. WFP will also support targeting integrity, beneficiary identity management, delivery timeliness, monitoring and grievance redress to help ensure that Government-led assistance meets standards of coverage, protection and nutritional adequacy. WFP will plan for the physical handover of assets[7] to national authorities at the end of the CSP period as a tangible expression of the shift towards nationally led emergency preparedness and response.

31. Under outcome 2, WFP will support the progressive institutionalization of resilience approaches through national platforms, subnational authorities and the broader ecosystem of local actors as that ecosystem matures and assumes greater ownership. Progress will be evidenced by durable market links and reduced dependence on humanitarian assistance, alongside strengthened public sector systems capable of sustaining and scaling these approaches beyond the CSP period.

32. To ensure long-term sustainability, WFP will draw on value chain and market assessments to identify and engage with food system actors and national platforms that can serve communities at risk and respond to viable market demand while coordinating local procurement across all outcomes.

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[7] Assets include humanitarian staging areas and associated satellite hubs. Detailed handover timelines will be established in dedicated plans prepared at the start of CSP implementation.

ANNEX I

Summary line of sight of Zimbabwe country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF ZIMBABWE COUNTRY STRATEGIC PLAN			
Focus area	**Crisis response**	**Resilience building**	**Crisis response**
CSP outcome	**CSP outcome 1:** People in Zimbabwe affected by shocks are better able to meet their essential food and nutrition needs before, during and after crises.	**CSP outcome 2:** By 2031, communities at risk have more diverse livelihoods and benefit from strengthened locally led food systems that mitigate future needs.	**CSP outcome 3:** Government and partners have access to reliable services that enable them to reach and serve people most at risk throughout the year.
Activity	**Activity 1:** Provide food assistance to crisis-affected people before, during and after crises.	**Activity 3:** Provide integrated support to communities at risk while strengthening national platforms and food system actors in order to sustain and scale up impact.	**Activity 4:** Provide on-demand services to the Government and partners.
	Activity 2: Strengthen national capacities and systems in emergency preparedness, anticipatory action, early response and government-led shock-responsive assistance.		

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ANNEX II

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

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*[1]							
CSP outcome	**Activity**	**2027**	**2028**	**2029**	**2030**	**2031**	**Total**
1	1	14 576 214	31 026 122	26 723 825	11 802 739	13 262 139	**97 391 039**
	2	1 463 128	1 307 640	1 349 573	1 150 297	1 176 846	**6 447 484**
2	3	20 263 772	18 373 948	16 561 141	5 962 815	5 609 406	**66 771 082**
3	4	1 867 364	1 812 885	1 830 552	1 872 694	1 851 413	**9 234 907**
Total		**38 170 477**	**52 520 596**	**46 465 090**	**20 788 545**	**21 899 804**	**179 844 512**

TABLE 3: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)				
	WFP strategic outcome 1	**WFP strategic outcome 2**	**WFP strategic outcome 3**	**Total**
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	
Focus area	**Crisis response**	**Resilience building**	**Crisis response**	
Transfers	78 167 680	50 083 950	8 011 571	**136 263 202**
Implementation	10 385 976	6 630 616	348 021	**17 364 613**
Direct support costs	8 947 304	5 981 285	875 315	**15 803 904**
Subtotal	**97 500 961**	**62 695 851**	**9 234 907**	**169 431 719**
Indirect support costs	6 337 562	4 075 230	0	**10 412 793**
Total	**103 838 523**	**66 771 082**	**9 234 907**	**179 844 512**

[1] The CSP embeds fluctuating annual budgets over its lifespan due to the specific cycles of the funding instruments involved, particularly those related to risk financing, which are triggered under specified circumstances.

ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR						
	2027	**2028**	**2029**	**2030**	**2031**	**Total**
Total beneficiaries (without overlap)	145 050	545 550	380 550	145 550	160 550	**827 800**

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ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this country strategic plan

1. **Evidence:** The evaluation of the CSP for 2022–2026 recommended that WFP shift its crisis response role away from large-scale delivery of humanitarian assistance during predictable seasonal emergencies towards strengthening nationally led systems for social protection and crisis response, including technical and common services such as procurement and supply chain support, while retaining the ability to deliver direct assistance during extreme emergencies that exceed the Government's response capacity.

    - **CSP design response:** WFP will prioritize emergency preparedness, anticipatory action and early transfers over cyclical response, while retaining contingency capacity for catastrophic and sudden-onset shocks that trigger a humanitarian appeal. WFP will strengthen national disaster risk management and early warning systems. WFP will also expand the portfolio of services that it offers to the Government and partners, especially in logistics and procurement.

2. **Evidence:** The evaluation of the CSP for 2022–2026 recommended concentrating resilience programming on interventions with demonstrated effectiveness and sustainability, integrating them with the systems used by partners and the Government, in line with national frameworks, including the NDS 2 and the second agriculture, food systems and rural transformation strategy, and informed by data provided by the Zimbabwe Livelihoods Assessment Committee.

    - **CSP design response:** WFP is shifting to an integrated resilience model co-designed with the Government, the other Rome-based agencies and other partners, with WFP contributing to resilience building and partner coordination. The model sets out core components while allowing for adaptation to the operational context. It builds on established national platforms, such as the Village Business Units, to enable cost-efficient replication and scale.

3. **Evidence:** The evaluation of the CSP for 2022–2026 recommended supporting the institutionalization of evidence-based targeting and social protection systems within the Government's frameworks, while ensuring that WFP maintains the operational independence to determine and deliver needs-based assistance, informed by joint assessments and data on food insecurity and malnutrition trends.

    - **CSP design response:** WFP will continue to support the consolidation of the national social registry and strengthen the Government's capacity for food security and nutrition analysis, evidence generation and data use. It will also support efforts to improve targeting integrity and beneficiary identity management to help ensure that Government-led assistance meets standards of coverage, protection and nutritional adequacy, while preserving its own operational independence in line with humanitarian principles.

Monitoring, evaluation and evidence generation arrangements

4. WFP will operationalize a monitoring, review and evaluation approach aligned with its corporate results framework for 2026–2029. A decentralized evaluation will be carried out for selected resilience programmes, building on lessons from the previous CSP, to help identify the most impactful and cost-effective approaches.; a CSP mid-term review and an independent centralized evaluation will also be undertaken to inform the next planning

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cycle.[1] Where relevant, the potential to conduct longitudinal studies and thematic research will be explored, drawing on secondary and national datasets to address critical evidence gaps and strengthen national systems.

5. Monitoring will be undertaken in collaboration with partners, complemented by community-led monitoring approaches. WFP will also continue to support Government-led monitoring at the output level while placing greater emphasis on outcome-level analysis. Third-party and remote monitoring will be used in areas that are difficult to access or where independent verification is needed. WFP will also contribute to joint assessments and monitoring processes with partners, including at TRS. Data will be collected using digital tools where feasible and will meet minimum monitoring requirements on coverage, frequency and disaggregation. Structured feedback loops will support course corrections, strengthen accountability to affected people and facilitate the early identification of emerging risks, including through participatory planning that actively involves organizations of persons with disabilities.

Risk management and mitigation measures

6. Zimbabwe is affected by macroeconomic volatility, currency vulnerability, an evolving policy environment and climatic and environmental shocks that can rapidly escalate humanitarian needs and overwhelm national systems; WFP will strengthen anticipatory action and early warning systems, adjusting assistance modalities and cash-based transfer values in line with purchasing power. Funding is constrained, requiring WFP to demonstrate clear added value to the Government, maintain alignment with the priorities set out in the second national development strategy (NDS 2) and diversify its resource base through multi-year financing, consortium-based approaches and joint proposals with the other Rome-based agencies.

7. Programme integrity risks, including fraud, data manipulation and diversion are heightened where digital delivery and third-party partners are involved; WFP will strengthen beneficiary identity management, expand digital traceability and reinforce oversight, with efforts in those areas supported by a dedicated risk management unit. Where targeting poses risks of inclusion or exclusion errors, WFP will apply transparent, community-based approaches, triangulating data from the national social registry, community structures and vulnerability assessments. These approaches will be reinforced by post-targeting verification and accessible feedback mechanisms. WFP will also systematically enforce measures related to protection from sexual exploitation and abuse, including confidential reporting channels and partner compliance checks, while upholding a victim- and survivor-centred approach and a zero-tolerance policy for inaction. Duty of care will remain a shared, organization-wide responsibility,[2] implemented in Zimbabwe through proactive wellness measures and continuous review of safety and security controls.

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[1] The decentralized evaluation and the mid-term CSP evaluation are planned for 2029 and the final CSP evaluation for 2030.

[2] "WFP accountability and oversight framework" (WFP/EB.2/2025/6-A).

ANNEX V

Links to technical and related resources

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

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

Acronyms

ARC	African Risk Capacity
CSP	country strategic plan
NDS 2	National Development Strategy 2
TRS	Tongogara Refugee Settlement
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations sustainable development cooperation framework

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