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برنامج الأغذية العالمي

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WFP/EB.2/2026/7-A/6
Operational matters – Country strategic plans
For decision

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

~~Draft~~ Mozambique country strategic plan (2027–2030)

Duration	1 January 2027–31 December 2030
Total cost to WFP	USD 555 882 692
Framework on accountability for results score	3.1

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Draft decision*

The Board approves the Mozambique country strategic plan (2027–2030) (WFP/EB.2/2026/7-A/6) at a total cost to WFP of USD 555,882,692.

* 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.

Focal points:

Mr M. Hollingworth
Assistant Executive Director
Programme Operations Department
email: matthew.hollingworth@wfp.org

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

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. Up to 3.5 million people experience acute food insecurity annually in Mozambique. Nearly 90 percent of the population cannot afford a healthy diet and 20 percent are undernourished.[1]

2. Malnutrition contributes to one third of deaths among children under 5.[2] Stunting affects more than 37 percent of children under 5 and nearly half of children in the worst-affected northern provinces. Anaemia affects 47 percent of women of reproductive age.[3]

3. The most vulnerable populations in Mozambique include poor rural households, women and girls, children under 5, persons with disabilities, conflict-affected populations including internally displaced persons, and populations exposed to recurrent natural hazards such as droughts, floods and cyclones. Vulnerability is also high among young people, who are disproportionately affected by poverty.

4. The evaluation of the CSP for 2022–2026 found that WFP's strongest comparative advantage lies in its ability to combine large-scale operational capacity and emergency response expertise with strong technical leadership and support for systems strengthening. This enables WFP not only to address immediate humanitarian needs at scale but also to strengthen national systems, build resilience and support sustainable solutions to recurrent food insecurity and vulnerability.

5. With a more prioritized and integrated portfolio of activities, the CSP for 2027–2030 marks a strategic shift in emphasis from direct delivery to technical assistance and capacity strengthening, and from project-based interventions to scalable, nationally led approaches. Through greater geographic focus, sharper targeting and more context-specific programming, it links emergency response, resilience building and systems strengthening through layered and sequenced interventions.

6. The CSP integrates cross-cutting priorities across all outcomes. It promotes nutrition and healthy diets, empowers women and girls, and advances equality by ensuring equitable access to services and opportunities. The CSP also mainstreams accountability to affected people, protection, humanitarian principles and conflict sensitivity to ensure the safety and quality of programming and accountability for its implementation. Environmental sustainability and localization underpin the CSP, strengthening long-term resilience and national ownership.

7. Partnerships are central to the CSP, which emphasizes government ownership, complementarity among partners and the mobilization of technical and financial resources to strengthen national systems. The CSP will be implemented in partnership with national and subnational government institutions, other United Nations entities, non-governmental organizations, academic institutions, the private sector, international financial institutions and regional organizations.

8. The CSP builds on the 2026 common country analysis and is aligned with the three strategic priority areas of the United Nations sustainable development cooperation framework for Mozambique for 2027–2030, namely: leveraging the demographic dividend; strengthening

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[1] FAO and others. 2024. *The state of food security and nutrition in the world 2024: financing to end hunger, food insecurity and malnutrition in all its forms*

[2] Mozambique Ministry of Health, National Directorate of Public Health, Department of Nutrition. 2019. *National Child Feeding Strategy 2019–2024 (2029)* (available in Portuguese only).

[3] Global Nutrition Report. n.d. Mozambique Country Nutrition Profile.

institutions, peace, human rights and inclusive governance; and driving sustainable and climate-resilient economic transformation. The CSP outcomes are derived from and contribute directly to these priorities, supporting collective United Nations results.

Country strategic plan outcome 1: Targeted crisis-affected populations in Mozambique are able to meet their food and nutrition needs before, during and after shocks, including through strengthened national shock management systems

9. Under CSP outcome 1, WFP will support the most vulnerable crisis-affected people in meeting their urgent food and nutrition needs by strengthening national preparedness and response systems and augmenting national delivery capacity when required. Through activity 1, WFP will strengthen national disaster risk management and shock-responsive social protection while directly delivering emergency food and nutrition assistance where needed to complement national efforts. Guided by robust evidence[4] and using data-driven targeting approaches and community engagement, WFP will support more risk-informed and better-targeted responses.

10. WFP will provide technical assistance and capacity strengthening support to government institutions responsible for emergency preparedness and response, notably the national institute for disaster management (INGD) and social protection actors such as the national institute of social action (INAS), as well as local authorities and communities. WFP will strengthen national systems for early warning and vulnerability analysis and leverage disaster risk financing to enable timely action. It will also strengthen national systems for anticipatory and shock-responsive transfers by facilitating closer integration of disaster risk management and social protection.

11. In northern Mozambique, WFP will continue ~~providing displaced populations with~~ to provide life-saving – in-kind or cash-based – assistance to populations affected by conflict, while ~~shifting~~transitioning away from a protracted response model ~~to a more~~ . The approach will combine immediate support for newly displaced people with more sustained, targeted ~~approach responding to new and emerging shocks.~~support for highly vulnerable populations. Vulnerability-based targeting will be introduced, with a stronger focus on ensuring the nutritional adequacy of assistance and addressing the specific needs of vulnerable population groups.

12. In response to natural hazards and weather-related events, WFP will complement the Government's response efforts, intervening upon request to address specific gaps. WFP will provide timely in-kind or cash-based assistance through scalable response mechanisms, using national systems where feasible.

13. In areas with high risk of malnutrition, WFP will provide targeted nutrition assistance to pregnant and breastfeeding women and children under 5, complemented by nutrition education, screening and referral services. In partnership with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and the Government of Mozambique, WFP will support the adoption of WHO guidelines on wasting prevention and treatment.

14. WFP will work with other United Nations entities and humanitarian partners to strengthen national disaster risk management and shock-responsive social protection while providing emergency food and nutrition assistance. This collaboration will support effective and integrated responses tailored to the specific needs and vulnerabilities of affected populations in targeted areas.

15. WFP will integrate assurance measures, accountability, localization, nutrition and conflict sensitivity across activities under outcome 1. Community engagement, accountability to

[4] WFP will conduct in-depth hazard and impact analyses, conflict studies and economic research to ensure that emergency response activities are informed by timely and accurate data.

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affected people and localization will support effective and sustainable programme implementation by promoting local ownership, strengthening of national capacities and supporting sustainable solutions. Nutrition-sensitive programming will contribute to improved diets and the prevention of malnutrition, while conflict-sensitive approaches will promote social cohesion and uphold the "do no harm" principle. WFP will ensure equitable access and meaningful participation for persons with disabilities and other marginalized groups.

Country strategic plan outcome 2: Vulnerable households and communities in areas experiencing recurrent severe food insecurity strengthen their livelihoods and resilience to shocks, supported by government systems that sustain and scale effective resilience-building models, reducing vulnerability and reliance on humanitarian assistance over time.

16. Under CSP outcome 2, WFP will help vulnerable households and communities build resilience to shocks and reduce humanitarian needs~~,~~ in line with WFP's mandate, comparative advantage and strategic plan. Interventions will strengthen the capacity of households and communities to anticipate, absorb and adapt to shocks while contributing to more resilient and inclusive local food systems, with strong linkages to CSP outcome 3.

17. Activity 2 emphasizes integrated interventions implemented with partners, aligned with government-led resilience priorities and systems and designed to generate the evidence needed for government actors to scale up successful approaches. Outcome 2 is geographically targeted at areas experiencing protracted severe food insecurity caused by repeated shocks.

18. WFP will support community asset creation, livelihood diversification, market development and economic inclusion. The assets created will protect food security while restoring and sustainably managing natural resources. Livelihood interventions will promote income generation, food security and self-reliance. Market development activities will support skills development, enterprise readiness, access to finance and market linkages. Financial inclusion interventions, risk-financing mechanisms and improved access to weather and market information will strengthen the ability of households to manage risk. Particular attention will be given to opportunities across the food economy for women and for young people in vulnerable situations.

19. WFP will work with the Food and Agriculture Organization of the United Nations (FAO) and other United Nations entities, civil society organizations and the private sector to design and implement area-based integrated programmes. In partnership with government and private sector actors, WFP will support skills development, entrepreneurship, access to finance and market linkages. Successful resilience models will be systematically documented and used to support government-led scale-up through national resilience, disaster risk reduction and social protection systems, with WFP progressively transitioning towards a technical advisory and convening role.

20. WFP will integrate cross-cutting priorities into outcome 2. Programme design will strengthen local ownership, social cohesion and accountability to affected people while promoting equitable participation and access for women, persons with disabilities and other marginalized groups. Nutrition-sensitive approaches and social and behaviour change interventions will be integrated across resilience activities to promote healthy diets. WFP will promote environmental sustainability by minimizing environmental risks and supporting sustainable practices.

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Country strategic plan outcome 3: Vulnerable populations benefit from improved food security and nutrition outcomes stemming from strengthened evidence-based, multi-sectoral government systems and programmes, including national school feeding, throughout the year

21. Under CSP outcome 3, WFP will strengthen national systems and capacities related to food security and nutrition by providing technical assistance, convening stakeholders and delivering data and analytics support. Working with the Technical Secretariat for Food Security and Nutrition (SETSAN), line ministries, academic institutions and development partners, WFP will promote multisectoral coordination, evidence-based decision-making and stronger national delivery platforms.

22. Through activity 3, using nutrition-sensitive programming as an entry point, WFP will support government-led policies, strategies and programmes that integrate food security and nutrition across all relevant sectors. WFP will also strengthen partnerships and knowledge-sharing platforms with a view to mobilizing expertise and resources and promoting innovation.

23. WFP will continue to support the Ministry of Education and Culture in expanding the national school feeding programme (PRONAE) while placing greater emphasis on technical assistance, institutional capacity strengthening and support for sustainable financing strategies. School feeding initiatives will improve access to healthy diets for school-age children while strengthening local food systems through decentralized procurement.

24. Building on established partnerships, WFP will provide school meals and support complementary school-based programmes aligned with the home-grown school feeding model, including in emergency and early recovery settings. WFP will leverage its partnerships with the Government, other United Nations entities, including UNICEF and the other Rome-based agencies, international financial institutions and the private sector, while promoting South–South and triangular cooperation to advance food security, nutrition and inclusive development.

25. Under outcome 3, WFP will support partners in strengthening localization and accountability to affected people. Working through and with national and local institutions, WFP will support local ownership, capacity development and sustainable systems, including through community engagement and feedback mechanisms.

Country strategic plan outcome 4: Humanitarian actors in Mozambique sustain year-round access to vulnerable people in conflict-affected areas and deliver more coordinated, accountable and efficient humanitarian responses

26. Under CSP outcome 4, WFP will support the response of the humanitarian and development system by facilitating greater coordination, efficiency and accountability through the provision of common and on-demand services. These services will sustain access to vulnerable populations and strengthen the timeliness and effectiveness of collective action.

27. Through activity 4, the United Nations Humanitarian Air Service (UNHAS) will support humanitarian operations in Cabo Delgado by providing safe and reliable transport for humanitarian personnel and cargo. Working with the national civil aviation authority (IACM), UNHAS will also strengthen national aviation capacity through training and safety improvements.

28. Through activity 5, WFP will provide on-demand services to humanitarian, development and government partners. Through the provision of administration and supply chain services, coordination support and technical assistance, WFP will improve the efficiency and effectiveness of collective response efforts while strengthening national systems and public response frameworks. WFP will also support the operationalization of the Southern African

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Development Community (SADC) Humanitarian and Emergency Operations Centre in Nacala.

29. WFP will continue to lead the inter-agency community feedback mechanism through the *Linha Verde* hotline, providing affected people with information, referrals and channels for feedback and complaints, including on protection from sexual exploitation and abuse (PSEA). WFP will further strengthen the mechanism by improving case management, partner coordination and sustainable financing arrangements.

30. WFP will provide on-demand cash-based transfer services for partners' programmes, leveraging end-to-end delivery systems to facilitate the timely and scalable provision of assistance while ensuring accountability.

31. Throughout its service delivery activities, WFP will promote accountability to affected people and environmental sustainability through community feedback mechanisms aimed at improving service delivery and measures to reduce the environmental footprint of WFP operations.

Prioritization approach

32. Reflecting ongoing funding constraints, the CSP for 2027–2030 is focused on interventions that deliver the greatest impact and strengthen government systems. While crisis response remains the largest component of the portfolio, reflecting Mozambique's continued exposure to natural hazards and displacement, it has been calibrated based on realistic funding expectations and operational priorities.

33. Geographic and beneficiary prioritization will be guided by the severity of food insecurity, displacement, exposure to recurrent shocks, vulnerability levels and gaps in assistance coverage, drawing on needs assessments and food security analyses.

~~33.~~34. Over time, WFP will progressively increase its investments in strengthening national capacity for disaster risk management, supporting adaptive and shock-responsive safety nets and building resilience, with the aim of reducing humanitarian needs.

~~34.~~35. The CSP prioritizes targeting the most vulnerable geographic areas and populations. Given the limited resources available, WFP will prioritize the provision of high-quality assistance for newly displaced people and the most vulnerable food-insecure households. Should funding shortfalls become critical, WFP will apply a phased, risk-informed adaptation approach that safeguards essential life-saving interventions while maximizing efficiency through national systems, community-based delivery mechanisms and strategic partnerships.

Transition and handover strategies

~~35.~~36. The CSP sets out a structured transition pathway through which WFP aims to strengthen government capacity to lead and sustain shock responses while advancing localization and gradually reducing WFP's role in direct implementation. From the outset, WFP will work with government institutions, communities and local organizations to build ownership, strengthen capacity and establish clear handover plans.

~~36.~~37. In crisis response, the focus will shift from reactive humanitarian assistance to support for more risk-informed and government-led systems. In resilience and school feeding, WFP will progressively move from co-implementation to a facilitative and advisory role, supporting the adoption and scale-up of proven models through national systems. This approach is exemplified by PRONAE, where strengthened government capacity and financing are expected to enable the gradual transition of the remaining WFP-supported schools by 2030.

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ANNEX I

Summary line of sight of Mozambique country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF MOZAMBIQUE COUNTRY STRATEGIC PLAN				
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**
CSP outcome	**CSP outcome 1:** Targeted crisis-affected populations in Mozambique are able to meet their food and nutrition needs before, during and after shocks, including through strengthened national shock management systems.	**CSP outcome 2:** Vulnerable households and communities in areas experiencing recurrent severe food-insecurity strengthen their livelihoods and resilience to shocks, supported by government systems that sustain and scale effective resilience-building models, reducing vulnerability and reliance on humanitarian assistance over time.	**CSP outcome 3:** Vulnerable populations benefit from improved food security and nutrition outcomes stemming from strengthened evidence-based, multi-sectoral government systems and programmes, including national school feeding, throughout the year.	**CSP outcome 4:** Humanitarian actors in Mozambique sustain year-round access to vulnerable people in conflict-affected areas and deliver more coordinated, accountable and efficient humanitarian responses.
Activity	**Activity 1:** Support national and sub-national systems in the provision of lifesaving assistance to shock-affected populations, including by strengthening disaster risk management and shock-responsive social protection and delivering emergency food assistance and targeted nutrition assistance when needed to complement national efforts.	**Activity 2:** In coordination with the Government, partners and the private sector, provide integrated, nutrition-sensitive resilience and livelihoods support to advance government-led resilience priorities and systems in areas experiencing recurrent severe food insecurity , while strengthening the ability of national actors to sustain and scale successful resilience-building models.	**Activity 3:** Provide technical assistance, convening support and analytical tools to strengthen the multi-sectoral coordination and data and analytics capacity of relevant government institutions, including support for the national school feeding programme and transitional direct school meal provision in targeted areas.	**Activity 4:** Provide humanitarian aviation services to humanitarian actors.
				Activity 5: Provide on-demand enabling services to government and humanitarian actors.

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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)*						
CSP outcome	**Activity**	**2027**	**2028**	**2029**	**2030**	**Total**
1	1	104 249 714	102 687 177	94 662 445	88 303 199	**389 902 534**
2	2	23 224 778	24 567 704	26 782 451	28 563 217	**103 138 150**
3	3	6 733 864	7 550 461	7 843 919	5 031 475	**27 159 719**
4	4	5 797 641	6 227 398	6 552 244	6 790 217	**25 367 500**
	5	2 920 460	2 747 608	2 448 483	2 198 238	**10 314 788**
Total		**142 926 457**	**143 780 347**	**138 289 542**	**130 886 345**	**555 882 692**

TABLE 3: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)					
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**CSP outcome 4**	**Total**
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfers	303 490 068	77 057 503	20 111 770	31 503 775	**432 163 117**
Implementation	38 185 519	13 272 267	3 689 980	343 455	**55 491 220**
Direct support costs	24 430 079	6 513 564	1 700 333	2 286 807	**34 930 783**
Subtotal	**366 105 666**	**96 843 334**	**25 502 083**	**34 134 037**	**522 585 120**
Indirect support costs	23 796 868	6 294 817	1 657 635	1 548 251	**33 297 572**
Total	**389 902 534**	**103 138 150**	**27 159 719**	**35 682 288**	**555 882 692**

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ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR					
	2027	**2028**	**2029**	**2030**	**Total**
Total beneficiaries (without overlap)	739 047	886 217	861 888	889 316	**2 317 996**

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ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this country strategic plan

1. **Evidence:** The evaluation of the previous CSP found that resilience and humanitarian–development–peace nexus programming showed promise, but that delivery was fragmented, project-based and at limited scale, which diluted overall impact.
    - **CSP design response:** Through the CSP for 2027–2030, WFP will shift to integrated and scalable resilience programming, focusing on areas experiencing recurrent food insecurity, with layered interventions and stronger government systems to sustain and scale up successful models.
2. **Evidence:** The evaluation highlighted WFP's success in strengthening national systems and government ownership, while noting that sustainability required stronger institutionalization and reduced reliance on direct implementation.
    - **CSP design response:** Systems strengthening is a key element of the CSP, increasing WFP's enabling role through technical assistance, policy support, evidence generation and capacity strengthening for government-led programmes.
3. **Evidence:** The evaluation found that WFP's broad programming approach reduced its impact, while noting that WFP's comparative advantages lie in technical leadership, analytics, coordination and targeted responses.
    - **CSP design response:** The CSP embraces evidence and analytics, geographic prioritization and tailored approaches, concentrating resources where food insecurity is most severe and leveraging WFP's technical and convening strengths.

Monitoring, evaluation and evidence generation arrangements

4. Monitoring systems will combine food security, nutrition and market assessments with post-distribution monitoring and community feedback to inform programme adjustments and improve targeting and delivery. A combination of in-person, third-party and remote monitoring, supported by digital tools and joint missions with government and United Nations partners, will enable adaptive management and the tracking of CSP results. Communities will be able to provide feedback through multiple channels, including the *Linha Verde* ~~hotline~~toll-free hotline, onsite help desks, suggestion boxes, engagement with community leaders and committees, and direct engagement with WFP and partner staff, with cases documented, tracked and addressed.
5. Throughout the CSP period, WFP will undertake a series of evaluations and strategic reviews to strengthen accountability and generate evidence for decision-making. These include a 2027 impact evaluation of drought-related anticipatory action, a 2029 decentralized evaluation of the linkages between systems strengthening, anticipatory action and shock-responsive social protection, and a CSP mid-term review and final evaluation.

Risk management and mitigation measures

6. Risk management is fully integrated into the CSP and country office management processes, with risks continuously monitored through corporate systems and field-level assessments. In line with its global assurance framework, WFP will mitigate risks of fraud, diversion and corruption through strengthened internal controls, partner oversight, assistance monitoring, beneficiary identity management processes and tools, a commodity tracking system and adaptive assurance measures. Security and operational risks will be managed through regular risk assessments, access mapping, conflict-sensitive programming and

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business continuity planning. Protection risks will be addressed through strengthened PSEA systems, partner capacity development and accessible community feedback mechanisms.

7. Recognizing growing funding constraints and uncertainty, WFP will pursue a diversified resource mobilization strategy to reduce its dependence on traditional donors. Through strengthened partnerships with governments, development partners, the private sector and international financial institutions, WFP will seek to mobilize innovative and sustainable financing.

8. WFP will adhere to its environmental and social sustainability framework, screening programme activities for environmental and social risks with a view to limiting potential adverse impacts on people, communities and the natural environment. WFP will ensure that appropriate measures are taken to avoid, minimize, mitigate or offset those impacts.

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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

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
INGD	national institute for disaster management
PRONAE	Mozambique's national school feeding programme
PSEA	protection from sexual exploitation and abuse
SADC	Southern African Development Community
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
WHO	World Health Organization

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