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

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

Distribution: General
Date: 20 October 2026
Original: English
** Reissued for technical reasons on 27 October 2026*

Agenda item 7
WFP/EB.2/2026/7-A/3*
Operational matters – Country strategic plans
For decision

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

~~Draft~~ Democratic Republic of the Congo country strategic plan (2027–2030)

Duration	1 January 2027–31 December 2030
Total cost to WFP	USD 2 618 502 218
Framework on accountability for results score	2.4

Draft decision*

The Board approves the Democratic Republic of the Congo country strategic plan (2027–2030) (WFP/EB.2/2026/7-A/3) at a total cost to WFP of USD 2,618,502,218.

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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. Between January and June 2026, an estimated 26.6 million people faced crisis-level or worse acute food insecurity across the Democratic Republic of the Congo,[1] while more than 40 million people experienced chronic food insecurity.[2]

2. Although child wasting rates have gradually declined, 6.4 percent of children under 5, or 4.5 million children, are still affected by wasting in 2026. Among them, 1.9 million children suffer from severe acute malnutrition[3] and require immediate life-saving treatment. Stunting has remained at a persistently high rate of 42 percent over the last 20 years.[4]

3. The populations most vulnerable to food insecurity in the Democratic Republic of the Congo are women and children, internally displaced persons, returnees, rural households and communities affected by conflict and recurrent shocks, particularly in the country's eastern provinces.

4. The evaluation of the CSP for the Democratic Republic of the Congo for 2020–2025 confirmed WFP's continued relevance and strong performance in the country, highlighting its operational excellence, delivery capacity and ability to respond effectively in complex and rapidly evolving circumstances. With its nationwide presence, extensive logistics and supply chain capabilities, leadership in the provision of common humanitarian services and recognized expertise in food security and nutrition, WFP is uniquely positioned to deliver assistance at scale, reach hard-to-access populations, generate critical evidence for decision-making and support resilience building and the development of national social protection systems.

5. This CSP for the Democratic Republic of the Congo prioritizes life-saving assistance for the most vulnerable populations, particularly in the eastern regions of the country, while providing for investment in livelihoods, nutrition, school-based programmes and national safety nets. The CSP marks a strategic shift from parallel humanitarian and resilience programming to an approach that deploys an integrated set of interventions to meet, reduce and avert humanitarian needs. The approach also maximizes the socioeconomic and livelihood benefits of humanitarian assistance as well as its direct impact, generating humanitarian food systems solutions to the problem of food insecurity in vulnerable communities.

6. As a design principle, cross-cutting priorities will be integrated into all interventions under this CSP. Particular attention will be given to assurance, reflecting the complex and high-risk environment in which WFP operates~~.~~ and responding to recommendations from the internal audit of WFP operations in the Democratic Republic of the Congo (December 2025). WFP will reinforce transparency, accountability, risk management and internal controls in order to safeguard resources, protect affected populations, maintain operational integrity and ensure that assistance reaches the right people, at the right time and in the right way. WFP will also prioritize the needs of women, children, persons with disabilities and other vulnerable groups, working to ensure that programmes are safe, accessible and informed by community feedback. Humanitarian principles and conflict-sensitive approaches will

[1] Integrated Food Security Phase Classification (IPC). 2026. Democratic Republic of the Congo Acute Food Insecurity Projection Update for January-June 2026.

[2] IPC. 2024. Democratic Republic of the Congo: Chronic Food Insecurity Situation Report.

[3] IPC. 2026. Democratic Republic of the Congo: Acute Malnutrition Situation For July - December 2025 and Projection for January - June 2026.

[4] Global Nutrition Report. 2026. Country Nutrition Profiles: Democratic Republic of the Congo.

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guide programme design and implementation, particularly in eastern Democratic Republic of the Congo, while strengthened partnerships with local actors and national institutions will foster locally led solutions and sustainability.

7. Partnerships will be critical to achieving WFP's vision in the country. WFP will leverage its convening power and operational footprint to strengthen collaboration with government institutions, other United Nations entities, international financial institutions, civil society and the private sector, bringing together complementary expertise, resources and investments to deliver integrated humanitarian food systems solutions, strengthen national systems and maximize impact for food-insecure populations. In support of national priorities, WFP will contribute to the implementation of key government-led initiatives, including the national school feeding strategy, the national nutrition programme, national food fortification efforts and the progressive expansion of nutrition-sensitive social protection systems.

8. Drawing on the United Nations common country analysis, the 2025–2029 United Nations sustainable development cooperation framework for the Democratic Republic of the Congo (UNSDCF) identifies three priority areas to which WFP's comparative advantages will contribute: sectoral economic transformation; investment in human capital; and strengthened governance. WFP's CSP outcomes are derived from these priorities and will contribute directly to the corresponding UNSDCF outcomes. In addition, CSP outcome 1 is aligned with the latest humanitarian needs and response plan for the country, addressing the urgent food and nutrition needs of conflict-affected and displaced populations. The CSP is further aligned with the Rome-based agency "blueprint" process[5] implemented by WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) under the UN80 initiative and the humanitarian reset.

Country strategic plan outcome 1: Food-insecure populations affected by crisis or shocks in targeted areas of the Democratic Republic of the Congo equitably meet their emergency food and nutrition needs before, during, and after crises and shocks

9. CSP outcome 1 will be WFP's highest priority throughout the CSP period. Accounting for 75 percent of the total portfolio value, it is aimed at meeting immediate needs and saving lives.

10. Through activity 1, WFP will meet immediate food and nutrition needs through timely and targeted emergency assistance, providing full food rations for up to six months to stabilize food consumption and protect nutrition status. This activity will also strengthen preparedness and shock-responsive capacity through anticipatory action, early warning systems and disaster risk management measures.

11. Pregnant and breastfeeding women and girls and children aged 6–23 months will receive specialized nutrition support to prevent acute malnutrition, complemented by sensitization activities on improved infant and young child feeding practices and household nutrition. WFP will ensure a continuum of care for the prevention and management of acute malnutrition through health facilities in targeted areas, in close collaboration with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), relevant ministries and other health sector partners. To respond rapidly to sudden-onset shocks, WFP will maintain contingency stocks and support the rapid response mechanism, working to ensure that newly displaced and shock-affected populations receive timely life-saving assistance.

[5] The Rome-based agency "blueprint" process refers to a joint FAO-IFAD-WFP effort to strengthen complementarity, align country-level strategies and programmes, identify operational efficiencies and enhance collective impact in fragile settings under the UN80 New Humanitarian Compact and the humanitarian reset.

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12. WFP will prioritize areas experiencing the highest levels of acute food insecurity and malnutrition, particularly in the conflict-affected eastern provinces, and focus on populations facing the greatest risks, including internally displaced persons, returnees, refugees and crisis-affected host communities. In these areas, and based on context analysis, WFP will tailor its support, using the most appropriate interventions to facilitate rapid recovery. This approach will involve deploying a range of WFP interventions, based on context analysis, in order to save lives, strengthen local food systems and support social cohesion in the same place, at the same time and for the same people.

13. WFP will collaborate with UNICEF, WHO, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration, FAO, IFAD, national authorities and humanitarian non-governmental organizations to ensure that food security, nutrition and early recovery interventions for conflict-affected populations are coordinated. Engagement through the food security and logistics clusters, the rapid response mechanism and national disaster management structures will strengthen preparedness, anticipatory action, emergency response capacity and access to hard-to-reach areas.

14. Particular attention will be paid to ensuring that assistance is safe, accessible and provided in a way that ensures accountability to affected people, with a focus on women, children, young people, persons with disabilities and other vulnerable groups. Humanitarian principles, conflict-sensitive approaches and community feedback mechanisms will inform programme design and implementation, while strengthened assurance, risk management and oversight systems will safeguard resources and ensure that assistance reaches intended beneficiaries.

Country strategic plan outcome 2: By 2030, populations experiencing protracted food and nutrition insecurity in targeted areas in the Democratic Republic of the Congo have strengthened resilience to crises, shocks and stressors as a result of nutrition-sensitive food systems and improved livelihood opportunities.

15. Activities under CSP outcome 2 will support vulnerable households, seeking to reduce their reliance on humanitarian assistance, averting humanitarian needs in areas that experience protracted acute food insecurity and avoiding the need for recurrent WFP responses, in line with WFP's mandate, comparative advantage and strategic plan.

16. Through activity 2 WFP will provide an integrated package of support including food assistance for assets, training, livelihood activities and interventions designed to prevent and manage malnutrition. Together, these interventions will aim to avert long-term humanitarian needs.

17. WFP will collaborate with partners to strengthen market demand for locally produced fortified food commodities, for example, through the strategic use of vouchers, links between producers and home-grown school feeding programmes and incentives for local food system actors to maintain the production and supply of nutritious foods. Interventions will be tailored to local needs, capacity and market opportunities. WFP will continue to work closely with FAO[6] under the leadership of the Ministry of Agriculture to strengthen existing and newly established smallholder farmer associations, including to enable them to meet minimum quality standards and produce a quantity of dry food sufficient to support home-grown school feeding.

18. WFP will work to prevent stunting and manage malnutrition through community-based approaches that empower families and promote improved health, nutrition and education practices. Efforts will be aimed at increasing the availability and accessibility of, and demand

[6] A 2021 evaluation of collaboration by the Rome-based agencies found that the complementarity of WFP's and FAO's competencies was "exceptionally valuable" for helping communities in protracted crisis prepare for, withstand and recover from shocks.

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for, fortified and other nutrient-rich foods, supporting more diverse and balanced diets through informed consumption choices and increased purchasing power. WFP will collaborate closely with UNICEF and national counterparts to ensure a continuum of care for vulnerable women and children, strengthen local health and nutrition services and support the development and implementation of nutrition-sensitive safety nets under the national social protection system.

19. Activities under outcome 2 will directly support outcome 1 by targeting areas and communities receiving life-saving assistance with the objective of reducing humanitarian needs. Activities under outcome 2 will also target other areas that experience protracted and recurrent acute food insecurity and malnutrition, with the objective of averting humanitarian crises requiring WFP response.

20. Nutrition, protection, accountability to affected people and conflict sensitivity will be embedded throughout programme design and implementation, while community engagement will guide locally appropriate solutions. Particular emphasis will be placed on strengthening the participation and economic empowerment of women, promoting equitable access to assets, services and opportunities. Environmental sustainability considerations will underpin resilience activities to reduce exposure to weather-related shocks and strengthen long-term food security outcomes.

Country strategic plan outcome 3: By 2030, the Government has strengthened capacity to design and implement nutrition-sensitive safety nets that contribute to strengthening national social protection

21. Under CSP outcome 3, WFP will use its experience, technical expertise and position in the Democratic Republic of the Congo as a catalyst to support national ambitions for developing and rolling out nutrition-sensitive safety nets at scale, with school feeding as the primary entry point.

22. Through activity 3 WFP will provide technical assistance and capacity strengthening for national safety nets and implement school-based programmes in targeted areas, including through the direct delivery of school meals. Home-grown school feeding will be implemented where local capacity and market conditions allow for reliable procurement, progressively connecting demand from schools with a reliable supply of diverse local products. This approach will facilitate the aggregation of demand and in some cases guarantee the existence of local markets for the increased production of good-quality food commodities by rural communities supported by WFP's resilience-building portfolio.

23. WFP will support school committees in establishing direct links with producers and suppliers, managing their supply chains and providing diverse, healthy, safe and nutritious daily meals. WFP and other partners will provide targeted support to specific small-scale producers working to meet pre-determined needs for school meals in each area, ensuring that quality and quantity requirements are met. WFP will ensure coherence with UNICEF-assisted schools wherever possible, pursuing a complementary approach that improves education quality and learning outcomes. WFP will continue to support efforts to ensure that school-based pedagogical gardens include fresh vegetables, leafy greens and other sources of vitamins and minerals for daily school meals.

24. Beyond school meals, WFP will nurture partnerships with national counterparts in the health, social protection, agriculture, food security and civil protection sectors to strengthen ongoing social protection initiatives. WFP will be prepared to contribute its capabilities in beneficiary and identity management and food insecurity data and analysis to support specific national social protection objectives related to malnutrition, poverty reduction, cash transfers and disaster risk reduction.

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25. Community engagement, accountability to affected people and conflict-sensitive approaches will inform programme design and implementation, while robust governance, digital solutions, data management and assurance measures will support transparency, targeting quality and the effective delivery of assistance through national systems.

Country strategic plan outcome 4: By 2030, humanitarian and development partners and other stakeholders, including the Government, have sustained access to timely, efficient and reliable emergency supply chain coordination and services, including in support of food systems strengthening.

26. Under CSP outcome 4 WFP will support the collective humanitarian response and development programmes with timely, efficient and reliable emergency supply chain coordination and services.

27. Through activity 4, WFP will provide on-demand services in areas such as commodity transport, river and lake operations, warehousing and storage, fleet and operational asset management, emergency logistics support, cargo tracking and supply chain visibility solutions. These services will be available to national stakeholders, other United Nations entities and humanitarian and development partners through established service request and operational prioritization mechanisms, based on humanitarian needs, operational feasibility and available capacity, including during public health emergencies such as the 2026 outbreak of Ebola disease, ensuring that critical supplies can rapidly reach affected people, including in remote and hard-to-reach areas.

28. Through activity 5, WFP will continue to manage and coordinate the logistics cluster~~,~~ and through activity 6, the United Nations Humanitarian Air Service will provide transport services to humanitarian and development partners, including facilitating the rapid deployment of medical and humanitarian personnel when required.

29. Strong risk management, oversight and compliance measures will underpin logistics and aviation service delivery, ensuring that services are reliable, transparent and responsive to the operational needs of humanitarian and development actors in complex and hard-to-reach environments.

Prioritization approach

30. WFP will apply an evidence-based ~~hyper-~~prioritization approach to ensure that limited resources reach the most food-insecure and nutritionally vulnerable populations, irrespective of displacement status. Prioritization decisions will be guided by humanitarian principles and informed by evidence at three levels: geographic need, programmatic impact and household vulnerability. A cross-functional targeting and prioritization working group will regularly review needs, resource availability and operational considerations to support transparent, adaptive and coherent prioritization decisions across the portfolio.

~~30.~~ Geographic prioritization will focus primarily on the eastern provinces, using food security, nutrition, vulnerability and risk analyses to identify populations facing the greatest needs.

31. ~~In the event of funding shortfalls,~~ This approach will enable WFP to adjust its interventions as needs and resources evolve. WFP will prioritize life-saving food and nutrition assistance under outcome 1 for populations facing the most severe levels of food insecurity~~.~~ and, if resources permit, expand integrated interventions that leverage synergies across sectors and contribute to reducing humanitarian needs. Transfer values and transfer modalities will be determined based on the severity of needs and identified food consumption gaps.

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~~31.~~32. Within targeted locations, household selection will be informed by the latest analyses, complemented by community engagement and accountability mechanisms to ensure transparency, limit exclusion errors and mitigate risks to social cohesion. WFP will continue to invest in robust targeting, digital systems and accountability mechanisms to ensure that assistance reaches intended beneficiaries effectively and transparently.

Transition strategies

~~32.~~33. Based on household vulnerability assessments and periodic eligibility reviews, WFP will graduate approximately 10 percent of each cohort of unconditional emergency response beneficiaries out of assistance after 12 months. WFP will advocate for the inclusion of these households in the national social protection system.

~~33.~~34. Building on investments under outcomes 2 and 3, WFP will support the strengthening of links between vulnerable households, smallholder farmer organizations, home-grown school feeding initiatives and national social protection programmes, helping to strengthen local food systems and economic inclusion.

~~34.~~35. WFP will work closely with government institutions and partners to strengthen national capacity and systems for school feeding, social protection, food security and nutrition. Through technical assistance, evidence generation and policy support, WFP will contribute to the development of sustainable nationally led solutions that can be progressively scaled up beyond the CSP period.

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ANNEX I

Summary line of sight of Democratic Republic of the Congo country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF DEMOCRATIC REPUBLIC OF THE CONGO COUNTRY STRATEGIC PLAN				
Impact	**Ending Hunger**			
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**
CSP outcome	**CSP outcome 1:** Food-insecure populations affected by crises or shocks in targeted areas of the Democratic Republic of the Congo equitably meet their emergency food and nutrition needs before, during and after crises or shocks.	**CSP outcome 2:** By 2030, populations experiencing protracted food and nutrition insecurity in targeted areas in the Democratic Republic of the Congo have strengthened resilience to crises, shocks and stressors as a result of nutrition-sensitive food systems and improved livelihood opportunities.	**CSP outcome 3:** By 2030, the Government has strengthened capacity to design and implement nutrition-sensitive safety nets that contribute to strengthening national social protection.	**CSP outcome 4:** By 2030, humanitarian and development partners and other stakeholders, including the Government, have sustained access to timely, efficient and reliable emergency supply chain coordination and services, including in support of food systems strengthening.
Activity	**Activity 1:** Provide integrated and coordinated emergency food and nutrition assistance to food insecure individuals and households at risk of an affected by crises or shocks, as well as school-aged children and adolescent boys and girls, while strengthening anticipatory action, and community-based capacity for emergency preparedness and early recovery capacities.	**Activity 2**: Provide an integrated nutrition-sensitive package of resilience support to households and communities experiencing protracted food insecurity and malnutrition and exposed to shocks.	**Activity 3**: Provide sustained capacity strengthening support, including technical assistance, to government-led safety nets, and deliver school-based programmes in targeted areas.	**Activity 4:** Provide on-demand services to national stakeholders and humanitarian and development partners.
				Activity 5: Manage and coordinate the logistics cluster.
				Activity 6: Provide United Nations Humanitarian Air Service transport to humanitarian and development partners.

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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	530 552 566	501 223 149	477 273 415	462 858 430	**1 971 907 560**
2	2	68 070 053	88 806 394	90 663 685	84 698 173	**332 238 305**
3	3	14 392 367	18 584 830	28 123 412	38 694 903	**99 795 511**
4	4	1 968 732	5 626 645	5 639 266	5 650 251	**18 884 894**
	5	1 462 389	1 464 803	1 476 697	1 488 439	**5 892 329**
	6	29 170 000	53 562 595	53 350 169	53 700 855	**189 783 618**
Total		**645 616 107**	**669 268 417**	**656 526 643**	**647 091 051**	**2 618 502 218**

TABLE 3: INDICATIVE COST BREAKDOWN BY CSP OUTCOME (*USD*)					
	WFP strategic outcome 1	**WFP strategic outcome 2**	**WFP strategic outcome 3**	**WFP strategic outcome 1**	**Total**
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**CSP outcome 4**	
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfers	1 570 819 806	259 195 030	74 287 277	184 247 871	**2 088 549 984**
Implementation	188 040 547	37 219 991	14 748 998	8 311 168	**248 320 705**
Direct support costs	92 696 041	15 545 829	4 668 430	10 059 139	**122 969 439**
Subtotal	**1 851 556 395**	**311 960 850**	**93 704 705**	**202 618 178**	**2 459 840 128**
Indirect support costs	120 351 166	20 277 455	6 090 806	11 942 663	**158 662 090**
Total	**1 971 907 560**	**332 238 305**	**99 795 511**	**214 560 841**	**2 618 502 218**

ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR					
	2027	**2028**	**2029**	**2030**	**Total**
Total beneficiaries (without overlap)	2 560 877	~~2 708 874~~2 742 874	2 868 156	~~3 045 232~~3 076 822	~~**3 673 371**~~**3 487 171**

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ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this country strategic plan

1. **Evidence:** The evaluation of the 2020–2025 CSP for the Democratic Republic of the Congo found that, while WFP successfully expanded its emergency response, the integration of emergency assistance, resilience-building and long-term development interventions was limited. The evaluation recommended that WFP strengthen transition pathways from emergency response to resilience, improve complementarity across strategic outcomes and develop a clearer approach to sustainability and exit strategies. It also highlighted the need for better integration of nutrition interventions in both emergency response and resilience programmes.

    - **CSP design response:** This CSP adopts an integrated approach that intentionally links emergency response, early recovery, resilience-building and social protection interventions. Through complementary outcomes, the CSP embeds nutrition interventions across outcomes and introduces humanitarian solutions that combine emergency support with opportunities for self-reliance while prioritizing sustainable pathways through strengthened systems and government-led social protection mechanisms.

2. **Evidence:** The evaluation of the previous CSP concluded that partnerships were critical to achieving results in the Democratic Republic of the Congo, particularly in advancing the humanitarian–development–peace nexus. While collaboration between WFP and UNICEF, FAO and government institutions generated important results, weaknesses in partnership management, localization, coordination and joint implementation limited efficiency and progress. The evaluation recommended that WFP strengthen partnerships, develop joint resilience approaches and increase engagement with national and local actors.

    - **CSP design response:** Partnerships are a central pillar of the CSP. WFP will strengthen collaboration with government institutions, UNICEF, WHO, the other Rome-based agencies, civil society organizations, private-sector actors and international financial institutions to deliver integrated humanitarian food systems solutions. The CSP will promote joint resilience programming; coordinated support for nutrition-sensitive safety nets; home-grown school feeding; and systems transformation. WFP will further expand localization efforts by working with national partners to strengthen their capacity and by supporting greater alignment, complementarity and convergence of investments across humanitarian and development actors.

3. **Evidence:** The evaluation of the previous CSP also found that, while WFP had strengthened its monitoring, information management and accountability systems, data and evidence were not sufficiently used to support programme adaptation, preparedness or decision-making. The evaluation recommended that WFP strengthen data management, analysis and learning systems; improve the use of monitoring and accountability data; and enhance evidence generation to support operational and strategic decision-making.

    - **CSP design response:** The CSP provides for reinforced investment in assessments, monitoring, evaluation, learning and accountability systems to generate timely evidence and improve programme quality. WFP will continue to strengthen food security analysis, IPC processes and early warning and vulnerability assessments while enhancing the use of digital platforms and beneficiary data systems.

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Monitoring, evaluation and evidence generation arrangements

4. WFP will strengthen monitoring, evaluation and evidence generation systems in order to facilitate adaptive programming and informed decision-making in the Democratic Republic of the Congo.

5. In line with corporate standards, WFP will invest in field monitoring capacity and strengthen technical oversight and quality assurance. A risk-based monitoring approach combining direct field monitoring, third-party monitoring and remote monitoring will enhance coverage, accountability and operational efficiency in a complex operating environment.

6. The monitoring, review and evaluation framework will integrate cross-cutting priorities, including protection, conflict sensitivity, nutrition and accountability to affected people. Monitoring data, disaggregated by sex and age, will be analysed regularly to support timely operational and strategic decision-making. WFP will further strengthen community feedback and case management systems, including through measures to improve accessibility and responsiveness for affected populations.

7. To support learning, accountability and programme improvement, WFP will undertake periodic reviews and evaluations, including a mid-term review in 2028, a decentralized evaluation of its humanitarian solutions approach, a joint impact evaluation of resilience programming with partners and an independent CSP evaluation at the end of the programme cycle.

8. WFP will introduce new analytical approaches to complement existing tools, in particular a food systems influence index that will help to refine the selection of intervention modalities.

Risk management and mitigation measures

9. WFP operates in the Democratic Republic of the Congo in a highly complex and high-risk environment characterized by conflict, displacement, public health emergencies and access constraints. Strong governance, accountability and risk management are therefore central to safeguarding resources, protecting affected people and maintaining the confidence of donors, government counterparts and communities. WFP will continue to strengthen its control environment through robust internal controls, effective risk management processes and a culture of integrity and accountability across all levels of the operation.

10. The country office has reinforced its risk management architecture through strengthened risk and compliance capacity, updated risk registers and clear management accountability. Regular risk assessments, access mapping, contingency planning, conflict-sensitive approaches and business continuity measures will support informed decision-making and enable WFP to manage operational, fiduciary and protection risks in rapidly evolving circumstances.

11. Control enhancements and programme delivery will continue to advance simultaneously through a parallel-track approach that maintains life-saving assistance while progressively strengthening governance and oversight systems. Enhanced monitoring, strengthened compliance processes and independent assurance functions will support continuous improvements to the control environment while preserving operational agility in challenging locations.

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12. WFP is also investing in a risk management and compliance learning pathway that promotes a shift from reactive compliance to proactive risk management. By embedding learning, accountability and risk awareness throughout operations, WFP aims to strengthen institutional resilience, increase the effective implementation and closure of audit recommendations and sustain governance improvements over the CSP period.

13. Insufficient and unpredictable funding remains a significant risk to achieving CSP objectives. WFP will mitigate this through proactive resource mobilization, engagement with traditional and non-traditional partners, including the private sector and international financial institutions, and continued advocacy for investment in resilience and social protection. Operational planning will be aligned with realistic funding projections, while programme prioritization and cost-efficiency measures will support the continuity of assistance in the event of resource shortfalls.

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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).