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Management response to the recommendations in the summary report on the evaluation of the country strategic plans for the Democratic Republic of the Congo (2020–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plans (CSPs) for the Democratic Republic of the Congo for the period 2020–2025. The evaluation covered all activities carried out by WFP between 2020 and 2024. The evaluation team made 5 recommendations and 16 sub-recommendations, of which 7 are strategic, 7 are operational and 2 are both strategic and operational.

This response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in parentheses)	Management response	Actions	Action lead office (with supporting offices and divisions in parentheses)	Action deadline	Status
Priority: high Deadline: December 2025 Recommendation 1: Continue to refine geographic, household and modality prioritization decisions for emergency response	Country office	Agreed				
1.1 Strengthen the strategic approach to prioritization and the coverage of areas with high levels of need (IPC phases 3 and 4), taking into consideration the various shocks affecting the Democratic Republic of the Congo, in coordination with relevant partners and clusters.	Country office research, assessment and monitoring (RAM), and programme units (country office humanitarian–military interaction (HMI) and access units; food security and nutrition clusters)	Agreed. Building on the progress made in 2024, the country office will continue to invest in improving its prioritization strategy in 2025 and will regularly adapt it in line with evolving circumstances and needs, as well as its programme strategy. The challenge in the country lies in the number of people facing food insecurity (more than 28 million in Integrated Food Security Phase Classification (IPC) phases 3 and 4, including more than 10 million in the four eastern provinces) and the amount of resources received.	1. Review the internal prioritization strategy in line with the HRP reprioritization exercise launched recently with the food security cluster and partners, and update it during the last quarter of 2025.	Country office programme unit (emergencies and nutrition) with support from the RAM unit and sub-offices	June 2025	Ongoing. (The situation changed significantly in early 2025 following the capture and occupation of Goma by the 23 March Movement (M23), as well as the exercise undertaken to prioritize the HRP 2025 and halve the budget for the various groups in the light of the decline in funding forecasts.
			2. As part of the strategic evaluation of WFP's approaches to targeting and prioritization, the country office will facilitate and participate in the corresponding mission to the	Country office programme unit (emergencies, nutrition and resilience), with support from the RAM unit and sub-offices	December 2025	Ongoing. The independent evaluation mission took place from 7 to 20 April, and a stakeholder workshop was held in September 2025.

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		Coverage will remain insufficient, while prioritization will remain necessary – and difficult – given the high level of need relative to available resources. The humanitarian response plan (HRP) provides the general framework for interventions in priority geographic areas, taking into account the joint intersectoral analysis framework and the geographic preferences of donors.	Democratic Republic of the Congo and will use the resulting conclusions and recommendations to further strengthen the country office's strategy and inform the development of the next CSP.			
			3. Coordination with the World Health Organization will be maintained so that it can provide support, in the event of an epidemic crisis (mpox, among others), with targeting and the identification of priority areas.	Country office programme unit (nutrition) and logistics cluster (on-demand services)	December 2025	Ongoing

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1.2 Better document and explain the principles, criteria and decisions for prioritizing intervention areas, including villages and other sites.	Country office RAM and programme units (country office HMI and access units; food security and nutrition clusters)	Agreed. As part of this line of work, the country office has defined the principles and approach applicable to targeting and prioritization, in line with the HRP and joint intersectoral analysis framework of October/November 2024, as well as WFP's standard operating procedures for geographic targeting. In this regard it is important to note the challenges associated with the scale and complexity of the operation, as well as the changing nature of the conflicts that lead to displacement and acute food insecurity.	4. A quarterly summary will be produced to provide an overview of selected areas and sites and to communicate the detailed data and additional analyses contained in the approved monthly and quarterly distribution plans.	Sub-office programme unit (country office RAM, access and HMI units), under the direction and with the support of the country office	June 2025 Quarterly thereafter.	Completed

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1.3 Strengthen, systematize and formalize analyses of cash-based modalities based on studies of their comparative feasibility and relevance. The analyses should inform decision-making in intervention areas and support advocacy for more flexible funding from WFP's donor partners.	Country office cash-based transfers unit (country office RAM, supply chain, programme, protection, technology, finance, HMI and access units; cash working group)	Agreed. The country office continues to strengthen its analysis and assessment of market functioning for cash-based transfer modalities, taking into account the preferences of beneficiaries, bearing in mind that such transfers have limitations in provinces affected by conflict (constraints related to markets, food availability, access, security and lack of liquidity due to the closure of banks in areas occupied by the M23).	5. The cash-based transfer team has conducted this analysis to determine the feasibility of expanding cash-based transfers. The main obstacles relate to predetermined donor preferences, resources received by WFP in the form of food, the limitations of cash-based transfer modalities and access to certain areas by financial service providers.	Sub-office programme unit (with support from supply chain, protection and technology units)	April 2025	Completed

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			6. Mapping will be conducted to identify areas that meet the necessary conditions: functioning markets; access; availability of financial service providers; road accessibility for food delivery, including during the rainy season; and availability of retailers to facilitate the use of cash-based transfers and vouchers.	Country office RAM and cash-based transfer units, based on information produced by sub-offices.	December 2025	Ongoing. Priority areas for voucher use have been identified.
1.4 Review, validate and disseminate at the national level the access strategy developed for the eastern part of the country in order to standardize and promote best practices and strengthen capacity in sub-offices. Promote the strategy's implementation at the field level by establishing dedicated working groups.	Country office access and HMI units (country office programme, protection and supply chain units; headquarters in Rome; regional office)	Agreed. Most operations and access challenges are concentrated in the east of the country. Available funding and staff turnover have not allowed for the full implementation of the access strategy.	7. The access strategy will be revised in line with developing circumstances, and recruitment and staffing arrangements will be defined to simplify the approach and ensure consistency.	Country office access and HMI units (country office security, supply chain and programme units, country office management)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in parentheses)	Management response	Actions	Action lead office (with supporting offices and divisions in parentheses)	Action deadline	Status
Priority: high Deadline: End of next CSP Recommendation 2: Strengthen the integration of strategic outcomes 1, 2 and 3		Agreed. This is a priority for the design of the next CSP, and the availability of funding will determine implementation.				
1. Based on available tools and proven results, develop a strategy for the transition from emergency response to resilience that clearly defines the roles of WFP and other stakeholders in the development domain. This strategy should leverage identified comparative advantages from this and previous evaluations, and lessons learned by the country office. It should also support joint advocacy aimed at convincing donors to provide sufficient resources for resilience-building efforts. (December 2026)	Country office programme unit (country office RAM unit; Partnerships and Innovation Department; headquarters in Rome; regional office; United Nations Children's Fund (UNICEF), Food and Agriculture Organization of the United Nations (FAO), United Nations country team, other United Nations entities)	Agreed. A more targeted strategy tailored to resources will be developed based on additional evidence. Note is taken of the challenges in scaling down humanitarian assistance and promoting the movement of target populations towards greater self-reliance and resilience due to the expansion of the conflict and shrinking resources.	1. In line with the areas of convergence established in the United Nations sustainable development cooperation framework, the country office will develop a transition strategy to be implemented in the targeted regions and provinces.	Country office management and programme unit (country office RAM, HMI and access units)	December 2026	Ongoing. Geographic coverage will depend on how the situation develops.

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2.2. Support joint advocacy aimed at convincing donors to provide sufficient resources for better integrating nutrition activities into both emergency distribution and resilience programmes. (End of next CSP)	Country office management (country office partnerships and programme units; headquarters in Rome; regional office)	Agreed. Although progress has been made in integrating nutrition and ensuring adequate rations for general food distribution, the country office, in close collaboration with the national nutrition programme, will continue to work on mobilizing the resources needed to carry out such activities. The availability of funding will affect the scale of implementation.	2.WFP leads and coordinates meetings with donors for the joint programme on resilience and nutrition carried out with UNICEF and FAO.	Country office programme unit (country office partnerships unit)	December 2026	Ongoing. The country office has further integrated nutrition into its ongoing budget revision (the third) in order to facilitate joint advocacy.
			3.The country office has signed a memorandum of understanding with UNICEF to reduce chronic malnutrition in the Democratic Republic of the Congo, in line with WFP's new strategy on this issue and World Health Organization guidelines.	Country office programme unit (country office nutrition and partnerships units)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in parentheses)	Management response	Actions	Action lead office (with supporting offices and divisions in parentheses)	Action deadline	Status
2.3. Develop processes and tools for the design, implementation and monitoring of joint resilience programmes in collaboration with UNICEF, FAO and, potentially, other United Nations entities or key partners such as financial institutions and international non-governmental organizations engaged in rural development, peacebuilding and activities aimed at reducing disparities between men and women, and boys and girls. (End of next CSP)	Country office programme and RAM units (country office management; headquarters in Rome; regional office; UNICEF; FAO; other United Nations entities)	Agreed. Changes in the global donor environment have affected some joint projects. As a result, interventions are expected to experience delays and changes in coordination.	4. Review and implement the necessary monitoring tools, as well as a matrix of indicators common to the various donors.	Country office programme unit (resilience unit), with support from the RAM unit	December 2026	Ongoing
2.4. For the next CSP, establish a coordinated approach to country capacity strengthening for the country office level by developing and implementing an action plan with clear and measurable indicators. (Before the start of the next CSP)	Country office management (country office programme and partnerships units)	Agreed. A coordinated approach is envisaged. The country office will develop a provisional approach for the current CSP, as well as a plan to improve coordination of national capacity-building activities, subject to the availability of resources.	5. National capacity strengthening is integrated into direct activities focused on social safety nets, especially in health and education.	Country office management (deputy director) (country office programme, RAM and supply chain units) (Headquarters in Rome and the Programme, Policy and Guidance Division (PPG) will provide guidance on how country	December 2026	Ongoing. Mapping of national capacity strengthening activities by relevant units is under way with the aim of developing an interim coordination plan for 2025 and 2026.

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		The establishment of indicators will depend on the new strategic plan and related new guidelines.	6. The provisional approach needs to be developed for the current CSP. 7. WFP plans to consult with the Government and conduct a study to identify key gaps that could serve as entry points for national capacity strengthening (2026) and facilitate the drafting of an intervention strategy.	capacity strengthening will be managed using specific indicators in the next corporate results framework and CSPs)		
Priority: medium Deadline: June 2026 Recommendation 3: Strengthen the management and utilization of data for informed decision-making	Country office	Agreed. It will be difficult to achieve this effectively without improving departmental systems, data integration tools and processes and strategies to facilitate and automate data analysis and visualization.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in parentheses)	Management response	Actions	Action lead office (with supporting offices and divisions in parentheses)	Action deadline	Status
3.1 Enhance comparative analysis over time and geographic areas, and the triangulation of data on accountability to affected people, monitoring and evaluation, and protection from sexual exploitation and abuse. Review data analysis processes and the associated roles and responsibilities, and make analyses available more quickly internally to facilitate decision-making.	Country office RAM unit (country office programme teams working on accountability to affected people, gender and protection from sexual exploitation and abuse; Programme Cycle and Quality Unit (POCQ); headquarters in Rome; regional office)	Agreed. Internal systems are more integrated in terms of data analysis and cross-checking.	1. Accelerate the process of unifying process monitoring and the community feedback mechanism.	Country office programme unit (protection) and RAM unit (community feedback mechanism)	December 2025	Ongoing. Since last year the country office has worked to unify process monitoring and the community feedback mechanism in order to strengthen and accelerate comparative analysis and thus facilitate decision-making. This work should improve the analysis, reporting and escalation of cases related to protection, accountability to affected people, and protection from sexual exploitation and abuse.
3.2 Strengthen information sharing with assisted households regarding distribution dates, modalities and targeting criteria and, more generally, strengthen consultation with households on the design and implementation of activities.	Country office programme unit (accountability to affected people) (country office RAM unit; POCQ)	Agreed. Internal systems are more integrated, standardized and automated and thus better able to facilitate the relevant processes.	2. Continue to improve WFP systems.	Country office management (PPG and Technology Division)	December 2025	Ongoing

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			3. The country office will implement a revised plan for consulting with targeted households on modalities, targeting criteria and the design and implementation of activities.	Country office programme unit (protection, community feedback mechanism)	December 2025	Ongoing
3.3. Translate the results of socioeconomic analyses into realistic action plans and feed them into context-specific social and behaviour change strategies.	Country office gender unit (country office programme unit; POCQ)	Agreed. Social and behaviour change communication is currently the responsibility of the nutrition team, but there is no specific budget and communication with other programming areas is ad hoc. A provisional plan for integrating relevant measures will need to be developed.	4. The provisional plan has been developed.	Country office programme unit	September 2025	In progress
			5. The third-generation CSP includes an action plan and budget, accompanied by specific, measurable, achievable, relevant and time-bound (SMART) indicators, to accelerate the integration of equality and conflict considerations throughout the project cycle and ensure that they are monitored.		December 2026 (new CSP)	In progress

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Priority: medium Deadline: December 2026 Recommendation 4: Strengthen partnerships with key partners essential for achieving CSP objectives.	Country office	Agreed.				
4.1. In collaboration with headquarters and in line with WFP's localization policy, establish multi-year agreements with key partners for resilience programmes. Include a mechanism for adapting these agreements annually based on available budget resources, while systematically integrating capacity development activities and involving partners in the design and implementation of programmes. (December 2025)	Country office management; programme unit (headquarters in Rome, regional office)	Agreed. The country office works primarily with local cooperating partners and will continue to strengthen its capacity as part of its partner integration and training process. Multi-year partnership frameworks, which set out a longer-term vision for collaboration, contribute to capacity strengthening and reduce risk.	1. The country office will develop a risk-based plan to increase the number of multi-year partnerships with local cooperating partners, to be launched in the third quarter. Selection criteria for this process need to be defined.	Country office programme unit (cooperating partners) with support from the RAM unit and field offices (PPG and Chief Financial Officer)	September 2025	Completed and ongoing (multi-year agreements on activities focused on resilience and nutrition have been signed)
			2. Organize consultations and information sessions on the next CSP for local partners.	Country office programme unit (cooperating partners), with support from the activity manager and field offices (PPG and Chief Financial Officer)	December 2026	Currently being planned (for new field-level agreements, in 2026 orientation sessions for partners will be standardized and will provide an opportunity to talk about the current CSP)

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4.2. Establish more flexible and agile contract modalities that enable civil society organizations to contribute to programme and cross-cutting objectives, particularly in areas such as community-wide participation and accountability to affected people, for better integration into WFP's activities. (December 2026)	Country office programme unit; country office management (headquarters in Rome, regional office)	Agreed.	3. Facilitate the signing of field-level agreements with women's organizations working primarily in the areas of nutrition and resilience.	Country office programme unit (cooperating partners, protection)	December 2025	In progress (list of women's organizations has been drawn up and a call for expressions of interest is under way)
Priority: high Deadline: December 2025 Recommendation 5: Clarify WFP's positioning in terms of coordination and service provision to the humanitarian community.	Country office	Partially agreed. Headquarters in Rome will soon share guidance on WFP's positioning regarding the ongoing humanitarian reform led by the Inter-Agency Standing Committee.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in parentheses)	Management response	Actions	Action lead office (with supporting offices and divisions in parentheses)	Action deadline	Status
5.1 Conduct a global evaluation – or at least an internal review at the country level – of the relevance and effectiveness of the logistics cluster with a view to better defining its strategy.	Country office RAM and supply chain units (country office management or the United Nations humanitarian country team; Aviation Service (depending on the format selected))	Partially agreed. The country office agrees to conduct a review in the country and organize consultations with stakeholders on the logistics clusters, in accordance with the processes of the United Nations humanitarian country team working group, to discuss the effectiveness and efficiency of assistance and future guidelines on global clusters. The country office will forward the recommendation on the global evaluation to the director of the responsible division at headquarters in Rome (Supply Chain and Delivery Division). The evaluation would be managed centrally, and the country office would be the subject of a case study. An updated headquarters strategy on clusters	1. Conduct a gap and needs analysis (GNA, cluster standard tool) or partnership study to determine the humanitarian community's needs for logistics services in the country, the required capacities, gaps and support needed once updated guidance on global humanitarian reform has been received.	Logistics cluster with country office supply chain unit and management, United Nations humanitarian country team (Supply Chain and Delivery Division and global cluster)	December 2025	Ongoing. In light of the expected shortfall in resources for the 2025 HRP, the humanitarian coordination team in the Democratic Republic of the Congo has launched a prioritization exercise with the aim of reducing the HRP budget. Logistics cluster stakeholders have identified the key priorities on which to focus in 2025.

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		would facilitate review by the United Nations humanitarian country team and WFP and ensure harmonization.				
5.2 Sharing responsibility with the Technology Division at headquarters, study the possibility of and modalities for sharing the personal data of beneficiaries that is available in SCOPE with other humanitarian actors that can demonstrate the ability and willingness to adhere to WFP's data protection standards. This will enable the targeting and distribution of multisectoral assistance to affected households.	Country office technology, programme, and RAM units (headquarters in Rome; regional office (technology unit), United Nations humanitarian country team; country office management and partnerships unit)	Partially agreed. There is no joint humanitarian operational strategy for recording or managing data, nor a common method for doing so. Furthermore, certain processes and directives concerning data confidentiality prevent the country office from optimizing data sharing.	2.The country office will continue to work closely with key partners, including the International Organization for Migration (IOM), the Office of the United Nations High Commissioner for Refugees and UNICEF, to improve data sharing, while headquarters in Rome will provide guidance on strategy and direction for sharing data with non-governmental organizations.	Country office programme unit, with support from technology and RAM units (Technology Division, PPG and Global Privacy Office)	December 2025	Ongoing. The data sharing memorandum of understanding with IOM has been renewed and discussions are under way, in the knowledge that funding and grant shortfalls have hampered the capacities of key partners. Discussions are ongoing on the humanitarian architecture and coordination that could facilitate the necessary collaboration.

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			3. The country office will work with headquarters in Rome (Technology Division, Supply Chain and Delivery Division and Global Privacy Office) to propose solutions (i.e., anonymous data sharing with card number, household size, and location).			
5.3 Reconsider the funding model for [the United Nations Humanitarian Air Service] (UNHAS) under the next CSP, particularly with the withdrawal of [the United Nations Peacekeeping Force for the Democratic Republic of the Congo] (MONUSCO). Intensify fundraising efforts and enable direct fundraising for UNHAS operations in the Democratic Republic of the Congo rather than the use of pooled funds managed by headquarters.	Country office UNHAS staff (Aviation Service; country office management; partnerships unit; headquarters in Rome; regional office)	Agreed. The country office will further improve its resource and donor mobilization plan at the local, regional and global levels with the support of the regional office and headquarters partnerships services.	4. Prepare an overview (or list of frequently asked questions) on the allocation of funds to UNHAS, with support from headquarters in Rome, which the country office can share with donors locally.	Country office UNHAS unit (country office partnerships and communication units, Chief Financial Officer, Partnerships and Innovation Department, and Aviation Service)	December 2025	Ongoing. The country office is on track in 2025 with the organization of two donor briefings and two steering committee meetings. the committee will continue its quarterly activities with regard to UNHAS as outlined.

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			5. At the country office level, regularly issue funding appeals to donors on UNHAS operations, including an update on UNHAS at all donor briefings, and hold quarterly meetings of the UNHAS steering committee with the participation of the humanitarian coordinator and local donor representative members.		Quarterly updates on UNHAS, information meetings organized for donors, and UNHAS steering committee meetings	

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GNA	gap and needs analysis
HMI	humanitarian–military interaction
HRP	humanitarian response plan
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children’s Fund