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

Executive Board
Second regular session
Rome, 16–20 November 2026

Distribution: General
Date: 8 September 2026
Original: English

Agenda item 6
WFP/EB.2/2026/6-B/2
Oversight functions
For decision

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

Summary report on the evaluation of the country strategic plan for Mozambique (2022–2026)

Executive summary

The evaluation of the WFP country strategic plan for Mozambique for 2022–2026 was commissioned by the WFP Office of Evaluation to support accountability and learning, with the aim of informing the design of the next country strategic plan for Mozambique. Conducted between January and December 2025, it applied a mixed-methods approach in order to assess WFP's strategic positioning and the relevance, coherence, effectiveness, efficiency and sustainability of the activities carried out under the plan.

Mozambique is one of the most climate-vulnerable countries in the world, repeatedly affected by cyclones, floods and droughts. It has also suffered from a protracted conflict in Cabo Delgado, which has driven large-scale displacement and eroded livelihoods. Food insecurity and malnutrition are widespread, with stunting and anaemia posing persistent challenges. Institutional capacity remains uneven, development challenges persist, and humanitarian needs continue to outpace available resources.

Within this context, WFP has maintained a strategically relevant and coherent position. The multi-pillar design of the country strategic plan – combining crisis response, resilience building and systems strengthening – aligned well with national priorities and the United Nations sustainable development cooperation framework for Mozambique. However, the breadth of engagement at the humanitarian–development–peace nexus sometimes hindered depth and integration, highlighting the need for prioritization and more focused engagement in the next country strategic plan.

This is a summary report on the evaluation of the country strategic plan for Mozambique. The full evaluation report and related documents are available on WFP's website at https://www.wfp.org/publications/evaluation-mozambique-wfp-country-strategic-plan-2022-2026.

In line with WFP's 2022 evaluation policy (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited. As a result, some of the language in it may not be fully consistent with WFP's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

Focal points

Ms A.-C. Luzot
Director of Evaluation
email: anneclaire.luzot@wfp.org

Ms M. Guinot
Evaluation Officer
email: mar.guinot@wfp.org

WFP's dual role as both a humanitarian responder and a trusted technical partner to government institutions was widely recognized. Its subnational footprint, logistics capacity and operational agility enabled rapid scale-up during sudden onset shocks and sustained delivery in hard-to-reach areas, while adherence to humanitarian principles supported the provision of impartial needs-based assistance in complex and politically sensitive settings. WFP's cluster coordination and common services – including logistics, the United Nations Humanitarian Air Service and cash-based transfers – were critical enablers of partner and government responses during repeated shocks. Emergency responses and anticipatory action were timely, although internal bottlenecks and operational complexities slowed implementation.

Humanitarian assistance helped to stabilize food security among crisis-affected households, although funding shortfalls resulted in ration cuts and reduced the frequency of transfers, constraining long-term outcomes. Nutrition interventions increased the treatment and prevention of moderate acute malnutrition but were affected by supply chain gaps, while nutrition-sensitive activities contributed to improved dietary diversity but were limited by restricted food access.

Resilience interventions strengthened household adaptive capacity through climate-smart agriculture, better access to services and markets, and community preparedness, showing that there is potential for more adaptive and productive systems. Progress was localized and difficult to sustain, constrained by the short-term nature of projects, market barriers and weak risk-financing systems. Slow transitions from emergency response to comprehensive early recovery and resilience support limited the timeliness of recovery pathways and progress towards sustainable solutions.

WFP played a pivotal role in strengthening Mozambique's shock-responsive systems, contributing to the improvement of early warning, food security assessment and climate modelling tools, digital payment platforms and institutional capacity that enabled faster, more coordinated responses to crises. The organization also supported the foundations of the national school feeding programme through policy support, technical assistance and home-grown school feeding models. Across both areas, however, progress remains fragile: subnational capacity gaps, limited system interoperability, fiscal constraints and continued dependence on WFP's technical assistance hinder institutionalization and limit sustainability.

Cross-cutting results related to women and girls' equal participation, young people, protection and accountability to affected people were notable but uneven, with limited progress in addressing the needs of persons with disabilities and peacebuilding. Partnerships were central to delivery, with WFP working closely with the Government to strengthen national systems, although sustainability required greater fiscal space and more structured joint planning. Coordination with other United Nations entities and non-governmental organizations was often project-specific. Although WFP diversified its funding base in an innovative way, decreasing donor support, extensive earmarking of contributions and the fragmentation of projects constrained flexibility.

The evaluation puts forward the following six recommendations, calling for a more consolidated and focused country strategic plan:

i) Sharpen geographic and programmatic priorities, strengthening the integration and sequencing of life-saving assistance with systems development;

ii) Reinforce national systems through targeted technical assistance;

iii) Diversify strategic partnerships;

iv) Enhance internal efficiency;

v) Across programmes, continue to mainstream protection; the participation of women, including in terms of their economic roles and leadership aspects; and considerations related to persons with disabilities and accountability to affected people; and

vi) Expand the use of innovative financing, including through common services and private sector engagement.

Draft decision*

The Board takes note of the summary report on the evaluation of the country strategic plan for Mozambique (2022–2026) (WFP/EB.2/2026/6-B/2) and the management response (WFP/EB.2/2026/6-B/2/Add.1).

* 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.

Introduction

Evaluation features

1. The WFP Office of Evaluation commissioned an independent evaluation of the country strategic plan (CSP) for Mozambique for 2022–2026 in order to support learning and accountability. The evaluation aimed to inform strategic decision-making in relation to the next CSP for Mozambique and to assess WFP's strategic positioning and the relevance, coherence, effectiveness, efficiency and sustainability of the activities carried out under the CSP.

2. Primary users of the evaluation results include WFP's Mozambique country office, global headquarters, including the Eastern and Southern Africa Regional Office, and the Executive Board. External users include the Government of Mozambique, United Nations entities, donors, cooperating partners and affected people.

3. The evaluation was conducted between January and December 2025, using a mixed-methods approach combining document review, quantitative analysis, key informant interviews, focus group discussions and field observations. Fieldwork took place in July 2025 across multiple provinces.

Context

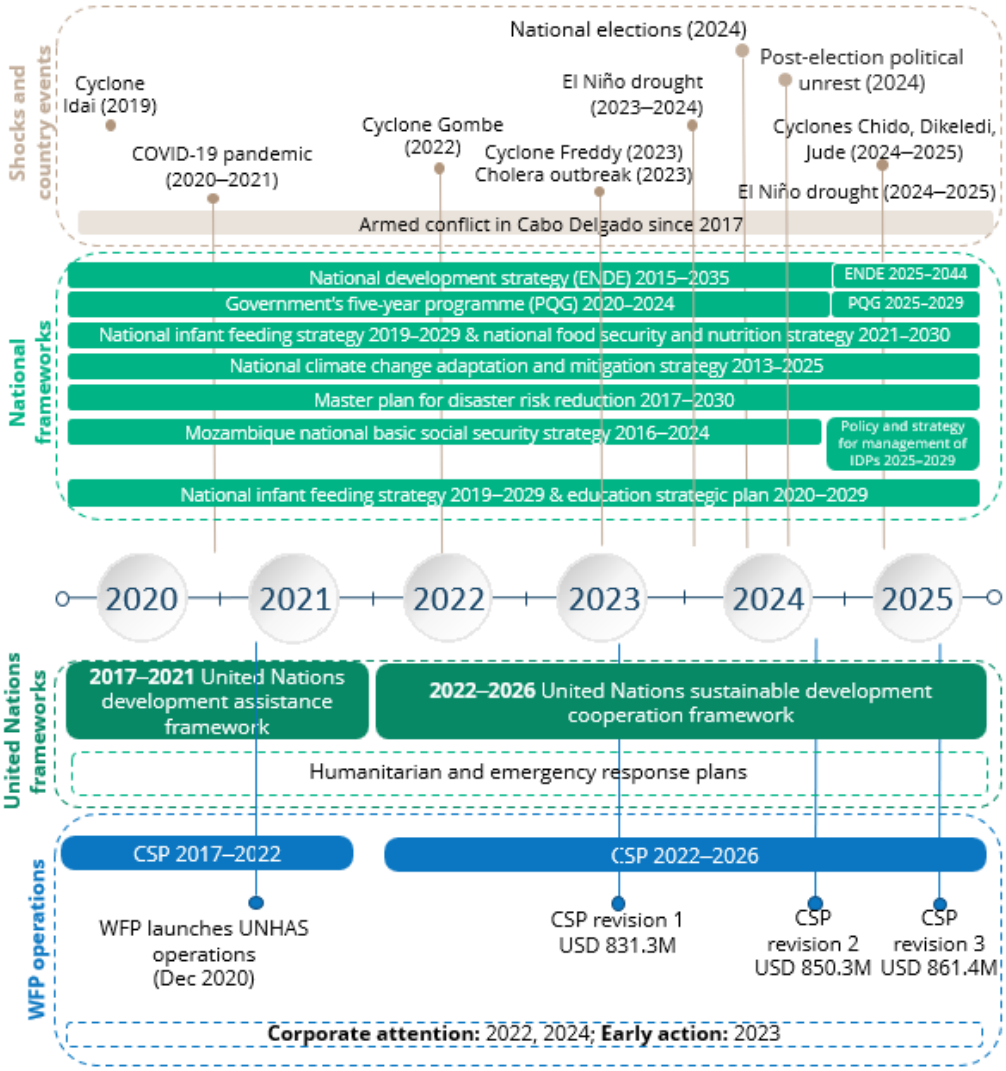
4. Highly vulnerable to climate-related disasters, Mozambique is a low-income country facing a complex and protracted humanitarian situation. Since 2017, violence in Cabo Delgado has displaced more than 1 million people, weakening state presence and straining institutions. During the CSP period the country was affected by several cyclones, floods and droughts that eroded livelihoods and coping capacity across the country, including cyclones Gombe (2022), Freddy (2023), Chido (2024), Dikeledi (2025) and Jude (2025) and the 2024 drought induced by El Niño.

5. Mozambique ranks low in global development indicators and continues to face deep socioeconomic disparities. Agriculture is the backbone of the economy, employing the majority of the population, but productivity is low due to limited access to technology, inputs and markets, as well as high post-harvest losses. As a result, Mozambique is a net food importer. Food insecurity is widespread: in 2025, 2.09 million people were in Integrated Food Security Phase Classification phase 3 or worse, with projections rising to 2.67 million during the 2025/2026 lean season. Malnutrition is severe, with stunting exceeding 40 percent in northern provinces and anaemia affecting more than 70 percent of children under 5.

6. Mozambique's population is young and increasingly urban. Deep inequality persists across sex, geography and disability status. One third of women experience gender-based violence, and early marriage and adolescent pregnancy are widespread, contributing to school dropout and heightened nutritional vulnerability. Persons with disabilities face greater poverty and exclusion. Education enrolment is relatively high but completion rates are low, especially for girls in the north. The national school feeding programme has expanded but reaches only 8 percent of primary schools.

7. Institutional capacity is uneven despite advances in the development of national policy frameworks, and humanitarian needs continue to outpace available resources. Donor funding has declined sharply since 2024, and only 42 percent of the funding needed for the 2024 humanitarian response plan has been secured.

Figure 1: Country context and WFP operational overview



Abbreviations: COVID-19 = coronavirus disease 2019; IDPs = internally displaced persons; UNHAS = United Nations Humanitarian Air Service.

WFP country strategic plan

8. The CSP for Mozambique for 2022–2026 was designed to address acute humanitarian needs arising from conflict and recurrent climate-related shocks, as well as the main drivers of food insecurity and malnutrition. It aims to connect immediate crisis response with long-term capacity development, enabling a gradual shift by WFP from direct implementation of assistance activities to the provision of support for national programme design and implementation. It comprises six strategic outcomes and twelve activities arranged into three pillars:

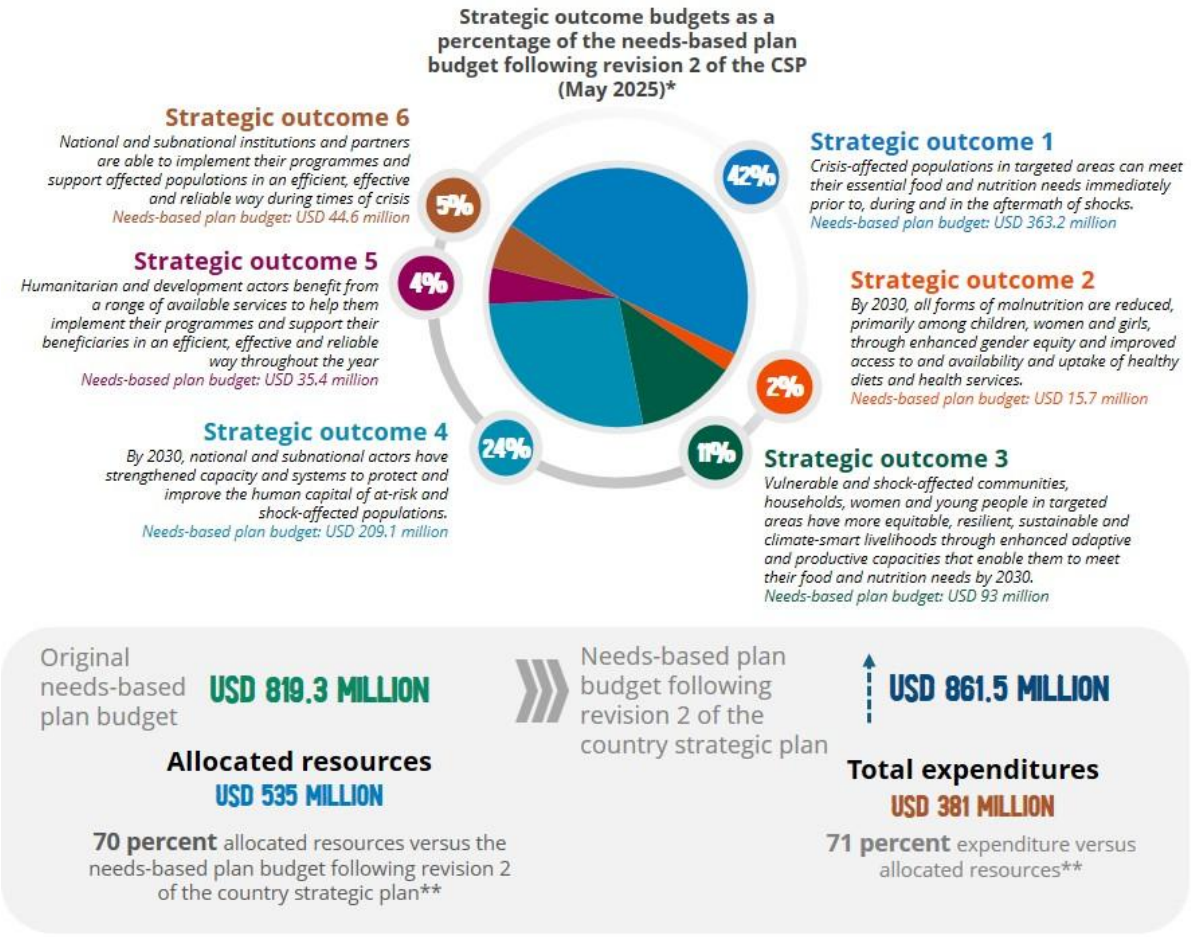
- **Crisis response** (strategic outcomes 1 and 2): food and nutrition assistance through in-kind and cash-based transfers, emergency school feeding and common services.
- **Resilience building** (strategic outcome 3): support for vulnerable and shock-affected communities, including climate-smart agriculture, livelihood diversification, asset creation and early warning and risk-financing mechanisms.

- **Systems strengthening** (strategic outcomes 2, 4, 5 and 6): technical assistance to national institutions in disaster risk management, shock-responsive social protection, nutrition and school feeding, alongside on-demand services (logistics, procurement and cash-based transfer platforms).

9. Under the CSP, WFP operated in 72 districts across all 11 provinces of Mozambique. Annual beneficiary reach exceeded 2 million people, with women representing approximately 52 percent of those assisted. While beneficiary numbers consistently surpassed planned targets, transfer quantities were reduced in 2022 and 2023 to expand coverage.

10. Three budget revisions increased the needs-based plan budget from USD 819.3 million to USD 861.5 million, primarily to increase the budget for the operations of the United Nations Humanitarian Air Service (UNHAS) (2022), address ongoing food insecurity driven by drought and conflict in northern Mozambique (2023) and respond to the Government's request for cash-based transfer services for social protection (2023, 2025). As of July 2025, the CSP was 70 percent funded, with strategic outcome 1 receiving 50 percent of available resources. The United States of America, Germany and the European Commission were the largest donors, while the Government of Mozambique contributed 9 percent of total resources, primarily for school feeding.

Figure 2: Mozambique country strategic plan (2022–2026) strategic outcomes, budget, funding and expenditures



* Percentages do not add up to 100 percent because values exclude direct and indirect support costs.
** Values exclude direct and indirect support costs.

Key evaluation findings and conclusions

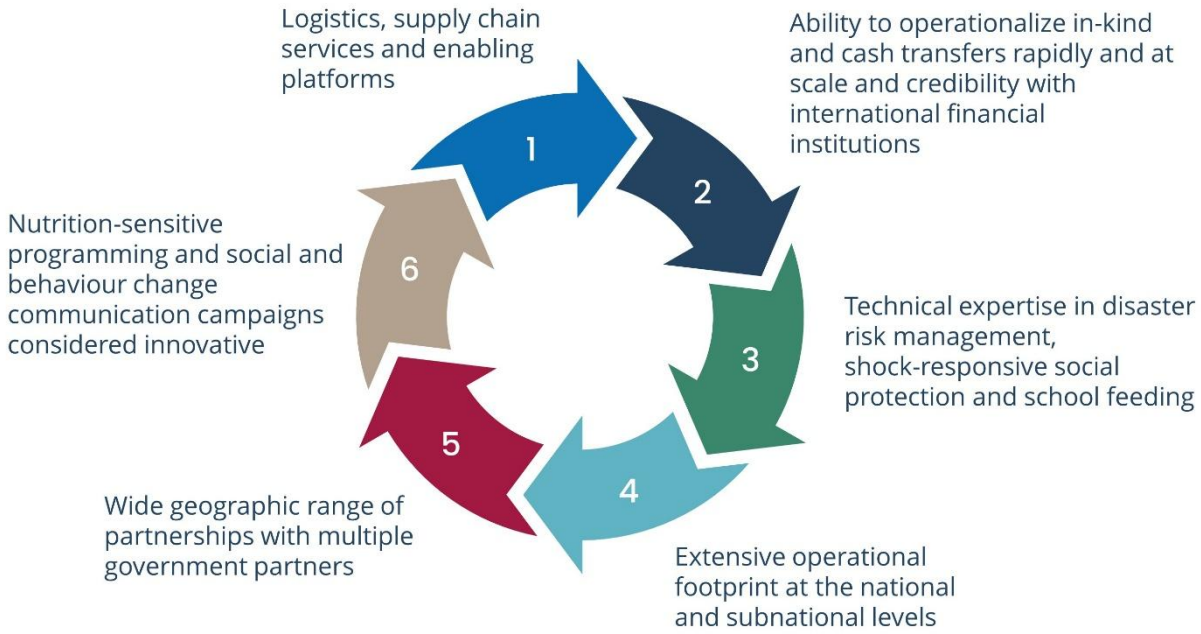
Strategic positioning, relevance and coherence

11. WFP maintained a strategically relevant and coherent position in Mozambique, effectively balancing life-saving assistance with long-term capacity strengthening. Its multi-pillar CSP enabled WFP to respond flexibly to evolving needs in the operating environment. However, the breadth of engagement at the humanitarian–development–peace nexus sometimes hindered depth and integration, highlighting the need for prioritization and more focused engagement under the next CSP.

12. The CSP's multi-pillar design provided WFP with a coherent and flexible framework well suited to Mozambique's highly complex operating environment. It aligned closely with national priorities and the United Nations sustainable development cooperation framework for Mozambique and was informed by lessons learned from WFP's previous operations in the country.

13. Within this framework, WFP positioned itself as a central actor in emergency response while simultaneously expanding its contribution to national systems in disaster risk management, social protection, nutrition and school feeding. This dual role was widely recognized and valued, strengthening WFP's strategic relevance in rapidly evolving circumstances. WFP's extensive subnational presence, logistical reach, operational efficiency and assurance role – particularly with regard to food and cash-based transfers – reinforced its position as a reliable partner for the Government and the international community.

Figure 3: WFP comparative advantages in Mozambique



14. However, the evaluation found that the geographic and programmatic breadth of WFP's portfolio – despite efforts to streamline it – diluted effectiveness when activities were spread thinly or implemented without sufficient scale or integration. While the CSP was conceptually coherent, operational links across pillars were not always fully realized in practice, limiting opportunities to sequence and integrate humanitarian, resilience and capacity-strengthening activities in mutually reinforcing ways.

Food security and nutrition during crisis (strategic outcomes 1 and 2)

15. WFP successfully scaled up humanitarian assistance in response to conflict and climate-related shocks, improving targeting accuracy and expanding coverage. The evaluation found that, despite funding shortfalls, WFP's support likely helped to stabilize food and nutrition security, even though planned long-term outcomes did not materialize.

16. WFP played a critical role in Mozambique's crisis response, consistently delivering timely large-scale food and nutrition assistance to populations affected by the conflict in Cabo Delgado and recurrent climate-related shocks, both sudden and slow-onset. As needs surged, WFP demonstrated strong operational agility and timeliness through rapid scale-ups during sudden-onset shocks and sustained coverage in hard-to-reach areas, often exceeding planned targets. Yet the operating environment grew increasingly strained: rising needs in the northern provinces far outpaced available resources, forcing reductions in the frequency and size of transfers. Despite these constraints, WFP assistance likely helped to stabilize food consumption and reduce the use of negative coping strategies among crisis-affected households, demonstrating WFP's capacity to save lives in an increasingly complex operating environment.

17. WFP also sharpened the accuracy of targeting by using a vulnerability-based approach, reducing the caseload by more than 40 percent, from 2.6 million in 2022 to 1.5 million in 2024. This enabled WFP to manage resource constraints and meet donor demands for greater precision, addressing concerns regarding the reliability of beneficiary lists and verification capacity. WFP's approach proved to be costly and time-intensive, raising questions about its suitability in a context of rapidly shifting displacement that quickly rendered WFP's assessments obsolete. In some districts, local authorities and communities did not accept assessment results. In response, WFP introduced a revised targeting strategy in 2025, which combined geographic prioritization with context-specific targeting approaches.

18. Nutrition-specific interventions were aligned with the national integrated nutrition programme and strengthened health facility capacity through training, the provision of specialized nutrient supplements and operational support for mobile brigades, contributing to increased prevention and treatment of moderate acute malnutrition in remote areas and stabilizing rates of moderate acute malnutrition among crisis-affected populations. However, persistent structural constraints – including supply chain gaps for specialized nutrition commodities, limited funding for recurrent nutrition services and uneven capacity at the health facility and district levels – constrained further progress. Nutrition-sensitive activities embedded across WFP operations contributed to gains in dietary diversity and nutritional knowledge. Sustained behaviour change and long-term dietary improvements were limited, however, as social and behaviour change communication was not systematically paired with initiatives to address structural barriers to access to food, leaving households unable to translate knowledge into practice.

Resilience and livelihoods (strategic outcome 3)

19. WFP's resilience interventions strengthened household adaptive and productive capacities – particularly for women and young people – through climate-smart agriculture, improved access to services and markets and enhanced community preparedness, demonstrating the potential of integrated approaches. However, internal challenges included a project-based approach and related fragmentation, as well as challenges in risk-financing systems; external factors such as persistent barriers to the participation of women and girls, and market volatility constrained scale and the prospects for uptake at the national level. In crisis-affected areas, a slow transition towards early recovery and resilience support delayed progress towards more sustainable solutions.

20. WFP's resilience portfolio contributed to improved agricultural practices, greater access to climate information and early signs of strengthened community preparedness, helping households to reduce losses, diversify production, increase incomes and better manage climate risks. The portfolio, initially focused on enhancing resilience to climate-induced shocks and promoting sustainable livelihoods and diversification, started to gradually incorporate insurance mechanisms, savings schemes and community-based associations. These interventions demonstrated promising results at the household level, supporting adaptive, climate-smart livelihoods through integrated packages combining climate-smart agriculture, asset creation, access to services, and risk financing. Infrastructure investments, seed banks, rainwater harvesting systems, input fairs and market-linkage initiatives such as Farm-to-Go helped to improve agricultural practices, access to climate information and preparedness for shocks.

21. Despite promising results, effectiveness was constrained by structural and contextual limitations. Limited funding constrained geographic coverage, leaving many high-risk districts unreached. Just as gains began to take hold, recurrent climate-related shocks damaged infrastructure and set households back, while market volatility exposed farmers to price changes that affected income gains from one season to the next. Risk-financing mechanisms, although promising, faced challenges related to premium payment delays, heavy reliance on sparse meteorological data, and payout triggers limited to severe droughts. Combined with the modest scale of projects relative to the magnitude of needs, these factors limited effectiveness and opportunities for scale-up. As a result, the positive effects observed remained localized and were not sufficient to generate broader or lasting improvements in community resilience. Although WFP's resilience approach was conceptually strong and increasingly integrated, project fragmentation and short implementation cycles constrained its ability to consolidate results. In addition, it lacked the institutional anchorage and evidence base needed to inform the scale-up of interventions or advocate for national programme and policy frameworks.

22. The evaluation also found that the transition from emergency assistance to more sustainable resilience-building interventions in the north occurred later than needed, limiting WFP's ability to support timely recovery pathways and move towards sustainable solutions. The layering and sequencing of activities envisioned in the CSP – linking humanitarian assistance with early recovery and resilience – did not materialize in most cases. While emergency and anticipatory action assistance helped communities to cope, beneficiaries reported that subsequent longer-term responses sometimes failed to materialize. For example, there were significant timing gaps between the return of nearly 600,000 internally displaced people in 2022–2023 and the rollout of structured recovery and resilience support under strategic outcome 3 in 2025. These delays were driven by the time required to secure development funding, identify cooperating partners, and conduct joint planning and community consultations.

School-based programmes (strategic outcome 4)

23. WFP strengthened the foundations of Mozambique's school feeding programme through policy support, technical assistance and capacity building. However, limited fiscal space, uneven subnational capacity and dependence on WFP's technical assistance constrained sustainability and scale-up.

24. WFP contributed to significant progress in strengthening Mozambique's policy and institutional environment for school-based programmes. Its support was central to the development of the national school feeding strategy and the establishment of a dedicated national agency responsible for school feeding. WFP expanded the national programme's institutional foundations by providing substantial technical support, contributing to the development of guidelines, manuals, curricula, and monitoring and reporting tools. It promoted home-grown school feeding models, setting up mechanisms for decentralized procurement from local producers, and supported the introduction of diversified, nutritionally balanced menus through its SMP PLUS platform. These efforts helped to diversify farmer incomes through predictable demand from schools. WFP also supported the standardization of designs for kitchens and storage and cooking facilities.

25. WFP's support contributed to measurable improvements in educational outcomes, particularly for girls. Student attendance and retention rates increased annually in targeted schools between 2022 and 2024, with minimal disparities between girls and boys – an important achievement in a context where girls are far less likely to complete primary school.

26. Despite the formal handover of key operational and procurement functions and the creation of a school feeding intersectoral committee, WFP continues to play a strong coordination role at the policy and operational levels, as coordination across ministries remains uneven and long-term financing and technical capacity gaps persist. Limited fiscal space, uneven subnational capacity and modest programme coverage mean that sustainability and scale-up still depend heavily on continued partner technical assistance and external financing.

Capacity strengthening for shock-responsive systems (strategic outcome 4)

27. WFP made significant contributions to enhancing Mozambique's ability to anticipate, prepare for and respond to shocks while strengthening the foundations of a more resilient and shock-responsive social protection system. Its support contributed to faster, more data-driven and better-coordinated systems. Progress, however, remains uneven and fragile, with subnational capacity gaps, limited data system interoperability and continued reliance on WFP's technical and operational backbone constraining institutionalization and sustainability.

28. WFP made significant contributions to strengthening national disaster risk management and shock-responsive social protection systems in Mozambique, positioning itself as a trusted operational and technical partner. Joint capacity assessments informed tailored, modular capacity-strengthening plans that addressed institution-specific gaps while reinforcing the broader national disaster risk management architecture. Through targeted capacity strengthening, WFP supported government institutions in areas such as integrated hazard mapping, hydrological and meteorological modelling, and digital payment platforms. These efforts translated into improvements in national responsiveness to shocks and helped government counterparts move towards more coordinated and data-driven shock-responsive systems.

29. Across disaster management institutions, WFP helped to close critical operational gaps by introducing standardized rapid assessment tools, early activation protocols for anticipatory action and essential equipment. These investments significantly accelerated emergency decision-making during the 2024 floods and cyclones: provinces applying anticipatory action

triggers reduced response times by an average of 36 hours, while post-cyclone damage assessments that once took several days were completed in under 12 hours using GIS-based[1] aerial mapping. The introduction of integrated hydrological–meteorological flood forecasting models improved forecasting times from 12–18 hours in 2021 to 24–36 hours in 2024, and meteorological modelling reduced gaps in coverage for cyclone prone coastal areas. The response to Cyclone Chido in 2024 further demonstrated the effectiveness of anticipatory action frameworks, with the pre-positioning of food stocks and pre-agreed triggers that supported improved coordination and rapid mobilization across the Government and partners.

30. In food security and nutrition, advances included strengthened food security and nutrition assessment capacity, with increases in the quality and timeliness of assessments and Integrated Food Security Phase Classification analyses as well as district-level action plans across provinces. These advances strengthened the credibility and coverage of national food security monitoring. In nutrition, WFP contributed to national nutrition strategies, supported training for health workers and helped to develop monitoring tools and community screening approaches that clarified roles and improved programme design.

31. WFP also played a central role in supporting the Government's shock-responsive social protection system, upgrading digital infrastructure, enhancing beneficiary registration and developing data-sharing protocols.

32. Despite these advances, several systemic challenges continue to limit the sustainability and institutionalization of systems and capacities. Subnational capacity gaps, limited fiscal space, limited institutionalization and costing of transferred tools, interoperability challenges between government data systems and continued reliance on external expertise have slowed progress towards national ownership and hindered sustained investment.

Service delivery (strategic outcomes 5 and 6)

33. WFP's common services were essential for Mozambique's emergency response, allowing partners and the Government to expand system-wide reach, strengthen coordination and reduce duplication. By providing on-demand cash-based transfer mechanisms, shared storage and transport services, WFP provided partners and the Government with a ready-to-use delivery system that they could activate rapidly at scale.

34. WFP's service delivery and common services significantly strengthened the humanitarian system's ability to respond effectively to crises, positioning the organization as the provider of choice for large-scale logistics and cash-based services. Its end-to-end supply chain capacity, covering procurement, storage, transport and last-mile delivery, enabled partners to reach isolated areas quickly and reliably, ensuring that assistance could be delivered at scale even under challenging conditions.

35. Through UNHAS flights, logistics and food security cluster leadership, and other common services, WFP strengthened partners' operational capacity and improved sectoral coordination, reducing duplication and closing critical storage and transport gaps. Its extensive national footprint and established infrastructure allowed other actors to expand their reach and obtain granular assessments of local conditions, particularly in conflict-affected districts of Cabo Delgado.

36. On-demand cash-based transfer mechanisms provided partners and government institutions with a ready-to-use platform for large-scale mobile cash transfers, most notably enabling the National Institute for Social Action (INAS) to implement the Government's coronavirus disease 2019 direct social support post-emergency programme. WFP's

[1] GIS = geographic information system.

operational efficiency and capacity to manage large-scale cash-based transfers enhanced the coverage and timeliness of social protection responses through the fast activation of pre-vetted financial service providers. At the same time, its internal control procedures and assurance mechanisms reinforced donor confidence, resulting in new funding amounting to USD 80.6 million in 2023–2024 and USD 65.3 million in 2025.

37. In a context of declining humanitarian funding, there is growing space – and demand – for a formalized, system-wide model of service provision by the United Nations country team that would optimize resources and sustain collective response capacity.

Cross-cutting results

38. WFP made meaningful progress in integrating women's and girls' equal participation, young people, inclusivity, protection, accountability to affected people and humanitarian principles across the CSP. Mechanisms such as the humanitarian hotline and community consultations strengthened feedback loops, and vulnerability-based targeting supported adherence to humanitarian principles. Implementation was uneven, however, and approaches to tackle the structural inequalities that contribute to food insecurity were not always implemented, consideration of varying disability needs remained limited, and protection mainstreaming and referral pathways showed gaps in coverage and follow-up.

39. WFP made steady progress in mainstreaming the participation of women and girls in CSP activities, with several interventions – particularly in nutrition, school feeding and resilience – explicitly targeting women and adolescent girls. Training for women and young people in climate-smart agriculture and women-led nutrition groups showed early signs of increased agency and skills among participants. However, persistent structural barriers, including violence against women, early marriage and limited decision-making power, constrained gains in women's economic roles and leadership. Data disaggregated by sex were not consistently collected or used across activities, limiting the ability to track specific differentiated results and adapt programming accordingly.

40. WFP made initial progress in addressing disability-related needs, with some efforts to ensure that food and nutrition assistance was accessible to persons with disabilities. However, practices aimed at ensuring that no one was left behind in households or communities were uneven and were not systematically embedded across activities.

41. Considerations related to protection and accountability to affected people were embedded in programme design, with WFP establishing diverse community feedback mechanisms and hotlines, community consultations, safe distribution site designs, training for partners on crowd management, safety measures, social safeguards and zero tolerance protocols for protection from sexual exploitation and abuse. Implementation was nonetheless uneven, constrained by uneven coverage of feedback mechanisms in remote districts, delays in case referral and timely follow-up, local power dynamics and barriers to women's equal participation and leadership.

42. Throughout the implementation of the CSP, WFP largely upheld the humanitarian principles of humanity, neutrality, impartiality and operational independence, even as it expanded its role in national system strengthening. Humanitarian assistance was delivered based on assessed needs, and the shift to vulnerability-based targeting reflected WFP's commitment to principled action. WFP helped to ease rising social tensions between host communities and internally displaced persons amid increasing displacement and vulnerability, reinforcing "do no harm" and conflict-sensitive approaches. Trade-offs emerged during implementation, however, as expectations of universal assistance were at odds with the sensitivity of targeting decisions and, in situations where food was commonly redistributed at the community and

household levels, targeting did not fully align with prevailing cultural norms. Peacebuilding measures were underdeveloped, with room for progress on conflict-sensitive approaches.

43. WFP's interventions contributed positively to environmental sustainability, particularly through the promotion of climate-smart agriculture and the use of environmentally sensitive techniques in rehabilitating irrigation and drainage systems in flood-prone areas. Environmental and social safeguards were integrated into project design to prevent harm, although the absence of systematic post-intervention monitoring limited the ability to assess outcomes.

Partnerships

44. WFP's partnerships were central to CSP implementation, enabling large-scale humanitarian assistance and progress in strengthening national systems. Partnerships with other United Nations entities and non-governmental organizations (NGOs) enabled complementary delivery, but coordination was often project-specific, with limited joint planning and occasional overlaps. Private sector engagement remained in its early stages.

45. WFP broadened and deepened its partnerships across sectors and levels during the CSP period, working closely with the Government, other United Nations entities and cooperating partners at the national and subnational levels. Strong government partnerships positioned WFP as a trusted technical advisor and service provider, particularly under strategic outcomes 3 and 4, where collaboration focused on strengthening national systems for school feeding, shock-responsive social protection and disaster management. The evaluation also found that there was a need for more structured joint planning frameworks to better anticipate needs. At the subnational level, WFP collaborated closely with provincial and district authorities on beneficiary registration, targeting, monitoring and training in logistics and cash distribution. However, fragmented intersectoral capacities sometimes resulted in parallel systems during large-scale emergencies, requiring WFP and NGO partners to operate their own delivery mechanisms.

46. WFP also advanced localization by diversifying its cooperating partner base and investing in local NGO capacity through training and equipment, with 65 percent of the budget implemented through local NGOs in 2025. However, short project cycles made it difficult for local NGOs to retain trained staff, maintain continuity in institutional capacity and operate efficiently, thus limiting the long-term institution strengthening needed for localization. In addition, collaboration with provincial and district services with regard to health, education, agriculture and social action helped to strengthen their implementation capacity.

47. Partnerships between WFP and other United Nations entities facilitated joint planning and delivery, with WFP playing an active role in rapid response to displacement and in coordination platforms and providing system-wide leadership in logistics, cash-based transfers and emergency coordination. However, some operational overlaps were identified in nutrition, resilience and social protection, particularly with the United Nations Children's Fund and the Food and Agriculture Organization of the United Nations. In addition, the implementation of resilience interventions under development often depended on ad hoc coordination.

Efficiency and timeliness

48. WFP delivered assistance on a considerable scale and generally in a timely manner, demonstrating strong operational agility supported by anticipatory action, the pre-positioning of stocks and close coordination with partners. Challenges linked to access constraints and internal procedural bottlenecks remained, however. A challenging funding environment marked by extensive earmarking of contributions and the fragmentation of projects further constrained flexibility.

49. WFP demonstrated strong timeliness in its emergency response throughout the CSP, consistently delivering life-saving assistance within days of sudden-onset shocks. This agility was supported by anticipatory action mechanisms, pre-positioned stocks and close coordination with government and humanitarian partners. However, access constraints in Cabo Delgado, port congestion, customs delays and infrastructure damage during major climate-related shocks frequently disrupted supply chains, resulting in unspent allocations, delayed distributions and pipeline breaks. The transition from status-based to vulnerability-based targeting also required extensive data collection and slowed planned assistance.

50. At the same time, timeliness challenges were more pronounced in early recovery and resilience activities, where significant gaps emerged between emergency response and the rollout of long-term support. These delays stemmed from the time required to secure development-oriented funding, conduct joint planning with authorities, select partners and complete community consultations. Short grant durations – averaging under two years – further constrained implementation, often resulting in project timelines that were poorly aligned with agricultural seasons and government planning cycles. Finally, joint programming with the Government also introduced timing constraints, particularly in school feeding and social protection.

Figure 4: WFP Mozambique allocated resources and expenditures by strategic outcome

51. Cost-efficiency trends were mixed. Cash-based transfers and procurement costs were stable or improved over time, supported by digital payment platforms, functioning markets and increased local procurement. By contrast, food transfer costs nearly doubled from 2019 due to global price rises, increased transport and storage needs and operational complexity during sudden-onset responses.

52. The country office operated within a relatively well-funded CSP, with fundraising efforts resulting in a more diversified donor base and growing interest from new partners (e.g. the World Bank and the African Development Bank), including innovative financing mechanisms (e.g. African Risk Capacity). However, efficiency and timeliness were significantly constrained by the structure of that funding: extensive earmarking, short project duration, fragmented small grants and disbursements late in the year limited flexibility, strategic adjustments and programme integration. Reliance on short-term contracts weakened WFP's surge capacity and institutional memory, although workforce reviews improved retention in 2023–2024.

Recommendations

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 1: CSP design – consolidation and focus. Building on WFP's proven comparative advantages, the next CSP should advance to a phase of consolidation and focus, strengthening the integration and sequencing of programme components. To that end WFP should:	Strategic	Country office	Emergency Preparedness and Response Service and Climate and Resilience Service at global headquarters	High	July 2027
1.1 Maintain and protect its humanitarian response capacity while advancing national systems. This means maintaining and protecting WFP's humanitarian response capacity in view of the continued scale and frequency of crises while simultaneously investing in advisory, coordination and systems strengthening support to enable national institutions to progressively assume the role of first responder.					December 2028
1.2 Enhance the humanitarian–development–peace nexus, strengthening the links between humanitarian assistance and early recovery and resilience programming in Cabo Delgado by adopting more explicitly integrated approaches and sequencing activities that contribute to sustainable solutions for affected people.					
1.3 Prioritize resilience interventions where there are clear opportunities for layering and sequencing them with crisis response in Cabo Delgado and for links with home-grown school feeding. These criteria should guide geographic prioritization and be used to advocate with donors for concentrated, rather than dispersed, investments.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 2: Capacity strengthening. WFP should continue to reinforce national capacity and systems. To that end WFP should:	Strategic, with operational implications	Country office	Nutrition, School Meals and Social Protection Service at global headquarters	High	July 2027
2.1 Continue to strengthen its collaboration with INAS, the National Institute for Disaster Risk Reduction and Management (INGD), the Ministry of Education and Culture, the Technical Secretariat for Food Security and Nutrition and the National Meteorological Institute, focusing on technical assistance, systems development and capacity strengthening. This should include deepening institutional support in nutrition, disaster risk management and shock-responsive social protection to enable a gradual and well-planned handover of responsibilities to national institutions.					December 2028
2.2 Prioritize support for the national school feeding programme through enhanced technical assistance and act as a catalyst for mobilizing development financing to strengthen programme sustainability.					
2.3 Continue to work with INGD and INAS to improve interoperability between their information systems, particularly with regard to shock-responsive social protection. This should include exploring solutions for harmonized beneficiary registration processes and synchronized vulnerability criteria while continuing to contribute to systems development through technical assistance to INAS on matters such as the advancement of the social registry to enhance efficiency, reduce duplication and support coordinated national response mechanisms.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
2.4 Continue direct implementation only where necessary to expand national programme coverage or respond to crises where government and partner capacity gaps exist, and always accompanied by a clear, time-bound transition and institutional strengthening strategy.					
Recommendation 3: Partnerships. WFP should continue to strengthen and diversify its partnerships in prioritized thematic areas in order to enhance coherence, reduce overlaps and expand the effectiveness and reach of its programmes. To that end WFP should:	Strategic	Country office	Partnerships and Innovation Department at global headquarters	Medium	July 2027
3.1 Continue and enhance its collaboration with other United Nations entities, leveraging each entity's comparative advantages, particularly in areas where WFP has a clear added value, such as common services, as well as nutrition, resilience and social protection, in order to reduce identified overlaps.					
3.2 Expand engagement with the private sector through financial and technical partnerships to diversify funding sources and foster innovation, with WFP and its partners acting as agents of change through direct implementation.					
3.3 Strengthen collaboration with academia and research institutions to generate evidence, support learning and inform policy and programme debates.					
3.4 Enhance localization through deeper partnerships with national NGOs and community-based organizations in order to strengthen local capacity, capitalize on local knowledge, strengthen community ownership and expand programme reach in hard-to-access areas.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
Recommendation 4: Efficiency and timeliness. WFP should invest in enhancing the efficiency of its internal processes to enhance the timeliness of interventions. To that end WFP should:	Operational	Country office	Analysis, Planning and Performance Division at global headquarters	Medium	December 2026
4.1 Simplify its vulnerability-based targeting approach by reducing procedural complexity and enhancing community participation in order to accelerate beneficiary identification and minimize delays while ensuring acceptance by the Government and affected people.					
4.2 Strengthen internal coordination and operational planning, further enhancing joint planning among finance, supply chain and programme units, improving expenditure forecasting and reinforcing cooperating partner management to ensure smoother, more timely delivery of assistance.					
4.3 Conduct a detailed review of internal output and outcome monitoring and decision-making processes in order to identify potential bottlenecks that affect timeliness in the revision of activity implementation and adjust procedures accordingly.					
Recommendation 5: Cross-cutting issues. WFP should continue its efforts to mainstream cross-cutting issues across its portfolio in order to ensure equitable, inclusive and evidence-driven programming. To that end WFP should:	Operational	Country office	Gender, Protection and Inclusion Unit at global headquarters	Medium	March 2027
5.1 Expand existing monitoring frameworks focused on measuring differential results across population groups with regard to programmes that are not yet addressing structural inequality and ensure that the evidence generated is systematically used to design and scale models that address the structural inequalities that contribute to food insecurity.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
5.2 Strengthen and scale existing disability-inclusive approaches within relevant programmes – such as social protection and school feeding – in order to improve accessibility and ensure equal participation.					
5.3 Strengthen WFP's focus on youth employment, particularly within resilience programming, building on lessons learned from the Mastercard Foundation programme.					
5.4 Enhance feedback integration and ensure that learning from community feedback mechanisms is consistently integrated into strategic and operational planning.					
5.5 Ensure that adequate provision for evidence generation, learning and knowledge management is embedded in programming, enabling the country office to capitalize on field experience and inform policy debates and programmatic design and decision-making.					
Recommendation 6: Resource mobilization. WFP should strengthen its resource mobilization strategy in order to increase predictability, reduce earmarking and diversify financing sources. To that end WFP should:	Operational	Country office	Partnerships and Innovation Department at global headquarters	Medium	December 2027
6.1 Intensify efforts to secure multi-year and less-earmarked contributions, engaging donors on the operational implications of short-term, highly earmarked funding. This should include advocating the use of thematic or pooled financing mechanisms – particularly for resilience and school feeding – to support integrated, multi-year approaches.					

Recommendations and sub-recommendations	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
6.2 Broaden the financing base by engaging priority private-sector actors through targeted corporate social responsibility partnerships and innovative funding mechanisms, including opportunities in private insurance markets. This should include expanding resource mobilization efforts guided by informed risk assessments and focusing on areas with high potential for collaboration. Engagement modalities could involve co-financing arrangements and the creation of dedicated thematic funds in areas such as school feeding, youth employment and peace.					
6.3 Strengthen collaboration with international financial institutions and the Government in order to mobilize development financing – such as blended finance, debt swaps, climate insurance mechanisms, catastrophe bonds and carbon credit instruments – leveraging WFP's comparative advantage in systems strengthening, service provision and fiduciary and operational reliability.					

Acronyms

CSP	country strategic plan
INAS	Institute for Social Action
INGD	National Institute for Disaster Risk Reduction and Management
NGO	non-governmental organization
UNHAS	United Nations Humanitarian Air Service