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Annual performance report for 2024

Draft decision*

The Board approves the annual performance report for 2024 (WFP/EB.A/2025/4-A), noting that it provides a record of WFP's performance for the year and its progress towards the objectives identified in the strategic plan for 2022–2025 and the corporate results framework. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, to resolution E/2013/L.17 of the United Nations Economic and Social Council and to the decision adopted by the Council of the Food and Agriculture Organization of the United Nations at its 148th Session in 2013, the Board requests that the annual performance report for 2024 be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization, along with the present decision and the Board's decisions and recommendations for 2024.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Focal points:

Mr C. Skau
Deputy Executive Director and
Chief Operating Officer
email: carl.skau@wfp.org

Ms M. Latcovich
Chief of Staff
email: meghan.latcovich@wfp.org

Ms V. Guarnieri
Assistant Executive Director
Programme Operations Department
email: valerie.guarnieri@wfp.org

Ms R. Dagash-Kamara
Assistant Executive Director
Partnerships and Innovation Department
email: rania.dagash@wfp.org

Mr R. van der Zee
Chief Financial Officer
email: robert.vanderzee@wfp.org

Ms W. Bigham
Director
Corporate Planning, Budgeting and Reporting Service
Chief Financial Officer Division
email: wendy.bigham@wfp.org

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Foreword by the Executive Director

In 2024, there was no slowdown in the relentless demand for humanitarian support as new and protracted conflicts, more frequent natural disasters, economic volatility and persistent commodity price inflation fuelled surging rates of hunger in many parts of the world. As always, WFP led the global response to these urgent needs.

Our courageous frontline teams in the Gaza Strip and the Sudan overcame immense barriers and risks to their safety to reach civilians caught in these conflicts with life-saving assistance. Needs soared in neighbouring countries as they grappled with the spillover regional impacts of the crises – including in Lebanon in the Middle East, and South Sudan and Chad in Central Africa. The resurgence of violence in eastern areas of the Democratic Republic of the Congo powered another wave of displaced people, and in Myanmar the intensifying civil war left millions facing severe hunger. Meanwhile, growing civil disorder in Haiti stoked widespread food insecurity. Finally, as the year ended, the fall of the Syrian Government underlined the need for urgent humanitarian assistance as a vital stabilizing force in a perilous period for the country.

WFP received contribution revenues of USD 9.8 billion in 2024, our second highest annual total, yet they represented just 54 percent of identified operational needs. As governments everywhere refocused stretched budgets to deliver on national priorities, the gap between resources and needs remained wide. In response, we conducted a comprehensive review of our organizational structures, and implemented an ambitious efficiency and reform programme to navigate the more complex and challenging landscape facing the entire humanitarian sector, and to equip ourselves to continue delivering on our mission in this new terrain.

As an organization, we recognized that we needed to be even more effective, efficient, focused and streamlined, with greater integration and collaboration among departments and divisions, and a laser focus on delivering for our country teams.

Under WFP's "One Global Headquarters" model, adopted in 2024 and currently being implemented, the regional bureaux are being integrated into headquarters while still being located around the world, and respective functions and responsibilities have been clarified. Key enabling services are being consolidated via a network of global hubs to reduce duplication and fragmentation and bolster cost-effective delivery. In addition, we reduced WFP's programme support and administrative budget by 15 percent in 2024, from a baseline of USD 568 million, and further significant annual reductions are planned until 2026.

WFP has an absolute commitment to being responsible stewards of the donor contributions we receive. In 2024, we also drove substantial progress on reinforcing our corporate assurance controls and processes. We invested in building our country offices' capabilities, designing new systems, developing clearer guidance, and giving frontline teams more tools and support. Partners can be confident that WFP's life-saving food and cash assistance reaches the right hands.

It is equally important that WFP's partners and, critically, the people we serve, can be confident that we distribute assistance purely on the basis of need. Since January 2024, I have served as the Inter-Agency Standing Committee's champion for protection from sexual exploitation, abuse and harassment. In addition to implementing WFP's comprehensive action plan, during my championship we are working with partners across the humanitarian sector to prioritize action that ensures a survivor-centred approach to protection from sexual exploitation, abuse and harassment, and support for cultural change, while building the sector's collective capacity to address this vital issue.

WFP exists to bring hope where there is none, and we do this thanks to the dedication of our global team of inspirational women and men. Yet even as our frontline teams excel themselves, the risks and dangers they face have grown. It is harder for humanitarians to negotiate access to reach people in need. It is more difficult to plan and predict future needs or where new crises will emerge. It is more dangerous than ever before to operate in conflict zones and other challenging regions of the world.

The WFP family was reminded of this painful reality as we mourned the loss of four team members: Mr Benjamin Longit, Mr Mubarak Karbous, Mr Ahmad Musa and Mr Mareng Dau Peter Maker. Humanitarians are not, and should never be, a target. At WFP, we will do everything in our power to support and protect our people.

In 2024, we introduced a duty of care framework to ensure that duty of care is built into all corporate policies and decision-making processes. We are increasing efforts to evaluate risks, reinforce the measures in place to reduce them, strengthen support for health and well-being, and boost organization-wide collaboration on every aspect of this critical corporate priority.

Without doubt, 2024 was a demanding year that put WFP to the test in so many ways. But I am proud of how these challenges have brought out the very best in our global team and nurtured the humanitarian spirit that guides our work. We are ready to face the future and seize the opportunities that lie ahead, including by unleashing the huge potential of technology, innovation and the private sector through ambitious new partnerships for impact.

The world is changing fast, and the challenges facing the humanitarian sector are not going away, so we will continue to be agile and innovative as we adapt and change in response. WFP's great advantage is that our mission is clear. We exist to help as many hungry people as possible and to support them in building a better future. With the support and friendship of our donors and partners, we will continue working tirelessly to deliver for the vulnerable people we all serve.

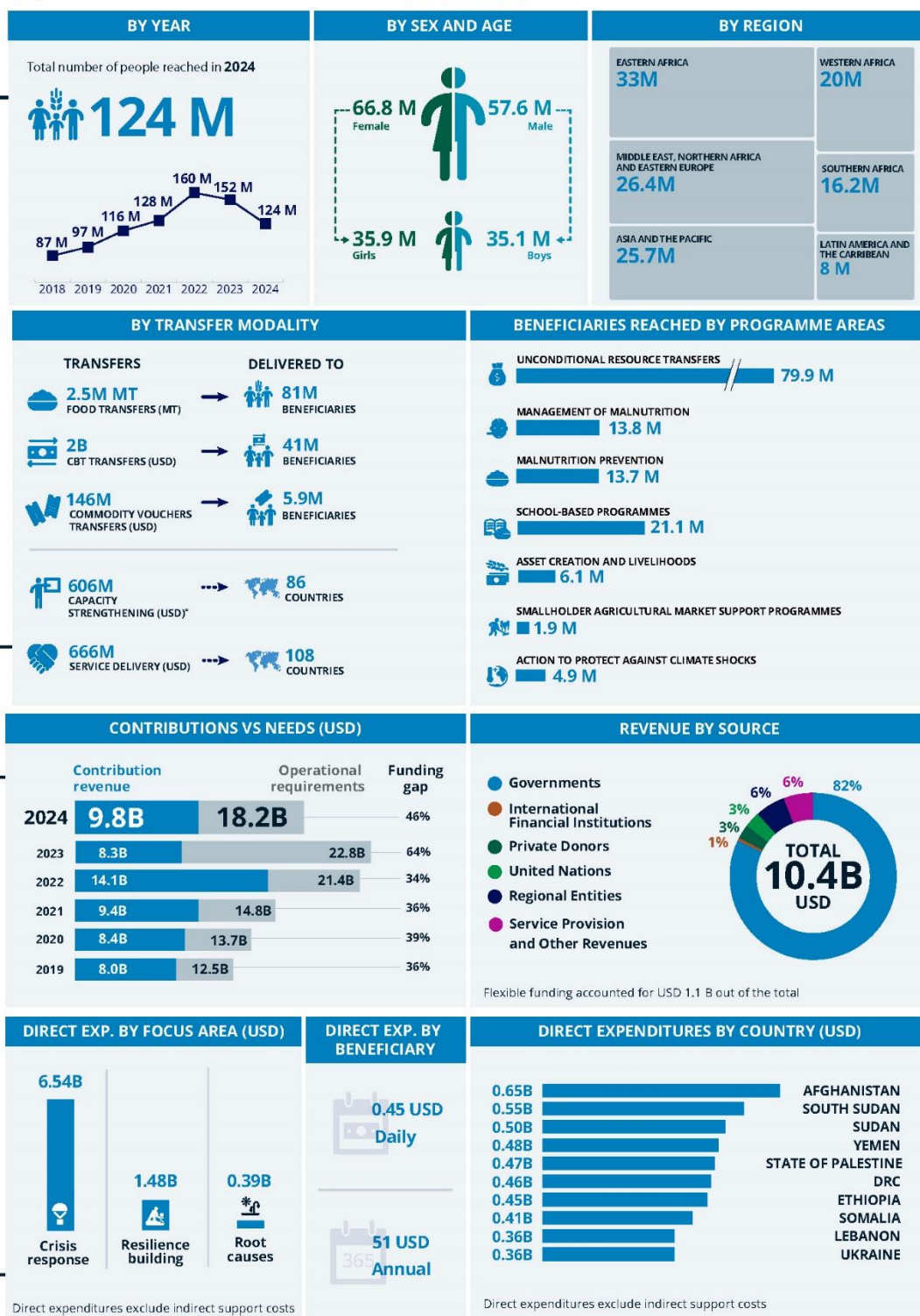


2024 ANNUAL PERFORMANCE REPORT

WFP SNAPSHOT

June 2025

Direct beneficiaries reached



Expenditures & contributions

Executive summary

Overview

WFP and its partners delivered assistance to 124 million people in 2024, despite increasing humanitarian access challenges, funding limitations and operational constraints. This document reports on WFP's results against the corporate results framework for 2022–2025 and the management plan for 2024–2026.

Part I: Introduction

Levels of acute food insecurity remained very high in 2024, driven by new and escalating conflicts, the impact of El Niño, and persistent economic challenges. An estimated 343 million people faced acute hunger in 74 countries, with 44.4 million at “emergency”¹ levels, or worse. A record 1.9 million people endured catastrophic levels of hunger in five countries. Restrictions on access to people in need, and the underfunding of relief operations, also severely undermined humanitarian action.

Part II: Funding and expenditures

Contribution revenue reached USD 9.8 billion – the second highest level on record – covering 54 percent of operational requirements, which were set at USD 18.2 billion. Contributions were highly unpredictable, with expectations of low funding levels at the start of the year, and contributions rising considerably in the latter half; this resulted in high carry-over balances at the start of 2025 due to the lead times for adjusting to the higher resourcing levels and utilizing contributions.

Total direct expenditures amounted to USD 8.4 billion, with 85 percent being allocated to transfer costs, underscoring WFP's continued focus on achieving impact and efficiency. Crisis response accounted for 78 percent of all direct expenditures, but an overall funding shortfall led to severe trade-offs, including the imposition of ration reductions and the scaling back of programmes in key operations, as in Afghanistan, South Sudan, the Syrian Arab Republic and Ukraine, and significant reductions in the number of beneficiaries assisted, causing severe impacts on people and requiring very difficult decision-making with regard to the targeting and prioritization of interventions.

A total of 16.1 billion daily rations were delivered, at an average cost of USD 51 per beneficiary per year, or USD 0.45 per day. In value terms, food transfers accounted for 49 percent of total transfer expenditures, and cash-based transfers for 33 percent.

WFP secured USD 1.09 billion in flexible contributions, equivalent to 11 percent of total revenue. These resources were essential in enabling rapid, adaptive action in underfunded emergency responses. Unearmarked contributions of USD 498 million were allocated among 85 country operations, with a strong focus on highly vulnerable settings.

To increase the continuity of its programmes, WFP mobilized USD 1.2 billion in multi-year contributions, and advanced USD 1.9 billion in internal project lending to 57 operations. Through the WFP Immediate Response Account, the organization disbursed USD 196 million, enabling immediate life-saving action in emergencies.

¹ This means that vulnerable people were facing emergency or catastrophe/famine levels of food insecurity, at phase 4 or phase 5 in the Integrated Food Security Phase Classification.

Against an annual target of USD 350 million, WFP raised USD 336 million from the private sector, including foundations, corporations and individual giving platforms such as ShareTheMeal, with significant contributions directed towards emergency response and innovation.

Part III: Programme performance

Amid record levels of humanitarian need, WFP reached 124 million people with food, nutrition and cash-based assistance, including 90 million people reached through emergency operations. In the face of conflict, climate shocks, constrained access and funding shortfalls, WFP prioritized the scale, speed and strategic impact of interventions under its five strategic outcomes. The organization's ability to adapt and deliver was reinforced through the results achieved under its corporate high-level targets, which provide a benchmark for measuring WFP's performance in contributing to global humanitarian and development outcomes.

In 2024, WFP advanced the roll-out of its global assurance project: a top corporate priority for improving accountability and transparency and embedding a culture of integrity, risk management and assurance throughout WFP. A corporate circular issued in June 2024 codified four global assurance standards² for WFP programmes. Strengthened assurance measures were rolled out in the "highest risk" country offices, with the expectation that these offices would meet the global assurance standards by February 2025, or identify appropriate levels of risk and put suitable controls or mitigation measures in place. Implementation of the global assurance project was still ongoing at the end of 2024.

WFP met or exceeded the targets for systems strengthening, resilience, and enabling services. Progress in emergency response and nutrition was constrained by access challenges and funding limitations. WFP delivered results at scale, despite extraordinary operational and financial constraints. Results under the high-level targets provide a clear picture of WFP's performance in terms of both delivery and remaining gaps.

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

WFP delivered 2.5 million mt of food and USD 2.2 billion in cash-based transfers and commodity vouchers to the most vulnerable people, providing emergency response within an average of one day of sudden-onset crises. Overall, only 25 percent of acutely food-insecure people were reached, of whom 21.4 million were women and children, accounting for 32 percent of the women and children in need.

In crisis settings, WFP used adaptive delivery mechanisms for its food assistance, including community kitchens and emergency safety net programmes, while cash-based transfers responsive to essential needs were implemented in 37 countries, meeting the annual target.

Strategic outcome 2: People have better nutrition, health and education outcomes

WFP reached 38.8 million children with interventions that improved their access to nutrition, health and education services, while 18.8 million pregnant and breastfeeding women and girls, and children under 2 were assisted with nutrition support. A total of 119 million children received school meals through governments or partners, with technical support from WFP, while WFP provided school meals, take-home rations and cash-based transfers directly to 20 million schoolchildren. In 46 percent of national programmes, WFP and its partners delivered a comprehensive package of integrated school health and nutrition services, against an annual target of 76 percent.

² The global assurance standards require that, for every WFP operation, WFP consults with and listens to the people it assists, while respecting their privacy; knows who is being assisted and, at the end of every distribution cycle, who received and who did not receive their assistance; knows that its in-kind assistance is safe, and where it is – from origin to distribution; and maintains operational independence.

Strategic outcome 3: People have improved and sustainable livelihoods

WFP scaled up resilience programming, reaching 99 percent of its target and exceeding expectations under its smallholder and climate risk support activities. WFP reached 20.4 million people with resilience interventions – nearly achieving the target of 20.7 million. Of this total, 6.3 million people were reached through asset creation and skills development interventions, 1.9 million smallholder farmers were supported, 12.2 million people benefited from climate risk protection, and the participation of 337,000 young people and 15,000 enterprises led by young people in agrifood systems was facilitated.

Strategic outcome 4: National programmes and systems are strengthened

WFP significantly outperformed its system strengthening target, with 76 countries supported – 141 percent of the target.³ Emergency preparedness was improved in 70 countries, social protection was expanded in 63, and food system improvements were noted in 65. In 107 countries, national policies included provisions for school meals, while 45 national governments increased the domestic funding of school meal programmes.

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

WFP provided services that enabled operations in 116 countries, reaching 101 percent of high-level target 5 for 2024, with an 88 percent satisfaction rate among service users. The United Nations Humanitarian Air Service transported 355,000 passengers and completed 663 medical evacuations in 21 countries, with 145 partners receiving supply chain services, and 909,000 m³ of humanitarian cargo being handled. WFP procured 133,000 mt of food on behalf of nine governments, and deployed digital beneficiary identity management systems in more than 30 country offices.

Part IV: Management performance

WFP demonstrated strong institutional adaptability amid escalating global challenges. In achieving the targets set for six of the seven management results⁴ under the corporate results framework for 2022–2025, the organization demonstrated its commitment to operational excellence and strategic focus. WFP leveraged partnerships and innovation to deliver critical assistance, reinforcing its role as a pivotal player in addressing global food insecurity. While critical progress was made in reinforcing surge capacity, leveraging private sector engagement, and advancing digital transformation, challenges remained in diversifying the funding base and securing predictable, flexible resources for delivering on long-term goals.

Twenty-one output areas were monitored, among which expectations were met or exceeded in 14. WFP continued to demonstrate institutional strengths in emergency response, innovation and evidence-based learning, while grappling with persistent challenges in mobilizing diversified and flexible funding.

³ High-level target 4 – number of countries with strengthened programmes and systems through WFP support – for 2024 was 54.

⁴ The seven management results under the corporate results framework for 2022–2025 are effectiveness in emergency, people management, engage in effective partnerships, effective funding for zero hunger, evidence and learning, leverage technology, and leverage innovation.

Key highlights

- Effectiveness in emergencies – management result 1: WFP's deployments of surge capacity supported 22 country offices and responded to 31 emergencies. New remote monitoring systems and enhanced emergency protocols, including the use of the corporate alert system and the Immediate Response Account, bolstered timely responses.
- People management – management result 2: Workforce stabilization improved through a reduction in short-term contracts; a new Executive Director's circular set out WFP's vision, definition, principles, accountabilities and governance regarding its duty of care; high levels of compliance with training requirements were achieved; and WFP strengthened its tools for protection from sexual exploitation and abuse. However, outputs reflecting diversity and security in the workplace still fell short of expectations.
- Engage in effective partnerships – management result 3: WFP signed 108 agreements with international financial institutions and programme countries, for a total of USD 947 million. Private sector contributions rose, supporting the provision of 1.34 billion school meals. South-South cooperation initiatives outperformed their targets.
- Effective funding for zero hunger – management result 4: Adhering to the principles of protecting, diversifying and expanding its funding sources, WFP mobilized USD 9.8 billion. However, overreliance on WFP's top donors, limited access to flexible funding and funding from outside the Organisation for Economic Co-operation and Development, and underperformance in the raising of development-related funding hindered the achievement of the target for this management result.
- Evidence and learning – management result 5: The year saw an increase in the uptake of recommendations from audits and evaluations and a reduction in the number of days required for an average investigation cycle. The performance of country strategic plans in terms of outcome indicators improved, but remained below targets.
- Leverage technology – management result 6: WFP kept its critical information technology systems operational for 99.7 percent of the time, launched its first global data strategy and artificial intelligence strategy, and exceeded targets for the digital delivery of cash-based transfers.
- Leverage innovation – management result 7: Performance under this management result exceeded expectations. Innovation programmes reached 61 million people in 90 countries. Other positive impacts included USD 169.9 million in efficiency gains, and the increased use of solutions powered by artificial intelligence to improve operations.

Budgetary and organizational highlights

In 2024, WFP demonstrated robust financial stewardship through disciplined resource planning and implementation. Budget utilization under each of the management results ranged from 70 to 102 percent, with expenditures under management results 3 and 6 exceeding their planned allocations. Programme support and administrative expenditures totalled USD 480.9 million, representing a reduction in the overhead budget of 15 percent, or USD 85 million, within the 2024 calendar year, while country offices and oversight bodies were fully exempted from any reductions. These results reflect WFP's capacity to optimize limited resources while sustaining global operations. As regards further enhancements of efficiency

and management reform, the Executive Director's team identified and addressed key issues: fragmentation, excessive bureaucracy, and the need for more clarity over roles and responsibilities. To streamline the organization, the Executive Director implemented a comprehensive management reform plan at headquarters in Rome, resulting in clear and measurable outcomes and a significantly leaner organizational structure.

Strategic investments in eight critical corporate initiatives bolstered workforce development, emergency effectiveness, and engagement in partnerships, with 61 percent of the resources for the initiatives supporting management results 2, 1 and 3. Efficiency gains of USD 169.9 million were achieved through 59 initiatives in the areas of information technology, logistics, procurement, and administration, underscoring WFP's commitment to accountability and operational excellence.

Governance and reforms

The 2023–2024 assessment of the [Multilateral Organisation Performance Assessment Network](#) gave positive recognition of WFP's performance, validating institutional strengths such as the organization's unique capacity for humanitarian response, and its leadership role. Key areas for improvement included risk and reputation management, the strategic focus on resource-constrained environments, and workforce engagement. These findings are being used to shape the strategic plan for 2026–2029 and have prompted enhancements in risk oversight and organizational learning.

To strengthen governance and operational alignment, WFP's leadership worked with the Executive Board to improve effectiveness and policy formulation. In parallel, a three-phase reorganizational process streamlined the structure of headquarters and regional bureaux. This structural reform, the first two phases of which were completed in 2024, is enhancing institutional coherence, clarifying lines of accountability, and repositioning leadership functions in order to better support field operations and strategic priorities in an increasingly challenging humanitarian environment. In the ongoing third phase of the process, WFP is implementing a new "one global headquarters" model.

1. Part I: Introduction

1.1 Global context in 2024: Widespread and deepening food insecurity amid a global “polycrisis”

1. Rates of acute food insecurity remained very high in 2024, driven by the intertwined crises of new and escalating conflicts, the climate-related impacts of El Niño, and persistent economic challenges. An estimated 343 million people faced acute hunger in 74 of the countries where WFP had an operational presence and available data, with 44.4 million people at “emergency” or worse levels of food insecurity.⁵ Most alarming, a record 1.9 million people endured catastrophic conditions, more than double the number recorded in 2023,⁶ and famine was detected in several areas of the Sudan.⁷
2. With up to 757 million people chronically food-insecure globally, the world is off track to achieving zero hunger by 2030. Undernourishment is on the rise in Africa, while Asia is still home to more than half of the world’s chronically hungry people. The prevalence of food insecurity has remained consistently higher among women than among men, in all regions. One-third of the world’s population – about 2.8 billion people – could not afford a healthy diet in 2024. There has been limited progress in reducing the global prevalence of stunting and wasting, but 45 million children under 5 years of age continue to suffer from wasting, and 148 million are affected by stunting.⁸
3. Armed conflict, including its escalation in Myanmar, the State of Palestine and the Sudan remained a main driver of hunger worldwide, leading to unprecedented levels of catastrophic hunger. All five of the countries where people faced catastrophic conditions – Haiti, Mali, the Gaza Strip in the State of Palestine, South Sudan and the Sudan – experienced high levels of armed violence. Seven out of ten acutely food-insecure people lived in fragile or conflict-affected settings,⁹ and conflict-induced displacement continued to increase. By mid-2024, 123 million people were forcibly displaced, including 72 million internally displaced persons. The Office of the United Nations High Commissioner for Refugees (UNHCR) estimates that the number of people forcibly displaced continued to rise in the second half of 2024.¹⁰
4. Economic challenges continued to undermine food security. While the global economy stabilized after four years of overlapping shocks, growth remained weak.¹¹ The economies of low-income countries grew by an average of just 0.8 percent amid escalating conflict and violence.¹² Trade restrictions surged to five times their average numbers for 2010–2019 as geopolitical tension grew, often affecting poorer countries disproportionately.¹³ Despite easing inflation, food prices remained at least double their

⁵ WFP. 2024. *WFP 2025 Global Outlook*.

⁶ 705,000 people according to the Food Security Information Network and Global Network against Food Crises. 2024. *Global Report on Food Crises 2024: Mid-Year Update*.

⁷ Integrated Food Security Phase Classification. 2024. *Famine Review Committee: Sudan, December 2024*.

⁸ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children’s Fund, WFP and World Health Organization. 2024. *The State of Food Security and Nutrition in the World 2024 – Financing to end hunger, food insecurity and malnutrition in all its forms*.

⁹ WFP. 2024. *WFP 2025 Global Outlook*.

¹⁰ UNHCR. 2024. *Mid-Year Trends 2024*.

¹¹ World Bank. 2025. *Global Economic Prospects: January 2025*.

¹² *Ibid.*

¹³ Centre for Economic Policy Research. 2024. *How geopolitics is changing trade*; World Bank. 2025. *Global Economic Prospects: January 2025*.

pre-pandemic levels in dozens of countries,¹⁴ while heavy debt-servicing burdens constrained economic activity in many low-income countries, with about half of those countries in or close to debt distress.¹⁵

5. The climate crisis continued to devastate vulnerable communities and strain global food systems in 2024, the warmest year on record.¹⁶ El Niño dominated weather patterns between mid-2023 and mid-2024, when it transitioned into La Niña, bringing extreme weather conditions to several regions. El Niño caused severe drought in Southern Africa, with significant impacts on food security, and triggered exceptional flooding in East Africa, the Sahel and parts of Asia, displacing millions of people. The transition to La Niña led to below-average rainfall across North Africa, the western regions of Asia and parts of the Horn of Africa.
6. Shocks such as weather extremes or food price spikes alone do not necessarily trigger food security crises. Hazards turn into disasters when they coincide with the vulnerabilities of many households and communities. Social protection programmes can lessen some of these vulnerabilities by building resilience to shocks, thereby protecting vulnerable people from being caught in downwards spirals of poverty and food insecurity. Currently, 90 percent of the people in low-income countries are not covered by any form of social protection, leaving large swathes of the population vulnerable to risks and shocks and unable to meet their basic needs.¹⁷ Up to 2.1 billion people in the 50 countries most vulnerable to the climate crisis are not covered by any such protection.¹⁸
7. The extent and depth of acute food insecurity in 2024 are a symptom of what an increasing number of experts and policy-makers have described as a “polycrisis”,¹⁹ which occurs when entangled crises affecting multiple global systems – and ranging from more frequent and intense weather extremes to a growing number of conflicts, increased polarization, slow economic growth and debt-related vulnerability to debt coincide, amplifying each other, with disastrous effects. Geopolitical friction intensified in 2024, creating an increasingly complex operating environment for humanitarians. A record 378 aid workers were killed, far surpassing the previous high of 280.²⁰ The underfunding of humanitarian operations added to the challenges: responses to humanitarian appeals reached only 47 percent of requirements, remaining below 50 percent for the second year in a row.²¹

¹⁴ Author’s calculation based on data from [Trading Economics – Food Inflation](#), complemented by data from [Palestinian Central Bureau of Statistics](#) for the Gaza Strip; [Oficina Nacional de Estadística e Información](#) for Cuba; [Reserve Bank of Zimbabwe](#) for Zimbabwe; [WFP Dataviz](#) for the Democratic Republic of the Congo, South Sudan, the Sudan, the Syrian Arab Republic and Yemen; and [Food and Agriculture Organization of the United Nations – Food Price Monitoring and Analysis \(FPMA\) Tool](#) for Myanmar. [Accessed 16 January 2025].

¹⁵ World Bank. 2025. [Global Economic Prospects: January 2025](#).

¹⁶ World Meteorological Organization. 2025. [WMO confirms 2024 as warmest year on record at about 1.55°C above pre-industrial level](#).

¹⁷ International Labour Organization. 2024. [World Social Protection Report 2024–2026: Universal social protection for climate action and a just transition](#).

¹⁸ *Ibid.*

¹⁹ Lawrence, M. and others. 2024. [Global polycrisis: the causal mechanisms of crisis entanglement](#).

²⁰ United Nations. 2024. [2024 deadliest year ever for aid workers, UN humanitarian office reports](#); Aid Worker Security Database. [Aid Worker Security Database](#). [Accessed 6 February 2025].

²¹ [OCHA Humanitarian Action | Overview 2024](#) and [OCHA Humanitarian Action | Overview 2023](#). [Accessed 6 February 2025].

2. Part II: Funding and expenditures

Highlights of this section

- *WFP received its second highest recorded annual revenue of USD 10.4 billion in 2024, of which **USD 9.8 billion was contribution revenue, exceeding the 2024 adjusted funding forecast** and representing 54 percent of the operational needs. Total transfer costs accounted for 85 percent of WFP's direct expenditures of **USD 8.4 billion**. The cost of food transfers represented the highest share, followed by cash-based transfers (CBTs).*
- *Crisis response activities accounted for **78 percent** of direct expenditures, consistent with 2023.*
- *WFP distributed a total of 16.1 billion daily rations costing an average of **USD 51 per beneficiary per year**, or USD 0.45 per beneficiary per day.*

2.1 Overview of WFP's financial position, financial needs and funding mechanisms

Funding and donor base

8. WFP received its second highest annual revenue of USD 10.4 billion in 2024, of which USD 9.8 billion²² was contribution revenue representing 54 percent of operational requirements²³ that totalled USD 18.2 billion.²⁴ This was despite starting the year with expectations of a significant decrease in contributions,
9. In the first quarter of 2024, WFP was forced to adjust its budgeted corporate and operational activities in response to a 20 percent drop in the contribution forecast, which fell from USD 10 billion to USD 8 billion. In light of these financial constraints and increasingly challenging operating environments, WFP revised the 2024 plans for its largest operations in accordance with a prioritized needs-based approach that reassessed the capacity, ability, collective response and resources available to deliver high-quality programmes to the beneficiaries in greatest need.²⁵ These efforts ensure that corporate and operational budgets remained ambitious, but realistic.
10. As the year progressed, the funding outlook improved. In the third quarter of 2024, WFP recorded USD 3.9 billion in contributions, its second highest amount received in a quarter, and ultimately accounting for 40 percent of total contribution revenue for the year.

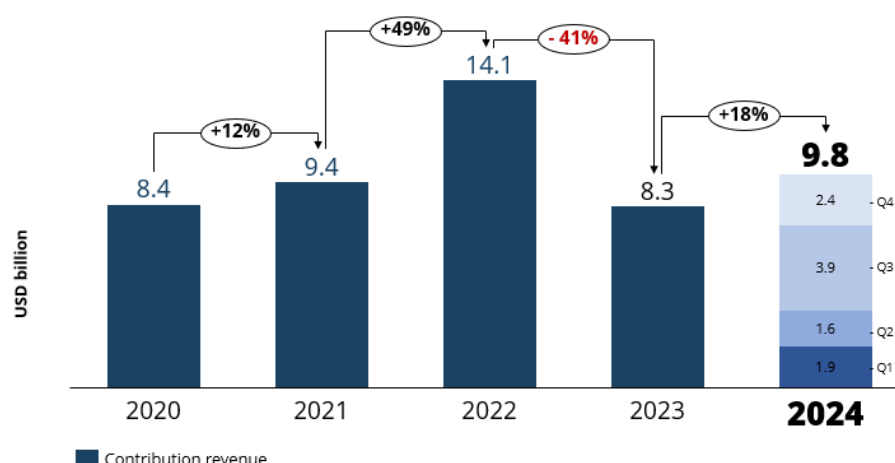
²² This figure includes monetary and in-kind contributions, but excludes other revenue from the provision of mandated and on-demand services, currency exchange differences and other returns on investments.

²³ Approved country portfolio needs as at 31 December 2024.

²⁴ The final budget reflected in statement V of WFP's 2023 annual audited accounts is USD 22.1 billion. The difference between this and operational requirements is due to the treatment of indirect support costs.

²⁵ In response to an increased funding gap in recent years, and to growing challenges in securing resources for its operations, WFP has developed robust guidelines for the revision of its country-level budgetary planning. The new approach continues to focus on the assistance that country offices anticipate being able to deliver, considering country needs, the collective response, and WFP's capacity and ability in the country – its operational potential – and taking into increasing account the resources that country offices can reasonably expect to receive. The new approach will involve enhancing coordination with governments and other stakeholders in order to avoid overlaps and increase synergies, and improving the analysis of contextual challenges and gaps, operational constraints, WFP's comparative advantage, and donor funding trends and forecasts. The reduction in WFP's operational requirements from 2024 to 2025, amid continued high needs, reflects the initial implementation of this new planning approach, which will gradually be adopted by all country offices.

Figure 1: WFP contribution revenue and annual percentage change, 2020–2024 (USD billion)



11. WFP's funding base consists of partnerships with national governments, international financial institutions (IFIs), the private sector and United Nations and thematic funds. Overall, WFP relies on a small number of donors for most of its resources, reflecting a strong and reliable support base despite a challenging funding landscape. In 2024, the share of total contributions from the group comprising all but the top ten donors was 18 percent.
12. In addition to more established funding sources, WFP derived USD 600 million in revenue from service provision contracts. These engagements enable WFP to deliver essential services on behalf of partners, while generating revenue to support broader operational objectives. For example, WFP has entered into agreements for the provision of food supply services, the management of essential medical supply chains, and the design and implementation of programmes for strengthening food systems on behalf of a variety of international partners and financial institutions.
13. WFP signed agreements with 61 programme countries²⁶ for a total value of USD 945 million to support national development priorities. The organization also received direct contributions of USD 88 million²⁷ from IFIs to fund nationally owned programmes in countries with no internationally recognized government. Overall, revenue from programme countries, including those financed by IFIs, amounted to USD 1.03 billion, including service provision engagements.²⁸
14. WFP mobilized USD 336 million from the private sector – including private foundations and charities, non-governmental organizations (NGOs), corporate foundations and individual supporters, many through philanthropic contributions – thus reaching 96 percent of its annual target of USD 350 million. Notably, USD 37 million, or 11 percent of this support, was received as flexible funds, and USD 157 million was directed for emergency response. These results underscore the critical role of private sector partners in enabling life-saving operations, and the growing significance of their contributions to WFP's mission.

²⁶ A programme country is a country in which WFP has an operational presence.

²⁷ This figure does not include direct contributions of USD 9.8 million from the Green Climate Fund.

²⁸ WFP may provide services consistent with its purposes, policies and activities in exchange for payment from the requesting party. Examples of service provision activities include food procurement, logistics services, guest house and accommodation services, and engineering services, among others.

Spotlight on private sector funding in 2024

Private foundations and charities continued to provide funding for innovative approaches, contributing a total of USD 88 million in 2024, including almost USD 37 million from The Church of Jesus Christ of Latter-day Saints, USD 15 million from Mastercard Foundation, USD 17 million from the Gates Foundation and close to USD 14 million from the Novo Nordisk Foundation.

WFP continued to foster long-term partnerships with corporations and corporate foundations, leveraging their technology, expertise and reach and raising USD 122 million.

WFP also continued to attract individual supporters from around the world, receiving USD 116 million in donations from this source – USD 101 million through individual giving via wfp.org, the ShareTheMeal platform and friends' organizations, and USD 15 million from philanthropic contributions.

15. In 2024, WFP received USD 135 million from the United Nations Central Emergency Response Fund (CERF), making it the second highest overall recipient, with 24 percent of total CERF allocations. Funding from the CERF allowed WFP to respond rapidly to crises in 37 countries compared with 32 in 2023. The largest recipients were Bangladesh for a rapid response, Chad and Ethiopia for rapid responses and underfunded emergencies, the Sudan for a rapid response, and Yemen for a rapid response and underfunded emergencies.²⁹ Funding from other United Nations pooled funds and entities³⁰ decreased by 30 percent, to USD 137 million.
16. Climate financing for WFP from governments, IFIs, multilateral climate funds and the private sector doubled between 2021 and 2024, reaching USD 278 million. WFP supported two governments in securing approximately USD 15 million from the Adaptation Fund to implement activities under their national climate change adaptation priorities. WFP secured an additional USD 10 million for a project implemented by the WFP Innovation Accelerator through the Adaptation Fund Climate Innovation Accelerator, which will support pilot climate adaptation innovations in three countries in 2025, with additional countries to be added in the coming years of project implementation.

Flexible and multi-year funding

17. WFP received USD 1.09 billion in flexible funding³¹ from 37 government donors in addition to the private sector. The total number of flexible donors was maintained from 2023, despite global downwards trends in flexible funding. Of the total, USD 471 million came as unearmarked flexible contributions, USD 74 million as contributions to the Immediate Response Account (IRA),³² and USD 544 million as softly earmarked contributions.³³ The total amount of flexible funding decreased compared with 2023, as did the percentage share of flexible funding, which amounted to 11 percent of total contributions, in keeping with global trends.

²⁹ For additional information on how the funds were utilized, please refer to WFP's annual country reports, available at: <https://annualreports.wfp.org>.

³⁰ Including the United Nations Peacebuilding Fund and the Green Climate Fund, among other United Nations funds and agencies. See annex II-A for additional information on contributions by donor.

³¹ Flexible contributions to WFP consist of three types of funding: unearmarked multilateral contributions, contributions for life-saving activities made through the Immediate Response Account, and softly earmarked contributions, which are earmarked at the regional or thematic level but not the country level. WFP began to report on softly earmarked funding in 2022.

³² The number of donors contributing to the IRA remained relatively stable in 2024, at 12 compared with 14 in 2023.

³³ WFP introduced the "softly earmarked" funding category in 2022 to conform with the Grand Bargain definition of flexible funding.

Table 1: Global overview – flexible funding for WFP in 2022–2024

Flexible funds	2022	2023	2024
Total (USD million)	1 307	1 179	1 089
<i>Unearmarked contributions</i>	530	487	471
<i>IRA</i>	98	108	74
<i>Softly earmarked contributions</i>	672	584	544
% growth of flexible funds	n/a*	(10)	(8)
Flexible funds as % of total contributions	9	14	11
No. of flexible donors	35	38	38

* WFP did not introduce the “softly earmarked” funding category until 2022, so there was no equivalent from 2021 against which to compare in 2022. If softly earmarked funding was excluded from the figures, the percentage growth in flexible funds would have been 12 percent in 2022, from USD 562 million in 2021 to USD 628 million in 2022.

18. WFP allocated USD 498 million³⁴ of unearmarked funds to 85 country operations. The largest allocations went to critical operations in Yemen, the Syrian Arab Republic, Afghanistan, Ethiopia and South Sudan.³⁵ Seventy-three percent of unearmarked resources were allocated to crisis response, targeting people facing the highest levels of vulnerability, and 17 percent to resilience initiatives and efforts to address the root causes of hunger, in support of WFP’s changing lives programmes. Ten percent of unearmarked resources were allocated at the country strategic plan (CSP) level, enabling country offices to distribute funds according to their specific needs.
19. In 2024, WFP continued its efforts to better capture and communicate the value of flexible funding, particularly by demonstrating how these resources enable rapid and efficient emergency response. The ongoing efforts aim to integrate emerging evidence into future reporting and enhance donor visibility. While the conflict in the State of Palestine led to widespread market collapse, extreme food shortages and rising malnutrition, flexible funding was pivotal in supporting the emergency response pipeline. In Zimbabwe, flexible resources accounted for 7 percent of total contributions, enabling the country office to support critical, but underfunded crisis response and resilience activities such as those providing urban emergency cash assistance, or strengthening the resilience capacity of smallholder farmers. In Lebanon, WFP provided USD 40.5 million from flexible contributions – the IRA and multilateral unearmarked contributions – enabling rapid and adaptive responses to the escalating crisis. Thanks to flexible resources, WFP was able to swiftly scale up its assistance and adapt its response to reach the people most affected.
20. The proportions of funds earmarked at the CSP and strategic outcome levels were roughly at the same level as in 2023, accounting for 12 and 8 percent, respectively, which is a positive result considering the overall trends in increasing levels of earmarking. Sixty-five percent of confirmed contributions were earmarked at the activity level.

³⁴ The difference between the amount of unearmarked funds allocated – USD 498 million – and the USD 471 million received as contributions is due to the carry-over of contributions from 2023 for allocation in 2024.

³⁵ Countries are listed according to the size of the operation receiving unearmarked funds, and starting with the largest.

21. Predictable funds from multi-year contributions, and those confirmed early in the calendar year, help to ensure the continuity of WFP's operations by allowing the organization to avoid critical funding gaps and pipeline breaks and to establish more strategic relationships with its partners, including governments and cooperating partners. WFP received USD 1.2 billion in multi-year funding in 2024,³⁶ representing 12.6 percent of new confirmed contributions and a 9.8 percent increase compared with 2023.

Advance financing: the Immediate Response Account and internal project lending

22. WFP continued to rely on advance financing mechanisms, including the IRA and internal project lending, to fund anticipatory actions, such as food procurement or the distribution of CBTs, prior to the confirmation of contributions.
23. Through the IRA, 35 country offices received a total of USD 196 million, of which USD 6 million was for emergency preparedness activities. Advance financing from the IRA enabled WFP and its partners to take immediate action in life-saving responses to emergencies. Activities in eight countries³⁷ accounted for 82 percent of total IRA allocations, including USD 56 million allocated to the Sudan to support conflict-affected people.
24. In response to the conflict in Lebanon, WFP approved an immediate scale-up response, which included the exceptional authorization for the release of USD 24 million from the IRA to provide hot meals for 100,000 displaced people affected by the conflict.
25. WFP mobilized USD 274 million to replenish the IRA from various funding sources, securing 69 percent of the target amount of USD 400 million, and comprising USD 74 million from donors, USD 50 million in transfers from the unearmarked portion of the General Fund,³⁸ and USD 147 million from contributions to CSPs to repay IRA advances.
26. In 2024, a total of USD 1.9 billion was advanced as internal project lending for 57 operations. The largest advances were made to address food security crises, with Afghanistan receiving USD 260 million, South Sudan USD 197 million, and Ukraine USD 156 million.

Global Commodity Management Facility

27. Throughout 2024, the Global Commodity Management Facility (GCMF) enabled WFP to reach beneficiaries more effectively and efficiently by providing a steady supply of food, reducing lead times and realizing greater value for money than could be achieved through direct procurement. A total of 1.17 million mt of food, valued at USD 0.93 billion, was delivered to 50 countries through the GCMF.

³⁶ "Multi-year contributions" represent donors' commitments to providing sustainable and predictable funding to WFP for more than one year. Funds are utilized according to an agreed year-by-year implementation schedule, with the donor undertaking to provide a grant for each year of the agreement. The start date of a grant is 1 January of each calendar year following the signing of the agreement, unless specified otherwise. WFP's definition of multi-year contributions differed from that of the Organisation for Economic Co-operation and Development and the Grand Bargain, which specifies a duration of 24 months. This discrepancy has been rectified in 2025 with WFP's adoption of the Grand Bargain definition of multi-year contributions, which will be applied to all reporting from 2025 onwards.

³⁷ Chad, Ethiopia, Haiti, Lebanon, Mozambique, the Sudan, the Syrian Arab Republic and Yemen.

³⁸ Transfers from the programme support and administrative equalization account to replenish the IRA were approved by the Board in November 2022 and June 2023.

28. The GCMF played a critical role in WFP's nutrition prevention initiatives as country offices purchased 187,000 mt of specialized nutritious foods from the facility, at a cost of USD 370 million. This represented 16 percent by volume, and 40 percent by value of all the food purchased from the GCMF by country offices.
29. The GCMF progressively reduced its replenishment activities, aligning its global stocks with the decreased demand and mitigating the risk of losses due to expiring inventory while maintaining the facility as the primary procurement source for country offices. The GCMF's proactive approach to stock management is of particular importance for specialized nutritious foods, which have a limited shelf-life.
30. Food purchases using funds from the GCMF accounted for 54 percent of WFP's food procurement³⁹ – a decrease of 3 percentage points from the 57 percent recorded in 2023.
31. WFP used the GCMF to acquire 213,000 mt of wheat from Ukraine to support operations in Afghanistan, Djibouti, Ethiopia, Somalia, the State of Palestine, the Sudan, the Syrian Arab Republic and Yemen.

Innovative financing

32. Following a consultative process across the organization, and based on external benchmarking, WFP adopted a new innovative finance strategy for 2025–2026 aimed at mobilizing USD 1 billion in resources for WFP operations and catalysing USD 1 billion in funding for programme countries by 2030. The focus is on debt swaps and capital market solutions, structured solutions, innovative climate finance, and exploratory solutions, including faith-based finance and digital financial assets. The focus in 2024 was also on establishing the necessary systems and architecture for integrating innovative financing mechanisms into the portfolio, and engagement with relevant internal stakeholders was continued into 2025.
33. In August, WFP secured a EUR 1.5 million contribution from the Government of Luxembourg for the design of the food security catastrophe bond – an innovative disaster risk financing mechanism aimed at providing protection to up to 2.5 million people in sub-Saharan Africa through the mobilization of USD 100 million in prearranged financing to address severe drought events. With this contribution, in December 2024, WFP entered a design services agreement with the World Bank for the development of the instrument, with the aim of launching it in late 2025 or early 2026. WFP has also been developing investment cases that promote a blended finance approach in Guatemala, Mozambique and Senegal for supporting smallholder farmers through better access to markets, job creation and inclusive risk financing.
34. USD 8.3 million from the Emerging Donor Matching Fund (EDMF) was allocated to covering costs of USD 22.9 million associated with in-kind and cash-based contributions from nine eligible national governments. In Togo, WFP developed a multi-year arrangement based on the EDMF, which secured substantial resources for the organization's work in the country until 2025.
35. Debt relief initiatives – particularly debt-for-development swaps, which redirect funds allocated to debt repayment towards national development goals – help to mobilize valuable resources for national governments. In addition to establishing and implementing traditional debt swaps, WFP explored the development of new mechanisms such as debt-for-food security conversions, engaging in conversations with creditor governments, and exploring new prospects for programme countries.

³⁹ The use of the GCMF reduced the average duration of the procurement process from 143 days under conventional methods to 49 days, a reduction of 66 percent.

2.2 Operational planning and expenditures⁴⁰

Operational requirements and implementation plan

36. By the end of 2024, WFP's total operational requirements reached USD 18.2 billion – an increase of USD 175 million compared with the projected operational requirements of USD 18.0 billion presented in the update to the management plan for 2024–2026.⁴¹ As shown in table 2, the implementation plan at the end of 2024 also grew, amounting to USD 11.6 billion – up from the provisional estimate of USD 10.0 billion. This increase in the implementation plan was due largely to expanded operations in the Democratic Republic of the Congo, South Sudan, the State of Palestine, the Sudan and Ukraine.
37. This section references the 2024 approved requirements for comparisons with previous years and expenditures.

Table 2: Projected and final 2024 operational requirements and implementation plan (USD billion)

	Update to management plan 2024–2026, June 2024		Approved requirements, 31 December 2024	
	Provisional implementation plan	Projected operational requirements	Implementation plan	Operational requirements
2024 requirements	10.0	18.0	11.6	18.2

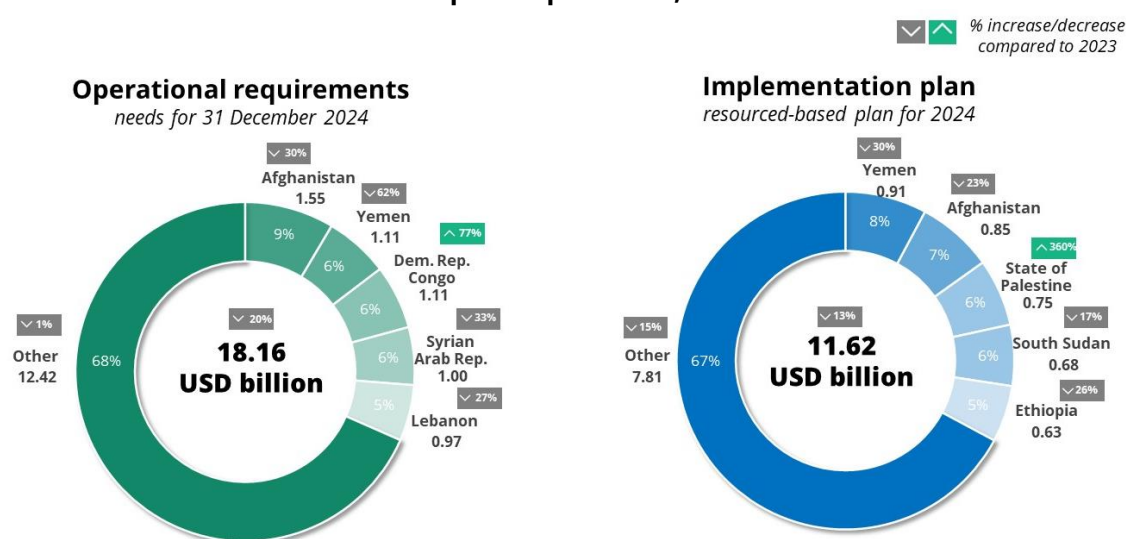
38. WFP's five largest country operations accounted for 32 percent of total requirements in 2024 (figure 2), a share that was notably smaller than in 2023, when the top five accounted for 43 percent. Operational requirements in Afghanistan and Yemen remained the highest among all WFP operations, with broad increases observed across the Middle East as a response to the escalation of conflicts in Lebanon and the State of Palestine.⁴²

⁴⁰ Analysis of expenditure in this section differs from the actual expenses presented in the [audited annual accounts](#) owing to the exclusion of outstanding commitments.

⁴¹ For further information on the original operational requirements please see the [Update to the WFP management plan \(2024–2026\)](#).

⁴² For further information, please see WFP's 2024 [annual country reports for Lebanon and the State of Palestine](#).

Figure 2: Operational requirements and implementation plan – top five operations, 2024*



* Operational requirements and the implementation plan include indirect support costs and are reported as of 31 December 2024.

Direct expenditures by focus area, country, strategic outcome and cost category

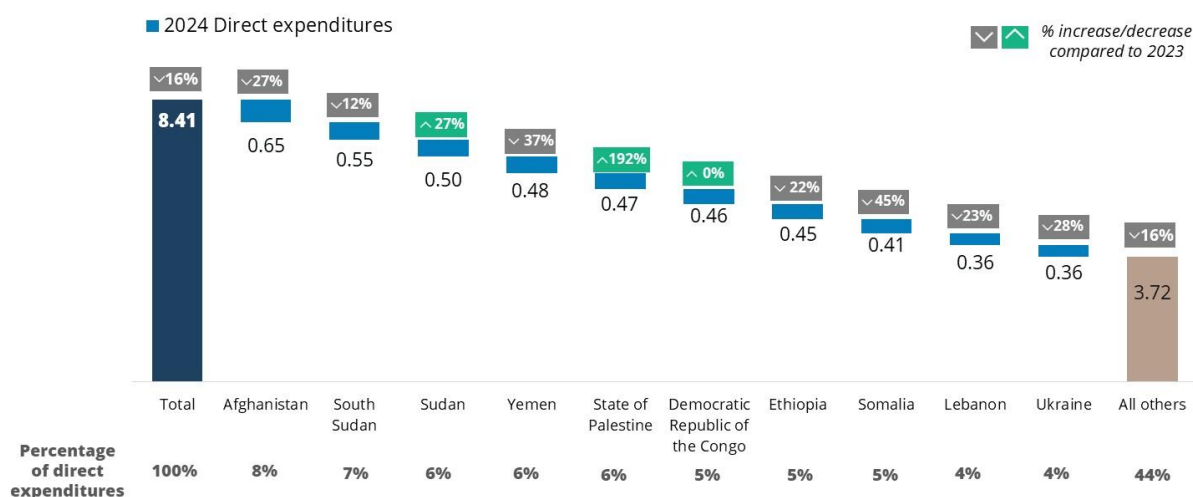
39. Country offices maintained a strong focus on crisis response activities, which accounted for 78 percent of direct expenditures,⁴³ compared with 17 percent for resilience activities, and 5 percent for addressing root causes. As shown in table 3, the share of crisis response expenditures slightly exceeded the levels planned in the implementation plan and operational requirements, reflecting WFP's commitment to prioritizing life-saving interventions during emergencies.

Table 3: Direct expenditures by focus area, 2024

Focus area	Expenditures		Implementation plan		Operational requirements	
	USD million	%	USD million	%	USD million	%
Crisis response	6 536	78	8 185	75	12 930	76
Resilience	1 482	17	2 251	21	3 581	21
Root causes	393	5	490	4	580	3
Total	8 412	100	10 926	100	17 091	100

40. Direct expenditures decreased by 16 percent, or USD 1.6 billion, from USD 10.0 billion in 2023 to USD 8.4 billion in 2024. As shown in figure 3, ten countries accounted for 56 percent of WFP's direct expenditures. Compared with 2023, expenditures decreased in eight of the top ten countries, six of which experienced significant reductions of more than 20 percent. Owing to critical funding shortfalls in 2024, operations in the Syrian Arab Republic and Yemen were forced to either suspend or significantly scale down large parts of their operations. Severe access restrictions also contributed to the lower level of activity under operations in Afghanistan, South Sudan, Ukraine and Yemen.

⁴³ Excluding indirect support costs.

Figure 3: Top ten countries in terms of direct expenditures, 2024 (USD billion)

41. In 2024, WFP utilized 77 percent of its implementation plan, slightly lower than the rate achieved in 2023, when expenditures accounted for 80 percent of the plan. The level of utilization each year often depends on the amount, timing and predictability of contributions, as well as operational constraints, which were more severe in 2024 in WFP's largest operations.

Table 4: Direct expenditures by strategic outcome, 2024

SDG	Strategic outcome	Expenditures		Implementation plan		Operational requirements**	
		USD million	%	USD million	%	USD million	%
2	1 - People are better able to meet their urgent food and nutrition needs	5 510	65	6 911	63	11 120	65
	2 - People have better nutrition, health and education outcomes	887	11	1 374	13	2 236	13
	3 - People have improved and sustainable livelihoods	560	7	892	8	1 368	8
17	4 - National programmes and systems are strengthened	229	3	374	3	460	3
	5 - Humanitarian and development actors are more efficient and effective	708	8	742	7	1 210	7
Direct support costs		519	6	633	6	696	4
Total direct costs*		8 412	100	10 926	100	17 091	100

* Total direct costs differ from the actual expenses presented in the audited annual accounts owing to the exclusion of outstanding commitments.

** Approved operational needs as of 31 December 2024, excluding indirect support costs.

Abbreviation: SDG = Sustainable Development Goal.

42. Table 4 shows that expenditures under strategic outcome 1, “People are better able to meet their urgent food and nutrition needs”, constituted 65 percent of total direct expenditures. Access challenges were prevalent across WFP’s largest operations in the Middle East and Northern Africa. In particular, the country office teams for the State of Palestine, the Sudan, the Syrian Arab Republic and Yemen were hindered from delivering food and CBTs to vulnerable people at the levels outlined in their respective implementation plans.
43. Expenditures under strategic outcome 2, “People have better nutrition, health and education outcomes”, made up to 11 percent of total direct expenditures. The operation in Pakistan accounted for the highest expenditure – of USD 101 million – under strategic outcome 2, exceeding the implementation plan owing to the renewal, until 2026, of WFP’s partnership with the Government on implementing effective nutrition interventions for pregnant and breastfeeding women and girls, and for children.
44. Strategic outcome 3, “People have improved and sustainable livelihoods”, accounted for 7 percent of total direct expenditures. Operations in the Niger and South Sudan accounted for the largest shares of these expenditures in 2024. In both countries, WFP focused its resources on food assistance for assets activities that aim to reverse land degradation, enhance climate resilience and improve access to water.
45. Strategic outcomes 4, “National programmes and systems are strengthened”, and 5, “Humanitarian and development actors are more efficient and effective”, both contribute to Sustainable Development Goal (SDG) 17 in support of strengthened global partnerships, with strategic outcome 4 accounting for 3 percent of total expenditures, and strategic outcome 5 for 8 percent. WFP’s operation in Ukraine accounts for 40 percent of strategic outcome 4 expenditures as the country office continued to work closely with the Government on school meal and cash-based social protection programmes.
46. WFP provided safe and reliable humanitarian air services for 22 operations in 2024. It facilitated humanitarian convoys into hard-to-reach areas, and provided shared storage capacity with other humanitarian and development partners, and telecommunications support in its largest operations, most prominently in Lebanon, the State of Palestine and South Sudan.
47. Expenditures on direct support costs totalled USD 519 million, equivalent to 6 percent of total direct costs across all country operations, and 4 percent of planned operational requirements, for which direct support costs would have been USD 696 million. Direct support costs are largely fixed, including for items such as the rental of facilities and the general running costs of the country office. As such, it is expected that direct support costs are not as elastic as other transfer and implementation costs during periods of reduced activity.

Table 5: Transfer values and associated costs, 2024*

Transfer and associated costs	Expenditures		Implementation plan		Operational requirements	
	USD million	%	USD million	%	USD million	%
Food	3 543	49	4 676	50	7 311	48
CBTs and commodity vouchers	2 372	33	3 148	34	5 649	37
Capacity strengthening	606	8	834	9	1 078	7
Service delivery	666	9	711	8	1 167	8
Total transfer costs	7 187	100	9 369	100	15 205	100
Implementation costs	707		923		1 189	
Total direct operational costs	7 894		10 292		16 394	
Direct support costs	519		633		696	
Total direct costs	8 412		10 926		17 091	

* Total direct costs differ from the actual expenses presented in the audited annual accounts owing to the exclusion of outstanding commitments.

48. Table 5 shows total direct costs by transfer modality. Food and CBTs continued to be WFP's primary transfer modalities, and their expenditures were in line with the implementation plan in terms of the proportions of total transfer costs allocated to each modality, with food accounting for 49 percent, and CBTs for 33 percent. Expenditures for CBTs as a percentage of total transfer costs were slightly lower than in operational requirements. This is because some of WFP's largest operations, including those in Burkina Faso, Chad, Haiti and the Syrian Arab Republic, encountered challenges in scaling up their cash assistance programmes. Each country encountered distinct obstacles based on its operational setting, such as limited engagement from financial service providers, constrained cash availability, and delays in obtaining the necessary approvals from authorities. In Burkina Faso, authorities suspended all cash-based assistance, making in-kind food assistance the only modality available.
49. Food-related expenditures totalled USD 3.5 billion in 2024, an 18 percent decrease from 2023. Food commodities delivered in 2024 amounted to 2.6 million mt, a 32 percent decrease from 2023. WFP's 11 largest operations accounted for 84 percent of the global decrease in food delivered compared with 2023. Funding constraints and access challenges prevented WFP from meeting its planned levels of food distribution.
50. CBT and commodity voucher expenditures totalled USD 2.4 billion across 76 countries, a 25 percent decrease compared with 2023. Operations in Somalia, Lebanon, Afghanistan and Ukraine⁴⁴ together accounted for one third, or USD 780 million, of the total amount. WFP transferred USD 2.1 billion to beneficiaries, 26 percent less than in 2023.

⁴⁴ Countries are listed according to the size of the operation, starting with the largest.

51. Capacity-strengthening expenditures totalled USD 606 million, or 8 percent of transfer costs. The operation in the Sudan accounted for the highest expenditure on capacity strengthening, at more than USD 26 million. In addition, operations in Iraq, Mali, the Niger and South Sudan each had expenditures exceeding USD 20 million.
52. Implementation costs accounted for USD 707 million, or 8 percent, of total expenditures, which is slightly higher than the share of implementation costs as a percentage of total operational requirements, at 7 percent. South Sudan, the Sudan and Yemen accounted for the highest implementation costs owing to the challenges and extra costs associated with gaining access to some of the locations where WFP operates in those countries.

2.3 Expenditures per beneficiary analysis

Figure 4: Summary of expenditures per beneficiary, 2024

 Overall	 Food	 Cash-based transfers	 Commodity vouchers
 0.45 USD Daily	 0.42 USD Daily	 0.51 USD Daily	 0.46 USD Daily
 51 USD Annual	 47 USD Annual	 61 USD Annual	 34 USD Annual

53. WFP distributed a total of 16.1 billion daily rations costing an average of USD 51 per beneficiary per year, or USD 0.45 per beneficiary per day. The daily rations consisted of 10.4 billion food rations, 5.2 billion transfers in cash or value voucher, and 0.4 billion in commodity vouchers (see annex II-D, table 3).
54. The expenditures per beneficiary comprise the transfer value – the cost of the food or the amount of money that is transferred to each beneficiary, the cost of delivering that transfer, and all other associated costs – implementation costs and direct and indirect support costs. Overall, the highest cost component, the transfer, accounted for 81 percent of the total cost per beneficiary. For food, the cost of the commodity and all the direct costs of providing the food transfer accounted for 80 percent of the total costs.⁴⁵ For CBTs, the cost of the transfer, including the value of the transfer and the direct costs of providing it to the beneficiaries, represented 82 percent of the total costs. For further details, see annex II-D.
55. Key cost drivers for the delivery of assistance include external factors such as food and fuel prices and foreign currency exchange rates, and internal factors such as programme design and operational decisions. WFP also continued to enhance its assurance measures, and those of its partners, in order to ensure that assistance reached the targeted beneficiaries in the most appropriate way, and this contributed to some cost increases, particularly in crisis settings.

⁴⁵ The calculation and values presented in the annual performance report for 2023 were different because, for food, the value included only the cost of the commodity and the cost of transporting that commodity to the country of distribution.

56. Reducing ration sizes, shortening the duration of assistance provision, and targeting the most vulnerable beneficiaries are among the approaches used to manage funding shortfalls. Expenditures per beneficiary are analysed together with the intensity of the assistance, which comprises the duration of the assistance provided to a single beneficiary and the value of the daily assistance – in grams, kilocalories or the amount of money – provided to the number of beneficiaries reached. A longer duration of assistance provision may increase the annual expenditures per beneficiary without affecting the daily expenditures per beneficiary, while changes in the value of assistance, such as ration cuts, typically affect daily expenditures per beneficiary and may also affect the annual expenditures per beneficiary. More information, including a breakdown of the costs and duration of assistance provision by programme area, and the expenditures per beneficiary for each programme area and each modality can be found in annex II-D.

3. Part III: Programme performance

Highlights of this section

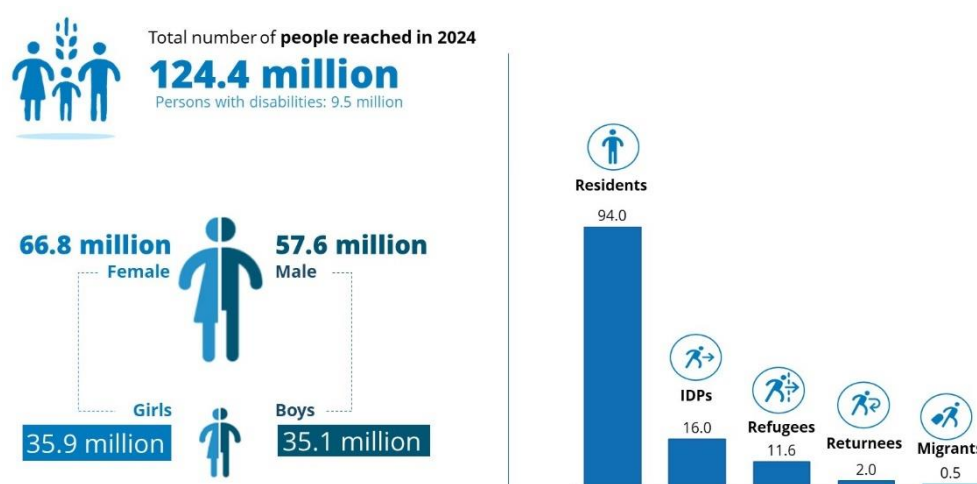
- In 2024, WFP assisted 124 million people directly, delivering life-saving assistance to 90 million of those people. However, record levels of acute food insecurity and constrained humanitarian access in countries such as the State of Palestine and the Sudan, combined with funding shortfalls, meant that WFP was able to meet the needs of only 25 percent of the acutely food-insecure people in targeted countries.
- WFP supported 38.8 million children with school meals and nutrition services – 64 percent of its 2024 target number.
- WFP reached 20.4 million people, representing 99 percent of the high-level target for its interventions aimed at improving livelihoods and managing shocks and stressors.
- WFP surpassed all of its high-level targets related to the strengthening of national programmes and systems, with systems strengthened in 76 countries, social protection programmes expanded in 63, and emergency preparedness improved in 70.
- WFP delivered mandated and on-demand services in 116 countries, exceeding its 2024 targets and achieving an 88 percent satisfaction rate among users.

3.1 WFP's reach: beneficiaries and transfers

WFP's 2024 key programme achievements

BENEFICIARY REACH	EMERGENCY ASSISTANCE	RAPID RESPONSE	NUTRITION IN EMERGENCIES	NUTRITION - FIRST 1,000 DAYS
 124M Beneficiaries directly assisted	 90M People reached through emergency assistance	 24H Median time for the first transfer to reach people in 47 crises	 21.4M women and children benefitting from malnutrition prevention and treatment programmes in 20 emergency countries	 18.8M women and children reached to prevent and treat malnutrition in the first 1,000 days of life
CASH-BASED TRANSFERS	CAPACITY STRENGTHENING	SCHOOL-BASED PROGRAMMES	RESILIENCE AND LIVELIHOODS	SERVICE DELIVERY
 2.2B USD in cash-based operations to 46.9 million beneficiaries to respond to people's essential needs	 76 countries enabled to improve their national social systems toward zero hunger	 20M schoolchildren in 61 countries received school meals, take-home rations or snacks from WFP	 20.4M people assisted to develop more resilient livelihoods	 1,573 Partners supported through all supply chain services

57. WFP provided direct assistance to 124 million people – 90 percent of the revised operational target – through in-kind food deliveries, CBTs, commodity vouchers and individual capacity strengthening initiatives. This total included vulnerable people facing emergency or catastrophe/famine levels of food insecurity – phase 4 or phase 5 in the Integrated Food Security Phase Classification (IPC) – and refugees, migrants and internally displaced persons. Of the total number of people reached, 54 percent were women and girls, 46 percent were men and boys and, overall, 57 percent were children and 7.6 percent were persons with disabilities.



Abbreviations: IDPs = internally displaced persons

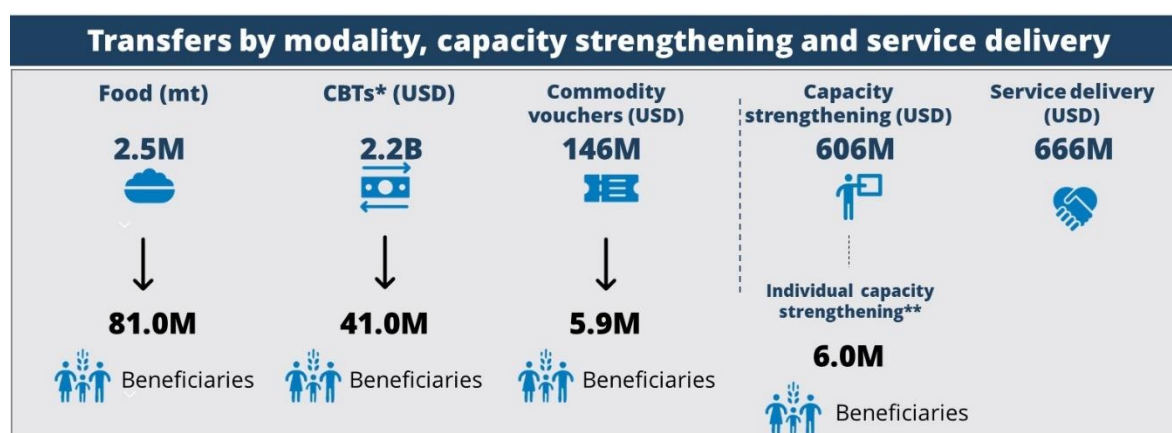
58. Sixty-four percent of all the beneficiaries targeted by WFP received food assistance in the form of unconditional resource transfers consisting of in-kind food, cash or commodity vouchers, and 80 percent of in-kind food and 85 percent of CBTs and vouchers were distributed unconditionally.⁴⁶
59. WFP redoubled its efforts to better match all forms of its planned assistance⁴⁷ to its expected resources in 2024. As a result, the organization distributed 2.5 million mt of food to 81 million people – two thirds of all the beneficiaries that it assisted – in 71 countries. This represents 49 percent of planned food transfers, 3 percentage points higher than the equivalent figure for 2023, with 94 percent of the planned population, or 80.6 million people, receiving in-kind food assistance. The largest decreases in the number of beneficiaries receiving food transfers were in Yemen with –51 percent, Afghanistan with –43 percent and the Syrian Arab Republic with –50 percent, as a result of shortfalls, while the largest increases were in Bangladesh with 231 percent and Malawi with 191 percent, owing to the response to extreme weather events.
60. To deliver its in-kind food assistance, WFP procured 1.97 million mt of food, valued at USD 1.4 billion. Local and regional purchases accounted for 59 percent of food procurement. WFP procured 4.4 percent of the food it purchased from smallholder farmers, with a total of 88,000 mt, valued at USD 59 million. In addition, WFP also delivered the food assistance provided in-kind by donor countries.⁴⁸
61. WFP transferred USD 2.2 billion in CBTs and commodity vouchers in 75 countries, accounting for 42 percent of planned transfers; the same proportion as in 2023. Compared with 2023, the volume of distributions declined by nearly 25 percent: most of the reduction can be attributed to reduced funding, which forced country offices, including those in Lebanon, Somalia, Ukraine and Yemen, to reduce the numbers of beneficiaries assisted or to discontinue specific assistance programmes. In some countries, such as Afghanistan and Burkina Faso, funding restrictions or requests from local authorities required reductions in CBT assistance and a switch to in-kind food. In other settings, a decrease in beneficiary numbers reflected the conclusion of an

⁴⁶ “Conditionality” refers to the activities or obligations – the “conditions” – that a programme participant must fulfil in order to receive assistance, such as attending school, working on a community project or participating in training.

⁴⁷ WFP provides assistance mainly in the forms of in-kind food, cash, vouchers or capacity strengthening support.

⁴⁸ The five largest in-kind contributions were from the United States of America with 1.83 million mt, Ukraine with 32,446 mt, Zambia with 6,733 mt, Saudi Arabia with 4,000 mt, and Malawi with 3,542 mt.

emergency response, such as the response to the earthquake in Türkiye. A total of 46.9 million⁴⁹ people were reached with CBTs or commodity vouchers, representing 83 percent of planned CBT and commodity voucher beneficiaries. Commodity vouchers reached 5.9 million people in 29 countries, representing 5 percent of all the beneficiaries assisted in 2024



* CBTs include value vouchers and commodity vouchers.

** WFP undertakes both country capacity strengthening and individual capacity strengthening, where only those benefiting from individual capacity strengthening activities are counted as direct beneficiaries.

62. As part of WFP's vision of supporting 10 million women and their households through the women's own financial accounts by 2030, USD 267 million was transferred to the accounts of 2.6 million women in 46 countries, with 68 percent of these funds sent via mobile money.⁵⁰ WFP's operations in Jordan, Somalia and Ukraine sent money directly into the accounts of the largest numbers of women.
63. WFP encountered a range of operational challenges when distributing food assistance, in-kind or as CBTs and vouchers. In some settings, WFP was required to pause operations owing to security constraints, access issues and resourcing challenges, which contributed to the implementation of fewer food distributions than planned. In other situations, emergencies required the organization to scale up its assistance and increase the number of beneficiaries targeted.
64. WFP's operation in Yemen faced acute challenges that constrained its ability to assist the people in greatest need and to ensure the safety and security of its employees. As a result, WFP paused operations in northern Yemen until July, when limited operations resumed. During implementation WFP faced attempted obstructions, bureaucratic hurdles and movement restrictions, which curtailed operations. Security incidents, including carjackings, kidnappings and attacks against humanitarian personnel and infrastructure, were constant threats. As shipping lines re-routed vessels to avoid hostilities in the Red Sea, WFP faced higher shipping costs due to increased freight, insurance and fuel costs, and longer lead times for receiving commodities.

⁴⁹ WFP reached 41 million beneficiaries with CBTs, and 5.9 million with commodity vouchers.

⁵⁰ Most of the women supported in this way were the beneficiaries of unrestricted resource transfers. The aim is to achieve the goal of 10 million women reached through cash transfers, microinsurance payouts and microcredit loans.

65. In Bangladesh, unprecedented extreme weather events, including severe monsoon flooding and cyclone Remal, disproportionately affected food-insecure people in the northeast, north and southeast of the country. In response, WFP scaled up its assistance programmes, reaching more beneficiaries and exceeding its planned cash transfer targets.

3.2 WFP's emergency preparedness and response

14,760 staff from 995 institutions participated in WFP-led capacity strengthening activities on emergency preparedness and response 	Activities implemented  Risk monitoring, early warning alerts, cash preparedness measures, broader access to insurance coverage, contingency planning, pre-positioning of stocks, strengthening shock-responsive social protection systems	 WFP supported 70 countries in strengthening their national systems for emergency preparedness and response
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66. WFP prioritizes crisis response activities for people whose lives and livelihoods are under threat. In 2024, of the 124 million beneficiaries reached by WFP, 90 million were assisted with emergency response activities, which transferred 2.2 million mt of food – 88 percent of the total volume of food distributed during the year – and a total of USD 1.7 billion in CBTs and commodity vouchers, representing 77 percent of the total value of CBTs and commodity vouchers distributed in 2024.
67. According to WFP's emergency protocol, operations in 47 countries were classified as being in the "emergency" phase,⁵¹ 28 were "early action and emergency responses", 12 were in the "corporate attention" phase, and 7 were in the "corporate scale-up" phase. The countries with scale-up operations included Chad, South Sudan and the Sudan – which were included in the Sudan regional crisis response – the State of Palestine, the Democratic Republic of the Congo, Lebanon and the Syrian Arab Republic.⁵²
68. WFP's global rapid response team⁵³ ensured the provision of timely emergency support, particularly in Burkina Faso, Chad, Ethiopia, the Gaza Strip, Lebanon and the Sudan. Specialists from the team were deployed for an average of 230 days each in 2024, with each team member providing support in many emergency settings.
69. Fifteen countries drawn from all six regional bureaux received a total of USD 6 million from the IRA for emergency preparedness. These funds supported a range of life-saving emergency preparedness activities focused on specific and immediate risks, including hurricanes, cyclones, floods, drought, armed conflict, displacement, and public health emergencies. The initiative also covered preparedness for regional crises, such as the impacts of El Niño in the Southern Africa region, and the regional escalation of armed

⁵¹ WFP classifies its operations as either "non-emergency" or in one of three emergency phases – "early action and emergency response", "corporate attention", or "corporate scale-up" – according to their severity based on scores derived from five criteria – scale, urgency, complexity, capacity, and risk of failure – adapted from the Inter-Agency Standing Committee's Humanitarian System-Wide Scale-Up Activation Protocols, combined with analyses from early warning systems.

⁵² The figures reported in this paragraph reflect the highest level of emergency phase that a country reached during the year, as determined by the emergency protocol and corporate alert system. Each country is counted only once, based on its most severe classification.

⁵³ The global rapid response team is made up of 15 experts in emergency coordination, logistics, access negotiation, nutrition, and CBTs.

conflict in the Middle East. These efforts have contributed to reducing the costs and scale of emergency response.

70. For example, tropical cyclone Gamane hit Madagascar in March 2024, affecting 530,000 people and displacing 22,700. The provision of advanced financing enabled the timely provision of life-saving assistance for 72,060 affected people in remote and previously inaccessible areas, with distribution timelines that were more than a month shorter than in previous seasons. Advance financing also enabled more cost-effective transport of life-saving supplies and humanitarian personnel, and training on pre-shock preparedness activities for 600 officials from disaster management committees in the districts at greatest risk, thereby strengthening local capacity.
71. Globally, WFP supported 995 emergency preparedness and response institutions through targeted capacity-strengthening efforts. A total of 14,760 employees, mainly from the public sector, participated in capacity-strengthening activities, which provided targeted support for key national partners. In Rwanda and the Caribbean, six national institutions benefited from WFP's emergency preparedness expertise through the secondment of WFP employees. WFP bolstered national coordination mechanisms in 12 countries, focusing on subnational coordination in Ecuador and Indonesia. The organization also contributed to large-scale improvements in emergency preparedness programmes and business processes in multiple countries, reinforcing resilience and the national ownership of programmes and processes. WFP's support led to the endorsement of emergency preparedness policies in five countries, strengthening the foundations for effective national action.
72. Members of the food security cluster⁵⁴ reached 88 million of the 113 million people targeted through the cluster's activities in 29 countries. WFP coordinated the response and provided up to 66 percent of the assistance required in those countries, enabling the cluster to reach 71 million people with food assistance and 32 million people with livelihood support. Food security cluster partners were able to reach only 78 percent of the total number of people targeted owing to a combination of extreme levels of insecurity, conflict and access constraints, and significant funding gaps. As the cluster received only USD 6.6 billion of the USD 15 billion required, all the 600 partners reporting to the cluster indicated that they had been compelled to stretch resources to provide wider coverage.
73. Through the food security cluster, WFP also spearheaded a more holistic approach to preparedness, developing comprehensive ways of assessing risks, mitigating potential impacts, enhancing the timeliness and effectiveness of food security responses, and empowering local leadership.
74. The evaluation of the 2018 emergency preparedness policy found that WFP supported collective preparedness efforts, for example through the work of global humanitarian clusters, and helped to strengthen governments' emergency preparedness. However, gaps in coordination and guidance led to fragmentation, and overstretched resources also limited WFP's ability to implement the policy.

⁵⁴ Led by the Food and Agriculture Organization of the United Nations and WFP, the food security cluster coordinates food security responses during and after a humanitarian crisis, addressing issues of food availability, access, utilization and stability. Through a network of more than 1,000 partners active in 29 countries, the cluster ensures timely, coherent and effective food security interventions at the local and global levels.

3.3 Performance by strategic outcome

Strategic outcome 1 – People are better able to meet their urgent food and nutrition needs

Table 6: Corporate high-level targets – strategic outcome 1

	Lead indicator	Supporting indicator	2021 baseline	2024 actual	2024 target	% achieved
1	Number of countries with populations experiencing famine conditions*		4	5	0	N/A
1.1	Percentage of acutely food insecure people receiving <u>emergency assistance</u> by WFP		38	25	47	53%
1.2	Percentage of women and children in need who benefit from WFP services to prevent and treat wasting		41	32	65	49%
1.3	Percentage of WFP in-kind transfers that are <u>nutritionally adequate</u>		12**	22	65	34%
1.4	Number of countries with cash operations responsive to people's <u>essential needs</u>		N/A	37	37	100%
1.5	Median time for the <u>first WFP transfer</u> to reach people after a sudden-onset emergency		4 days (2020-2021)	1 day	3 days	100%

* This baseline and actual include countries with populations in phase 5 of the IPC, "famine-like conditions".

** There is no baseline for actual/delivered rations. The 12 percent in the table represents the percentage of planned rations assessed as being nutritionally adequate in 2022.

75. People in five⁵⁵ countries experienced catastrophic or famine levels of hunger – high-level target (HLT) lead indicator 1– in IPC/Cadre Harmonisé phase 5:⁵⁶ Haiti, Mali, the State of Palestine, South Sudan and the Sudan. This represents an increase of one country since 2021, but remains unchanged compared with 2023. Conflict was the primary driver of these catastrophic conditions. Refugees returning from the Sudan to South Sudan faced famine-like conditions, while, compared with 2023, the risk of famine loomed in additional regions of the Sudan and the Gaza Strip, putting more than 1 million lives in danger.
76. In the State of Palestine, WFP significantly expanded its distributions of food and cash assistance to address escalating food insecurity, particularly in the Gaza Strip, where people were nearly totally dependent on humanitarian aid. Under strategic outcome 1, WFP assisted 2.1 million vulnerable people in the Gaza Strip and the West Bank – 40 percent more than in 2023. This mitigated famine risks but needs remained unmet owing to extreme food shortages. WFP launched a self-registration platform which enabled 1.7 million people to register for assistance, helping WFP to identify groups at risk more effectively in remote or conflict-affected areas.
77. In Haiti, crises in March and November 2024 left more than 1 million people internally displaced. Targeting people in IPC phases 4 and 5, WFP's interventions included distributions of in-kind food assistance, CBTs or both. WFP was able to implement in-kind distributions in hard-to-reach areas thanks to significant community-level engagement, and hot meals were distributed to 350,000 people. In Cité Soleil, WFP's post-distribution monitoring data suggested a reduction of 14 percentage points in the number of

⁵⁵ Six thousand people in Haiti, 2,600 in Mali, 1.1 million in the State of Palestine, 79,000 in South Sudan, and 755,000 in the Sudan.

⁵⁶ Communities in IPC phase 5 face starvation and soaring malnutrition rates, often must resort to harmful coping mechanisms to survive, and can be rendered fully reliant on humanitarian aid to meet their basic needs. Children are especially vulnerable, as prolonged hunger leads to severe acute malnutrition, risking irreversible harm to their well-being, and loss of life.

beneficiary households experiencing poor food consumption even after receiving WFP assistance.

78. In 2024, the percentage of acutely food-insecure people receiving emergency assistance from WFP – HLT indicator 1.1 – decreased to 25 percent, 22 percentage points below the target for the year. For WFP's operations, this translated into a decrease in the number of people assisted, from 103 million in 2023 to 90 million in 2024, which was due to funding constraints, and severe limitations on humanitarian access to people in need owing to record levels of armed conflict and the proliferation of non-state armed groups. WFP was impeded by other challenges to humanitarian access, such as visa and travel restrictions, customs and import constraints, and other bureaucratic and administrative barriers. In response to these issues, WFP intensified its use of innovative solutions.
79. In the Sudan, for example, WFP adopted new models for CBT and voucher assistance and partnered with community-led kitchens on the delivery of hot meals, allowing it to provide assistance in hard-to-reach areas through national retailers or local partners. As a result, WFP doubled the number of people receiving monthly assistance in the second half of 2024, reaching an average of 2.5 million people per month, compared with 1 million at the start of the year.
80. In late 2024 in Lebanon, WFP scaled up its operations to assist 750,000 people displaced by fighting, supplying hot meals, dry rations and cash assistance to people in shelters and host communities. Following the ceasefire, WFP is adapting its programming to address the needs of returnees and internally displaced persons remaining in shelters or with host communities, and refugees and Syrians who have fled to Lebanon since December 2024. WFP leveraged existing shock-responsive social safety nets by providing a third round of emergency cash assistance to 223,000 Lebanese people from 60,133 households affected by the conflict and not covered by WFP's regular programmes.
81. WFP provided life-saving support for the prevention and treatment of malnutrition to 21.4 million women and children in 20 countries classified as crisis-affected under the corporate alert system and in IPC phase 3 or above, where food insecurity and malnutrition levels were critically high – HLT indicator 1.2. The scale of needs in these countries was unprecedented, particularly in the Democratic Republic of the Congo, the State of Palestine, South Sudan and the Sudan. While WFP reached 79 percent of its operational target, or 27.2 million people, considerable gaps remain between the assistance delivered and the scale of needs⁵⁷ in the targeted countries. This highlights an increasing disparity between the available resources and the growing demand for nutrition support.
82. Ensuring that WFP's in-kind food assistance meets the standards for nutritional adequacy⁵⁸ – HLT indicator 1.3 – is essential for safeguarding the health and resilience of vulnerable communities. WFP aimed to ensure that 65 percent of its planned rations were nutritionally adequate, but only 22 percent met this target. While some progress has been made since 2023, when only 12 percent of planned rations were nutritionally adequate, increasing needs, reduced funding and operational constraints continue to affect WFP's

⁵⁷ The 27.2 million people reached by WFP represented only 32 percent of the total number of people in need in those countries.

⁵⁸ Nutritionally adequate rations are defined as those that meet macronutrient and micronutrient needs by providing 2,100 kcal per person – adjusted if beneficiaries partially meet their own needs – with 10 to 12 percent of calories from protein, at least 17 percent from fat, less than 10 percent from sugar, and at least 9 percent from fortified oil and cereals or fortified blended foods, and providing at least 75 percent of vitamin A, iron, iodine, zinc and other micronutrient needs, and about 5 g of iodized salt per day. If fortification is not possible, a diverse range of foods must be consumed in order to ensure minimum micronutrient standards.

capacity to fully meet the standards for nutritional adequacy for its in-kind food assistance. In August 2024, WFP launched a high-level task force focused on addressing bottlenecks and introducing innovative solutions to support data-driven decision-making on nutritionally adequate assistance. WFP's methodology for assessing nutrition adequacy – HLT indicator 1.3 – was refined to better reflect operational efficiency and enable country offices to design programmes that comply with fortification standards, WFP's improved nutrient adequacy assessment, and optimized data collection methods. WFP also leveraged the Optimus tool to identify cost-efficient ways of improving ration quality, thereby supporting smarter commodity choices at the country level. In line with these efforts, WFP aimed to scale up fortification initiatives in 60 countries by delivering fortified staple foods through food assistance and school meals, and in an additional 16 countries through the strengthening of national capacity.

83. In its cash-based operations, WFP aimed to distribute assistance to the women in targeted households in order to ensure that they had the right resources to meet their households' food, nutrition and other essential needs. WFP implemented cash-based activities to meet food and other essential needs in 37 countries – HLT indicator 1.4 – including in major operations in Afghanistan, the Democratic Republic of the Congo, Lebanon, Somalia and Ukraine. These efforts allowed the transfer of USD 498 million into the accounts of 4.8 million people. Combined with financial literacy training for women, this helped many people to take steps towards participation in the formal economy.
84. Despite an increase in sudden-onset emergencies, WFP exceeded its target for HLT indicator 1.5, responding to such emergencies within a median time of one day. In 50 percent of cases, WFP was able to provide beneficiaries with hot meals, dry rations or CBTs within 24 hours of the onset of an emergency thanks to its operational presence in the affected areas, the flexibility it had to reallocate resources, its pre-positioning of supplies, as in Honduras and Lebanon, and its use of social protection networks, as in Lebanon and the Philippines. Security constraints, damaged infrastructure and delayed requests for assistance from national governments were among the main factors leading to initial response times exceeding 72 hours.

Strategic outcome 2 – People have better nutrition, health and education outcomes

Table 7: Corporate high-level targets – strategic outcome 2

		2021 baseline	2024 actual	2024 target	% achieved
	Lead indicator				
2	Number of children with access to improved health, nutrition, and education services with WFP assistance (million)	32.3 (2020)	38.8	61	64%
2.1	Number of women and children that benefit from WFP services designed to prevent and treat malnutrition including the <u>first 1,000 days of life</u> (million)	17.3	18.8	34	55%
2.2	Number of children that receive nutritious meals in schools as a contribution to the <u>next 7,000 days</u> (million) - from WFP - from governments and partners*	15 91	20 119	27 91	74% 131%
2.3	Percentage of national school feeding programmes delivering a <u>comprehensive package of school health and nutrition services</u> thanks to WFP and partners' support*	61%	46%	76%	61%

* Data is collected and published on a biennial basis. The most recent data is from the *State of School Feeding Worldwide 2024* (forthcoming).

85. WFP provided 38.8 million children with access to improved health, nutrition and education services, achieving 64 percent of its target for HLT lead indicator 2.
86. Funding shortfalls in early 2024 led to ration cuts in many countries, constraining WFP's ability to meet growing nutrition-related needs. Nonetheless, WFP reached more than 27 million people with nutrition services, including pregnant and breastfeeding women and girls and children under 5 who were at high risk of malnutrition in 55 countries. More than 18 million pregnant and breastfeeding women and girls and children under 2 in the countries with ration cuts received specialized services for the prevention and treatment of malnutrition during the critical first 1,000 days of life – HLT indicator 2.1. This represents 55 percent of the 2024 target of 34 million. WFP prioritized life-saving nutrition programmes, but funding gaps and ration cuts in many countries prevented it from fully meeting its targets.
87. Under HLT indicator 2.2, WFP uses two approaches to ensure that children receive nutritious school meals: the provision of technical support to governments and partners; and the direct provision of food to children and their households. In 2024, 119 million children in 78 countries received school meals through governments or other partners, with technical support from WFP, representing an 11 percent increase from 2023 and exceeding the 2024 target of 91 million by 31 percent.
88. WFP also collaborated with governments in 61 countries to provide school meals, take-home rations and CBTs directly to 20 million schoolchildren. This marks a 7 percent decrease from 2023 and is 74 percent of the 2024 target. The decline in the number of people assisted by WFP was due in part to funding, security, access and logistics constraints; some reductions, such as those in Cambodia and Iraq, were also a result of the progress made in transferring school meal programmes to national ownership.
89. WFP also integrated school-based programmes with complementary health and nutrition interventions. In 46 percent of national school meal programmes in surveyed countries, a comprehensive package of four or more school health and nutrition services was delivered with support from WFP and its partners – HLT indicator 2.3.⁵⁹ This marks an increase from 32 percent in 2023, but is still short of the 76 percent target for 2024. The gradual increase reflected progress made in supporting governments in implementing school health and nutrition interventions.

Strategic outcome 3 – People have improved and sustainable livelihoods

Table 8: Corporate high-level targets – strategic outcome 3

		2021 baseline	2024 actual	2024 target	% achieved
	Lead indicator				
3	Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance (million)	14	20.4	20.7	99%
3.1	Number of people that benefit from <u>resilience building initiatives</u> , which strengthen the livelihood asset base including ecosystems (million)	10	6.3	13.7	46%
3.2	Number of smallholders benefiting from WFP support that improved <u>value chains and strengthened market services</u> (million)	0.41	1.9	1.2	154%
3.3	Number of people with <u>financial protection from climate hazards</u> (million)	3.5	12.2	7.6	161%

⁵⁹ The complementary school health and nutrition services considered under this high-level target include handwashing initiatives, deworming, weight measurement, height measurement, menstrual hygiene, eye testing, dental cleansing, hearing testing and anaemia testing.

90. The updated 2024 resilience policy emphasized that strengthened sustainable and adaptable livelihoods constitute the backbone of increased resilience to shocks and stressors among people and communities. HLT lead indicator 3 reflects the number of people in fragile and risk-prone settings who received WFP's support in improving their livelihoods and managing shocks and stressors, ultimately improving food security and nutrition. In 2024, WFP supported 20.4 million people in developing more resilient livelihoods, a 46 percent increase from the 2021 baseline of 14 million and close to the 2024 target of 20.7 million.
91. Among the approximately 6.3 million individuals benefiting from asset creation, livelihoods and skills development initiatives – HLT indicator 3.1 – 5.4 million in 51 countries participated in food assistance for assets activities, and 800,000 people in 25 countries received support through food assistance for training. The overall reduction in the number of beneficiaries in 2024 compared with the baseline resulted from funding constraints in all of WFP's programme areas, while access challenges hindered implementation in Afghanistan, the Central African Republic, Mali, Pakistan, Senegal, the Sudan and Yemen. This reduction was also reflected in the 2024 operational requirements, which were based on a planned beneficiary count that was 5.4 million lower than in 2023.
92. WFP assisted 1.9 million smallholder farmers in 51 countries in improving value chains and market access, exceeding the target for HLT indicator 3.2 by 54 percent. This represents steady progress from the 2021 baseline, and highlights WFP's continued commitment to enhancing smallholder farmers' livelihoods through improved post-harvest management and market integration, in accordance with national development plans.
93. Another high note concerns financial protection against extreme weather events: WFP surpassed its target for HLT indicator 3.3 by 61 percent, providing 6.2 million people with anticipatory action mechanisms, and 6 million with disaster risk financing. Increased support from donors and thematic funding, and direct requests from host governments enabled country offices to increase their capacity to anticipate and mitigate the effects of extreme weather events on food systems, using forecasting technologies and early warning systems, and transferring the risks to insurance companies. Of WFP's 26 country offices with active anticipatory action frameworks, 14 expanded or revised their frameworks, covering an additional 2.1 million people in 2024. Fifteen country offices expanded their disaster risk financing coverage, resulting in 920,000 more people being insured.

Strategic outcome 4 – National programmes and systems are strengthened

Table 9: Corporate high-level targets – strategic outcome 4

		2021 baseline	2024 actual	2024 target	% achieved
	■ Lead indicator ■ Supporting indicator				
4	Number of countries that have strengthened programmes and systems with WFP support	49	76	54	141%
4.1	Number of countries better prepared for and able to respond to emergencies through national systems	30	70	60*	117%
4.2	Number of countries whose national social protection systems better contribute to people's food security, healthy diets and ability to meet essential needs and/or manage risks	47	63	56	113%
4.3	Number of countries where WFP contributes to making food systems more sustainable and resilient	36	65	42	155%
4.4	Number of countries which have committed and/or increased their commitments to school feeding programmes in their:	41	107	45	238%
	- national policies**	0	45	38*	118%
	- budgets**				

* Revised upwards in the management plan (2025–2027).

** Data for this is collected and published on a biennial basis. The most recent data is from the *State of School Feeding Worldwide 2024* (forthcoming).

94. The 141 percent achievement of the target for strengthening national and subnational programmes and systems – HLT lead indicator 4 – reflects strong demand from national stakeholders for WFP's support in strengthening national capacity to work towards zero hunger, in all the regions where WFP operates. WFP contributed to the formulation or endorsement of more than 60 policies and laws in 23 countries.⁶⁰ WFP's support for country capacity strengthening also helped national stakeholders to secure more than USD 1.2 billion in resources for their systems and programmes in 2024, channelling critical funds to advance the food security and nutrition status of people in 24 countries. As a result of WFP's engagement in country capacity strengthening, 18 countries enhanced the design and delivery at scale of their national programmes for protecting their populations from hunger and malnutrition, while improved business processes⁶¹ contributed to more efficient management of national institutions in 15 countries. WFP's training and coaching initiatives helped to improve the knowledge and skills of national organizations in 16 countries.
95. A summary of evidence from evaluations⁶² in 2024 demonstrates WFP's wide-ranging contributions to systems strengthening, with sustainable changes in national capacity achieved through effective, long-term partnerships.⁶³ In Cambodia, Ghana, Mozambique, Namibia, the Sudan and Zambia, WFP strengthened governments' capacity to conduct

⁶⁰ These policies and laws aim to bring improvements to nutrition, emergency preparedness and response, social protection, school meals and food systems at the national and subnational levels. In Somalia, WFP supported the Southwest State Ministry of Humanitarian and Disaster Management in developing a policy on aid diversion aimed at ensuring the effective, equitable and timely delivery of assistance to targeted people and communities.

⁶¹ In Nepal, WFP supported the design and roll-out of an improved governance model for local infrastructure, including management procedures and implementation guidelines, which has been adopted by 100 local governments. This has contributed to improved public financial management and enhanced accountability, as confirmed in an assessment of the effectiveness of the technical assistance provided through this programme, funded by the Government of the United Kingdom of Great Britain and Northern Ireland.

⁶² This sample includes 29 CSP evaluations, 15 decentralized evaluations, two policy evaluations and one strategic evaluation. All evaluation reports were finalized during the period from 2022 to 2024 and rated "satisfactory" or higher in the Office of Evaluation's post-hoc quality assessment system.

⁶³ WFP. 2025. *Summary of Evaluation Evidence: Country Capacity Strengthening*.

autonomous food security analyses and vulnerability assessments. WFP collaborated with private food manufacturers to scale up the production of nutritious foods and create sustainable market demand that benefits smallholder farmers in Ghana, India, Pakistan and Zambia.

Supporting efficiency gains in India's food-based social protection system

WFP continued to support the Government of India in enhancing the efficiency of its targeted public distribution system, the world's largest food distribution programme, which reaches more than 800 million people through a network of 500,000 fair price shops. WFP mapped more efficient routes between grain warehouses and distribution points, optimizing supply chains, enabling 15 state governments to save USD 15 million in transport costs, and reducing carbon emissions by 31 percent. WFP also further scaled up innovative solutions such as the Annapurta automated grain dispenser – which functions in a similar way to a bank's automated teller machine, but for grain – providing 24-hour access and reducing grain spillage at fair price shops that serve 720,000 people.

96. Since the start of implementation of the strategic plan for 2022–2025, WFP has ensured that 70 countries are better prepared for, and able to respond to, emergencies through its work with national systems and its support for national actors, surpassing the 2024 target of 17 percent – HLT indicator 4.1. This included strengthening governments' social protection systems for shock-responsiveness, enhancing early warning and hazard analysis, and anticipatory action; optimizing humanitarian supply chains; and strengthening disaster risk governance for more effective crisis management. WFP worked closely with the Government of the Plurinational State of Bolivia to address emerging humanitarian risks linked to economic instability and El Niño-related extreme weather events: through the United Nations Emergency Technical Team, WFP enhanced preparedness efforts, enabling a swift response that delivered assistance to local governments and affected communities within weeks of an event. This collaboration also strengthened WFP's role in emergency response, leading to a partnership with the national confederation for Indigenous rights, CIDOB.⁶⁴
97. Contributing to its achievement of SDG target 1.3, which is focused on the implementation of nationally appropriate social protection systems and measures for all people, WFP exceeded its target for HLT indicator 4.2 by 13 percent. Through its supporting role, WFP helped to strengthen national systems through evidence-based policy and programme support in all of the regions where it operates. In Kenya, WFP supported the Government in enrolling an additional 500,000 households into the Inua Jamii cash transfer programme,⁶⁵ bringing the total enrolled to 1.7 million households, and moving closer to the national coverage target of 2.5 million by 2026. WFP helped to expand Kenya's social registry model into a further 23 counties, targeting the most vulnerable people for cash transfers, and supporting the Government in revising its national social protection policy and expanding its coverage.
98. WFP helped to make food systems more sustainable and resilient in 65 countries by applying a food systems lens to the design and implementation of interventions. By addressing the drivers of vulnerability in national food systems in an integrated manner, and fostering collaboration with national authorities, the private sector, NGOs and

⁶⁴ *Confederación de Pueblos Indígenas del Oriente Boliviano.*

⁶⁵ The Inua Jamii is the Government of Kenya's flagship unconditional national safety net programme which provides cash transfers for orphans and other vulnerable children, older people, people with severe disabilities, and the most vulnerable and poor people.

academia, WFP ensured that its interventions were effective and sustainable beyond the initial support provided.

99. School meal programmes were a particular success, with 107 countries committing to school meal programmes in their national policies, an increase of more than 50 percent from 2023, and substantially exceeding the 2024 target – HLT indicator 4.4. In addition, 45 countries increased their national financial commitments to school meal programmes, compared with a target of 38. These included countries with increasing national ownership of school meal programmes, such as Armenia, Benin and Cambodia, among several others. Governments’ growing investments in school meal programmes are linked to the continued expansion and evolution of the School Meals Coalition as a global movement. WFP serves as the secretariat to the coalition.

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

Table 10: Corporate high-level targets – strategic outcome 5

		2021 baseline	2024 actual	2024 target	% achieved
	■ Lead indicator ■ Supporting indicator				
5	Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions	N/A	116	114*	101%
5.1	Share of countries in which governments or partners avail themselves of WFP “mandated” services out of all countries where the UNCT requests and the IASC endorses activation of “mandated” services (percentage)	N/A	100%	100%	100%
5.2	Number of countries in which governments or partners request and benefit from WFP “on-demand” solutions and services	N/A	116	114*	101%
5.3	Percentage of <u>users satisfied</u> with the services provided	80%	88%	80%	110%

* Revised upwards in the management plan for 2025–2027.

Abbreviations: IASC = Inter-Agency Standing Committee; UNCT = United Nations country team.

100. WFP provided mandated and on-demand services⁶⁶ in 116 countries – HLT lead indicator 5 – exceeding its 2024 target. This result reflects the reach of the global shared services delivered through the United Nations booking hub, which operates in 116 countries, including some where WFP has no in-country operational presence and the services are provided through WFP’s Pacific and Caribbean offices.
101. Regarding HLT indicator 5.1, WFP met 100 percent of the requests of United Nations country teams for Inter-Agency Standing Committee (IASC)-endorsed mandated services – including through the logistics, emergency telecommunications and food security clusters, and the United Nations Humanitarian Air Service (UNHAS) – while also providing cluster-related services in countries where the IASC had not endorsed a cluster activation, making a total of 56 countries served.
- Through its mandated services, UNHAS ensured safe and reliable passenger and light cargo transport, and medical evacuations, in 21 countries.

⁶⁶ Mandated services include UNHAS, the United Nations Humanitarian Response Depot and cluster services, and are made available during a crisis response when requested by the humanitarian coordinator and endorsed by the IASC. On-demand services include those for supply chains, CBTs, data and analytics, engineering, administration, technology, and other areas where WFP has expertise; they are provided by WFP to external parties, in exchange for payment.

- The WFP-led logistics cluster facilitated the provision of common logistics services, coordination support and information management in 45 countries, including the provision of emergency support in 16 IASC-activated operations, and emergency preparedness support in both activated and non-activated operations.
 - In addition to its co-leadership of support for emergency responses in 25 countries through officially activated food security clusters, WFP and the cluster also supported humanitarian responses in Bangladesh, Burundi, El Salvador, Guatemala, Haiti and Pakistan, working through the sectors or working groups to coordinate the provision of services that included the delivery of humanitarian needs overviews, humanitarian response plans and flash appeals.
 - The emergency telecommunications cluster implemented responses to ten emergencies in 2024 – eight of which were formally activated by the IASC – benefiting 10,500 humanitarian users from 145 organizations. The cluster also provided data connectivity for 3,300 community members in Burkina Faso, Mauritania and the Niger through the Sahel project,⁶⁷ and supported preparedness activities in Botswana, the Caribbean, the Dominican Republic, Malawi and Rwanda, and for the Pacific Islands country team.
102. WFP delivered on-demand services and advisory solutions for humanitarian and development partners in 116 countries – HLT indicator 5.2 – a significant increase from 82 countries in 2023. These services were in the areas of supply chains in 44 countries, data and analytics in 10, CBTs in 52, technology in 55, administration in 116, and engineering in 6, all of which demonstrated year-on-year growth.
103. WFP provided on-demand supply chain services to 145 clients, and managed 909,244 m³ of cargo on behalf of other humanitarian organizations and governments by providing storage, transport, fuel and food procurement services with a total value of USD 291.1 million, up from USD 131.2 million in 2023.⁶⁸ The organization also procured 133,075 mt of food on behalf of nine governments, and developed corporate guidance on standardized services. Cash transfer services supported United Nations partners and NGOs in 52 countries, including through a government-to-person payment service for Lebanon's social safety net project, which facilitated the transfer of USD 80.3 million to 166,000 households.
104. WFP offered accommodation, mobility and carpooling services for United Nations partners via the United Nations booking hub, reaching approximately 4.5 million customers and 21 United Nations entities since 2023. Engineering services in six countries delivered critical infrastructure such as temperature-controlled warehouses, and strengthened local government capacity. In the Central African Republic and Haiti, services provided by WFP and funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria enhanced public health infrastructure and local technical expertise.
105. WFP's fast information technology and telecommunications emergency and support team (FITTEST) and the global emergency telecommunications cluster played a key role in emergency response, capacity building and digital transformation. FITTEST supported 55 countries by providing expert assistance, equipment, network design, and training, with the most significant contributions being made in the Gaza Strip, Lebanon and the Sudan. Collaborating with the emergency telecommunications cluster, the FITTEST team

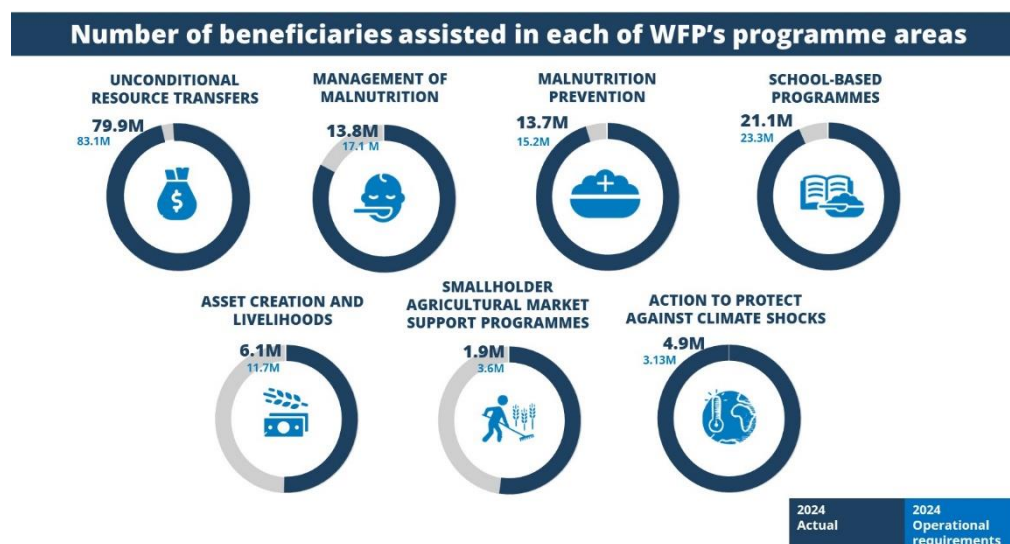
⁶⁷ As part of the Sahel Project, WFP and the Government of Luxembourg are collaborating on the establishment of internet connectivity for Malian refugees in Mauritania with the aim of bridging the digital divide in a region where only 22 percent of the population has internet access, and 34 percent is connected to the electricity network.

⁶⁸ The increase is due to the inclusion of government-to-people payment services in this category of services.

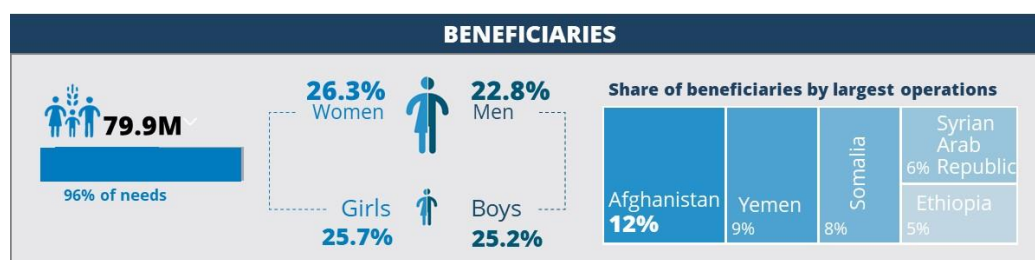
also contributed to emergency responses, training programmes such as GearUP,⁶⁹ and the development of the telecommunications security standards, TESS+, thereby improving global infrastructure. The digital tool, PRISM,⁷⁰ is operational for governments in six countries, and region-wide in Western Africa, where it covers an additional 22 countries, while WFP's DataViz services⁷¹ were provided to the Government of Guinea-Bissau.

106. Overall, WFP achieved an 88 percent user satisfaction rate for its mandated and on-demand services, surpassing the 2024 target for HLT indicator 5.3.

3.4 Highlights from key programme areas



Unconditional resource transfers



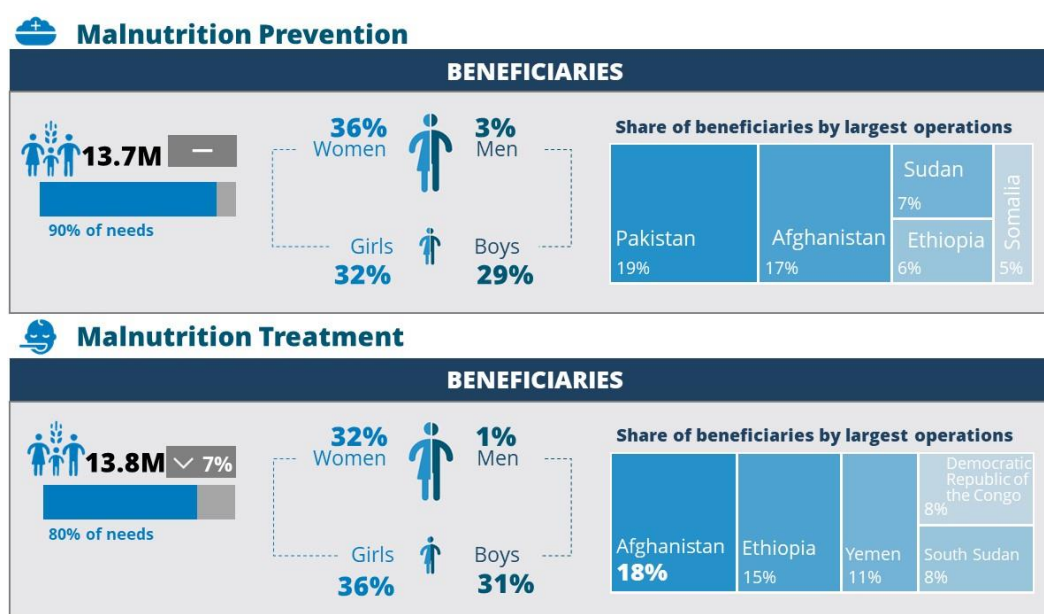
⁶⁹ GearUP is a large-scale inter-agency operation and functional training exercise designed to expand the emergency response capabilities of the emergency telecommunications and logistics clusters. It provides personnel from participating organizations with opportunities to practise and receive training on various emergency response functions, and to support each other as they would in a real emergency.

⁷⁰ PRISM is a real-time monitoring and early warning tool that leverages data and satellite analytics to enhance disaster preparedness and humanitarian response.

⁷¹ DataViz services use an interactive platform to visualize data on food security, the economy and the climate that facilitate evidence-based humanitarian decision-making.

107. Unconditional resource transfers continue to be WFP's largest programme activity, with 64 percent of all WFP beneficiaries receiving unconditional resource transfers in the form of in-kind food, CBTs or commodity vouchers. WFP provided unconditional resource transfers to support people affected by conflict, weather extremes, economic shocks and protracted crises. Through unconditional resource transfers, WFP delivered 2 million mt of food and USD 1.83 billion in cash and voucher transfers, and reached 79.9 million beneficiaries.
108. In Lebanon, following the escalation of conflict in September 2024, nearly 47,700 assisted individuals from 11,400 households in 11 conflict-affected districts lost access to their regular food assistance. Starting in October 2024, WFP swiftly switched to the provision of cash assistance for these households, enabling the timely and safe delivery of assistance to affected people. To ensure access to marginalized people and communities, WFP staggered distributions to prevent crowding, and conducted door-to-door deliveries to individuals with limited mobility. As a result, in 2024, WFP delivered life-saving assistance to 1.7 million vulnerable men, women, boys and girls in Lebanon, through unconditional resource transfers, including CBTs and in-kind food.
109. The year was marked by alarming increases and trends in forced displacement. Violence, insecurity and conflict in the Democratic Republic of the Congo, Haiti, Myanmar, the State of Palestine, the Sudan and Ukraine contributed significantly to these increases. By mid-year, 122.6 million people globally were displaced, including 43.7 million refugees and 72.1 million internally displaced persons. Forced displacement and acute food insecurity often occur in the same geographic areas, including areas in IPC phase 5 in the Gaza Strip, Haiti, South Sudan and the Sudan. At the household level, displaced people are often more vulnerable to food insecurity and malnutrition and face heightened protection risks. However, WFP assisted fewer forcibly displaced people in 2024 than in 2023, in both absolute and relative terms, owing to funding shortfalls and access challenges. In 2024, WFP reached 28.4 million people – 12.4 million refugees and migrants, and 16 million internally displaced persons – down from 33 million in 2023.
110. In the Sudan, there was a significant increase in the use of unconditional resource transfers to meet growing needs in a highly complex environment. WFP used innovative solutions to reach people in hard-to-reach areas facing active conflict, including by developing a business-to-business model for CBTs in Darfur and collaborating with community-led kitchens for the distribution of hot meals in Khartoum. Over the course of the year, the number of beneficiaries of general food assistance more than doubled, with 2.3 million people reached in October in the four major areas – Darfur, Kordofan, Khartoum and Al Jazirah, and northern and eastern Sudan – compared with fewer than 1 million at the start of the year. CBTs increased tenfold, reaching 900,000 beneficiaries in October compared with 90,000 in January.
111. Country offices running large-scale unconditional resource transfer programmes were compelled to make tough prioritization decisions, including reducing rations and the numbers of people reached with assistance. For example, owing to funding constraints in the Syrian Arab Republic, WFP was forced to switch from broad-based general food assistance for crisis-affected people to more targeted assistance addressing only the most severe needs. Despite these challenges, WFP worked to increase the energy content of the rations provided from 990 kcal to 1,300 kcal per person per day. WFP also increased the value of CBTs and vouchers from USD 40 to USD 65 per month across the country, thereby covering 61 percent of the food component of the minimum expenditure basket.

Prevention and treatment of malnutrition⁷²



112. WFP provided nutrition services to more than 27 million people in 55 countries through programmes aimed at preventing and treating malnutrition and improving diets, and delivered through in-kind food and CBTs.
113. WFP and the United Nations Children's Fund (UNICEF) advanced their partnership to address wasting in children, and maternal undernutrition, improving collaboration, alignment and operational efficiency within and between the agencies. The strengthened partnership is being operationalized in five countries in 2025 – Haiti, Kenya, Madagascar, Nigeria and South Sudan. Strategic engagement in five country offices, regional bureaux and headquarters reinforced shared ownership of, and commitment to, the initiative. Foundational tools, a joint theory of change and key guidance materials were finalized with a view to ensuring a coherent and unified approach. Expansion of the partnership into an additional seven countries is being planned, reflecting the growing momentum and joint ambition to deliver at scale.
114. WFP strengthened its analytics to drive smarter, more targeted nutrition responses. To inform programme and policy design, the ENHANCE platform⁷³ was used in nine countries to conduct analyses that included Fill the Nutrient Gap⁷⁴ analysis, analysis of the sustainability of healthy diets, and feasibility assessments of proposals for meeting the nutrient needs in moderate acute malnutrition treatment programmes, and the CBT values for malnutrition prevention and moderate acute malnutrition supplementation programmes.⁷⁵ The use of several innovative tools – including the modelling and mapping of inadequate micronutrient intake, and the nutrition vulnerability analysis in crisis tool,

⁷² Following the release of the most recent World Health Organization guidelines, prevention and treatment of malnutrition programmes should be referred to as “malnutrition prevention”, “management of malnutrition” and “moderate acute malnutrition supplementation” programmes.

⁷³ ENHANCE is an analytical platform that helps users to explore the intersections of healthy diets and the affordability and environmental sustainability of food.

⁷⁴ Fill the Nutrient Gap analysis helps decision-makers to identify the most effective, context-specific interventions for improving access to healthy, nutritious diets for vulnerable people and communities.

⁷⁵ In Bangladesh, Cambodia, Colombia, the Central African Republic, Chad, Ethiopia, Madagascar, Myanmar and South Sudan.

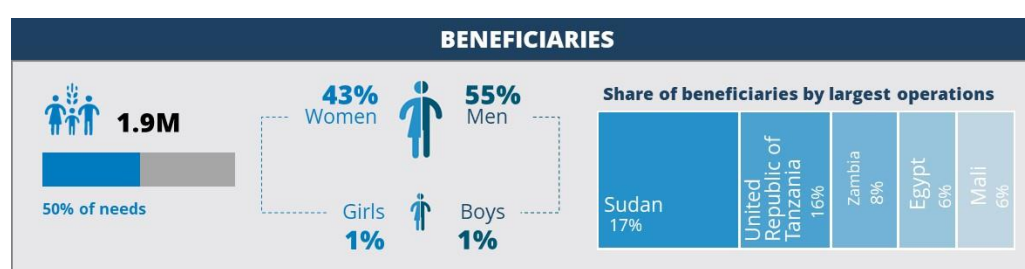
NuVAC, which supports rapid assessments – is helping to reshape WFP's design and delivery of cost-effective, context-specific nutrition interventions.

WFP's conditional on-demand assistance platform supports health and nutrition systems in South Sudan

WFP's conditional on-demand assistance platform, CODA, which is operational in four countries, is an open-source and interoperable digital platform for individual case management in nutrition programmes which allows the programmes to be integrated into national health and nutrition data systems. An upgraded version of CODA was launched in six health facilities in South Sudan in mid-2024, and expanded to 80 health facilities, reaching 15,000 beneficiaries by the end of the year. Over the next five years, CODA is projected to save USD 1.5 million from 1,000 facilities in South Sudan by enabling them to move from paper-based systems to a streamlined digital system, saving the time that health workers spend on administrative tasks, and reducing waiting times.

115. WFP directly assisted 107,000 people living with HIV, and their families, in 32 countries, helping them to meet their essential nutrition needs through the organization's in-kind food, cash-based and individual capacity strengthening modalities. WFP finalized its global HIV strategy,⁷⁶ developed through close collaboration with WFP's regional bureaux and global HIV experts. The new strategy reinforces WFP's commitment to addressing the evolving challenges of HIV in humanitarian and development settings. WFP hosted a global technical consultation at its headquarters in Rome with the aim of updating the 2010 IASC guidelines on addressing HIV in humanitarian settings. A diverse group of stakeholders from the global to the local levels convened with the aim of strengthening the integration of HIV-related issues into emergency operations. The consultation concluded with the formulation of a road map for finalizing revised guidelines by mid-2025. In collaboration with the United Nations Development Programme (UNDP), the Joint United Nations Programme on HIV and AIDS (UNAIDS) and UNHCR, WFP led the development of a global policy brief on climate change and HIV⁷⁷ which emphasizes the critical importance of integrating nutrition and food security considerations into work on climate change and HIV, highlighting how climate shocks intensify HIV risks by undermining food availability, livelihoods and community resilience.

Smallholder farmers' access to markets



116. More than 1.9 million smallholder farmers – 44 percent of whom were women – in 51 countries participated in WFP's value chain development programmes aimed at improving smallholder farmers' access to formal markets, benefiting 9.5 million people. A total of 26,153 smallholder farmer aggregation systems were supported, ranging from formal farmer organizations and cooperatives to informal farmers' groups, with the

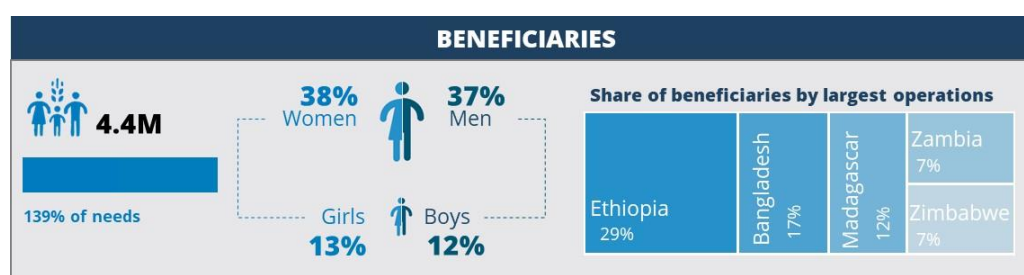
⁷⁶ WFP. 2024. *Feeding health, the last mile on HIV. WFP's global strategy 2025–2030*.

⁷⁷ UNDP and UNAIDS. 2024. *The climate crisis and its impact on HIV*.

objective of empowering farmers to work together on collective businesses that could increase their bargaining power and access to remunerative markets.

117. WFP and its partners provided farmers with training and access to inputs for agricultural production and post-harvest management, equipment and infrastructure to improve their production capacity, post-harvest management practices, and marketing skills. Through capacity strengthening and partnership activities, the smallholder farmers and their groups obtained access to 12,937 mt of agricultural inputs, 438,000 agricultural production tools and 468,000 pieces of post-harvest management equipment, including for storage, drying and processing.
118. With WFP's support, smallholder farmers' groups sold 212,209 mt of food commodities worth USD 127 million, compared with USD 72 million in 2023. Where conditions allowed, they sold produce to local markets and schools, as well as WFP. This diversification in their market outlets allowed farmers to diversify risks and reduce their exposure to shocks.
119. WFP supported 337,000 young people, 60 percent of whom were women, and 15,000 enterprises led by young people in eight countries,⁷⁸ creating employment opportunities for young people along key agricultural value chains. Efforts were focused on enhancing crop quality, reducing post-harvest losses, and connecting smallholder farmers to profitable markets as pathways to employment opportunities. Activities also aimed to enhance access to financial services and partnerships with the private sector, giving young people new commercial opportunities along value chains. Country offices are increasing their investments in initiatives for ensuring that young women can have the same opportunities as young men.
120. WFP has been engaging in innovative partnerships with the private sector, governments and other United Nations entities on promoting smallholder farmers' participation in value chains. For example, in Rwanda, the joint United Nations programme on rural women's economic empowerment, implemented by the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), WFP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), aims to improve the livelihoods, rights and resilience of women facing high levels of poverty and food and nutrition insecurity. In 2024, participants benefited from training in climate-smart agriculture, post-harvest handling, and financial services, and obtained access to markets and infrastructure, including two selling points, which provided decent workspaces and income prospects for approximately 10,000 women.

Adaptation to extreme weather and climate shocks



⁷⁸ Ghana, Kenya, Mozambique, Nigeria, Rwanda, Senegal, Uganda and the United Republic of Tanzania.

Beneficiaries of climate risk management activities in 2024			
CLIMATE RISK MANAGEMENT REACH	FORECAST-BASED MECHANISMS	ANTICIPATORY ACTIONS	CLIMATE INFORMATION
 24.4M benefiting from actions to protect against climate shocks (65 country offices)	 6.2M covered by forecast-based mechanisms (26 country offices)	 1.3K received more cash transfers ahead of impending climate hazards (13 country offices)	 13.9M provided weather forecasts tailored to specific needs (37 country offices)
CLIMATE INSURANCE	CLIMATE ADAPTATION AND AP	CLIMATE RISK RESERVES	SUSTAINABLE ENERGY
 6M protected through climate insurance policies (25 country offices)	 3.5M people benefiting from climate adapted assets and agricultural practices (27 country offices)	 2.1M benefiting from savings through village savings and loans associations (15 country offices)	 1.7M received access to sustainable energy services for food consumption (24 country offices)

121. WFP contributed to the protection of vulnerable communities in 25 countries in six regions, protecting 6 million people from droughts, floods and tropical cyclones through disaster risk financing instruments.
122. Inclusive insurance interventions provided insurance cover for 3.1 million people, triggering USD 41.5 million in payouts when crisis hit, and benefiting 1.4 million smallholder farmers, pastoralists and micro-, small and medium-sized entrepreneurs globally. The coverage of macro risk financing products was extended to 2.8 million people, with payouts totalling USD 7.3 million providing early response support to 614,000 people affected by drought and tropical cyclones in Burkina Faso, Madagascar, Zambia and Zimbabwe.
123. Following the negative impacts of catastrophic drought induced by El Niño across Southern Africa, WFP's disaster risk financing solutions helped affected communities by delivering timely financial assistance. In Madagascar, Zambia and Zimbabwe more than USD 6.1 million was paid out to assist 577,000 people in the aftermath of shocks.
124. WFP expanded the reach of its anticipatory action and early warning system interventions by 51 percent compared with 2023. It protected 6.2 million people with anticipatory transfers in 26 countries in Africa, Asia and Latin America and the Caribbean, including through prearranged financing for predictable extreme weather events, which increased from USD 40.8 million in 2023 to USD 72.8 million in 2024. WFP expanded its use of artificial intelligence in early warning systems, and its support for national meteorological and hydrological services,⁷⁹ in a number of countries⁸⁰ in Africa. During the 2024 hazard season, WFP provided anticipatory support ahead of 12 extreme weather events – cyclones, floods and droughts – in 13 countries,⁸¹ reaching 8.6 million individuals with early warning messages and 1.3 million with anticipatory financial transfers.
125. Energy-efficient cooking solutions⁸² were installed in schools and provided to households, reaching 840,000 people in total. In addition, 37,000 people gained access to energy products and services for productive use in agriculture, such as water pumps for

⁷⁹ This was a joint activity implemented with the World Meteorological Organization, Google and the Government of Denmark.

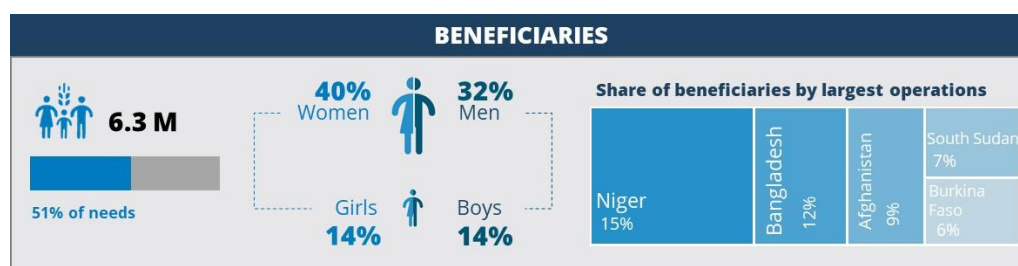
⁸⁰ Chad, the Democratic Republic of the Congo, Rwanda, Sierra Leone and Uganda.

⁸¹ Bangladesh, Burundi, Chad, Ethiopia, Honduras, the Kyrgyz Republic, Lesotho, Madagascar, Mozambique, Nepal, the Niger, Somalia and Zimbabwe.

⁸² For example, fuel saving stoves and (electronic) e-stoves.

irrigation, and agricultural equipment. Equipment for lighting, the charging of batteries, or access to electricity was provided to 850,000 people. In total, more than 1.7 million people benefited from sustainable energy solutions provided by WFP in 24 countries.

Asset creation, livelihoods and skills development



126. Food assistance for assets initiatives supported 5.4 million people in 51 countries, addressing their immediate food needs while enhancing their ability to manage shocks and stressors and improve their livelihoods, and strengthening their resilience. The number of countries implementing food assistance for assets programmes increased by 8 percent, rising from 47 in 2023 to 51 in 2024.⁸³ In 13 additional countries, communities reported building assets or receiving them from governments and partners, without the provision of cash or in-kind food assistance.⁸⁴
127. Ninety percent of planned outputs from food assistance for assets programmes were achieved in 2024. Key accomplishments include the rehabilitation of 228,200 ha of land, the afforestation of 25,500 ha, and the construction and rehabilitation of 54 bridges and 2,744 km of feeder roads and trails. In addition, 199,657 gardens for households or schools were established, and 8,400 water schemes of various types were constructed.
128. Results from Asset Impact Monitoring from Space (AIMS) analysis, conducted in 22 country offices, revealed that in 2024, 66 percent of the assets built or rehabilitated showed improved vegetation, water and soil conditions during and after project implementation, compared with the average situation before the intervention, and with control sites with similar conditions. The AIMS analysis confirms the physical durability of the assets, indicating that they remain intact and are maintained.
129. Food assistance for training programmes were implemented in 25 countries, benefiting 795,000 people, of whom 54 percent were women and 32 percent displaced people, through the provision of USD 22 million in cash transfers and vouchers, and 1.9 mt of food. Under food assistance for training initiatives, in 2024, more than 340,000 people were reached through initiatives that provided market-driven vocational training, job opportunities, market linkages, and support from financial services for business start-ups, improving food security through income generation. The number of people benefiting from these programmes represented 72 percent of the high-level target for 2024. However the number of people reached with training from WFP, and the number of country offices engaged in training increased significantly, as several country offices provided training without food assistance.

⁸³ Including Afghanistan, Burkina Faso, the Central African Republic, Haiti, Kenya, Mali, the Niger, Pakistan, Senegal, South Sudan, the Sudan and Yemen.

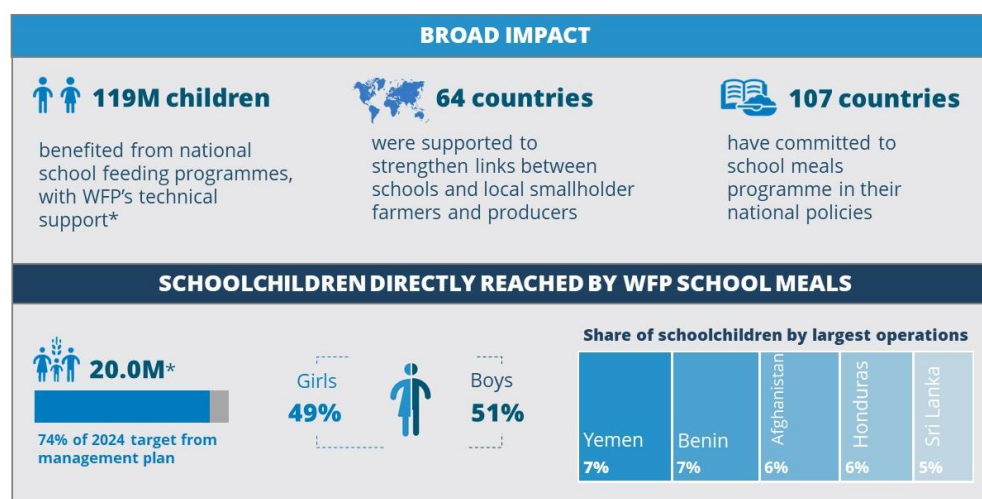
⁸⁴ Algeria, Armenia, Cambodia, Ecuador, Egypt, the Gambia, Ghana, Iraq, Jordan, Lebanon, Nicaragua, the State of Palestine, the Syrian Arab Republic and Tajikistan.

Social protection



130. WFP supported governments in 63 countries in enhancing the effectiveness of national social protection programmes, indirectly contributing to better social protection coverage for 874 million people in 24 countries. WFP's support included strengthening the mechanisms that link social protection and disaster risk management actors in 45 countries, including through the use of innovative technologies and the integration of disaster risk financing and anticipatory action into national social protection systems. In Ukraine, WFP's collaboration with the Ministry of Social Protection has helped to scale up assistance for millions of people through the national system, resulting in 260,000 pensioners receiving additional support and 310,000 people with disabilities receiving complementary social assistance. WFP also supported governments in making their social protection systems and programmes more nutrition-sensitive so as to better contribute to human capital development. WFP renewed its USD 200 million partnership with the Government of Pakistan's Benazir Nashonuma programme, which reaches 2.6 million women and children through an integrated social protection approach that combines the provision of nutrition and health services with financial support.
131. Together with its partners, WFP has managed to increase awareness of the value of social protection in fragile and conflict settings in reducing needs over time. In partnership with the United Kingdom of Great Britain and Northern Ireland, the United States of America, Germany, the World Bank and UNICEF, WFP co-hosted a global forum in Rome on social protection in fragile and conflict-affected settings, highlighting the role of social protection systems in mitigating the impacts of conflict and instability.
132. WFP participated in, or co-led, global coordinating platforms and working groups on social protection from the perspectives of food security, climate action and digitalization. In partnership with the World Bank, the German Federal Ministry for Economic Cooperation and Development and other stakeholders, WFP promoted linkages between adaptive social protection and disaster risk financing.

School meals and school-based programming



* The most recent available data is from the *State of School Feeding Worldwide 2024* (forthcoming).

133. The School Meals Coalition, for which WFP serves as the secretariat, continued to mobilize increased domestic investments from governments, unlocking new partnership opportunities and amplifying global advocacy for school meal programmes. The coalition welcomed 12 new member countries and 23 new partners in 2024, and by the end of the year had a global membership totalling 106 governments and six regional bodies, with 138 partners. Through eight regional events, the coalition mobilized 40 countries and more than 500 participants, resulting in regional statements and declarations that outline actions and shared visions for advancing school meal programmes. At the Group of 20 meeting in 2024, 14 governments and 11 partners pledged to double the number of children receiving school meals in low-income and lower-middle-income countries, aiming to reach 150 million more children by 2030.
134. As the secretariat of the School Meals Coalition, WFP remained a key contributor to the coalition's initiatives. It collaborated with the Research Consortium for School Health and Nutrition on building a strong evidence base for decision-making on school health and nutrition. WFP also supported the Sustainable Financing Initiative, which helps governments – particularly in low- and lower-middle-income countries – to develop multi-year financing strategies. WFP supported the Cities Feeding the Future Initiative, which uses regional events in Africa, Asia and Europe to share best practices for city and municipality authorities managing their own school meal programmes.
135. WFP helped to ensure that children received nutritious school meals by providing technical support to governments, and implementing programmes directly. WFP indirectly reached 119 million children by enabling governments to establish or expand their national school meal programmes, compared with 107 million children in 2023.⁸⁵ The organization also worked with governments to reach 20 million schoolchildren directly – 49 percent of whom were girls – with nutritious school meals, snacks or CBTs in 61 countries. This represented 74 percent of the 2024 target of 27 million children, and was 7 percent lower than the number reached in 2023. Of these 61 countries, 34 were experiencing crisis conditions and/or receiving humanitarian assistance, as in Ukraine,

⁸⁵ Data on indirect beneficiaries are collected and published every two years in the *State of School Feeding Worldwide* report. The most recent data available were from the 2022 report, published in 2023.

where WFP supported the Government in reaching children in highly vulnerable locations, including by providing support for underground schools.

136. WFP supported 64 countries in advocating for, designing and implementing home-grown school feeding programmes. The share of local purchases for school meals increased to 68 percent of total food purchases, from 57 percent in 2023. As part of efforts to strengthen local food supply chains, WFP collaborated with partners on providing CBTs worth USD 120 million for the purchase of nutritious meals for schoolchildren. For instance, in the Sudan, WFP resumed the implementation of its home-grown school feeding programme in schools in five states, focusing on emergency school meal programmes, supporting 520,000 students and procuring more than 10,000 mt of cereals locally, from six farmer organizations.
137. The School Connect platform, which enables near real-time monitoring of and reporting on school meal distributions, became operational in more than 10,000 schools in 20 countries, up from ten countries in 2023. The Haiti country office implemented School Connect in 1,976 schools, reducing the lead time for WFP's response to anomalies when delivering school meals to more than 200,000 children.

3.5 Cross-cutting priorities

Protection and accountability to affected people

138. WFP continued to deliver on its commitment to integrating protection considerations into its operations. WFP developed benchmarks to guide the implementation of the protection and accountability policy at the country office level, with 76 countries reporting progress towards those benchmarks in 2024, an increase from 61 in 2023. Protection and accountability to affected people continued to be a key focus in CSPs, with 80 percent of the CSPs submitted to the Board in 2024 highlighting protection as a cross-cutting priority, and 73 percent adequately incorporating disability inclusion into their programmes.
139. WFP also increased its people-centred analysis, with 29 country offices conducting protection analyses, and 27 undertaking integrated context analyses, 17 of which utilized the integrated cross-cutting context analysis and risk assessment tool. In addition, 31 percent of country offices met or exceeded the standards set by the United Nations disability inclusion strategy (UNDIS) for consultations with organizations of persons with disabilities, and 41 percent approached those standards. Twenty-six percent of country offices met or exceeded accessibility standards, with 37 percent approaching the UNDIS standards. The number of country offices reporting on these indicators in 2024 rose by 30 percent.
140. Thirty-five percent of WFP's country offices achieved the required minimum standards for developing a community engagement action plan – CRF indicator 2.4 – up from 13 percent in 2023; and 84 percent of country offices met minimum standards for the functionality of community feedback mechanisms, an improvement from 53 percent in 2020. WFP also enhanced the compliance of its community feedback mechanisms through a targeted enhancement plan in 30 of the country offices implementing the global assurance project.
141. More than 190 employees, including 76 fixed-term national and international staff members, were dedicated solely to protection and accountability work, up from 137 in 2023. In response to the mid-term review of the protection and accountability policy, WFP is now focusing on improving the systematic collection of best practices from the field, and using data from community feedback mechanisms and field monitoring to enhance its operational decision-making.

Gender equality and women's empowerment

142. A toolkit aimed at preventing violence, particularly against women and girls, was launched to guide country offices in mitigating and preventing the risk of violence in emergency settings. This was accompanied by a guidance note on safe referrals of cases involving gender-based violence and child protection in particular, supported by training for staff in regional and country offices. Innovative approaches based on income generation projects were piloted in Colombia and the Democratic Republic of the Congo, and the Lebanon country office developed a checklist for food security cluster members. WFP also contributed to the design and launch of the UNICEF-led gender-based violence risk mitigation institutionalization package, and to analysis of whether the particular needs of adolescent girls in northeast Nigeria were met, led by the United Nations Population Fund and UNICEF.
143. WFP added two benchmarks that capture the progress made in mainstreaming considerations of the particular needs of women, men, girls and boys during emergencies, and a new chapter on reporting cases of violence was added to the WFP story and image framework,⁸⁶ which promotes good practices. WFP also actively contributed to United Nations-wide policies and action, including by hosting a peer-to-peer meeting with FAO and IFAD and serving as one of 12 agencies piloting the new framework for reporting from 2024 onwards.⁸⁷
144. Women's empowerment and equality were mainstreamed into the updated policies on resilience, nutrition, climate and school meals, including through strengthened analysis and support for implementation.

Nutrition integration

145. The launch of WFP's strategy for improving diets and addressing malnutrition in 2024–2030 marked an important step in embedding nutrition as a cross-cutting priority in all WFP operations, underscoring the organization's commitment to maximizing its contribution to treating and preventing malnutrition and improving diets, including in its response to shocks and crises. By integrating nutrition-related objectives throughout its programmes, optimizing the use of data and evidence, and fostering partnerships, WFP is creating sustainable solutions for addressing malnutrition globally.
146. Sixty five percent of the people supported by WFP's operations met their nutritional needs through malnutrition prevention and treatment programmes or nutrition-sensitive programming. This result was driven by initiatives that combine the distribution of fortified foods and specialized nutritious products with activities that promote dietary diversification. In 40 countries, WFP programmes achieved an average score of 8 out of 12 for nutrition sensitivity, indicating that most country offices demonstrate a moderate level of compliance with nutrition-sensitive principles and practices. The score,⁸⁸ which measures the extent to which country offices' portfolios meet minimum quality standards for nutrition-sensitive programme design and implementation, indicates a reasonable

⁸⁶ The story and image framework provides guidance on the ethical depiction of beneficiaries in WFP, and was published in December 2024: [Story & Image Framework](#).

⁸⁷ Reporting on the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women is prepared and submitted annually to UN-Women, and is available from [UN System-Wide Action Plan on Gender Equality and the Empowerment of Women \(SWAP\)](#).

⁸⁸ The score is determined using a set of five criteria: situation analysis, programme design and implementation, gender considerations, activity design and implementation, and monitoring and evaluation. It was developed for WFP, and country offices self-attribute a score against these five criteria, supported by evidence.

quality of nutrition-sensitive programming but also highlights that there are areas for further improvement in order to achieve full compliance with quality standards.

147. WFP integrated consideration of nutrition issues into its work in complementary sectors, such as social protection and school-based programming, reaching 71 percent of the beneficiaries in its country operations. Nutrition considerations were integrated into programmes in 54 countries with the aim of addressing the underlying determinants of malnutrition.
148. WFP advanced its food fortification initiatives, expanding access to fortified cereals, oil, and salt in new countries and areas.⁸⁹ Through its direct operations, WFP delivered 667,000 mt of fortified foods, including 68 percent of all the flour and rice it distributed globally. In addition, three regional bureaux and 16 country offices supported governments in integrating fortified staple foods into social protection programmes. For example, in Bangladesh, Nepal, Pakistan and Sri Lanka, WFP's technical assistance enabled the delivery of a total of 57,273 mt of fortified rice and wheat flour to 2 million people at high risk of micronutrient deficiencies.

Environmental sustainability

149. Environmental and social safeguards were implemented in 64 country offices, an increase of 33 percent compared with 2023. This was the result of enhanced corporate capacity for the application of, and compliance with, environmental and social safeguarding procedures, and 41 WFP country offices were able to meet donors' safeguarding requirements.⁹⁰ A dedicated [website](#) increased the transparency of, and accountability for, the integration of environmental and social safeguards throughout programmes, providing a disclosure portal and a dedicated email address for reporting grievances related to environmental and social safeguarding issues.
150. WFP's environmental management system⁹¹ was made available to an additional ten country offices in 2024, reaching a total of 69 country offices. This allowed the systematic identification and management of the environmental risks associated with support operations.
151. Under WFP's energy efficiency programme, ten new renewable energy projects were launched with the aim of cutting greenhouse gas emissions, lowering operating costs and enhancing energy security. These projects are expected to reduce greenhouse gas emissions and energy costs by between 50 and 90 percent compared with "business as usual", depending on the project. WFP also obtained approval for its environmental plan of action, which outlines the organization's commitments to reducing its environmental footprint by 2030. The plan details how WFP intends to achieve this by incorporating environmental sustainability considerations into all functional areas.
152. While WFP's total greenhouse gas emissions increased in 2023,⁹² emissions per million people assisted decreased by more than 30 percent compared with peak levels in 2015, despite the fact that the number of people WFP assisted has doubled in that time.
153. A draft global strategy on mitigating the negative environmental impacts of supply chain operations has led three regional bureaux to formulate draft environmental sustainability

⁸⁹ This activity was implemented through strategic partnerships with the Netherlands company DSM, the Rockefeller Foundation and the Gates Foundation.

⁹⁰ This result was made possible by funding from the World Bank, the Green Climate Fund, the Adaptation Fund and other IFIs, multilateral climate funds and bilateral donors.

⁹¹ The system serves as the tool for ensuring that country operations are environmentally sustainable.

⁹² The most recent data available are from 2023.

strategies. WFP has implemented initiatives focused on improving the management of supply chain waste, the recovery of resources and the reduction of greenhouse gas emissions in its field offices. A WFP-wide tool was developed to measure, monitor and analyse the carbon emissions from supply chain operations with a view to improving WFP's environmental footprint and operational efficiency. WFP has also established a structured dialogue with partners to raise awareness, gain technical knowledge, and enhance sustainability in its supply chain operations.

154. The evaluation of WFP's 2017 environmental policy found that progress was made towards the policy's five objectives. However, the emphasis placed on specific tools, such as the safeguards and environmental management system, skewed the focus of efforts towards those tools and away from the policy's broader vision.

3.6 Advances in the humanitarian-development-peace nexus approach

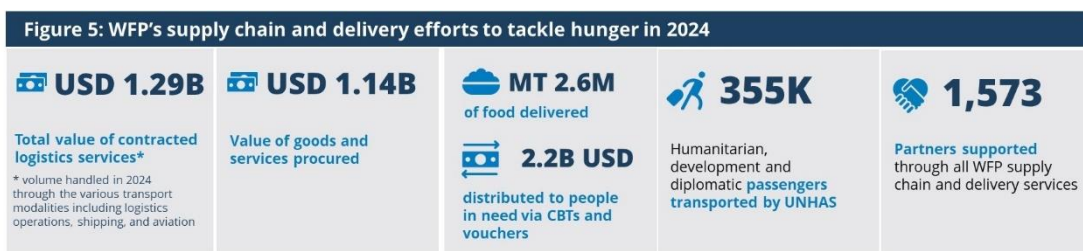
155. WFP provided country offices with guidance and support for engaging with non-state armed groups, mainstreaming conflict sensitivity⁹³ and considering ways of supporting peace outcomes. A cross-cutting indicator on conflict sensitivity was included in the corporate results framework, with an initial reporting requirement for high-risk country offices in 2024 and for all country offices in 2025.
156. Three projects funded by the United Nations Peacebuilding Fund began implementation in 2024: a cross-border project between Liberia and Sierra Leone, and climate resilience and natural resource management projects in the Gambia and Mozambique. These projects aim to build social cohesion by supporting equitable access to natural resources. The cross-border project is being implemented in partnership with the International Organization for Migration, while the natural resource management projects are carried out in collaboration with FAO, the International Organization for Migration and the United Nations Human Settlement Programme. Ten other projects supported by the United Nations Peacebuilding Fund were ongoing in sub-Saharan Africa.

Supporting land rehabilitation and peacebuilding in Sierra Leone and Guinea

Through the United Nations Peacebuilding Fund, WFP's country offices in Guinea and Sierra Leone supported more than 1,000 farmers in the development and rehabilitation of 100 ha of land. More than USD 250,000 was distributed to farmers to support their households during fencing, reforestation, vegetable and fodder production and land development projects. Cross-border meetings between authorities and border communities from Sierra Leone and Guinea are organized regularly, leading to increased community dialogue and reduced cross-border tensions over resources.

⁹³ To mainstream conflict sensitivity, high-risk, conflict-affected country offices have received tailored support for conducting conflict analysis, conflict sensitivity risk assessments and integrated context analysis and risk assessments; conflict sensitivity has been integrated into the job profiles of country directors and deputy country directors; and a roster of approximately 30 qualified and deployable conflict sensitivity specialists has been established and is providing active support for mainstreaming efforts at the country office level.

3.7 Humanitarian supply chain and delivery services



157. WFP reaffirmed its leadership in humanitarian supply chain services, enabling effective, cost-efficient operations. Through its agile logistics, aviation activities, on-demand services, digital systems, and procurement exercises, WFP supported partners and governments in delivering life-saving assistance in the world's most complex emergencies.
158. In its capacity as the lead agency of the logistics cluster, WFP enabled the delivery of 303,251 m³ of relief items in high-risk areas such as Burkina Faso, South Sudan and Ukraine. Collaboration with Airbus, Agility, DP World, UPS and Maersk enabled airlifts, cold chain storage and delivery, and expanded warehousing capacity.
159. The United Nations Humanitarian Response Depot (UNHRD) network managed 559 consignments of materials and equipment for 34 partners in 95 countries, enhancing cost-efficiencies for the humanitarian community. A newly established advisory group⁹⁴ provided strategic oversight and efficient management of corporate response stocks.⁹⁵
160. WFP offered on-demand services in support of humanitarian organizations and governments, providing storage, transport, fuel and food procurement services and surpassing its target of 120 clients in 42 countries. On-demand services provided by WFP included the procurement of 50,000 mt of wheat worth USD 35 million for Ethiopia, and 23,000 mt of maize worth USD 20 million for Malawi.
161. Through the provision of digital delivery systems, WFP strengthened beneficiary identity and data management in more than 30 country offices. Support was provided to 28 country offices for the registration of beneficiaries and the deduplication of beneficiary lists, to 31 country offices for reconciliation, and to 26 country offices for payment instruments, while 13 country offices piloted the WFP's digital beneficiary information and transfer management platform (SCOPE) tool for in-kind food assistance.
162. UNHAS transported 355,000 passengers and 4,925 mt of light humanitarian cargo to and from 394 remote destinations, including through 663 medical evacuations and 792 security relocations. Airdrops from the WFP Aviation Service totaled 8,345 mt of food, including 45 mt for Gaza, delivered in partnership with Germany and Jordan. In 2024, UNHAS achieved a 97 percent satisfaction rate among its users.

⁹⁴ The advisory group comprises representatives from the Office of the Deputy Executive Director and Chief Operating Officer, the Supply Chain and Delivery Division, the Management Services Division and the Security Division. It is chaired by the Director of the Office of the Deputy Executive Director and Chief Operating Officer.

⁹⁵ Corporate response stocks are key non-food items, such as equipment for logistics support, security and accommodation, for immediate emergency response.

163. WFP's evaluations⁹⁶ confirmed that its logistics services were essential in crisis response and the strengthening of local capacity. WFP saved USD 3 million through the use of its planning and optimization tools, including SCOUT,⁹⁷ Optimus⁹⁸ and Route the Meals.⁹⁹
164. WFP strengthened the capacity of 18 suppliers of specialized nutritious foods, 60 percent of which were located in Africa. This served WFP and other humanitarian partners, and helped to ensure that vulnerable people with specific nutrition needs received safe and high-quality food assistance.
165. In parallel with this work, WFP played a pivotal role in shaping international food safety and quality standards by contributing to standard-setting bodies such as the Codex Alimentarius and the International Standard Organization, contributing to the creation of guidelines relevant to emergency settings, and reinforcing global food safety practices.
166. To further enhance collaboration on food safety and quality, WFP and FAO initiated the Standard and Accountability For Effective Relief project and created a community of practice comprising more than 30 multidisciplinary experts and offering a platform for humanitarian agencies to jointly address food safety and quality challenges and ensure beneficiaries' health in emergencies.

⁹⁶ These comprised an evaluation of WFP's emergency preparedness policy; CSP evaluations in Colombia, Guinea, Mali, Rwanda and the Syrian Arab Republic; and an evaluation of WFP's response to the prolonged crisis in the Sahel and other countries of Central Africa in 2018–2023.

⁹⁷ SCOUT is a digital solution that automatically generates optimized global- or regional-level plans and strategic analyses for the corporate GCMF, supporting key decisions on what to buy, from where and when, and on how to store and deliver it to operations.

⁹⁸ Optimus is a web application that automatically pulls together a wide range of corporate data in order to optimize and compare the efficiency and cost-effectiveness of different operational designs, such as by changing the composition of the food basket or the origin of the food procured. More information is available [here](#).

⁹⁹ Route the Meals is an optimization tool that analyses the efficiency of the logistics network and food deliveries in a country with a view to improving them, including by determining the optimal coverage of demand, the most efficient "last-mile" transport routes, and the best warehouse locations. More information is available [here](#).

4. Part IV: Management performance

Highlights of this section

- *Six of WFP's seven management results were achieved, with 14 of the 21 management result outputs – nearly 70 percent – achieved or exceeding expectations; this achievement is despite a USD 87 million reduction in the programme support and administrative (PSA) budget and overall utilization of 87 percent of the original baseline budget.*
 - *Key successes relate to WFP's effectiveness in emergencies, particularly in deploying global surge capacity, coordination and the implementation of enhanced protocols.*
 - *WFP received its second highest recorded revenue, totalling USD 10.4 billion, of which USD9.8 billion was confirmed contributions. Growth in contributions from the private sector and programme countries was higher than expected, while challenges related to the mobilization of multi-year, "softly" earmarked and more diversified funding persist.*
 - *Fifty-nine initiatives generated a total of USD 169.9 million in efficiency gains.*
167. The corporate results framework for 2022–2025 includes seven management results and 21 management result outputs which are used to plan and measure management activities that support the effective implementation of the WFP strategic plan. In addition, WFP's leadership has established four corporate management priorities for 2024: emergency response capabilities, workplace culture, and partnerships, each of which is reflected in a management result, and efficiency, accountability and innovation, which are grouped to cut across all management results.

4.1 Achievements and expenditures under the management results

168. Table 11 shows the overall achievement status of key performance indicators (KPIs), the planned baseline budget allocations, and the budget utilization rates in 2024, for each management result. The full list of management result outputs and KPIs can be found in annex IV-A, along with additional information on results.
169. Overall, WFP achieved six of its seven management results, and 14 of the 21 management result outputs, despite reductions in funding, which reflect global downward trends. However, WFP fell short of expectations under management result 4, "Effective funding for zero hunger".
170. The baseline budget utilization rates under each management result ranged from 70 to 102 percent of the planned baseline budget allocations, reflecting the reduced PSA budget, the recruitment pause and revised workplans for some strategic investments.

Table 11: Planned baseline budgets, implementation rates and achievement status of key performance indicators by management result, 2024

Management result	Management result achievement status	Original planned baseline budget (USD million)	Original budget implementation rate (%)
1 - Effectiveness in emergencies	Achieved	139.4	86
2 - People management	Achieved	110.7	77
3 - Engage in effective partnerships	Achieved	167.8	87
4 - Effective funding for zero hunger	Not achieved	101.3	88
5 - Evidence and learning	Achieved	113.8	93
6 - Leverage technology	Achieved	78.5	102
7 - Leverage innovation	Achieved	28.2	70
No specific management result	N/A	71.7	88
Total		811.4	87

Table 12: Planned and actual baseline budgets by funding source (USD million)

Funding source	Original planned	Actual	Difference
PSA	568.0	480.9	(87.1)
Critical corporate initiatives (CCIs)	97.9	73.1	(24.8)
Trust funds and special accounts	128.3	134.6	6.3
Other funding sources	17.2	18.6	1.4
Total	811.4	707.2	(104.2)

Management result 1. Effectiveness in emergencies – achieved

171. Overall, targets under management result 1 were achieved as planned in 2024, with baseline budget utilization at 86 percent. The targets for all outputs and all but one of the KPIs were either met or exceeded. WFP has enhanced its emergency response capabilities, exceeding expectations through effective coordination and the use of specialized teams, including the global surge capacity coordination team and the global rapid response team. These efforts, alongside robust supply chain management and strategic initiatives such as the corporate alert system and global assurance project, have ensured the delivery of timely and efficient emergency responses with accountability, in multiple high-risk operations and crises.

1.1 Emergency and surge capacity – exceeds expectations

172. Based on the analysis of its KPI values against established targets, this output exceeded expectations as WFP worked through various specialized teams and coordination mechanisms to enhance emergency response.

173. The global surge capacity coordination team supported country offices in rapidly meeting their emergency staffing needs. The team received a total of 290 requests for surge capacity through international temporary duty assignments and contracts, and

successfully filled 270 positions. These deployments supported operations in 22 country offices in various emergency phases. Approximately 90 percent of the requests received for deployments of the global surge capacity coordination team originated from country offices in the corporate scale-up emergency phase, including for the State of Palestine, the Sudan regional crisis, Lebanon and the Syrian Arab Republic, highlighting the team's focus on countries in the scale-up phase of the emergency activation protocol, and underscoring its critical role in emergency responses.

174. Members of WFP's global rapid response team were also deployed at the onset or scale-up of emergencies in order to support corporate scale-up operations such as in the State of Palestine and for the Sudan regional crisis, and to fill response capacity gaps in some country offices.
175. In response to 31 emergencies, including those in Haiti, Myanmar, the State of Palestine, the Sudan and the Syrian Arab Republic, WFP's supply chain function played a central role in planning and managing logistics, transport and storage for the delivery of food, cash and other crucial aid in challenging and hard-to-reach areas. With approximately 73 percent of humanitarian expenditures tied to supply chain activities – as highlighted by the global logistics cluster and the Humanitarian Policy Group – WFP's role is pivotal in driving efficiency and cost-savings in emergency response.

1.2 Ensure timely (pre-emptive) “no regrets” emergency response – achieved

176. Targets under this output were achieved in 2024, ensuring the efficient and effective handling of requests for emergency response in corporate scale-up settings. One key initiative was the setting up and piloting of remote process and outcome monitoring systems for seven high-risk operations.¹⁰⁰ This initiative gauged programme performance and allowed swift adjustments to changing needs, deepening analysis and understanding at the country office level and allowing for timely course corrections.

1.3 Enhanced emergency processes (including revised emergency protocols and integrated road map emergency mechanisms) – achieved

177. The corporate alert system continued to be a critical tool in informing the activation and coordination of emergency responses. The system issued six corporate alerts in 2024, delivering a comprehensive forward-looking analysis and global overview of WFP's operations that enabled strategic decision-making at all levels. Utilizing cross-functional collaboration, the corporate alert system successfully identified key corporate concerns that guide efforts to prepare for and mitigate the impact of potential forecasted crises. This provided WFP's leadership and global teams with evidence-based insights into ways of ensuring focus and follow-up on operational needs, and informed the mobilization of resources for addressing emerging risks and strengthening response efforts. Through analyses, the system enabled the efficient allocation of corporate resources, including multilateral and IRA funding, surge staffing, and corporate food stocks from the GCMF, and the activation of the preparedness cell in the countries with the most urgent needs.
178. Over the past year, advance financing allocations through the IRA have been crucial in responding to conflict and disasters and implementing preparedness measures. Of the USD 196 million in funds available from the IRA, 91 percent was approved for responses

¹⁰⁰ Burkina Faso, Colombia, Egypt, Ethiopia, Haiti, Mali and Zimbabwe.

in corporate alert system countries,¹⁰¹ 9 percent was for responses in other countries, and 86 percent was for operations in the corporate scale-up or corporate attention phase.

179. The global assurance project was a prominent initiative launched in early 2024 and aimed at enhancing emergency processes through strengthened accountability, risk management and assurance measures in WFP's 31 highest-risk operations, with plans for further roll-out in 2025. During 2024, WFP launched a new global assurance framework and implemented activities to address the persistent risks highlighted in oversight reports, and to ensure more focused and effective assurance during the delivery and distribution of unconditional food assistance, WFP's largest area of activity. Country offices implemented an average of 80 percent of the activities in their augmented assurance plans, and now meet 83 percent of the benchmarks and criteria set for focus areas. Notable achievements included the establishment and roll-out of new standards for identity management, minimum monitoring requirements, and community feedback mechanisms, the strengthening of oversight of cooperating partners, and the piloting of a new system for tracking commodities from procurement through to distribution.
180. The global assurance framework, enhancements in focus areas, and country-specific augmented assurance plans produced under the global assurance project support WFP's efforts to ensure that the people who need assistance most receive it safely, in full and without interference. This reflects WFP's commitment to accountability to beneficiaries, and careful stewardship of resources.
181. All regional bureaux were assisted in meeting the benchmarks for compliance with protection principles, including through the formulation of support plans for priority country offices, aimed at ensuring safe and dignified access to vital services for the people served by WFP.

Management result 2. People management – achieved

182. Management result 2 met its targets as planned in 2024, with baseline expenditures totalling 77 percent of the planned baseline budget. The lower-than-planned budget utilization rate was mainly due to underspending on the "Investing in WFP people" CCI, as critical activities were delayed by global organizational changes and a project extension was needed to maintain momentum on regionally led initiatives. Nonetheless, WFP's people management initiatives underscored its dedication to fostering a dynamic, ethical and inclusive workplace.

2.1 Nimble and flexible people management practices delivered – exceeds expectations

183. WFP successfully reduced the percentage of short-term employees to 44 percent against an annual target of 49 percent. This accomplishment reflects WFP's commitment to creating a stable and supportive work environment. The corporate focus on strategic workforce planning was evident, with ten country offices completing strategic workforce plans and reviews. As a result of the organizational restructuring, and in response to funding constraints, 18 organizational alignment reviews were completed against a plan of 12. Other people management efforts included the global agreed separation exercise, special measures for national employees affected by the changes being implemented, and a series of ad-hoc reassignment exercises.

¹⁰¹ In 2024, 49 countries were covered by the corporate alert system. The countries with a corporate scale-up were Chad, South Sudan and the Sudan – grouped together under the Sudan regional crisis, the Democratic Republic of the Congo, Lebanon, the State of Palestine and the Syrian Arab Republic.

2.2 Performing and improving workforce promoted and safeguarded – achieved

184. Among its employees, WFP maintained a high completion rate for mandatory training on critical issues such as fraud, corruption, protection from sexual exploitation and abuse (PSEA) and abusive conduct, demonstrating the organization's strong commitment to the utmost ethical standards and employees' well-being.
185. More than 83 percent of country offices – significantly exceeding the target of 65 percent – implemented organizational tools provided by the Ethics Office for the prevention of sexual exploitation and abuse, and outreach for employees, cooperating partners and front-line workers. This very high success rate indicates that a vast majority of offices have successfully implemented, and are using, the tools.
186. PSEA focal points from 81 percent of country offices completed the necessary training. While this falls slightly short of the annual target of 85 percent, it can still be considered an achievement, given the significant fluctuations in personnel over the last year.
187. The organization achieved a 96 percent¹⁰² completion rate for mandatory training related to the prevention of fraud, corruption and sexual exploitation and abuse, and to preventing and responding to abusive conduct, exceeding the targets and highlighting the importance placed on continuous learning and compliance. At the office level, all 15 of the planned 15 offices used corporate tools for the prevention of abusive conduct – harassment, sexual harassment, abuse of authority and discrimination – and outreach, targeting employees.
188. As a result of targeted and enhanced efforts and numerous initiatives for strengthening individual performance management and accountability, WFP saw a significant increase in compliance with the performance and competency enhancement system, with 88 percent of employees being compliant at the end of 2024, compared with 77 percent at the end of 2023.

2.3 Diversity of workforce increased – not achieved

189. Based on analysis of the relevant KPI values against the established annual targets, this output was not achieved in 2024 owing to underperformance on the following KPIs:
 - percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) indicators met or exceeded – quadrennial comprehensive policy review (QCPR), in common with UNICEF;¹⁰³ and
 - percentage of women among international professional and national staff – QCPR, in common with UNICEF and the United Nations Population Fund.¹⁰⁴
190. In 2024, WFP was one of 12 United Nations agencies piloting the UN-SWAP 3.0 framework which has upgraded benchmarks aligned with the gender equality acceleration plan. Therefore, a drop in all related ratings was to be expected, while entities identify areas for improvement.
191. WFP had the same percentage of women among international professional and national staff at the end of 2024 as at the end of 2023, amid workforce alignment exercises and staff reductions. That percentage was 43 percent, against a target of 45 percent.

¹⁰² A 100-percent completion rate at the employee level is nearly impossible to achieve given the irregular onboarding of new employees, the periodic need to retrain all employees in PSEA, and the time required to complete mandatory training.

¹⁰³ Forty-four percent against a target of 88 percent.

¹⁰⁴ Forty-two percent against a target of 45 percent.

192. Although these specific KPI values do not meet expectations, WFP made significant efforts to diversify its workforce in 2024, including efforts to attract and retain more women staff at all levels and from all geographic areas and to advance disability inclusion. Key elements of these initiatives included enhanced advocacy, the creation of safe and improved access and services for all employees, and the promotion of the reasonable accommodation policy. WFP conducted accessibility assessments in 46 offices, resulting in 30 premises completing access improvements and 14 achieving accessibility certification. Twenty-two percent of WFP's employees now work from accessible facilities, doubling the result for 2023.

2.4. Caring and supportive work environment provided – not achieved

193. Based on analysis of the KPI measuring the percentage of compliance with WFP's security management policy and framework of accountability, this output was not achieved in 2024. In addition, the end-of-year value of 89 percent falls short of the 94 percent achieved in 2023.
194. Nonetheless, one achievement related to the provision of a caring and supportive work environment was achieved with the development and issuance of an Executive Director's circular that sets out WFP's vision, definition, principles, accountabilities and governance regarding its duty of care.¹⁰⁵ This was in response to rising concerns about the risk of harm or injury of WFP's employees while carrying out their duties.

Management result 3. Engage in effective partnerships – achieved

195. Targets under this management result were met, with 87 percent of the planned baseline budget being utilized. Collaborative efforts with various stakeholders have not only strengthened WFP's operational capabilities but also contributed to its strategic outcomes, demonstrating the power of partnerships in driving positive change.

3.1. Enhanced collective action aimed at the achievement of the SDGs – exceeds expectations

196. Results under this output exceeded expectations thanks to the strengthening of certain partnerships, which enhanced WFP's ability to respond to global food security challenges.
197. WFP continued to engage effectively with IFIs, the ministries of finance and planning of host governments, private sector entities, NGOs and other development financing and planning partners, yielding significant results. One-hundred-and-eight agreements, worth USD 1.03 billion, were signed with IFIs and programme countries in support of service provision and other activities in 61 countries.
198. Collaboration with the private sector brings valuable innovation, expertise and networks, enabling WFP to harness cutting-edge technology in order to respond faster, operate more effectively, and scale effective solutions. In 2024, WFP strengthened its engagement with the private sector, drawing increasingly on both financial support and in-kind expertise to enhance its operations and outcomes. Private sector partnerships were further enhanced with USD 336 million in contributions from private sector partners, an increase from USD 270 million in 2023, and WFP negotiated private sector funding for 1.3 billion school meals at a unit cost of USD 0.25 per meal. WFP's programme and supply chain teams actively engaged with academia, which contributed cutting-edge research and innovative solutions for building knowledge and evidence, addressing logistics challenges, and optimizing operations.

¹⁰⁵ Executive Director's circular OED2024/010, *Duty of care accountability and governance framework*.

199. WFP engaged in 91 joint programmes with United Nations partner entities, demonstrating its sustained commitment to United Nations system-wide collaboration and its role in delivering collective impact at the country level. Country offices worked hard to strengthen WFP's role and contributions in United Nations country teams, and 88 percent of CSP outlines were fully aligned with country-specific United Nations cooperation frameworks, against a target of 85 percent.

3.2. Country-level partnerships aimed at reaching the most vulnerable – achieved

200. Country-level partnerships aimed at reaching the most vulnerable people, and partnerships with civil society organizations continued to be central to the work of WFP's country offices. Sixty-one country offices maintained active partnerships with NGOs in 2024. The compliance rate for use of the United Nations Partner Portal among country offices with active NGO partnerships was 100 percent in 2024.
201. The overall percentage of WFP funding channelled to cooperating partners, as directly as possible to local and national responders, stands at 18.6 percent for 2024, against an annual target of 25 percent.¹⁰⁶ This marked a notable decline in the percentage of WFP funding channelled to local partners, from 31.1 percent in 2023. Two factors explain the decrease: overall contributions to WFP – the denominator in the calculation – increased by USD 1.28 billion, lowering the overall indicator value; and the volume of food distributed through cooperating partners declined by 1.2 million mt, with local partners distributing proportionally less than governments and international partners owing to operational constraints and increased risk management and assurance measures.
202. Only 48 percent of outputs were achieved within partnerships, against a target of 60 percent. Review of this KPI revealed that it also captures the operational and logistics challenges facing delivery in many countries, including conflict, the emergence of high needs, and disasters, all of which drive this KPI value down, regardless of the quality of WFP's engagement with partners. Historically, the values of this KPI have fluctuated between 45 and 56 percent, rendering the value for 2024 consistent with previous values of the past five years.

3.3. South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17 – exceeds expectations

203. In 2024, national institutions from the global South dedicated technical and financial resources to supporting other countries from the global South through WFP-facilitated South-South cooperation arrangements, sharing first-hand expertise on solutions for zero hunger and strengthening national capacities through mutual learning. This robust engagement mobilized a total of 85 partners, significantly exceeding the target of 20.

Management result 4. Effective funding for zero hunger – not achieved

204. Despite exceeding the fundraising target of USD 8 billion in absolute terms, most indicator targets under this overall management result were not achieved, reflecting a global trend in reduced funding overall. This is particularly true of targets for the raising of more flexible and multi-year funding. Overall, 88 percent of the planned baseline budget for this management result was utilized.

¹⁰⁶ In recent months, the Grand Bargain Committee has issued updated guidance on reporting on the percentage of funding directed to local NGOs. As a result, the current methodology is not expected to be retained in the new corporate results framework for 2026–2029.

4.1. Maintain positioning of WFP and a strong funding base for the organization – achieved

205. In 2024, WFP mobilized its second highest recorded revenue, totalling USD 10.4 billion – USD 9.8 billion¹⁰⁷ of which was received in contributions – against a revised target of USD 8 billion.¹⁰⁸ Contributions received represented 54 percent of the programme of work, against an annual target of 44 percent. The share of funding provided by WFP's top five donors increased significantly compared with funding from other donors. While this reduces WFP's achievement of overall diversification targets, it reflects a strong and reliable support base, highlighting the continued commitment and trust of WFP's major donors, despite the challenging funding landscape.
206. Overall, there was a significant drop in official development assistance – of 7.1 percent in 2024 compared with 2023, the first decrease in six years.¹⁰⁹
207. Despite WFP's best efforts to rebalance the funding base, a significant portion of resources came from traditional donors, with 85 percent of total contributions coming from members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), exceeding the target of 70 percent and the 82 percent received in 2023.
208. Nevertheless, funding from the private sector did grow, by 24 percent from 2023 to 2024, surpassing targets.
209. By the end of the year, contributions from IFIs reflected steady momentum, with 3.3 percent of total funds received directly from IFIs and domestic resources sourced from IFIs. These figures do not include USD 286 million in service provision agreements that were operationally implemented but excluded from the current percentage count because they did not fall within the parameters for reporting. An additional USD 200 million in funding was successfully negotiated and approved by IFI boards in 2024, but was not formalized through signed agreements until January 2025. These efforts demonstrate the strength of WFP's growing IFI pipeline and position the organization for an even stronger year ahead.
210. WFP received 2.8 percent of its total funds through United Nations joint partnerships and joint programmes, against a target of 3 percent. The decrease in global humanitarian funding is having direct effects on joint funding mechanisms, and, commensurately, WFP's funding through these channels fell sharply compared with the previous year. Major drivers of this decline include constrained donor budgets combined with the need to provide emergency assistance in a growing number of concurrent crises. Many United Nations entities faced similar budget reductions, which may have shrunk the overall pool of multilateral resources available for United Nations-to-United Nations transfers and joint programming.
211. Achievements under this output include stronger-than-expected private sector growth, with WFP receiving a total 3.44 percent of its funding from the private sector, exceeding the target of 2.9 percent. WFP also successfully participated in the 2024 evaluation of the International Aid Transparency Initiative, in which it is consistently given top ranking. Improvements relate to public access to CSP documents, annual country reports and

¹⁰⁷ The amount mobilized represents a 19.5 percent increase from the 2023 value of USD 8.3 billion. This was made possible mainly by strong support from the United States of America as a main donor, contributing USD 4.5 billion.

¹⁰⁸ The target was originally set against the forecasted funding level of USD 10 billion in the original management plan for 2024–2026, adjusted to USD 8 billion in the middle of 2024.

¹⁰⁹ OECD. 2025. [International aid falls in 2024 for first time in six years, says OECD](#).

detailed information about WFP's procurement processes, including the tenders awarded and contracts.

- 212. In addition, WFP received USD 350 million in contributions from programme countries, significantly exceeding the target of USD 150 million. This was achieved largely thanks to the materialization of a substantial contribution from the Government of Pakistan, reaffirming WFP's role as a key implementation partner and underscoring the Government's continued confidence in WFP's capacity to deliver.
- 213. In 2024, WFP adopted its innovative finance strategy for 2025–2026, aimed at mobilizing USD 1 billion in resources for WFP operations and catalysing USD 1 billion in funding for programme countries by 2030. In August 2024, WFP secured a contribution of EUR 1.5 million from the Government of Luxembourg for the design of the food security catastrophe bond – an innovative disaster risk financing mechanism aimed at providing protection for up to 2.5 million people in sub-Saharan Africa by mobilizing USD 100 million in prearranged financing to tackle severe drought events. Thanks to this contribution, WFP entered a design services agreement with the World Bank in December 2024 for developing the instrument, with the aim of launching it in late 2025 or early 2026. WFP also signed a debt swap agreement between Egypt and Germany, jointly with UNICEF, for a total amount of EUR 29 million, equivalent to USD 30.2 million.

4.2. Effective and efficient planning and allocation of resources to organizational priorities of strategic importance – not achieved

- 214. WFP's analysis of global flexible funding has continued to find a high proportion of activity-level earmarking, mainly driven by donors' policies and accountability frameworks. While earmarking ensures alignment with donors' priorities, it can limit WFP's ability to plan holistically and adapt and allocate resources swiftly, based on needs.
- 215. Of the USD 9.8 billion in contributions received in 2024, USD 1.1 billion, or 11.2 percent, was flexible, representing an 8 percent decline compared with 2023. While some donors maintained or increased the flexible shares of their contributions, all categories of flexible funding declined: multilateral unearmarked by 4 percent, softly earmarked by 7 percent, and flexible funding through the IRA saw the steepest fall, of 31 percent.
- 216. The number of donors providing multi-year¹¹⁰ funding has steadily increased, from 26 in 2020 to 32 in 2024, demonstrating a growing interest in long-term support. Multi-year contributions to WFP reached USD 1.23 billion in 2024, representing 12.6 percent of total revenue. The overall share of multi-year funding fluctuates owing to global budget constraints, competing crises and varying donor capacity. With WFP adopting the Grand Bargain definition of "multi-year" from 2025 onwards, reporting on this indicator is expected to see a justified surge.
- 217. Funds amounting to USD 4.4 billion – or 45 percent of the total, against an annual target of 65 percent – were made available for advanced financing mechanisms, showing an increase compared with 37 percent in 2023, owing to sustained efforts to strengthen negotiations with donors on advance financing mechanisms.

¹¹⁰ In 2025, WFP adopts the Grand Bargain definition of multi-year contributions, replacing its previous terminology to enhance clarity and compliance with international standards. Under the new definition, multi-year contributions are those with a validity period of at least 24 months. Contributions previously categorized as "multi-year" are now referred to as being for "scheduled implementation", reflecting the implementation timelines specified in donor agreements. The adoption of the Grand Bargain definition in WFP's reporting for 2025 will result in a justified upsurge in the contributions counted as "multi-year".

4.3. Effective leveraging of WFP's programmatic offerings for development-related activities – not achieved

218. The unprecedented increase in humanitarian needs in 2024 contributed to the underachievement of the KPI related to the share of voluntary funding for development-related activities, which stood at 16.5 percent against a target of 18 percent. Overall, the resources received by WFP were directed primarily to meeting humanitarian needs.
219. The percentage of resources for development-related activities channelled through inter-agency pooled funds was below target, at 0.5 percent against a target of 1 percent. This was owing to challenges in the broader funding landscape in 2024, with United Nations entities having fewer resources to fund joint programmes. WFP's focus on advocacy, its strategic and technical discussions with United Nations partners, and its updated guidance and regular provision of information on funding for country offices and regional bureaux strengthened resource mobilization, boosting WFP's position within the broader United Nations funding environment. The USD 136 million received for development-related activities originated from other United Nations pooled funds and entities, reflecting WFP's continued efforts to engage with partners despite the challenging funding landscape.

Management result 5. Evidence and learning – achieved

220. Management result 5 was achieved, with baseline budget utilization reaching 93 percent of the plan. WFP made significant progress in generating and using evidence and learning, enhancing accountability, governance and data quality, and successfully addressing a substantial number of audit and evaluation recommendations.

5.1. Overall progress in CSP results achievement – not achieved

221. By the end of 2024, 56 percent of CSP outcome indicator targets were achieved or on track to being achieved. This is a slight increase from the 2023 value of 52 percent, but remains below target, consistent with previous years. This is partly owing to challenges in delivering the planned levels of food and CBTs, which affected performance under outcome indicators related to food security, and partly to higher-than-expected needs, driven by persistent economic distress and vulnerability, weather extremes, escalating conflict, and mounting budgetary pressures on many governments.
222. Sixty-five percent of CSP output indicator targets were met or on track to being met, short of the 2024 goal of 85 percent. Underperformance was primarily due to challenges in delivering the planned levels of food and CBTs and reaching the intended numbers of beneficiaries. These results were affected by the impact of resource constraints, conflicts and related access limitations, leading WFP to prioritize assistance for the most vulnerable people and communities, reduce food and cash rations, and – in some cases – suspend some of its activities. Despite these challenges, however, performance was better in two areas, with progress towards 81 percent of output indicator targets linked to capacity strengthening, and 79 percent of those related to mandated services being on track, thanks to dedicated resources.

5.2. Utilization of audit and evaluation recommendations – achieved

223. The evaluation function provided timely evidence and learning, emphasizing continuous improvement and informed decision-making. In terms of system-wide evaluations, WFP co-managed the joint evaluation of the resilience initiative in the Democratic Republic of the Congo, the Niger and Somalia in 2017–2023, with FAO and IFAD, and supported the United Nations system evaluation of work towards SDG 5, led by UN-Women, and the evaluation of social protection carried out by UNAIDS.

224. At the corporate level, two strategic evaluations on PSEA were completed, along with the mid-term evaluation of the strategic plan for 2022–2025. A synthesis evaluation was presented to the Board, focusing on the role and performance of cooperating partners in WFP's work. To improve evaluation processes, four country offices piloted the use of mixed methods for better data collection and analysis, improving the quality of insights. At the country level, WFP participated in a joint impact evaluation with UNICEF in South Sudan, inter-agency humanitarian evaluations in Afghanistan and northern Ethiopia, the evaluation of a UNICEF-WFP project in the Niger, a final evaluation of a resilience programme in the Democratic Republic of the Congo with FAO and UNICEF, and a mid-term evaluation of the joint programme on girls' education in Malawi with UNICEF, the United Nations Population Fund and the Government of Malawi.
225. WFP exceeded its target by issuing 40 reports – audit reports, advisories, proactive integrity reviews and consolidated insights – significantly contributing to the strengthening of governance, risk management and internal control mechanisms. The average time taken to complete an investigation was reduced to 158 days, well below the target of 220 days. The Office of Internal Audit issued 25 reports with 278 recommendations, up from 265 in 2023, and management successfully closed 205 recommendations, demonstrating improved accountability and stronger internal controls. However, the number of outstanding internal audit recommendations increased from 319 to 388, with 184 being high-priority and 204 medium-priority actions. Of these outstanding recommendations, 118 were overdue by the end of the year.
226. Of the 210 evaluation recommendations due for implementation by the end of 2024, 61 percent were completed on time, with a slightly higher implementation rate for centralized evaluations, at 62 percent, compared with 59 percent of decentralized ones.
227. Challenges in implementing recommendations included the dynamic nature of WFP's operating environments, and reliance on external entities, which can be affected by changing government priorities.

5.3. More systematic knowledge sharing in support of evidence-based decision-making – achieved

228. WFP strengthened its investment in knowledge sharing and learning by expanding the reach of, and the level of engagement of its employees in, more than 100 communities of practice and knowledge for action working groups. Membership in the knowledge management community of practice and the knowledge for action working group grew as the number of knowledge-sharing events increased from 250 to 940. WFP's receipt of the Knowledge for Development Partnership's Global Knowledge Management Award for 2023/2024 brought it external visibility that also helped to increase internal engagement.
229. All WFP country offices provided sex-disaggregated data for 80 percent of beneficiary-related indicators. This achievement was made possible through technical revisions of, and compliance with, reporting standards that mandate the sex disaggregation of all applicable indicators in the corporate results framework, and through increased awareness of the importance of gathering and analysing sex-disaggregated data under all relevant indicators.
230. WFP incorporated evaluation recommendations into all of its new CSPs,¹¹¹ and ensured the systematic use of evaluation evidence in the formulations of draft policies through engagement with headquarters divisions, using lessons learned from evaluations in drafting updates to its resilience, school meals and climate change policies.

¹¹¹ Algeria, Ethiopia, Iraq, Mali, Namibia, Rwanda and Senegal.

Management Result 6. Leverage technology – achieved

231. Targets under management result 6 were met, with baseline budget utilization at 102 percent of the plan, primarily owing to higher-than-expected costs – which were recovered from the special account for information and communications technology – as WFP delivered more information technology (IT) services and equipment than originally planned. The organization's proactive approach to improving the operational agility of its IT systems and data management has not only enhanced its service delivery but also positioned it as a leader in leveraging technology for humanitarian operations.

6.1. More and better data for strategic and operational decision-making – not achieved

232. The number of country offices using UN INFO dropped from 76 in 2023¹¹² to 75 in 2024 owing to capacity constraints and the sensitivity of the data concerned. The rate of compliance with IT security standards reached 95 percent¹¹³ against a target of 100 percent.

233. Nevertheless, WFP maintained its commitment to safeguarding digital integrity, applying the “zero trust” model in its cybersecurity measures, and improving the operational agility of its IT systems. One notable achievement was in maintaining critical information technology systems operational for 99.7 percent of the time, ensuring that essential operations were consistently supported by reliable technology. This high level of system availability was complemented by a low rate of negative feedback with only 0.0137 percent of users’ contacts with IT systems resulting in negative feedback, indicating strong satisfaction with IT services among users.

234. WFP was the first agency to introduce all six standards of the original United Nations Data Cube – a set of guidelines developed to ensure consistent and comprehensive reporting on financial data throughout the United Nations system – underscoring its leadership in adopting and implementing data standards for improved financial reporting and transparency. WFP also launched the first global data strategy among United Nations entities, enhancing data-driven decision-making, operational efficiency and employees’ competencies. A key milestone was the introduction of WFP’s first mandatory data literacy e-learning course, completed by more than 17,000 employees, surpassing the 75 percent target.

235. Building on its data strategy, WFP’s artificial intelligence (AI) strategy was endorsed in 2024, defining priorities in various scenarios, infrastructure, governance, levels of IT literacy, and partnerships. The “AI Sandbox” was adopted in eight projects testing the use of AI for predicting food insecurity and managing enterprise data, while pilots leveraging AI for knowledge management and cloud platforms progressed. Governance was strengthened through the responsible AI task force and the introduction of a control tower for AI.¹¹⁴ These initiatives drive the responsible adoption of AI, enhancing WFP’s humanitarian operations with ethical, scalable solutions.

¹¹² The value for 2023 has been corrected after a review of the data.

¹¹³ This represents an improvement of 1 percentage point from 2023, and a steady rise from 92 percent in 2022.

¹¹⁴ The control tower for AI is a centralized mechanism for providing oversight and coordination of AI-related initiatives across WFP. It aims to ensure strategic alignment with the global AI strategy and data governance frameworks. It is intended to fall under the oversight of the Data Management Committee, embedding AI governance in WFP’s existing structures so as to support consistency, accountability and coherence.

6.2. Improved technology solutions in support of beneficiary management – exceeds expectations

236. Efforts to enhance digital support for identity management as part of the global assurance project were successful: 86 percent of CBTs by value were supported by trusted digital systems. This exceeded the 80 percent target and reflected significant progress in leveraging digital systems for the efficient and secure delivery of assistance to beneficiaries. Identity management for in-kind assistance was also strengthened, with efforts focusing on establishing norms and standards and developing technical solutions to support this assistance modality. A module of SCOPE was developed for in-kind assistance – SCOPE IK – implemented in Ethiopia to increase controls and assurance, and piloted in ten countries by the end of 2024.

Management result 7. Leverage innovation – exceeds expectations

237. Targets under management result 7 were exceeded, with baseline budget utilization at 70 percent of the plan. WFP's dedication to innovation at all levels of its operations, and its ability to create innovation-based partnerships, has enhanced its core operations. WFP continued its innovation efforts against the backdrop of the adoption of the Secretary-General's UN 2.0 agenda, making the organization a trusted expert in innovation for consultation and as a service provider. Activities included the design of innovation programmes based on inputs from WFP field operations, host governments and technical units at WFP's headquarters. WFP's leadership in innovation earned global acclaim, including recognition as one of the Fast Company's 100 Best Workplaces for Innovators in 2024.
238. WFP has expanded its focus on innovative finance, with a new innovative finance strategy approved in 2024 and the activation of innovative financial tools such as the WFP Innovation Bridge, which is co-managed with the United Nations Capital Development Fund and offers catalytic financing to help businesses focused on generating impact scale up market-based innovative solutions for zero hunger through flexible, risk-tolerant loans and guarantees. Results related to innovative finance include confirmation of the success of the blended finance model used in the SheCan programme in 2024. Implemented in Iraq, Malawi, Peru, Rwanda and Zambia, the SheCan initiative had positive impacts on the financial inclusion of 148,000 smallholder farmers and members of their communities through access to gender-sensitive education programmes and affordable microloan products, with a particular focus on women. SheCan proved the sustainability of its activities and the relevance of its scaling strategy by being selected for a "scale catalyst" grant from the United Nations Global Pulse Scale Accelerator.
239. In 2024, innovation continued to drive progress in WFP's operations, especially in the area of individual giving. The ShareTheMeal application remained the most successful innovative digital platform for individual giving and advocacy in the United Nations and broader system. ShareTheMeal continued to receive global recognition, winning multiple awards and being selected as Apple Corporation's "app of the day" four times in 2024 – a major boost for brand awareness and credibility. A significant focus in 2024 was the expansion in the United States market. By the end of the year, the United States of America had become ShareTheMeal's largest and fastest-growing market, setting a strong foundation for continued growth in 2025.
240. Strategic partnerships in innovative financing also saw strong momentum. Notably, the partnership with Europe's largest online bank, Revolut, was expanded and deepened during the year. Product innovation remained at the core of ShareTheMeal's strategy, with a new feature launched in October 2024 doubling the number of new regular givers

acquired. As a result, ShareTheMeal is expected to double the growth rate of its regular giver numbers in 2025 compared with 2024.

241. WFP continues to be an early adopter of frontier innovations, such as AI, to drive efficiencies at the strategic and operational levels. In 2024, WFP established a strategic partnership on AI for humanitarian action with the European Organization for Nuclear Research and the Luxembourg Institute of Science and Technology, leveraging an investment of EUR 1.5 million per year for two years from the Government of Luxembourg. The combined teams will work on various AI uses in the areas of emergency-related damage assessment and predictive models, anomaly detection and collaborative machine learning, which should deliver efficiency and effectiveness gains to WFP operations. Given the focus on open science and open sourcing of the solutions developed, WFP and its partners will contribute to the emergency preparedness and response activities of the wider humanitarian and development community, in line with UN 2.0 and the Secretary-General's digital public goods agenda.

7.1. Expanded profile as a trusted provider of operational technology solutions, innovation, and advice – exceeds expectations

242. The WFP Innovation Accelerator has a growing network of regional innovation hubs and country office innovation teams – the WFP innovation network. Beyond the innovation programmes that they implement for the benefit of WFP operations, the Innovation Accelerator and network also coordinate additional innovation programmes provided on-demand to specific WFP units and country offices, external entities and governments. In 2024, the WFP Innovation Accelerator ran a diverse portfolio of programmes, including end-to-end programmes such as the WFP Global Innovation Accelerator, and the Humanitarian Ventures Accelerator, in collaboration with Google; customized programmes such as the acceleration initiative between CGIAR and the Iraq country office; and special projects such as the energy for food security initiative in the Niger, and the preparedness and response excellence in the Philippines innovation challenge.
243. In addition, WFP played a crucial role in fostering innovation across the broader humanitarian sector. In 2024, 18 partner country governments and 16 humanitarian and development organizations adopted and used innovation solutions supported by WFP.
244. Innovation is also a driver of partnerships with governments, including through county-level innovation centres in Kenya, and work on post-harvest losses in Ethiopia; private sector leaders, such as John Deere and Google; multilateral institutions, such as the World Bank; leading global research institutes, such as the European Organization for Nuclear Research and the Open Quantum Institute; and global platforms and networks, such as the World Economic Forum and the Young Presidents' Organization.

7.2. WFP's programmes are enhanced through innovation – exceeds expectations

245. Innovation is crucial for adapting to a fast-changing world and enables WFP to be more agile and to optimize its core operations. In 2024, WFP solidified its leadership in innovation and strategic advisory services on innovation to support the zero hunger and SDG agendas. Innovations supported by WFP reached 61 million people in 90 countries and territories, reflecting the growing impact of people-centred and technology-driven approaches on food security and emergency response. Innovations backed by WFP improved the effectiveness of core programmes, facilitated access to nutrition solutions for 24.5 million people, and empowered 5.4 million smallholder farmers and value chain actors.

7.3. WFP's operations and management are enhanced through innovation – exceeds expectations

246. With 73 country offices and regional bureaux integrating cutting-edge technologies into their workflows, WFP has optimized its global operations. In 2024, WFP actively supported 86 innovation projects and ventures, including solutions that optimize logistics and enhance programme implementation, such as for school meals. For example, WFP made cost efficiencies of USD 2 million during its first use of an AI-enabled tool called SCOUT, which allowed it to seize seasonal purchase opportunities for sorghum in Western Africa through long-term sourcing and delivery planning. Other examples include the use of the NutriPulse dashboard for automated data processing and streamlined reporting, generating savings of USD 8.7 million; reductions in travel distances and carbon dioxide emissions in Chad and Venezuela through optimization of in-country logistics networks, achieving approximately USD 450,000 in cost efficiencies; and the use of the Optimus tool for designing food baskets in Haiti and Guinea, meeting the requirements for nutritional adequacy and achieving cost efficiencies of USD 550,000.
247. In addition, WFP's corporate Building Blocks innovation, is the largest blockchain-based system in the humanitarian sector. In 2024, Building Blocks was used by 65 organizations in Ukraine to coordinate aid, saving USD 67 million through deduplication exercises for the provision of cash, food, livelihoods and shelter assistance. Also in 2024, PRISMA, WFP's next-generation tool for providing visibility over supply chains, which has delivered real-time insights for planning and risk anticipation, saved 10,000 work hours, generated USD 620,000 in planning efficiencies, and cut the risk of distributing food that is near its expiration date by 58 percent.
248. The United Nations booking hub platform served 5.2 million requests from clients in 116 countries and 21 United Nations entities. Through this platform, WFP signed 43 agreements that support carpooling in more than 1,000 local offices, and achieved efficiency gains of USD 13.7 million.
249. WFP's innovation strategy, developed in 2024 for launch in 2025, prioritizes country offices as engines of innovation and is designed to address issues in the current dynamic global environment. The strategy provides strong opportunities for strategic investments in further scaling impactful innovations.

4.2. Programme support and administrative budget

250. WFP's PSA budget is approved along three high-level appropriation lines: strategy and direction; services to operations; and governance, independent oversight and fundraising. The PSA budget was originally approved for USD 568 million. In response to a declining contribution forecast, in June 2024, at its annual session, the Board approved a reduced PSA budget of USD 528 million.¹¹⁵ At the same time, WFP presented a utilization plan for reducing PSA expenditures further, to USD 483 million. At the end of the year, the total PSA expenditures against the original plan reflected savings of USD 88 million.

¹¹⁵ This budget was approved at the total level with no breakdown by appropriation line.

Table 13: Programme support and administrative budget by appropriation line, 2024

Appropriation line	Original budget	Revised budget		Expenditures*	Savings
	(USD million)				(%)
Strategy and direction	121.3			99.8	18
Services to operations	295.8			247.0	16
Governance, independent oversight and fundraising	150.9			134.1	11
Total	568.0	528.0	480.9	15	

* Including commitments that remained open at the end of the year.

251. While savings occurred in all appropriation lines, the lowest savings were in the area of governance, independent oversight and fundraising. This is because the independent oversight offices were exempted from the cost saving measures; nonetheless, those offices did achieve savings of USD 3.5 million in 2024.
252. Of the USD 88 million in total PSA savings, USD 75.7 million was achieved through reductions in fixed-term and short-term staffing costs, while USD 9.7 million was saved on consultancies. In the non-staff expenditure categories – including such costs as rent, IT infrastructure and United Nations joint funding, which are fixed – savings were made primarily in areas such as face-to-face meetings and workshops, and the purchase of IT services and equipment.
253. Throughout the year recruitment was paused. Divisions and offices implemented additional cost-containment measures, such as cancelling planned new posts, leaving vacant positions empty, and delaying position upgrades. As a result, in full-time equivalent (FTE) units, 280 international professional employees, 68 headquarters general service employees, and 91 international consultants were funded by PSA, fewer than the original plan.
254. The reorganization of WFP's headquarters in Rome, effective from February 2024, resulted in a reduction in the number of senior leadership roles and divisions in the organization: the executive leadership team was reorganized, and instead of having one deputy executive director and four assistant executive directors, it now has one deputy executive director and three assistant executive directors. Simultaneously, the number of divisions decreased from 31 to 23, while the number of D-2 positions at headquarters in Rome dropped from 30 to 21.
255. In addition to the PSA allocations to cover the basic costs of country office presence, USD 10 million was allocated to country offices for strengthening internal controls, ensuring adherence to financial and operational policies, and carrying out risk mitigation actions. Calculations of the amount allocated to each country office took into account the number of open audit observations and evaluation recommendations, and areas of weakness reported through each office's end-of-year assurance statement. Twenty-nine country offices reported utilizing the funds to close oversight recommendations, including audit observations and evaluation recommendations. In 28 offices, the funds enabled compliance with requirements for, and improvement of, assurance in areas that had been indicated as "weak" or "needs strengthening" in the assurance exercise. In the remaining offices, the funds were used to support the management of risks that undermine compliance with accountability, assurance standards and policy.

4.3 Critical corporate initiatives

256. CCIs, typically funded by the PSA equalization account and the unearmarked portion of the General Fund, are strategic initiatives aimed at strengthening WFP's programming, operational and administrative capacity. In 2024, WFP carried out activities under eight CCIs. Table 14 shows the CCIs active in 2024, and the approved budgets and expenditures up to 31 December 2024.

Table 14: Critical corporate initiatives, 2024 (USD million)

CCI name	Start year	Total budget from the beginning of the CCI until the end of 2024	Utilization*			Unspent balance
			2012–2023	2024	Total	
Termination indemnity fund	2021	10.0	1.3	1.5	2.8	7.2
Investing in WFP people	2022	79.3	48.0	20.4	68.4	10.9
Implementation of the strategic plan and corporate results framework	2022	29.0	12.3	14.3	26.6	2.4
Country office support model optimization and simplification (COSMOS)	2023	6.2	2.0	2.5	4.5	1.7
United Nations Strategic Development Group (UNSDG) efficiency roadmap	2023	12.4	5.6	5.2	10.8	1.6
Monitoring, identity management and traceability	2024	20.8	-	12.2	12.2	8.6
Corporate process optimization	2024	12.4	-	10.9	10.9	1.5
Fit for future in a changed funding landscape	2024	6.9	-	6.1	6.1	0.8
Total		177.0	69.2	73.1	142.3	34.7

* Including commitments that remained open at the end of the year.

257. In 2024, actual expenditures, including end-of-year commitments, totalled USD 73.1 million, representing 68 percent of the available budget. A total of USD 34.6 million was carried forward into 2025 to complete work towards targeted deliverables. The unspent balance was due mainly to the pause on recruitment and delays in tenders and procurement.
258. Sixty-one percent of CCI expenditures were linked to three prioritized management results in 2024: 34 percent to management result 2 – people management; 14 percent to management result 1 – effectiveness in emergencies; and 13 percent to management result 3 – engage in effective partnerships.
259. Annex IV-B presents a comprehensive overview of performance for each CCI, while the following paragraphs provide a summary of the main achievements under each CCI.
260. In 2024, under the Investing in WFP people initiative, significant strides were made in workforce development, enhancing talent acquisition measures, capability development and workplace culture. The strategic plan and corporate results framework for 2022–2025 cultivated the introduction of digital solutions for better financial oversight and data-driven decision-making, including the new resources-to-results system. The

corporate process optimization initiative improved efficiency by digitalizing procurement processes and integrating global travel solutions, while the Fit for future in a changed funding landscape CCI equipped partnership officers with tools for resource mobilization and innovative financing.

261. The COSMOS initiative was transformed into a broader change management initiative to support the restructuring of headquarters in Rome at the beginning of 2024 and is leading the restructuring of global headquarters and the global functional teams in 2025. The UNSDG efficiency roadmap contributed to improved operational efficiency and cost-effectiveness throughout the United Nations system.¹¹⁶ Efforts to strengthen corporate assurance standards were notable, with the roll-out of standardized monitoring tools and systems. The termination indemnity CCI provided essential support for workforce realignment in 22 country offices. Collectively, these achievements advanced WFP's mission of operational excellence and effective global response.
262. WFP's Fit for future initiative achieved major progress in adapting to a shifting funding landscape. Key outcomes included the finalization of WFP's toolbox for streamlining guidance and training for global partnerships staff, selecting vendors and managing contracts, and the harmonization of donor management. The innovative finance strategy for 2025–2026 was approved (see paragraph 213), driving resource diversification through such tools as debt swaps, blended finance and catastrophe bonds. Four new finance agreements and six new finance vehicles were launched, raising a total of USD 20.8 million. Efforts to obtain climate finance advanced, with the launch of a corporate climate investment pipeline, the hiring of a dedicated consultant, and a successful employees' retreat on climate finance. In addition, pilot projects such as WFP BRIDGE and SheCan were expanded, and WFP hosted engagements with high-impact donors, including for the food security catastrophe bond.

4.4 Utilization of an unearmarked portion of the General Fund

263. In November 2023, the Board approved an allocation of USD 85 million from the unearmarked portion of the General Fund to serve as a safety net to help country offices facing a decrease in resources. The safety net aims to assist country offices as they adapt to lower funding levels while maintaining high-quality programming, meeting established norms and assurance standards, targeting the right people, and meeting obligations to WFP's employees.
264. In accordance with the criteria outlined in the management plan for 2024–2026, and in collaboration with regional bureaux and country offices, 38 country offices were prioritized and received a total of USD 60 million. Approximately half of the allocations supported reassurance action plans covering such areas as identity management, targeting and data quality, while one-fourth covered bridging costs for cooperating partners, and the remainder supported the organizational realignment, covering costs pertaining to staffing reductions, and sustained fixed operational costs, such as rent.

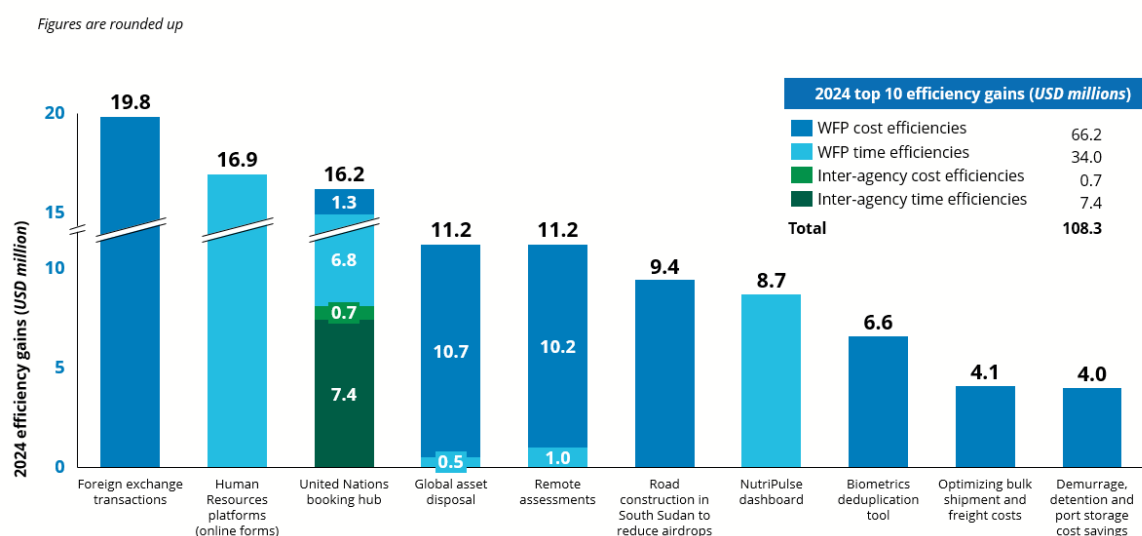
4.5 Efficiency gains

265. Efficiency is one of the Executive Director's key priorities: every dollar saved means that WFP can reach more hungry people with vital food assistance. By evaluating and reporting on its efficiency gains, WFP holds itself accountable to donors and beneficiaries for its use of financial resources, transparently.

¹¹⁶ Including initiatives related to the United Nations booking hub, common premises, the business operations strategy, and global shared services.

266. WFP generated a total of USD 169.9 million in efficiency gains from 59 initiatives in 2024. Of that total, USD 63.3 million resulted from 31 initiatives in areas of administration – facilities, finance, logistics, human resources, information and communications technology, and procurement – which were reported on in the United Nations-wide efficiency reporting for the Economic and Social Council. Overall, efficiency gains decreased compared with 2023. This is attributable to decreases in the level of operations and transactional activities in 2024. For further details on the efficiency gains achieved in 2024, see annex IV-C.

Figure 6: WFP's top ten efficiency gains in 2024 (USD million)



Note: Total efficiencies include cost efficiencies and time efficiencies (in FTE units).

4.5 Governance highlights for 2024

Successes and challenges from the Multilateral Organization Performance Assessment Network assessment

267. The Multilateral Organisation Performance Assessment Network (MOPAN) concluded its 2023–2024 performance assessment of WFP in 2024, confirming that WFP continues to demonstrate core institutional strengths and has made tangible progress since the previous assessment in 2017–2018. The assessment found that WFP demonstrates a unique capacity for humanitarian response, exercises a clear leadership role in the humanitarian community, and has decentralized its operations to country offices effectively. Key challenges were related to the need to safeguard access to vulnerable people and communities, strengthen risk and reputation management, clarify WFP's strategic focus in resource-constrained environments, and improve internal coherence and workforce engagement. The assessment also emphasized the importance of integrating digital systems, enhancing knowledge management, and strengthening protection from sexual exploitation, abuse and harassment.
268. In response, WFP launched a comprehensive set of time-bound actions in these priority areas. These included updating the enterprise risk management policy and oversight framework, implementing a change management and engagement plan, finalizing new policies on climate, resilience and school meals and strategies on knowledge management and AI, and launching a resource mobilization strategy. WFP also committed to formulating a revised PSEA strategy and diversity, equity and inclusion framework, and expanded guidance for field operations. MOPAN's recommendations are instrumental in shaping the development of the strategic plan for 2026–2029, reflecting WFP's

commitment to continuous improvement, accountability and alignment with MOPAN's recommendations.

The Executive Board governance review

- 269. WFP strengthened its governance architecture through the Board's approval of a plan for addressing all the remaining recommendations from the 2023 independent review of Board governance. The plan set clear timelines, responsibilities and efficiency targets, enhancing the Board's effectiveness in policy formulation, oversight, accountability and decision-making processes.
- 270. Key progress included streamlining the policy formulation framework to support more inclusive and predictable processes, advancing reforms to oversight and accountability mechanisms, and optimizing documentation and informal consultation practices so as to improve strategic dialogue and efficiency.
- 271. The Board also endorsed a code of conduct for all Board-related activities, aligned with the codes of conduct of other United Nations entities, and clarified the roles of Bureau members and list convenors through updated handbooks and digital support tools. Together, these reforms underscore WFP's commitment to transparency, institutional coherence, and alignment with United Nations system-wide governance standards.

Update on the reorganization process

- 272. In August 2023, the Executive Director launched an internal review of WFP's organizational structure, as described in the Addendum to the management plan (2024–2026).¹¹⁷ The review explored the ways in which WFP should evolve in order to address the challenges facing operations more effectively and adapt to the new reality of rising humanitarian needs along with declining funding.
- 273. The organizational evolution had three phases. The first phase, in August and September 2023, resulted in a new configuration of headquarters departments, which was presented in the management plan for 2024–2026. In the second phase, the division level of WFP's headquarters structure was reviewed from October 2023 to January 2024, and the resulting organizational structure at the division level became effective on 15 February 2024. Phase three was launched in March 2025 and involves reviewing WFP's regional configuration with a view to refining and streamlining the roles and responsibilities of headquarters in Rome and the regional bureaux, addressing the fragmentation and duplication of support services, and improving the provision of strategic guidance, technical support and management oversight to field operations. Additional information regarding phase three is provided in the update to the management plan for 2025–2027, presented at the Board's annual session in June 2025. Budget cuts were undertaken to reflect these measures, and details are provided in paragraphs 250–255 above.

¹¹⁷ "Addendum to the management plan (2024–2026)" (WFP/EB.2/2023/5-A/1/Add.1).

Acronyms

AI	artificial intelligence
AIMS	Asset Impact Monitoring from Space
BOOST	Business operation and organization strategic transformation
BOS	business operations strategy
CBT	cash-based transfer
CCI	critical corporate initiative
CCS	country capacity strengthening
CERF	Central Emergency Response Fund
COMET	country office tool for managing programme operations effectively
COSMOS	Country office support model optimization and simplification
CSP	country strategic plan
EDMF	Emerging Donor Matching Fund
FAO	Food and Agriculture Organization of the United Nations
FAR	framework on accountability for results
FITTEST	fast information technology and telecommunications emergency and support team
FTE	full-time equivalent
GAM	gender and age marker
GCMF	Global Commodity Management Facility
HLT	high-level target
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
IFI	international financial institution
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
IT	information technology
KPI	key performance indicator
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	non-governmental organization
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights

PSA	programme support and administrative (budget)
PSEA	protection from sexual exploitation and abuse
QCPR	quadrennial comprehensive policy review
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SBCC	social hand behaviour change communication
SCOPE	WFP's digital beneficiary information and transfer management platform
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDIS	United Nations disability inclusion strategy
UNDP	United Nations Development Programme
UNDS	United Nations development system
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UNSDG	United Nations Strategic Development Group
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization
WINGS	WFP information network and global system