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برنامج الأغذية العالمي

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Annual performance report for 2025

Draft decision*

The Board approves the annual performance report for 2025 (WFP/EB.A/2026/4-A), noting that it provides a comprehensive account of WFP's performance during the reporting period and of progress towards the objectives of the WFP strategic plan for 2022–2025 and the corporate results framework.

The Board commends WFP's employees for working under increasingly challenging conditions to assist more than 120 million people facing severe hunger. Those conditions included significant funding constraints, heightened insecurity, limitations on access, and attacks against humanitarian personnel, and while acknowledging that WFP appropriately prioritized life-saving assistance in emergency settings, the Board expresses concern that resource constraints have adversely affected the scale, duration and nutritional adequacy of the assistance provided.

In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11, resolution E/RES/2013/5 of the United Nations Economic and Social Council, and 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 2025 be transmitted to the Economic and Social Council and the Council of the Food and Agriculture Organization, together with the present decision and the Board's decisions and recommendations for 2025.

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

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Table of contents

Draft decision*	1
Annexes	3
Foreword by the Executive Director	4
Executive summary	8
1. Part I: Introduction	12
1.1 Global context in 2025	12
2. Part II: Funding and expenditures	15
2.1 Overview of WFP's funding, financial needs and funding mechanisms	15
2.2 Operational planning and expenditures	23
2.3 Analysis of expenditures per beneficiary	29
3. Part III: Programme performance	31
3.1 WFP's reach: beneficiaries and transfers	31
3.2 Performance by strategic outcome	34
3.3 WFP's emergency preparedness and response	42
3.4 Highlights from key programmatic areas	44
3.5 Cross-cutting priorities	52
3.6 Advances in the humanitarian-development-peace nexus approach	55
3.7 Humanitarian supply chain and delivery services	55
4. Part IV: Management performance	58
4.1 Achievements and expenditures under the management results	59
4.2. Programme support and administrative budget	74
4.3 Utilization of the unearmarked portion of the General Fund	75
4.4 Critical corporate initiatives and the global assurance project	77
4.5 Efficiency gains	78
4.6 Governance highlights for 2025	79
Acronyms	80

Annexes

- Annex I: 2020–2025 key figures trends
- Annex II-A: Confirmed contributions by donor 2024–2025
- Annex II-B: Direct expenditures by country, focus area and special status category, 2023–2025
- Annex II-C: Expenditures by standard output, 2025
- Annex II-D: Expenditure per beneficiary analysis
- Annex III-A: Methodology for beneficiary counting and reporting
- Annex III-B: Methodologies for assessing performance against outputs, outcomes and cross-cutting priorities
- Annex III-C: Results against outputs, outcomes and cross-cutting priorities
- Annex IV-A: Analysis of corporate key performance indicators by management result
- Annex IV-B: Reporting on critical corporate initiatives
- Annex IV-C: Supplemental reporting on efficiency gains in 2025 – highlights from the top ten initiatives
- Annex V: The gender and age marker
- Annex VI: Implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
- Annex VII: WFP employees as at 31.12.2025

Foreword by the Executive Director

In 2025, hunger was driven first and foremost by violent conflict and severe constraints on humanitarian access, which limited food availability for those who needed it most. Adding to the impact of violent conflict, natural disasters and economic turmoil further fuelled hunger.

More than 1.4 million people lived in famine like conditions across six WFP operations - Haiti, Mali, the State of Palestine (Gaza), South Sudan, the Sudan and Yemen. This is fifteen times the figure reported prior to the COVID 19 pandemic, when 90,000 people faced similar conditions. Gaza and the Sudan – where famine was confirmed – together accounted for approximately 90 percent of this caseload. Beyond these contexts, millions more experienced acute food insecurity across 16 hotspot countries.

In 2025, as needs rose, WFP faced an almost 40 percent funding reduction – the largest single year cut the organization has ever absorbed. WFP raised USD 6.5 billion against a revised forecast of USD 6.4 billion, but this remained USD 1.5 billion below the USD 8 billion originally planned. This left millions of families without the life-saving assistance they relied on. As a direct consequence, WFP estimated that up to an additional 13.7 million people could be pushed from crisis level food insecurity (Integrated Food Security Phase Classification (IPC) phase 3) into emergency conditions (IPC phase 4).

This is the reality behind the 2025 annual performance report. It was a year in which WFP operated under exceptional pressure, as the global humanitarian system as a whole came under immense strain. Humanitarian work has never been more complex, difficult and dangerous.

In 2025, humanitarian access was one of WFP's defining operational challenges. Conflict, insecurity, administrative impediments, movement restrictions and attacks on civilians and humanitarian personnel significantly constrained WFP's ability to reach the most vulnerable people.

Humanitarian space continued to narrow as violence against civilians – and the humanitarian workers who sought to assist them – intensified. Over the last three years, more than 1,000 humanitarian workers have been killed, including 334 in 2025 alone. Many more were injured. As always national partners and colleagues paid the highest price. We mourn the loss of all of those who lost their lives on the front line and continue to call for the protection of humanitarian workers.

Arbitrary arrest and detention have also become an increasingly serious feature of the operating environment. In Yemen and elsewhere, humanitarian workers faced detention, harassment and restrictions that further limited the ability of humanitarian organizations to deliver safely and independently.

In a context of rising needs, funding reductions and increasingly complex and dangerous operating environments, WFP could not meet every need. We were forced to make impossible choices, and this report accounts honestly for those choices. The principle was clear: life saving assistance for those facing the most severe food insecurity before anything else, while sustaining progress on resilience building where possible.

Hyper prioritization meant real human decisions about who would receive assistance first and who could not be reached at all. In some contexts, rations were reduced for eligible households; in others, entire districts fell outside operational reach. Reduced humanitarian presence placed additional strain on national and local systems. Hard won gains in livelihoods, resilience, school feeding and natural resource restoration came under threat; once lost, these gains have lasting consequences for recovery.

Even despite these challenges, WFP delivered life saving results in the most severe hunger crises. In the Sudan, rapid operational scale up contributed to reversing famine conditions in areas that WFP could access. In Gaza, WFP delivered full food rations to vulnerable families after prolonged disruption, made possible by sustained presence, principled engagement and complex logistics under extreme conditions.

This is not only a moment of crisis; it is also a moment of opportunity, and it demands discipline and reform. WFP's mission has never been more critical. Every dollar must be used with maximum efficiency and impact, harnessing technology and innovation to scale solutions that address hunger at its roots. WFP is deploying bold new tools and approaches across its global operations to address hunger. Every decision must be guided by evidence, discipline and humanitarian principles.

WFP has sharpened its focus on its core life saving mandate, strengthened accountability and performance management, and applied rigorous prioritization to ensure that scarce resources are directed where they matter most. These efforts align with broader UN80 reforms to improve efficiency, reduce duplication and strengthen collective impact across the United Nations system.

The year under review highlights both the scale of today's humanitarian challenges and the difficult choices ahead. As needs continue to grow and resources remain constrained, WFP is as committed as ever to reaching those who need it most. As the organization looks ahead, its strategic plan for 2026–2029 provides a clear framework to guide decisions and sustain impact in an increasingly complex global landscape.

WFP's mission endures beyond any single moment or mandate. It is carried forward every day by the courage and profound dedication of incredible teams around the world, and by the shared commitment of partners and donors who stand with people facing hunger.

The test of 2025 was not whether WFP could do everything; it was whether we could make the hardest choices with discipline, humanity and purpose.

This annual performance report is that account.

2025 ANNUAL PERFORMANCE REPORT



WFP SNAPSHOT Part 1

STRATEGIC OUTCOMES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
	Access to food, End malnutrition, Smallholder productivity & income, Sustainable food system										Diversified Resources, Capacity building, Policy coherence, Global Partnership							
OUTPUTS	1	2	3	4	5													
	<p>People are better able to meet their urgent food and nutrition needs</p> <p>Countries with famine conditions: (Gaza Strip, Haiti, Mali, South Sudan, the Sudan, and Yemen)</p> <p>6 countries Target: 0</p>	<p>People have better nutrition, health, and education outcomes</p> <p>Women and children with access to improved health, nutrition, and education services:</p> <p>36.7 million (80%) Target: 46 million</p>	<p>People have improved and sustainable livelihoods</p> <p>People with more resilient livelihoods:</p> <p>18.7 million (82%) Target: 22.9 million</p>	<p>National programmes and systems are strengthened</p> <p>Countries with strengthened programmes and systems:</p> <p>77 countries Target: 56</p>	<p>Humanitarian and development actors are more efficient and effective</p> <p>Countries benefiting from WFP mandated and/or on-demand services:</p> <p>125 countries Target: 114</p>													

Direct beneficiaries reached

BY YEAR	BY SEX AND AGE	BY REGION						
<p>Total number of people reached in 2025</p> <p>121 M 318 M*</p> <p>2019 2020 2021 2022 2023 2024 2025</p> <p>*Number of people facing acute food insecurity in 2025</p>	<p>64.8 M Female 53.6%</p> <p>56.1 M Male 46.4%</p> <p>including Girls: 36.3 M</p> <p>including Boys: 34.9 M</p>	<table border="1"> <tr> <td>Eastern and Southern Africa 48.5 M</td> <td>Western and Central Africa 16.2 M</td> <td>Latin America and the Caribbean 8.6 M</td> </tr> <tr> <td>Middle East, Northern Africa and Eastern Europe 23.8 M</td> <td colspan="2">Asia and the Pacific 23.8 M</td> </tr> </table>	Eastern and Southern Africa 48.5 M	Western and Central Africa 16.2 M	Latin America and the Caribbean 8.6 M	Middle East, Northern Africa and Eastern Europe 23.8 M	Asia and the Pacific 23.8 M	
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BY TRANSFER MODALITY	BENEFICIARIES REACHED BY PROGRAMME AREA																				
<table border="1"> <tr> <th>TRANSFERS</th> <th>DELIVERED TO</th> </tr> <tr> <td>2.3M MT FOOD TRANSFERS (MT)</td> <td>78.4 M BENEFICIARIES</td> </tr> <tr> <td>2 B CBT TRANSFERS (USD)</td> <td>38.7 M BENEFICIARIES</td> </tr> <tr> <td>154 M COMMODITY VOUCHER TRANSFERS (USD)</td> <td>7.5 M BENEFICIARIES</td> </tr> <tr> <td>675 M CAPACITY STRENGTHENING (USD)</td> <td>66 COUNTRIES</td> </tr> <tr> <td>629 M SERVICE DELIVERY (USD)</td> <td>125 COUNTRIES</td> </tr> </table> <p><i>After hyper-prioritization and transfer cuts which had negative impact on intensity of assistance</i></p>	TRANSFERS	DELIVERED TO	2.3M MT FOOD TRANSFERS (MT)	78.4 M BENEFICIARIES	2 B CBT TRANSFERS (USD)	38.7 M BENEFICIARIES	154 M COMMODITY VOUCHER TRANSFERS (USD)	7.5 M BENEFICIARIES	675 M CAPACITY STRENGTHENING (USD)	66 COUNTRIES	629 M SERVICE DELIVERY (USD)	125 COUNTRIES	<table border="1"> <tr> <th>Planned based on revised country portfolio needs</th> </tr> <tr> <td>UNCONDITIONAL RESOURCE TRANSFERS 77.4 M → 73.7 M</td> </tr> <tr> <td>MANAGEMENT OF MALNUTRITION 13.3 M → 14.8 M</td> </tr> <tr> <td>MALNUTRITION PREVENTION 11.9 M → 12.1 M</td> </tr> <tr> <td>SCHOOL-BASED PROGRAMMES 20 M → 21 M</td> </tr> <tr> <td>ASSET CREATION AND LIVELIHOODS 6.2 M → 8.9 M</td> </tr> <tr> <td>SMALLHOLDER AGRICULTURAL MARKET SUPPORT 2.1 M → 3.5 M</td> </tr> <tr> <td>ACTION TO PROTECT AGAINST CLIMATE SHOCKS 2.4 M → 4.6 M</td> </tr> </table>	Planned based on revised country portfolio needs	UNCONDITIONAL RESOURCE TRANSFERS 77.4 M → 73.7 M	MANAGEMENT OF MALNUTRITION 13.3 M → 14.8 M	MALNUTRITION PREVENTION 11.9 M → 12.1 M	SCHOOL-BASED PROGRAMMES 20 M → 21 M	ASSET CREATION AND LIVELIHOODS 6.2 M → 8.9 M	SMALLHOLDER AGRICULTURAL MARKET SUPPORT 2.1 M → 3.5 M	ACTION TO PROTECT AGAINST CLIMATE SHOCKS 2.4 M → 4.6 M
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2025 ANNUAL PERFORMANCE REPORT

WFP SNAPSHOT Part 2

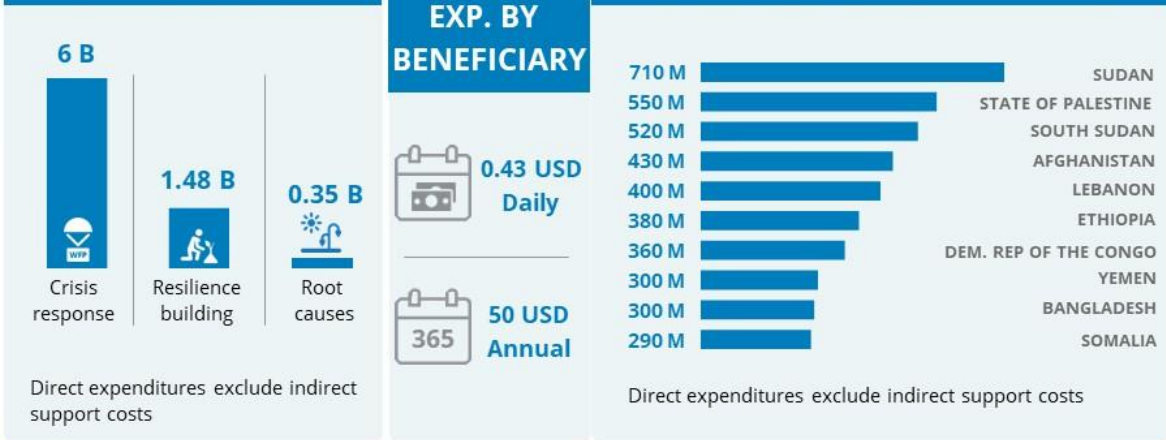


Expenditures and contributions

CONTRIBUTIONS VS NEEDS (USD) CONTRIBUTIONS BY SOURCE



DIRECT EXP. BY FOCUS AREA (USD) DIRECT EXP. BY BENEFICIARY DIRECT EXP. BY COUNTRY (USD)



MANAGEMENT PERFORMANCE



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Executive summary

Introduction

Levels of global food insecurity remained at critical levels in 2025, with about 318 million people facing acute hunger and more than 41 million at “emergency”¹ or “catastrophe” levels. For the first time in this century, two famines were confirmed simultaneously, in the Gaza Strip and the Sudan.

Conflict was the leading driver of hunger, with 70 percent of acutely food-insecure people living in conflict-affected settings. Climate-related shocks compounded these crises, as droughts, floods and unusually intense cyclones disrupted livelihoods, displaced millions of people, and increased hunger across regions.

Economic pressures and declining humanitarian funding worsened conditions. Combined with growing insecurity, access constraints and attacks on humanitarian workers, these pressures left millions of people without life-saving support. This underscored the need for more efficient, tightly prioritized and effective humanitarian action in an increasingly constrained operating environment, where difficult trade-offs became unavoidable when seeking to protect the people at greatest risk.

In 2025, WFP delivered its programmes at scale under the most difficult funding and access conditions in years. The organization prioritized life-saving assistance for the people facing the most severe hunger, but constrained resources led to reductions in the coverage, ration sizes, duration and nutritional adequacy of the assistance delivered. At the same time, WFP performed strongly in the thematic areas where activities were less dependent on large transfer volumes, including in national systems strengthening, school meal operations with governments, climate risk financing, support for smallholder farmers, and the provision of common humanitarian services. Management performance was also strong but was under mounting pressure.

Funding and expenditures

WFP raised USD 6.5 billion in 2025,² exceeding its revised forecast of USD 6.4 billion but falling below – by USD 1.5 billion – the USD 8.0 billion originally planned. Operational requirements were revised downwards to USD 16.0 billion, and the implementation plan fell to USD 9.4 billion.

Total direct expenditures amounted to USD 7.8 billion. Crisis response continued to dominate WFP’s work, accounting for 76 percent of direct expenditures.

The composition of assistance reflected strict prioritization: unconditional emergency response activities accounted for more than 82 percent of both the food distributed and the value of the cash-based transfers and commodity vouchers delivered.

Flexible funding remained essential to WFP’s agility but declined by 23 percent, to USD 850 million, in 2025. These resources enabled WFP to direct assistance to the most severe crises, sustain emergency operations, and manage shortfalls when earmarked funding was insufficient.

Overall, the pattern of funding and expenditure shows an organization adapting to a sharply constrained resource environment while seeking to ensure the delivery of life-saving assistance, maintain financial discipline, and direct limited resources to the highest-priority needs.

¹ Emergency and catastrophe/famine levels of food insecurity correspond to phases 4 and 5, respectively, in the Integrated Food Security Phase Classification.

² This amount does not reflect end-of-year accounting adjustments.

Programme performance

WFP reached 121 million people in 2025, with women and children accounting for the majority of beneficiaries. While its overall global reach declined slightly compared with 2024, WFP significantly scaled up its assistance in response to major crises, such as those in the Gaza Strip, the Sudan and the Syrian Arab Republic, and continued to support governments in strengthening social protection programmes, indirectly benefiting hundreds of millions of people.

WFP delivered life-saving assistance under strategic outcome 1 in an exceptionally challenging global environment, with up to 1.4 million people in six countries experiencing catastrophic or famine-like conditions. Despite sharp funding shortfalls and access constraints, WFP prioritized people and communities facing phases 4 and 5 in the Integrated Food Security Phase Classification. Coverage was limited to 25 percent of acutely food-insecure people in target countries, reflecting constrained resources and the difficult trade-offs inherent to strict prioritization, including reduced ration sizes and coverage in several major operations.

Investments in emergency preparedness enabled WFP to respond rapidly to shocks, delivering the first round of assistance within an average of 48 hours of the onset of an emergency. WFP provided malnutrition prevention and treatment services to nearly 23 million women and children, but reduced levels of assistance contributed to deteriorating food security, increasing malnutrition risks and the adoption of negative coping strategies.

The nutritional adequacy of in-kind food rations was very low, with only 13 percent meeting the standards for adequacy, highlighting the impact of funding gaps, the limited availability of fortified commodities, and tighter planning aligned with confirmed resources. This stark gap reflects significant trade-offs between the coverage and nutritional adequacy of assistance programmes, with many beneficiaries receiving fewer calories, lower-value cash-based transfers or shorter periods of assistance than required to meet minimum food and nutrition needs.

Under strategic outcome 2, WFP supported 36.7 million children with improved nutrition, health and education services, achieving 80 percent of the corporate target. Services for pregnant and breastfeeding women and girls, and children in the first 1,000 days of life reached 17.4 million people, sustaining essential nutrition interventions despite funding volatility and supply chain disruptions.

School meal operations remained a core area of impact. Through government-led programmes supported by WFP, 119 million children in 78 countries received school meals, exceeding corporate targets and reflecting the growing national ownership and domestic financing of school meal programmes. WFP directly assisted 19.3 million schoolchildren in fragile and emergency settings through food and cash-based transfers and capacity-strengthening activities. While coverage expanded, only 46 percent of national school meal programmes delivered a comprehensive package of health and nutrition services, underscoring the need for continued investment in systems strengthening and service integration.

WFP supported 18.7 million people in strengthening livelihoods and resilience under strategic outcome 3, achieving 82 percent of the corporate target amid reduced funding and access constraints. Performance varied among programme areas. Resilience-building initiatives, such as food assistance for assets activities, reached 6.2 million people, well below the targets, as resources were redirected increasingly towards life-saving assistance, and insecurity limited implementation in several fragile settings.

Conversely, WFP exceeded targets in areas such as support for smallholder farmers' access to markets, reaching 2.1 million farmers, and climate risk management, which supported 10.3 million people through anticipatory action and climate insurance.

WFP exceeded corporate targets under strategic outcome 4, supporting 77 countries in strengthening national systems. The demand for WFP's technical assistance remained high, particularly in the areas of emergency preparedness, social protection, resilient food systems and school meal operations. WFP supported policy and legislative reforms, improved programme design and delivery, and helped to mobilize national investments.

Emergency preparedness and response capacity were strengthened in 78 countries, enabling governments to anticipate and respond more effectively to shocks. Social protection systems were reinforced in 69 countries, contributing to social protection for an estimated 869 million people. WFP also supported 58 countries in strengthening the resilience of food systems and made significant progress in expanding the national ownership of school meal operations, with 107 countries embedding school meal programmes in national policies, and 45 increasing domestic budget allocations.

Under strategic outcome 5, WFP delivered mandated and on-demand services in 125 countries, surpassing corporate targets and maintaining high user satisfaction of 93 percent. Demand for logistics support, humanitarian air services, emergency telecommunications, supply chain services and coordination continued to grow amid conflict, access constraints and limited national capacity.

WFP met 100 percent of United Nations country teams' requests for mandated services, enabling the movement of personnel and supplies, supporting medical evacuations, and ensuring operational continuity in some of the most complex humanitarian settings. Beyond mandated services, WFP's on-demand solutions supported governments and partners in procurement, digital systems, cash delivery, engineering and data analytics, strengthening national capacity and improving efficiency. Overall, WFP reinforced its role as a critical enabler of effective, timely and well-coordinated humanitarian and development action in an increasingly constrained operating environment.

In all of its programmes, WFP maintained or reinforced its cross-cutting priorities – protection, accountability, gender equality, nutrition integration, and environmental safeguards – while emphasizing preparedness, efficiency and the national ownership of operations in an increasingly complex and resource-constrained humanitarian environment.

Management performance

Management performance remained resilient but was under significant strain owing to the operational and funding environment. Against this backdrop, all seven management results were achieved or exceeded, and 18 of the 21 management result outputs met or surpassed expectations. This overall performance demonstrates that WFP preserved core capacity and strengthened the foundations for implementation of its programme of work, even as the pressures on funding, staffing and systems intensified throughout the organization.

Management result 1, on effectiveness in emergencies, was achieved, confirming WFP's continued strength in emergency preparedness, surge capacity and timely response. Nearly all requests for critical surge support were fulfilled, activations of anticipatory action exceeded targets, and logistics, aviation, engineering and supply chain services sustained operational continuity in major crises. While reporting through the corporate alert system did not fully meet annual targets because of system reconfiguration, alternative emergency governance and escalation mechanisms ensured continued prioritization and oversight in high-risk operations.

Management result 2, on people management, was achieved, reflecting WFP's ability to sustain workforce management, duty of care to its people, and the delivery of human resources services during a period of workforce realignment and constrained recruitment. While some of the indicators related to compliance, training completion and gender balance fell short of their targets, the shortfalls were driven primarily by the transition of systems, and reduced hiring opportunities, rather than weakened standards or commitment. Overall, WFP preserved a safe, caring and supportive work environment.

Management result 3, on engaging in effective partnerships, was exceeded, demonstrating WFP's continued ability to mobilize and sustain partnerships for delivering collective action at scale. Strong performance was recorded in relation to engagement with governments and international financial institutions, collaboration with other United Nations entities, private sector partnerships, and South–South and triangular cooperation. The value and number of funding and technical agreements signed exceeded targets, performance in localization was robust, and South–South cooperation arrangements expanded well beyond expectations. While results against some partnership indicators were affected by disruption in the operational setting, and funding constraints, overall results confirm partnerships as a core institutional strength.

Management result 4, on effective funding for zero hunger, was achieved, reflecting WFP's adaptability in funding, planning and allocation amid historic funding contraction. Total contributions exceeded the revised forecast, funding sources were diversified, and financial stability was maintained through prudent treasury and resource management. Planning and allocation processes were adjusted to prioritize life-saving activities, manage the increased earmarking of contributions by donors, and align operations with available resources. At the same time, cost containment measures reduced programme support and administrative expenditures by approximately 10 percent, safeguarding core functions while responding to reduced fiscal space and donors' shifting priorities.

Management result 5, on evidence and learning, was achieved overall, demonstrating the continued strengthening of the evaluation, oversight and knowledge-sharing systems that support accountability and evidence-informed decision-making. Progress in terms of country strategic plan outputs improved markedly, while outcome-level results remained below targets owing to funding constraints, access challenges and compounding external shocks in high-risk environments. The evaluation and audit functions remained active, knowledge-sharing expanded significantly, and data disaggregation and monitoring coverage improved, reinforcing institutional learning.

Management result 6, on leveraging technology, was achieved, reflecting progress in strengthening the digital systems that support operations and beneficiary management. Significant advances were made in digital assurance, beneficiary reconciliation, data architecture and secure data pipelines, and the delivery of cash-based transfers through trusted digital systems exceeded targets. Transitions between systems, and incomplete alignment with United Nations-wide data standards are areas requiring continued progress.

Management result 7, on leveraging innovation, was exceeded, underscoring the maturity and impact of WFP's innovation portfolio. Innovation services generated strong external demand, and efficiency gains substantially exceeded their monetary targets. While fewer new efficiency initiatives were launched than planned, owing to capacity constraints, the gains realized were significant, and innovation continued to enhance programme quality, operational efficiency and organizational performance.

Overall, the 2025 annual performance report reflects both the scale of today's humanitarian challenge and the difficult choices required in an increasingly constrained operating environment. Faced with historic funding shortfalls, severe access constraints and heightened security risks, WFP could not meet every need. The organization therefore applied "hyper-prioritization" in order to continue providing life-saving assistance for the people most in need, while strengthening resilience and national systems where conditions allowed. This report provides a transparent account of the results achieved despite the unprecedented constraints; the choices that were made; and their consequences.

1. Part I: Introduction

1.1 Global context in 2025

1. Global food insecurity remained at highly concerning levels in 2025, driven by conflict, climate extremes and economic uncertainty. An estimated 318 million people faced acute food insecurity in 68 countries,³ with 41.1 million at "emergency" or worse levels, a slight decline from 2024 due to reduced data coverage rather than actual improvement.⁴ In 2025, the devastating impacts of conflict led to the confirmation of famine – phase 5 in the Integrated Food Security Phase Classification (IPC) – in the Gaza Strip and parts of the Sudan, representing the first time that two famines occurred simultaneously in this century. Up to 1.4 million people in six countries and territories – the Gaza Strip, Haiti, Mali, South Sudan, the Sudan and Yemen – endured catastrophic hunger in 2025.⁵
2. With up to 720 million people chronically hungry, the world is off-track in achieving zero hunger by 2030. Hunger continued to rise in all subregions of Africa and in western Asia. The prevalence of chronic food insecurity has remained consistently higher among women than men, in all regions.⁶ In low-income countries, 72 percent of the population could not afford a healthy diet, and to achieve the 2030 global targets for key indicators of child malnutrition, accelerated progress is needed, as 43 million children under 5 years of age continue to suffer from wasting, and 150 million are affected by stunting.⁷
3. Armed conflict and violence were the main drivers of food insecurity in 2025,⁸ with 70 percent of acutely food-insecure people living in fragile or conflict-affected settings, which include all of the countries facing or at risk of facing catastrophic food insecurity conditions.⁹ In 2025, there were 59 active state-based conflicts, the highest number since the end of the Second World War and three more than in 2024.¹⁰ By the end of the year, the number of conflict events had nearly doubled compared with 2021, exposing one in six people worldwide to armed violence.¹¹ The increasing spread, intensity and duration of conflicts amplified humanitarian needs, as armed violence drives internal and external displacement – a multiplier of hunger – and leaves forcibly displaced people consistently more exposed to acute food insecurity.¹²

³ These are 68 of the countries where WFP had an operational presence and available data.

⁴ WFP. 2025. *WFP 2026 Global Outlook – Hunger and hope: Innovative solutions to address food insecurity*.

⁵ Food and Agriculture Organization of the United Nations (FAO), WFP and Global Network Against Food Crises. 2026. *2026 Global Report on Food Crises – Joint analysis for better decisions*.

⁶ Based on Food Insecurity Experience Scale assessment.

⁷ FAO, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2025. *The State of Food Security and Nutrition in the World 2025 – Addressing high food price inflation for food security and nutrition*.

⁸ WFP. 2025. *WFP 2026 Global Outlook – Hunger and hope: Innovative solutions to address food insecurity*.

⁹ FAO and WFP. 2025. *Hunger Hotspots – FAO-WFP early warnings on acute food insecurity: November 2025 to May 2026 outlook*.

¹⁰ Institute for Economics & Peace. 2025. *Global Peace Index 2025: Identifying and Measuring the Factors that Drive Peace*.

¹¹ Armed Conflict Location & Event Data. 2025. *Conflict Index: December 2025*

¹² International Rescue Committee. 2025. *2026 Emergency Watchlist – New World Disorder*.

4. In 2025, climate-related shocks deepened existing vulnerabilities, contributing to widespread internal displacement – with 29.9 million movements¹³ recorded, eroding livelihoods and weakening food security in many regions. La Niña shaped much of the year's weather, driving extreme weather conditions in several regions. The Horn of Africa experienced severe drought, with significant impacts on food security; dry conditions affected the Middle East and Afghanistan; and heavy flooding struck Southern Africa and South Sudan, displacing thousands of people. In Kenya and Somalia, more than 7.3 million people faced high levels of hunger, of IPC phase 3 and above, owing mainly to failed rains and flooding. The year was also marked by unusually intense tropical cyclone activity, including the record-breaking tropical storm Melissa in the Caribbean and multiple significant events in Southeast Asia, causing extensive damage and large-scale displacement.
5. Economic shocks continued to weigh on food-insecure people and communities. Although the global economy proved resilient amid elevated policy uncertainty and rising trade barriers, weak growth, mounting debt and shrinking fiscal space reduced countries' ability to cushion shocks.^{14,15} Food inflation, while stabilizing, remained above pre-pandemic levels, decreasing from 7.9 percent in 2024 to 5.2 percent in 2025 for emerging market and developing economies.¹⁶ Local inflation spikes in some countries such as South Sudan and the Sudan continued to limit the affordability of food for food-insecure people. Global shipping remained volatile in 2025, with continued rerouting from the Red Sea keeping transit times and freight costs elevated, disproportionately affecting vulnerable economies.
6. Although global needs remained alarmingly high, with 305 million people estimated to require humanitarian assistance,¹⁷ shifts in the political landscape constrained humanitarian action at multiple levels in 2025. Global humanitarian funding fell from USD 37 billion in 2024 to USD 20.5 billion in 2025, below the levels last seen in 2016, and sharply contracting the humanitarian response.¹⁸ WFP was forced to reduce rations and the numbers of beneficiaries assisted in affected operations, leaving millions of people at risk of losing life-saving assistance, and severely undermining food security and nutrition.¹⁹ Humanitarian operations were further weakened by political and bureaucratic constraints to access, rising protection risks, increasing violations and contestations of humanitarian norms and principles, and record deadly attacks on aid workers: 334 aid workers were killed in 2025, significantly more than the ten-year average, with national staff accounting for most of the losses.²⁰ Severe access constraints and the erosion of humanitarian space left entire population groups without life-saving assistance, driving food insecurity further up.

¹³ The Internal Displacement Monitoring Centre recorded more than 62.2 million movements across 146 countries and territories in 2025. Displacement triggered by conflict and violence rose by nearly 60 percent to reach a record 32.3 million, while disaster-related displacements fell by 35 percent to 29.9 million after the exceptional levels recorded in 2024.

¹⁴ Organisation for Economic Co-operation and Development (OECD). 2025. *OECD Economic Outlook, Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities*.

¹⁵ World Bank noted that as of mid-2025, about 70 percent of fragile and conflict-affected economies were in or at high risk of debt distress, and around 200 million people in those economies faced acute food insecurity.

¹⁶ International Monetary Fund. 2026. *World Economic Outlook Update – Global Economy: Steady amid Divergent Forces*.

¹⁷ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2024. *Global Humanitarian Overview 2025*.

¹⁸ OCHA. 2025. *Global Humanitarian Overview 2026*.

¹⁹ WFP. 2025. *A Lifeline at Risk: Food Assistance at a Breaking Point*.

²⁰ OCHA. 2025. *Global Humanitarian Overview 2026*.

7. All of this unfolded amid weakened multilateral cooperation and growing geopolitical fragmentation, while the UN80 and humanitarian reset reform processes sought to make the system more efficient, effective and focused. Multilateral defunding pressures also intensified, with official development assistance also declining by more than 23 percent – the largest annual contraction on record.²¹ This added complexity and made it harder to sustain the attention paid to hunger and other humanitarian needs in political agendas. Overall, this political environment has compounded conflict-related, climate and economic shocks, increasing vulnerabilities in many food-insecure countries.²²
8. In this environment of escalating needs, constrained resources and rising operational risk, the ways in which humanitarian results are achieved has become as consequential as the scale of the assistance delivered. Disciplined performance management and sustained efficiency gains have now become central in ensuring that limited resources are used effectively, and that WFP retains its capacity to deliver life-saving assistance in increasingly complex settings.

²¹ OECD.2026. *A historic decline in foreign aid: Preliminary 2025 ODA data*.

²² U. Salma Bava. 2022. *Contested multilateralism and the crisis of cooperation*. *Foundation for European Progressive Studies*.

2. Part II: Funding and expenditures

Highlights of this section

- *WFP's contributions dropped by 38 percent in 2025, from USD 9.8 billion in 2024 to USD 6.1 billion,²³ representing 38 percent of operational needs.*
- *WFP maintained a strong focus on programme delivery. Total transfer costs accounted for 85 percent of WFP's direct expenditures of USD 7.8 billion. Food transfers accounted for the highest share of costs, followed by cash-based transfers (CBTs).*
- *Crisis response activities accounted for 76 percent of direct expenditures, consistent with the figure for 2024.*
- *WFP distributed a total of 15.8 billion daily rations costing an average of USD 50 per beneficiary per year, or USD 0.43 per beneficiary per day. Eighty-one percent of these resources went directly to the beneficiaries that WFP assists.*

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

9. Globally, there has been a structural shift in humanitarian financing. After several years of expansion, up until 2022, global humanitarian funding is contracting, while needs continue to increase. Given this funding situation, in 2025, WFP faced one of its most severe funding crises in more than a decade, with total contributions falling by about 38 percent, from USD 9.8 billion in 2024 to USD 6.1 billion in 2025; these contributions came from 113 funding sources,²⁴ including government donors, the private sector, the United Nations,²⁵ international financial institutions (IFIs) and other organizations. As a consequence, the gap between needs and funding was high, as the level of contributions represented 38 percent of operational requirements, which amounted to USD 16 billion.²⁶
10. Despite these pressures, and with the aim of amplifying and diversifying its funding base, WFP continued to engage proactively and strategically with donors through major global events, high-level missions, and political outreach to government counterparts and parliamentarians.²⁷
11. WFP prioritized the protection of its long-standing donor partnerships through sustained strategic engagement and targeted communications, including media interviews, goodwill ambassadors' campaigns, and digital outreach in priority capital markets. Several strategic partnership agreements were renewed or extended, helping to maintain confidence in WFP, and continuity of the support it provided. As a result, WFP maintained its commitment to expanding flexible, multilateral funding despite a constrained global funding environment, with many core donors sustaining – or even increasing – their contributions in 2025. The donors that increased their contributions include China, by 81 percent; the group of programme countries resourced through IFIs, by 43 percent; Canada, by 41 percent; Ireland

²³ 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. The figure reflects end-of-year accounting adjustments.

²⁴ For details, refer to annex II-A.

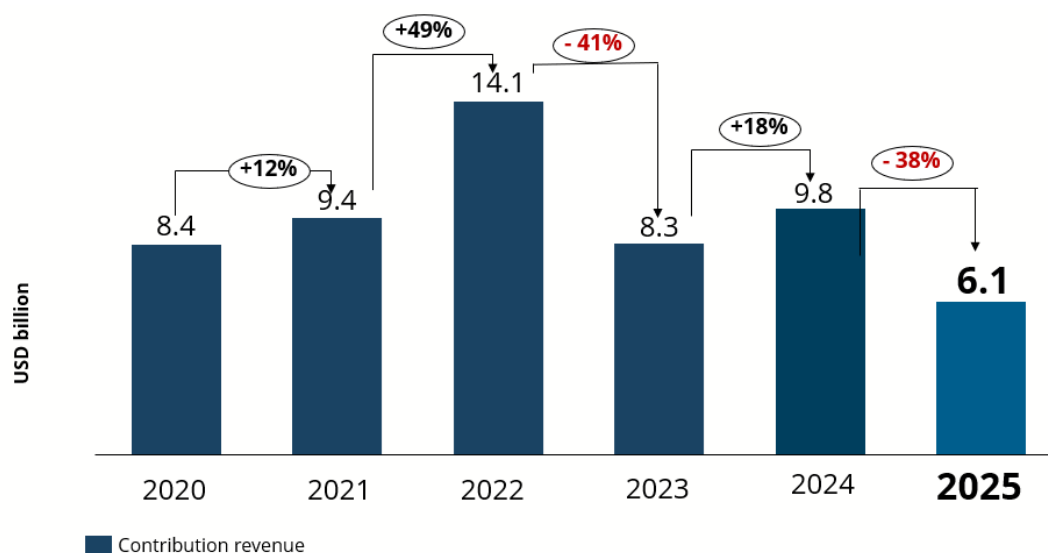
²⁵ Contributions received through United Nations-administered pooled funds or joint programmes are recorded as United Nations contributions.

²⁶ WFP. 2025. [Update to the WFP management plan \(2025–2027\)](#), approved by the Board at its annual session in June 2025, projected operational requirements of USD 19.1 billion. This figure was reduced downwards by the end of the year, reflecting reductions in the provisional global implementation plan and forecasted resources for meeting needs.

²⁷ WFP met with leaders from around the world and attended global events such as the United Nations General Assembly, the World Economic Forum, the Ninth Tokyo International Conference on African Development in Japan, and the meeting of the Group of Twenty (G20) in South Africa to raise global attention to food crises and the humanitarian situation.

by 38 percent; Spain by 27 percent; and the Republic of Korea, by 15 percent. Individual donors also confirmed their support for WFP, with their contributions exceeding 2024 levels.

Figure II.1: WFP total contributions and annual percentage change, 2020–2025
(USD billion)



12. WFP's funding base consists of partnerships with governments, IFIs, the private sector, regional economic entities, the United Nations, and other international organizations. Overall, WFP relies on a small number of donors²⁸ for most of its resources, indicating a restricted but strong and reliable support base, despite the challenging funding environment. In 2025, the share of total contributions from the top ten donors was 80 percent.
13. In addition to more established funding sources from donors' contributions, WFP generated its revenue through service provision arrangements, including those financed by IFIs and domestic public resources in programme countries. These service provision agreements position WFP as an implementing partner for nationally led programmes, leveraging its operational infrastructure, supply chain capacity and technical expertise. Through such arrangements, WFP supported the execution of large-scale food procurement and logistics operations, the delivery of CBTs, social protection responses, and food system and resilience programmes, contributing to the effective implementation of partner-financed investments while supporting its own broader operational objectives.
14. WFP signed 125 agreements with 61 programme countries²⁹ – including for contributions of resources and service provision arrangements financed by IFIs – for a total value of USD 512 million to support national development priorities. The organization also received direct contributions of USD 331 million from IFIs to fund nationally owned programmes in countries without an internationally recognized or eligible government. Overall, revenue from programme countries, including those financed by IFIs, amounted to USD 843 million.

²⁸ The United States of America, the European Commission and Germany were the top three public sector partners in 2025.

²⁹ A programme country is a country in which WFP has an operational presence.

15. WFP mobilized USD 310 million from the private sector, including private foundations and charities, non-governmental organizations, corporate foundations and individual supporters, often through philanthropic contributions. Notably, USD 36 million, or 12 percent of this total, was received as flexible funds, and USD 134 million was directed to emergency response, including more than USD 55 million for operations in the Gaza Strip. These results underscore the critical role of private sector partners in enabling life-saving operations, and the growing significance of such partners' contributions to WFP's mission.

Spotlight on private sector funding in 2025

In 2025, WFP's engagement with the private sector continued to yield valuable and long-term partnerships. Corporations and corporate foundations provided increased access to their resources, technology, expertise and outreach, raising USD 73 million, including close to USD 10 million from the Novo Nordisk Foundation.

Alongside these corporate partners, numerous private foundations, charitable institutions and faith-based organizations contributed a total of USD 95 million in 2025. This includes USD 25 million from the Church of Jesus Christ of Latter-day Saints, USD 26 million from the Rockefeller Foundation, and USD 15 million from the Gates Foundation.

Fundraising appeals to individuals, and philanthropic stewardship secured a combined USD 142 million for a range of emergency responses, specific WFP programmes, and unrestricted funding. This total was made up of USD 127 million from a combination of individual giving via wfp.org, the ShareTheMeal platform and friends' organizations, and USD 15 million from philanthropic contributions.

As the humanitarian sector faces increasing needs in 2026, the private sector provides a crucial and effective source of funding for WFP.

16. The United Nations funding portfolio shifted markedly in 2025, as contributions from the United Nations Central Emergency Response Fund (CERF) declined from USD 133 million in 2024 to USD 77 million, reflecting the wider funding contraction across the humanitarian system, which also affected the CERF.
17. For the first time, however, contributions from other United Nations funds and inter-agency sources, including United Nations agency-to-agency agreements and joint programmes, surpassed contributions from the CERF, reflecting a diversification of funding streams and greater alignment with integrated United Nations programming. WFP played a central role in shaping and delivering joint programmes in 2025, which grew most visibly in areas related to climate action, shock-responsive social protection, and resilience building, with an increasing emphasis on multisectoral, systems-level approaches across the pillars of emergency, development and peacebuilding work. Total contributions from the United Nations portfolio to WFP's revenue were almost USD 252 million in 2025, down from USD 270 million in 2024.
18. WFP mobilized more than USD 200 million from governments, IFIs, multilateral climate funds and the private sector for climate and resilience programming. This was made possible through advocacy focused on policy, stronger alignment with donors' strategies, and the development of high-quality proposals that resonated with donors' priorities. Most notably, WFP supported the Government of South Sudan in securing a grant of USD 45 million from the Green Climate Fund within a record eight months – an unprecedentedly short timeline for both the fund and WFP. In Somalia, the collaboration between WFP and the United Nations Office for Project Services secured a USD 9.4 million grant from the climate action window of the African Development Bank. Bilateral partners are essential to WFP's climate finance portfolio. The Government of Ireland has agreed to continue providing flexible climate finance through its 2025–2027 partnership agreement with WFP.

19. WFP mobilized USD 850 million in flexible funding contributions from partners. This represents 13 percent of overall contributions received and a 2-percentage point increase from 2024. In absolute value, flexible funding decreased from USD 1.09 billion in 2024 to USD 850 million in 2025, a decline of 23 percent.
20. Partners provided flexible contributions through three funding categories, with fully unearmarked contributions surpassing softly earmarked contributions for the first time since 2022:³⁰
- USD 445 million was in unearmarked multilateral contributions;
 - USD 54 million was to replenish the Immediate Response Account (IRA); and
 - USD 351 million was softly earmarked.
21. Of all the flexible funding received in 2025, 97 percent came from 34 public sector partners,³¹ including five new or returning donors of flexible contributions.³² The remaining 3 percent came from private sector partners.
22. In 2025, six of the top ten flexible partners increased their contributions of flexible funding by an average of 21 percent. The top ten contributors of flexible funds included Germany with USD 287 million; Sweden with USD 81 million; the Netherlands with USD 77 million; the United Kingdom of Great Britain and Northern Ireland with USD 52 million; Norway with USD 42 million; private donors with USD 41 million; Switzerland with USD 41 million; Ireland with USD 37 million; Denmark with USD 32 million; and Canada with USD 29 million. Another four partners also increased their flexible contributions: Belgium by 26 percent, Finland by 13 percent, Iceland by 56 percent, and Portugal by 12 percent.
23. These trends demonstrate the strong and sustained confidence that partners have in WFP's mandate, and their trust in the organization's ability to use flexible resources strategically and efficiently to assist the most vulnerable people at scale.

Table II.1: Flexible funding contributions received in 2025 by category, and comparison with 2023 and 2024 (USD million)

Flexible funds	2023	2024	2025
Total	1 179	1 089	850
Unearmarked	487	471	445
IRA	108	74	54
Softly earmarked	584	544	351
% growth of flexible funds	-10	-8	-23
Flexible funds as % of total contributions	14	11	13
Number of flexible donors	38	38	35

³⁰ Flexible contributions to WFP consist of three types of funding: unearmarked multilateral contributions; contributions for life-saving activities made through the IRA; and softly earmarked contributions, which are earmarked at the regional or thematic level but not the country level. WFP introduced the "softly earmarked" funding category in 2022 to conform with the Grand Bargain definition of flexible funding.

³¹ The majority of funds – 85 percent – were contributed by ten partners. These partners were followed by another ten partners, which collectively provided 14 percent, with all the other partners together contributing the remaining 1 percent of WFP's flexible funding.

³² Croatia joined the group of WFP's flexible funding partners in 2025, when returning flexible partners from prior to 2024 include Greece, Malta, Monaco and Spain.

24. Flexible resources remained vital for sustaining WFP's operational continuity and agility. In 2025, WFP allocated USD 469 million of unearmarked flexible funding to 86 country operations. Allocations were decided on the basis of strengthened prioritization criteria and enhanced oversight mechanisms, ensuring that resources were directed to operations facing acute deterioration, large-scale displacement, conflict escalation, or climate-related shocks.
25. Across all unearmarked allocations, 69 percent, or USD 323 million, supported crisis response, targeting people facing the highest levels of vulnerability; 12 percent, or USD 56 million, was allocated to resilience-building initiatives and efforts to address the root causes of hunger, in support of WFP's changing lives programmes; and the remaining 19 percent was allocated at the country strategic plan (CSP) level, enabling country offices to adapt to rapidly changing operational realities. The largest allocations supported operations in countries facing the most severe humanitarian conditions in the world: South Sudan received USD 88.6 million; Afghanistan USD 46.6 million; the Sudan USD 23 million; Ethiopia USD 21.7 million; Yemen USD 18.9 million; and the Syrian Arab Republic USD 17 million. These allocations reflect WFP's commitment to prioritizing life-saving interventions during emergencies.

Impact of flexible funding in 2025

The impact of flexible funding was evident across operations. Examples of the results achieved through the use of flexible resources are outlined below:

- **Sudan**
With famine confirmed in parts of Darfur and Kordofan, flexible funds enabled WFP to deliver life-saving food assistance and cash transfers to more than 730,000 people facing catastrophic levels of hunger, in IPC phase 5. This support ensured the continuity of operations in one of the most constrained environments in terms of access and funding in the world.
- **Ethiopia**
A critical injection of flexible resources averted a major break in the pipeline for specialized nutritious foods. At a time of overlapping conflict, displacement and climate shocks, WFP reached 46,388 pregnant and breastfeeding women and girls, procured cereal for 833,333 refugees, and supported treatment for acute malnutrition among young children.
- **Afghanistan**
Against sharply rising acute food insecurity, flexible funds allowed WFP to deliver food assistance to 1,041,750 people, nutrition support to 115,516 pregnant and breastfeeding women and girls, and resilience and school meal activities that benefited more than 63,000 schoolchildren.
- **Haiti**
Flexible funding enabled WFP to provide immediate support for 225,000 people affected by Hurricane Melissa, through food rations with follow-up cash assistance as markets reopened, demonstrating the speed, reach and adaptability that flexible resources provide.

26. Patterns in the earmarking³³ of contributions remained consistent with previous years. Of total contributions, 16.1 percent were earmarked at the CSP level and 9.1 percent at the strategic outcome level. The majority of contributions – 73.7 percent – continued to be earmarked at the activity level.

³³ Earmarked funds are contributions that are allocated by their donors to specific CSPs, strategic objectives or activities.

27. To enhance the visibility of flexible funding, WFP implemented a new visibility and engagement strategy that included providing donors with systematic communications on decisions related to multilateral funding and IRA allocations, expanding the recognition of flexible funding use at the field level, enhancing visibility on social media, and reinforcing outreach to embassies and parliaments, particularly for partners considering whether to increase their flexible contributions.
28. Predictable resources, especially through multi-year contributions or the confirmation of contributions early in the year, were essential in enabling WFP to plan, contract and scale operations efficiently, including by pre-positioning supplies. In 2025, WFP received USD 1.2 billion in multi-year contributions, representing 19.5 percent of all new confirmed funding and a 6.5 percent increase from 2024.
29. Thanks to flexible and predictable resources, WFP was able not only to respond to rapidly evolving needs, but also to safeguard the continuity of critical programmes and to strengthen the resilience of households and communities in some of the world's most fragile environments.
30. Advance financing mechanisms continued to play a critical role in ensuring that WFP could respond swiftly and effectively to escalating humanitarian needs. The IRA and internal project lending facilities enabled WFP to undertake anticipatory actions such as food procurement and the distribution of CBTs before confirmed contributions were received.
31. In 2025, WFP mobilized USD 245 million³⁴ for the IRA – representing 61 percent of the USD 400 million target for the account – and a total of USD 297 million in IRA resources was advanced to support 26 operations.
32. Significant allocations included USD 68 million to optimize operational efficiency in South Sudan through the pre-positioning of food and the avoidance of costly air operations, enabling WFP to secure food for approximately 1.8 million people; USD 47 million to provide assistance for three months to about 1 million people affected by famine in the Sudan; USD 40 million for food delivery in the State of Palestine during periods of ceasefire; USD 35 million to meet severe winter food insecurity in Afghanistan; USD 21 million to support more than 150,000 displaced people in the Democratic Republic of the Congo; and USD 16 million to assist more than 100,000 people affected by Hurricane Melissa in countries in the Caribbean Community.
33. Through internal project lending, USD 427 million was advanced to support 34 operations. The largest advances were used to address critical food security crises in Afghanistan, with USD 74 million, and the Sudan, with USD 64 million, enabling the country offices in those countries to plan their resource use and programmes effectively, in ways that reduced the time needed to reach beneficiaries.
34. Overall, in 2025, the use of both the IRA and internal project lending mechanisms recorded a significant decrease compared with 2024 levels. This downwards shift was driven primarily by a sharp decline in contributions, coupled with reduced flexible funding and delayed confirmation of contributions, which affected the volume of contributions eligible for use in advance financing and the replenishment of IRA resources. To safeguard the effectiveness of these mechanisms, WFP will continue to strengthen engagement with donors with a view to securing earlier and more flexible commitments that enable it to maintain operational readiness.

³⁴ Of this total, USD 54 million was from donors; USD 75 million was from the unearmarked portion of the General Fund; USD 111 million was in contributions to CSPs that were used to repay IRA advances; and USD 5 million was in miscellaneous income.

35. Throughout 2025, 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 805,000 mt of food, for a total food value of USD 552.8 million, was delivered to operations in 48 countries through the GCMF.
36. The replenishment of the GCMF was progressively reduced in 2025, aligning the facility's global stocks with decreased demand – from WFP's decreased implementation plan – and mitigating the risk of losses due to expiring inventory, while maintaining the GCMF 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.
37. In 2025, innovative finance initiatives³⁵ contributed to the diversification and expansion of WFP's resource base by enabling the organization to mobilize catalytic funding, structure blended capital vehicles, and unlock additional liquidity through financial service providers and capital market instruments. Through blended finance, concessional structures and the facilitation of investments, innovative finance complemented traditional grant fundraising by positioning WFP to attract private and institutional capital in support of food security and resilient food systems.
38. WFP strengthened its position as a leading partner for creditor and programme countries seeking to expand the fiscal space for supporting food security and resilience through debt swaps. WFP co-convened a roundtable on global debt swaps with the Government of Spain, and engaged actively in the 4th International Conference on Financing for Development, elevating the understanding of debt swaps and conversions as scalable solutions to funding challenges. WFP also played a pivotal role in the launch of the Global Hub on Debt for Development Swaps, an initiative of the Government of Spain and the World Bank that provides a platform for promoting best practices in debt swaps. As a result, the Government of Spain committed EUR 60 million per year for five years for debt swap operations. Following collaboration between the Government of Italy and WFP on advocating the enhanced use of debt swaps in development programmes,³⁶ in 2025, under the Mattei Plan, the Government of Italy announced major debt relief measures, with 100 percent debt cancellation for low-income countries and 50 percent for lower-middle-income countries, improving the policy space for future debt-for-development operations.
39. The Government of Spain approved phase II of the debt swap with Cuba, worth EUR 370 million (USD 434 million), including CUP 60 million (USD 2.5 million) directed to WFP for a pilot programme, with the potential to scale up to EUR 30 million (USD 35 million) conditional on successful implementation of the pilot.
40. Further strengthening its emerging role in mobilizing innovative financing for programme countries through capital market solutions, WFP supported progress in the development of commercial debt conversions,³⁷ from concept to approved proposals. Looking ahead, at least one transaction is expected to reach financial close in 2026, reflecting positive momentum and institutional engagement in this new mechanism, and demonstrating WFP's capacity to translate long-term debt relief opportunities into concrete food security and development outcomes.

³⁵ Innovative finance is included in WFP's resource mobilization strategy for 2026–2029, which was approved in 2025. The strategy for innovative finance is based on four thematic areas: debt swaps and capital market solutions; structured solutions, including blended finance, co-financing with development banks, and value-chain financing; innovative climate finance; and exploratory solutions – faith-based finance, results-based finance, and digital financial assets.

³⁶ This was an outcome of the Group of Seven (G7) meeting during Italy's presidency of the G7 in 2024.

³⁷ Commercial debt conversion initiatives redirect resources freed up from commercial debt servicing to nationally owned development priorities.

41. In February 2025, WFP and the Islamic Development Bank (IsDB) signed the human capital development initiative agreement, a USD 100 million co-financing partnership. The model blends grants to WFP with IsDB concessional finance to scale up national nutrition and school-based programmes.
42. WFP advanced the pilot phase of a USD 10 million blended finance partnership with Equity Bank in the Democratic Republic of the Congo, supported by the United States International Development Finance Corporation and the Swedish International Development Cooperation Agency. The two institutions provided partial credit portfolio guarantees to support smallholder farmers and the development of food systems. WFP prepared to scale up this initiative and implement similar partnerships with other financial service providers.
43. WFP launched its first fundraising in cryptocurrency, based on collaboration with the Giving Block and focused on individual giving and philanthropic partners in the United States of America. The Giving Block raised USD 100,000 at minimal cost and demonstrated strong interest from donors. Building on this momentum, WFP began shifting from a United States-only model towards a global framework for digital asset fundraising.
44. The Food Systems Innovation Finance Facility,³⁸ implemented in partnership with the United Nations Capital Development Fund, expanded its catalytic capacity in 2025. The facility secured USD 4.5 million in funding from private foundations, increasing the size of the pilot ninefold and strengthening WFP's ability to deploy concessional loans and guarantees for high-impact agrifood enterprises.
45. In 2025, the SheCan³⁹ initiative advanced women's financial inclusion while demonstrating the catalytic effect of targeted grant funding in unlocking additional capital. A grant of USD 666,000 under the SheCan model has allowed WFP to deliver technical assistance through the Innovation Accelerator and participating country offices and has also unlocked USD 1.38 million in external liquidity and concessional capital for programme participants.
46. Following the Board's approval of a replenishment of the Emerging Donor Matching Fund (EDMF), WFP allocated USD 9.3 million from the fund to cover costs of USD 13.9 million associated with in-kind and cash-based contributions from 12 eligible national governments. In Rwanda, for the first time, resources from the EDMF were allocated to cover the associated costs linked to converting a government loan of 982 mt of beans into an in-kind contribution valued at USD 0.5 million. In the Plurinational State of Bolivia, the EDMF covered the associated costs of a contribution resulting from the conversion of contributions from WFP's government counterpart, equivalent to USD 667,000, into a donation to programme activities.

³⁸ Formerly known as the WFP Innovation BRIDGE.

³⁹ The SheCan initiative helps women and their communities to obtain access to the financial products and services that they need to thrive. It connects people who are often excluded from the formal financial system – especially smallholder farmers and microentrepreneurs – to banks and financial institutions, creating lasting ways of exiting grant reliance and escaping poverty. By enhancing people's livelihoods and resilience through access to inclusive finance, SheCan reduces future humanitarian needs.

2.2 Operational planning and expenditures⁴⁰

47. By the end of 2025, WFP's total operational requirements⁴¹ were USD 16.0 billion – a decrease of USD 3.1 billion compared with the projected operational requirements of USD 19.1 billion presented in the update to the management plan for 2025–2027⁴² issued in June 2025 (table II.2). This decrease in operational requirements was largely due to decreased operations in the Syrian Arab Republic, the Democratic Republic of the Congo, Afghanistan, Somalia, Lebanon and Myanmar,⁴³ for which – as a result of resource constraints – the 2025 operational requirements were revised downwards by adjusting the planned number of people to receive assistance. At the end of 2025, the implementation plan⁴⁴ also decreased, to USD 9.4 billion – a drop from the provisional estimate of USD 9.6 billion presented in the update to the management plan. Despite this marginal decrease, the final approved implementation plan remained broadly aligned with earlier projections.
48. The decrease also reflects the significant progress in WFP's roll-out of calibration guidelines. The new approach to calibration was initiated and implemented by country offices in 2024 in response to feedback from the Board that encouraged WFP to support the design of programmes that are more closely aligned with its capacity, ability and resources. As part of the approach, the approved operational requirements and implementation plan for 2025 have been notably reduced, ensuring that WFP can still effectively deliver on its mandate within the current funding conditions.
49. Table II.2 shows the evolution of projected requirements from the update to the management plan presented to the Board in June 2025, to the approved requirements at the end of 2025.

Table II.2: Projected and final 2025 operational requirements and implementation plan (USD billion)

	Update to management plan (2025–2027), June 2025		Approved requirements, 31 December 2025	
	Projected operational requirements	Provisional implementation plan	Operational requirements	Implementation plan
Planning values	19.1	9.6	16.0	9.4

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. The section primarily compares actual expenditures with WFP's approved requirements and approved implementation plan at the end of 2025.

⁴¹ Operational requirements represent the approved programme budgets for implementing all of WFP's planned operations, taking into consideration the organization's ability to deliver, the collective response, WFP's operational potential, and the general funding outlook. Operational requirements include transfer costs, implementation costs, direct support costs and indirect support costs.

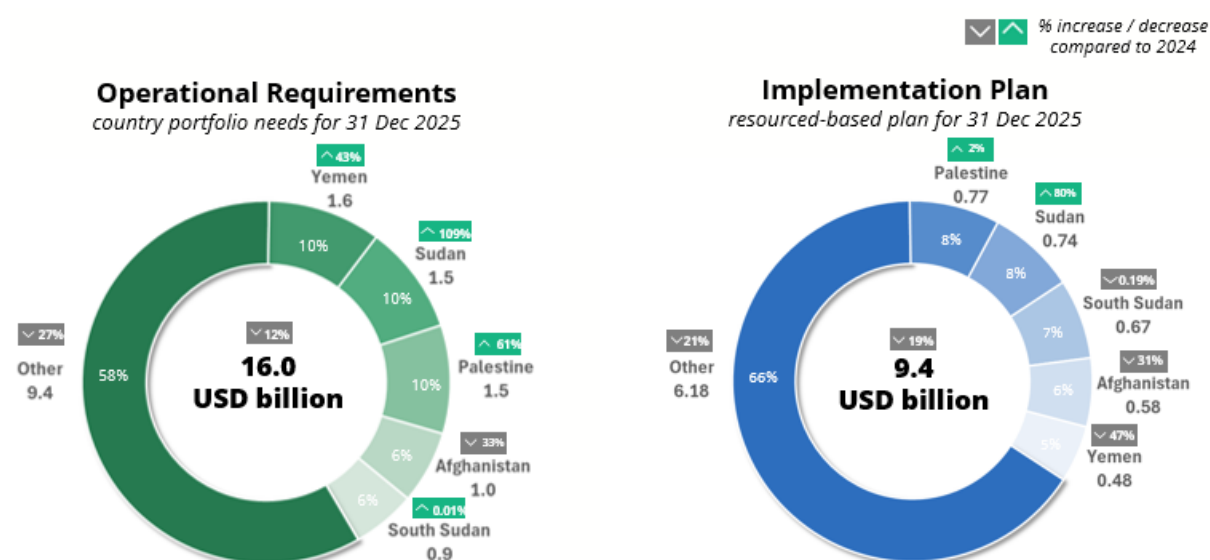
⁴² WFP. 2025. [Update to the WFP management plan \(2025–2027\)](#). As WFP's key financial planning document, the management plan outlines the organization's projected operational requirements, the provisional implementation plan and forecasted resources.

⁴³ The countries are listed in descending order of their share of the overall decrease in operational requirements, and together account for 65 percent of the total decrease.

⁴⁴ The implementation plan reflects the prioritization of WFP's operational requirements, taking into account the expected levels of available resources.

50. In 2025, WFP's five largest country operations accounted for 42 percent of total requirements (figure II.2), a share notably larger than that of 2024 when the top five accounted for 32 percent. Operations in Yemen⁴⁵ and the Sudan had the highest operational requirements of all WFP operations, as both countries were affected by the most severe hunger crises in the world. Operational requirements in the State of Palestine also increased sharply because of escalation in conflict.

Figure II.2: Operational requirements and implementation plan, 2025 – top five operations*



* The operational requirements and implementation plan include indirect support costs and reflect the situation as of 31 December 2025.

51. WFP's implementation plan for all operations outlines WFP's prioritization of its forecasted resources so as to assist the beneficiaries in greatest need. The implementation plan for 2025 totalled USD 9.4 billion, a decrease of 19 percent compared with USD 11.6 billion in 2024. The implementation plan represented 59 percent of operational requirements as of 31 December 2025, down from 64 percent in 2024.
52. This decrease underscores the impacts of declining funding in some of WFP's largest life-saving operations, where humanitarian needs remained severe.⁴⁶ In Yemen, although operational requirements increased compared with the 2024 implementation plan, the implementation plan fell sharply as funding shortfalls forced substantial reductions in food assistance and operational coverage.
53. Despite total funding levels being below projections, the implementation plans for the State of Palestine and the Sudan increased, reflecting WFP's ability to sustain and scale up life-saving assistance in response to the ongoing conflict and deteriorating food security that led to famine conditions, which were confirmed in multiple areas.

⁴⁵ A budget revision to reduce the 2025 operational requirements for Yemen was not finalized until January 2026. For more information, see WFP. 2025. [Annual Country Report 2025: Yemen](#).

⁴⁶ A large majority of contributions to WFP are directed by donors to specific operations and activities; through appeals and regular engagement with donors, WFP can exert some influence over where donors direct their contributions, but donors make the ultimate decision.

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

54. In 2025, country offices' direct expenditures totalled USD 7.8 billion,⁴⁷ accounting for 88 percent of the implementation plan, notably higher than the 77 percent of 2024, and representing the highest utilization rate of an implementation plan since WFP shifted from project-based planning to the formulation of country portfolios with the introduction of CSPs in 2017.
55. This high utilization rate of the implementation plan was driven not only by a more realistic and achievable implementation plan, but also by the effective use of internal strategic advance financing and flexible funding, which helped to mitigate operational and financial risks and enabled the efficient reallocation of resources among activities. However, the level of utilization was limited by access constraints, security concerns and the timing of contributions.
56. Country offices maintained a strong focus on crisis response activities in 2025, broadly consistent with 2024. Crisis response activities accounted for 76 percent of direct expenditures, compared with 19 percent for resilience building and 5 percent for addressing root causes. This reflects WFP's continued commitment to prioritizing life-saving interventions.

Table II.3: Direct expenditures by focus area, 2025

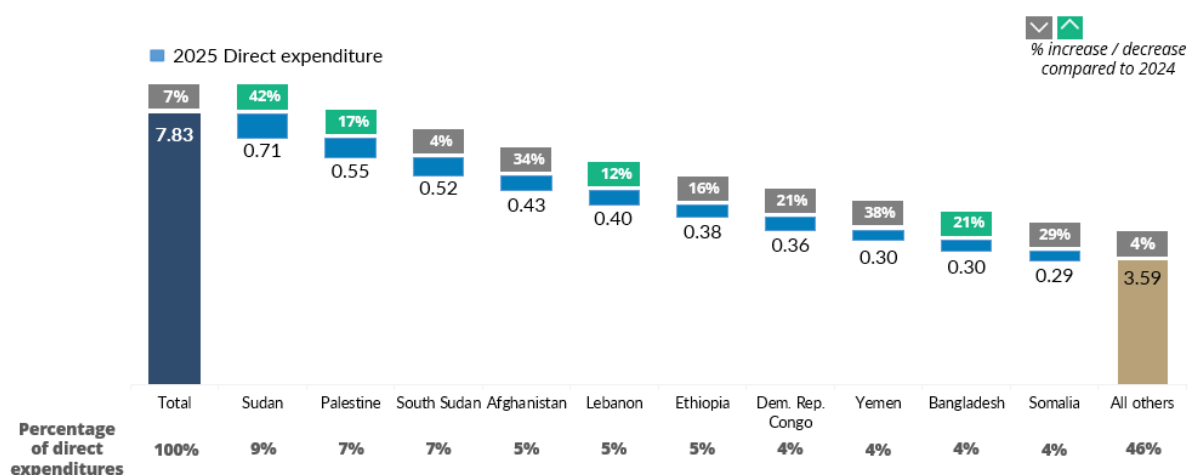
Focus area	Operational requirements		Implementation plan		Expenditures	
	(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
Crisis response	11 592	77	6 687	75	5 980	76
Resilience	2 913	19	1 768	20	1 493	19
Root causes	534	4	412	5	361	5
Total	15 039	100	8 867	100	7 834	100

57. Direct expenditure decreased by 7 percent, from USD 8.4 billion in 2024 to USD 7.8 billion in 2025. As shown in figure II.3, operations in ten countries accounted for 54 percent of WFP's direct expenditures. Expenditures decreased in six of these countries, with five operations experiencing significant reductions of more than 15 percent compared with 2024, as country offices strengthened their prioritization processes, adjusted delivery modalities and even reduced the operations of some sub-offices to sustain both life-saving and resilience activities within funding constraints.
58. Funding shortfalls compelled reductions in WFP's food assistance and operational coverage. Country offices in Afghanistan, the Democratic Republic of the Congo and Somalia were forced to either suspend or significantly scale down large parts of their operations, leading to reduced ration sizes, less frequent distributions, and adjustments to the tonnage of planned deliveries. Insecurity and severe access restrictions also contributed to the lower level of activity in operations in Ethiopia and South Sudan.

⁴⁷ This amount includes the carry-over balance from 2024.

59. A limited number of operations recorded higher expenditures in 2025. Escalating conflict dynamics and worsening humanitarian conditions in the State of Palestine and the Sudan required expanded assistance delivery and higher numbers of beneficiaries, increasing the corresponding expenditures. In Lebanon, expenditures increased because of costly post-ceasefire conditions, including insecurity, infrastructure damage, climate-related disruption and complex population movements, resulting in higher service delivery and transfer costs. The Bangladesh country office revised its budget to reflect significant in-kind contributions and updated beneficiary numbers in response to the Rohingya emergency.

Figure II.3: Top ten countries in terms of direct expenditures, 2025 (USD billion)



60. Table II.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 in 2025, the same proportion as in 2024. Operations in the Sudan accounted for the largest share of expenditures under strategic outcome 1, with 11 percent, while operations in Haiti, Pakistan, the Philippines and the Syrian Arab Republic recorded expenditure increases of more than 30 percent compared with 2024. Access challenges were prevalent in WFP’s largest operations in Eastern Africa and the Middle East.⁴⁸
61. Expenditures under strategic outcome 2, “People have better nutrition, health and education outcomes”, made up 11 percent of total direct expenditures. The operation in South Sudan accounted for the highest expenditure – of USD 92 million – under strategic outcome 2 because of WFP’s partnership with the Government on implementing effective nutrition interventions for children and pregnant and breastfeeding women and girls, until 2026.
62. Strategic outcome 3, “People have improved and sustainable livelihoods”, accounted for 8 percent of total direct expenditures. Operations in the Sudan, with 10 percent, and Ethiopia, with 9 percent, accounted for the largest shares of these expenditures in 2025. In the Sudan, WFP focused its resources on food assistance for asset creation, and technical assistance, while in Ethiopia it delivered climate-adaptive cash-based assistance aimed at reversing land degradation, preventing malnutrition and strengthening resilience to climate shocks.

⁴⁸ Access constraints in the State of Palestine and the Sudan hindered the delivery of food and CBTs to vulnerable people at the levels outlined in the respective country offices’ implementation plans.

63. Strategic outcomes 4, “National programmes and systems are strengthened”, and 5, “Humanitarian and development actors are more efficient and effective”, contribute to Sustainable Development Goal (SDG) 17 in support of strengthened global partnerships, with strategic outcome 4 accounting for 2 percent of total expenditures and strategic outcome 5 for 8 percent. Operations in Lebanon accounted for 21 percent of expenditures under strategic outcome 5, driven primarily by the nearly fully funded “Aman” cash assistance programme for vulnerable Lebanese households. WFP’s operation in Ukraine accounted for 28 percent of strategic outcome 4 expenditures as the country office continued to work closely with the Government on providing transport operations and telecommunications services.
64. WFP provided safe and reliable humanitarian air services for 23 operations in 2025. It also facilitated transport to hard-to-reach areas via humanitarian convoys, and provided shared storage capacity with other humanitarian and development partners, and telecommunications support for its largest operations, most prominently in Burkina Faso, the Democratic Republic of the Congo and South Sudan.

Table II.4: Direct expenditures by strategic outcome, 2025

Strategic outcome	Operational requirements*		Implementation plan		Expenditures	
	(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
1: People are better able to meet their urgent food and nutrition needs	10 041	67	5 658	64	5 049	65
2: People have better nutrition, health and education outcomes	1 735	11	1 071	12	864	11
3: People have improved and sustainable livelihoods	1 196	8	725	8	612	8
4: National programmes and systems are strengthened	430	3	231	3	184	2
5: Humanitarian and development actors are more efficient and effective	937	6	658	7	651	8
Direct support costs	700	5	524	6	474	6
Total direct costs **	15 039	100	8 867	100	7 834	100

* Approved operational needs as of 31 December 2025, excluding indirect support costs.

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

Table II.5: Transfer values and associated costs, 2025

Transfer and associated costs	Operational requirements		Implementation plan		Expenditures	
	(USD million)	(%)	(USD million)	(%)	(USD million)	(%)
Food	6 234	47	3 583	47	3 023	45
CBTs and commodity vouchers	5 037	38	2 595	34	2 364	35
Capacity strengthening	1 066	8	796	11	675	10
Service delivery	898	7	641	8	628	10
Total transfer costs	13 235	100	7 615	100	6 690	100
Implementation costs	1 104		728		670	
Total direct operational costs	14 339		8 343		7 360	
Direct support costs	700		524		474	
Total direct costs*	15 039		8 867		7 834	

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

65. Table II.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 45 percent and CBTs for 35 percent.
66. Assistance modalities were selected based on market functionality and the availability of financial service providers. When assessing expenditures against the implementation plan, CBTs had a higher utilization rate, of 91 percent, compared with food, at 84 percent. This is because some of WFP's largest operations, including those in the Sudan, the State of Palestine, the Syrian Arab Republic and Haiti,⁴⁹ encountered severe access constraints which hampered the delivery of assistance. WFP mitigated the issues that affected in-kind deliveries by adapting delivery modalities and using a combination of digital cash transfers, cash-in-hand and value vouchers.
67. Food-related expenditures totalled USD 3.0 billion in 2025, a decrease of USD 521 million, or 15 percent, from 2024. Food commodities delivered in 2025 amounted to 2.5 million mt, a decrease of 0.1 million mt, or 4 percent, from 2024. Operations in Afghanistan, Yemen and Ukraine accounted for the largest shares of the global decrease in food delivered compared with 2024. Funding constraints and access challenges prevented WFP from meeting its planned levels of food distribution.
68. Expenditures on CBTs and commodity vouchers totalled USD 2.4 billion across 77 countries, with operations in Lebanon, the Sudan, Ukraine and Bangladesh⁵⁰ together accounting for one-third, or USD 688 million, of the total amount. WFP transferred USD 2.2 billion to beneficiaries, broadly consistent with 2024 levels. Overall expenditures on capacity strengthening totalled USD 675 million, or 10 percent of total transfer costs, up from 6 percent in 2024. Operations in the Sudan accounted for the highest expenditure on capacity strengthening, with more than USD 57 million. Operations in South Sudan, Ethiopia,

⁴⁹ Countries are ordered by the size of the increase in CBT use compared with 2024, from highest to lowest.

⁵⁰ Idem.

Chad and Mozambique each recorded expenditures on CBTs and commodity vouchers exceeding USD 20 million.





69. Expenditures on service delivery totalled USD 628 million, accounting for 10 percent of total transfer costs, an increase from 8 percent in 2024. This share exceeded the 8 percent projected in the implementation plan, largely reflecting expenditures under on-demand service agreements financed by requesting partners on a cost-recovery basis. As these commitments continued despite funding constraints, the relative share of service delivery increased as expenditures on food assistance declined. The largest expenditures were recorded in operations such as the one in the Sudan – with USD 138 million representing 22 percent of service delivery expenditures – where expenditure was driven by the scale and criticality of the operations of the United Nations Humanitarian Air Service (UNHAS). UNHAS was the only dependable air service operating amid severe access constraints and the prolonged suspension of commercial flights.
70. Implementation costs accounted for USD 670 million, or 9 percent, of total expenditure, which is slightly higher than the share indicated in the implementation plan. Operations in South Sudan, the Sudan and the Democratic Republic of the Congo 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.
71. Expenditures on direct support costs totalled USD 474 million, equivalent to 6 percent of the total direct costs for all country operations, the same proportion as in 2024. As direct support costs are largely fixed, including facility rentals and general country office running expenses, they are not as elastic as other transfer and implementation costs during periods of reduced resourcing and lower activity. In response, the country office safety net⁵¹ provided funding continuity for country offices that lacked their own resources covering transition or bridging costs to ensure the temporary coverage of fixed operational costs, and maintain programme quality, compliance and effective targeting.

2.3 Analysis of expenditures per beneficiary

72. WFP distributed a total of 15.8 billion daily rations at an average cost of USD 0.43 per beneficiary per day, or an average of USD 50 per beneficiary per year. The daily rations consisted of 9.9 billion food rations, 5.1 billion transfers in cash or value vouchers, and 0.74 billion in commodity vouchers.
73. The expenditures per beneficiary comprise the cost of the transfer – the cost of the food or the amount of money that is transferred to each beneficiary and the cost of delivering that transfer, and all other associated costs – together with implementation costs and direct and indirect support costs. Overall, the highest cost component, the transfer – either as food, cash or vouchers – accounted for 81 percent of the total cost per beneficiary. These resources went directly to the people WFP serves. The remaining 12.5 percent covers essential delivery and support functions, including transport, storage, security, monitoring and the systems required to ensure assistance reaches the right people, in often complex and high-risk environments. WFP's overhead is only 6.5 percent.
74. 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. 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. The global average costs result from the aggregation of the various costs seen at the level of country operations and the various programme areas within countries.

⁵¹ For further information on the utilization of the country office safety net, please refer to part IV of this annual performance report.

Figure II.4: Summary of expenditures per beneficiary, 2025

Overall	Food	Cash-based Transfers	Commodity Vouchers
 0.43 USD Daily	 0.39 USD Daily	 0.52 USD Daily	 0.31 USD Daily
 50 USD Annual	 47 USD Annual	 61 USD Annual	 34 USD Annual

75. While the average daily and annual cost per beneficiary was lower for food than for CBTs, this reflects a combination of factors affecting the selection of transfer modality and WFP's ability to implement. Although WFP's food transfers benefit from economies of scale related to supply chain management, the difference between the cost per beneficiary for food and cash should not be understood as a simple cost-efficiency metric. Rather, the lower daily cost for food may also reflect a lower average size of the transfer provided to beneficiaries. In addition, the annual cost may reflect a lower average duration of assistance resulting not only from resource constraints but also access restrictions.
76. 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. Reducing ration sizes, shortening the duration of assistance provision, and targeting the most vulnerable beneficiaries are among the approaches used to manage funding shortfalls.
77. 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.
78. This analysis highlights WFP's focus on cost-efficient delivery, ensuring that the maximum share of resources reaches beneficiaries while maintaining strong control and operational effectiveness.
79. 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

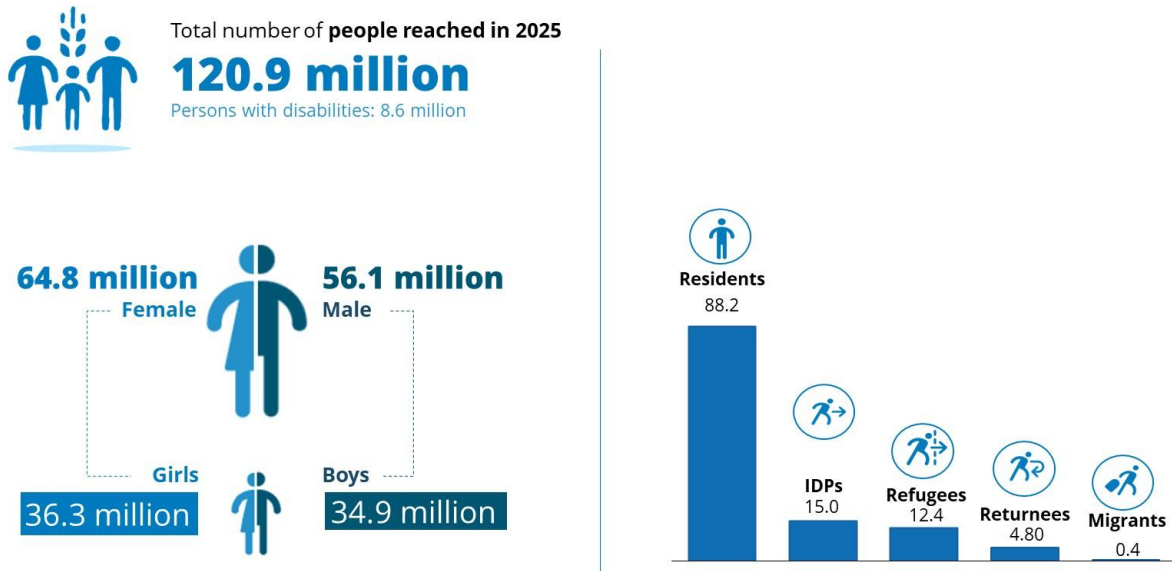
- *In 2025, WFP operated under increased funding constraints while acute food insecurity and malnutrition remained at record levels. In this environment, WFP delivered assistance at scale against its revised operational plan, directly assisting 121 million people – 101 percent of its plan – including 79 million who received emergency assistance.*
- *With its constrained resources, WFP prioritized the meeting of urgent humanitarian needs, with unconditional transfers exceeding 80 percent of both the total volume of food and the total value of cash-based transfers and commodity vouchers distributed. However, this total reached only 25 percent of the acutely food-insecure people in targeted countries. Nutrition services assisted 25 million women and children in 55 countries, including 23 million in acute crisis settings, but covered only half of the women and children estimated to be in need.*
- *Funding shortfalls affected WFP’s operations globally, with more than half of WFP’s country offices experiencing funding reductions of 40 percent or more. This led to unavoidable trade-offs in WFP’s operations, including reduced ration sizes, transfer values, distribution frequencies and programme duration, and the scaling down or suspension of activities. Where beneficiaries were reached, assistance was often below the assessed needs, compromising sustained food security and nutrition outcomes, and increasing people’s protection risks and reliance on negative coping strategies.*
- *Performance varied among programme areas, depending on the type of transfer used, with support for national systems and service delivery meeting or exceeding targets. Activities dependent on sustained large-scale, commodity-based transfers, including for crisis response, nutrition and resilience building, were more significantly constrained by limitations related to funding, access and supply.*
- *Carry-over resources from 2024 assisted in sustaining operations in 2025, particularly where new contributions were delayed or lower than expected, but for many WFP operations, carry-over resources and the new funds raised were ultimately insufficient to offset the overall shortfalls. In turn, flexible, unearmarked and pooled funding, including through the Immediate Response Account, multilateral allocations and the Central Emergency Response Fund, were critical in enabling timely responses and bridging financing gaps. However, these too were insufficient to offset the overall shortfalls.*

3.1 WFP’s reach: beneficiaries and transfers

WFP’s 2025 key programme achievements

BENEFICIARY REACH	EMERGENCY ASSISTANCE	RAPID RESPONSE	NUTRITION IN EMERGENCIES	NUTRITION - FIRST 1,000 DAYS
 121M Beneficiaries directly assisted	 79M People reached through emergency assistance	 48H Median time for the first transfer to reach people in emergency	 23M women and children benefiting from malnutrition prevention and treatment programmes in 24 emergency countries	 17.4M 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
 2.0B USD In cash-based operations to 38.7 million beneficiaries to respond to people’s essential needs	 77 countries enabled to improve their national social systems toward zero hunger	 19.3M schoolchildren in 63 countries received school meals, take-home rations or snacks from WFP	 18.7M people assisted to develop more resilient livelihoods	 1575 Partners supported through all supply chain services

80. In 2025, WFP’s operational plans were revised to better reflect resource constraints and prioritized programming and targeting. WFP directly assisted 121 million people,⁵² reaching 101 percent of its revised targets.⁵³ This total included highly vulnerable people facing acute food insecurity and malnutrition, refugees, migrants and internally displaced people. Of the people reached, 54 percent were women and girls, 46 percent were men and boys, and 59 percent were children. While this reflects WFP’s substantial reach, it does not capture the reductions in the adequacy and continuity of assistance faced in many operations.



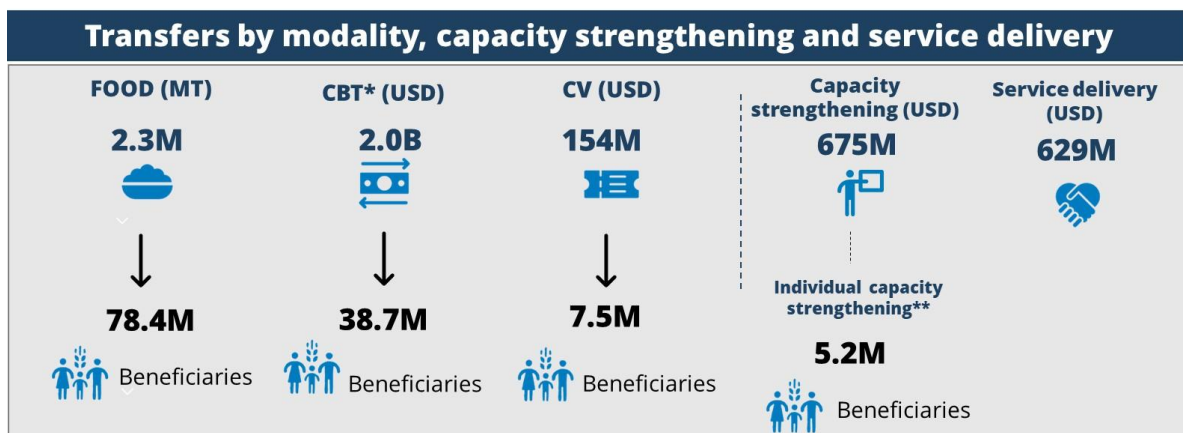
81. Following a steep decrease in WFP assistance during 2024, resources carried over from 2024 supported the continuity of operations in 2025 – particularly where new contributions arrived late in the year or were delayed – but were insufficient to offset the funding shortfall as contributions were provided at lower levels than expected. As a result, the coverage and levels of assistance often remained below the assessed needs in many contexts, with dramatic prioritization focusing on the most vulnerable populations, adjustments to ration sizes, transfer values, assistance frequency and duration, and the scaling down or suspension of activities.

82. At the aggregate level, WFP’s performance in reaching beneficiaries was broadly positive against revised targets, but with varying effects. Overall beneficiary reach declined compared with 2024, with increases in 34 countries and decreases in 47, resulting in a net global reduction of 3.5 million in the number of people assisted. The numbers of beneficiaries reached increased in emergency response – by, for example, 4.2 million in the Sudan, 2.1 million in the Syrian Arab Republic, and 1.4 million in the Philippines – reflecting rapidly changing needs and shocks late in the year. In contrast, WFP’s reach declined in major protracted crises – including in Ethiopia, with 3 million fewer beneficiaries, and Somalia, with 2 million fewer – reflecting tighter targeting despite persistent food security and nutrition needs.

⁵² The number of direct beneficiaries reached represents a count of “unique” beneficiaries, that is, each beneficiary that WFP has assisted is counted only once, even if they received multiple different types of assistance and/or were assisted several times over the reference period. WFP also aggregates “unique” beneficiary figures at different levels of granularity. Further details are provided in annex III-A.

⁵³ The beneficiary target included in the management plan for 2025–2027 was 123 million people, reflecting the foreseen level of assistance based on needs. During the course of 2025, WFP country offices revised their operations in line with changing needs and expected resources, resulting in a final 2025 beneficiary target of 120 million based on needs.

- 83. In 2025, WFP distributed 2.3 million mt of food in 69 countries, equivalent to 47 percent of needs-based requirements and a 7 percent decline compared with 2024. While WFP's operations in, for example, the Sudan, the Syrian Arab Republic and Yemen were able to increase their food distributions significantly compared with 2024, the effects of these efforts were eclipsed by steep reductions in food distributions in other countries, such as Afghanistan, Ethiopia and the State of Palestine. With a reduction in available resources, 82.6 percent of in-kind food assistance was prioritized for unconditional assistance.
- 84. In addition to in-kind food assistance, WFP also transferred USD 2.2 billion in cash-based transfers (CBTs) and commodity vouchers in 77 countries, representing 47 percent of the planned volume of cash and vouchers, of which 82.2 percent was provided unconditionally. Within this portfolio of unconditional CBTs and commodity vouchers, cash accounted for 68 percent, value vouchers for 25 percent, and commodity vouchers for 7 percent. Overall, the value of the CBTs provided by WFP remained stable compared with 2024, but in corporate emergency operations it increased by 7 percent, to USD 1.6 billion, driven by operational scale-ups in, for example, the State of Palestine, the Sudan and the Syrian Arab Republic. However, the value of CBT distributions reduced dramatically in many other emergency settings, such as in the Democratic Republic of the Congo, the Niger and Somalia.
- 85. As well as distributing direct assistance, WFP strengthened national systems by providing support for governments and other national stakeholders. Through technical assistance for national social protection systems, WFP contributed to improved social protection coverage for an estimated 869 million people, while 119 million children in 78 countries benefited from school meals delivered by governments and partners with technical support from WFP.



* CBTs include value 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.

3.2 Performance by strategic outcome

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

CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 1				
HLT indicator	2021 baseline	2025 actual	2025 target	% achieved
1. Number of countries with populations experiencing famine conditions	4	6	0	N/A
1.1 Percentage of acutely food-insecure people receiving emergency assistance by WFP	38	25	50	50
1.2 Percentage of women and children in need who benefit from WFP services to prevent and treat wasting	41	53	70	76
1.3 Percentage of WFP in-kind transfers that are nutritionally adequate	12	13	80	16
1.4 Number of countries with cash operations responsive to people's essential needs	N/A	37	50	74
1.5 Median time for the first WFP transfer to reach people after a sudden-onset emergency	4 days (2020–2021)	2 calendar days	3 calendar days	150

86. In 2025, performance under strategic outcome 1 was affected by funding reductions, with more than half of WFP country offices experiencing cuts of 40 percent or more. This intersected with increased needs globally, with “catastrophic” or “famine” conditions – phase 5 in the Integrated Food Security Phase Classification (IPC) or Cadre Harmonisé (CH) – present in six countries, compared with four in 2021 and five in 2024.
87. More than 1.4 million people were assessed as being in IPC phase 5, with the Gaza Strip and the Sudan accounting for approximately 90 percent of this total. Conflict remained the primary driver of catastrophic food insecurity, alongside economic collapse in Yemen. Famine was formally classified in parts of the Gaza Strip and the Sudan, while famine risks persisted in Haiti, Mali and South Sudan reflecting the increasing severity of food insecurity.
88. Despite continued efforts to serve food-insecure and malnourished people in emergencies, reduced funding levels and access constraints limited WFP’s capacity to sustain large-scale distributions in many settings, resulting in lower coverage relative to needs. WFP reached 25 percent of acutely food-insecure people with emergency assistance, equivalent to 79 million people or 11 million fewer than in 2024. WFP prioritized populations in IPC phases 4 and 5 and adjusted delivery modalities to maintain the continuity of assistance. Reduced coverage and lower ration levels limited improvements in food security and nutrition outcomes, with people continuing to rely on negative coping strategies.

89. In 24 crisis-affected countries,⁵⁴ WFP provided life-saving malnutrition prevention and treatment⁵⁵ services to nearly 23 million women, and children under the age of 5, who represented 53 percent of the estimated 43 million⁵⁶ women and children requiring support. Coverage gaps reflected rising needs, funding constraints, access limitations and supply chain disruption. Within these constraints, WFP prioritized high-burden areas, optimized the use of specialized nutritious foods, and maintained services in the most severely affected environments.
90. The nutritional adequacy of assistance remained significantly constrained. In 2025, 13 percent of planned in-kind rations met minimum standards for nutritional adequacy,⁵⁷ against an 80 percent target, representing an achievement rate of 16 percent. This reflected tighter planning based on confirmed budgets, the limited availability of fortified commodities, and overall funding shortfalls. Of the 9 billion planned rations, only 35 percent included fortified cereals, a key determinant of nutritional adequacy.
91. As a result, the coverage, quality and continuity of assistance were often insufficient to meet needs. For people and communities relying on WFP's assistance as a primary food source, particularly refugees, displaced people, and people in acute emergencies, suboptimal rations increased the risks of undernutrition, micronutrient deficiencies and reduced resilience.
92. However, corporate efforts to improve nutritional adequacy led to promising gains in 2025. Nutritional adequacy improved in countries such as Afghanistan, Burkina Faso and the Central African Republic where there were increases in the proportion of rations that achieved full nutritional adequacy. This was achieved by ensuring that fortified foods were incorporated into ration composition, and enhancing micronutrient coverage. In addition, in its response, the Caribbean Community applied the knowledge gained through training, and leveraged tools such as Optimus to optimize rations through a more diversified food basket in response to hurricane Melissa.
93. WFP continued to strengthen its technical capacity and corporate guidance on nutritional adequacy through the introduction of a unified methodology for calculating food gaps, expanded data analysis, and targeted training in all regions. Support was provided in 37 countries undergoing the development or revision of a CSP, and work is ongoing on formulating a food fortification directive and strengthening the procurement of fortified staple foods, including through the GCMF.

⁵⁴ These are the countries listed as being in nutrition crisis in the [2025 Global Report on Food Crises](#) published by the Food Security Information Network and Global Network Against Food Crises and updated in September 2025. The report defines and identifies a nutrition crisis as a situation characterized by a combination of factors, such as widespread lack of access to sufficient, safe and nutritious food, high levels of morbidity, environmental disasters, conflict, and poor infrastructure and inadequate practices in healthcare, resulting in high levels of acute malnutrition in children aged 6–59 months.

⁵⁵ Following the release of the most recent [World Health Organization guidelines](#), programmes for the prevention and treatment of malnutrition should be referred to as malnutrition prevention, management of malnutrition or moderate acute malnutrition supplementation programmes.

⁵⁶ Data on the number of people in need are based on analyses from the nutrition cluster humanitarian overview.

⁵⁷ Nutritionally adequate rations are defined as those that meet macronutrient and micronutrient needs by providing 2,100 kcal per person per day – 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.

94. CBTs were distributed in accordance with an essential needs-based approach in 37 country offices, unchanged from 2024 but below the 2025 target of 50 offices. A total of USD 603 million was transferred to 5.1 million people, including in major operations such as in Lebanon, Somalia, the State of Palestine, the Sudan, and Ukraine. While this supported the design of more needs-based transfers, funding constraints limited adjustments to transfer values and coverage, reducing the transfers' contribution to overall consumption gaps.
95. WFP also exceeded its target for the timing of its first response to sudden-onset emergencies, reaching affected people within an average of 48 hours, compared with a target of three days. In half of all responses, assistance was provided within 48 hours. This performance was supported by preparedness measures, including the pre-positioning of stocks, anticipatory action, the maintenance of a presence in the field, and the use of flexible funding, including from the Immediate Response Account, multilateral allocations, and the anticipatory action windows of the Central Emergency Response Fund.

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

CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 2				
HLT indicator	2021 baseline	2025 actual	2025 target	% achieved
2. Number of women and children with access to improved health, nutrition and education services with WFP assistance (<i>million</i>)	32.3 (2020)	36.7	46	80
2.1 Number of women and children that benefit from WFP services designed to prevent and treat malnutrition during the first 1,000 days of life (<i>million</i>)	17.3	17.4	25	70
2.2 Number of children that receive nutritious meals in schools as a contribution to the next 7,000 days (<i>million</i>): - from WFP	15	19.3	21	92
- from governments and partners*	91	119	99.8	119
2.3 Percentage of national school feeding programmes delivering a comprehensive package of school health and nutrition services thanks to WFP and partners' support*	61	46	>80	58

* Data are collected and published biennially. The most recent data are from WFP. 2025. [State of School Feeding Worldwide 2024](#).

96. In 2025, performance under strategic outcome 2 showed partial progress against targets, with the continued recovery and expansion of services but persistent gaps in their coverage and quality against key indicators. Overall, WFP supported access to nutrition, health and education services for 36.7 million women and children, achieving 80 percent of corporate high-level target (HLT) 2. This represents a modest increase from the 2021 baseline and reflects the continued recovery of essential services following disruption during the 2019 coronavirus disease (COVID-19) pandemic.
97. In both emergency and non-emergency settings, WFP reached 17.4 million children under 2 years of age, and pregnant and breastfeeding women and girls with services to prevent and treat malnutrition during the first 1,000 days of life, achieving 70 percent of the target of 25 million. Coverage was constrained by funding shortfalls, the reduced availability of specialized nutritious foods, and operational limitations in high-burden countries. In response, WFP prioritized life-saving interventions, strengthened integration with national health and social protection systems and applied targeted strategies to reach nutritionally

vulnerable groups, helping to maintain the continuity of service provision in challenging environments.

98. At the same time, 119 million children in 78 countries received school meals through the programmes of governments and partners, with technical support from WFP, exceeding the 2025 target of 99.8 million and reflecting sustained recovery and growing national investment. WFP directly assisted 19.3 million children in 63 countries through the provision of on-site school meals, take-home rations and CBTs, reaching 92 percent of the target. This reflects a moderate increase from the 2021 baseline, but a decline compared with 2024, driven by the transition to nationally owned school meal programmes, funding constraints and access challenges in some settings. WFP also expanded school meal operations in selected settings, including in Ukraine and Zambia, in response to increased needs.
99. Despite these gains, 46 percent of national school meal programmes delivered a comprehensive package of four or more school health and nutrition services, an improvement from 32 percent in 2022 but significantly below the corporate target of at least 80 percent. This indicates continued gaps in the provision of integrated school health and nutrition services and reflects the ongoing recovery of governments' capacity following disruption related to the COVID-19 pandemic, which points to the need for sustained investment in systems strengthening.

Strategic outcome 3 – People have improved and sustainable livelihoods

CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 3				
HLT indicator	2021 baseline	2025 actual	2025 target	% achieved
3. Number of people having more resilient livelihoods, in the face of risks and shocks through WFP assistance (<i>million</i>)	14	18.7	22.9	82
3.1 Number of people that benefit from resilience building initiatives, which strengthen the livelihood asset base including ecosystems (<i>million</i>)	10	6.2	15	42
3.2 Number of smallholders benefiting from WFP support that improved value chains and strengthened market services (<i>million</i>)	0.41	2.1	1.5	144
3.3 Number of people with financial protection from climate hazards (<i>million</i>)	3.5	10.3	9	115

100. In 2025, WFP supported 18.7 million people in strengthening their livelihoods and ability to withstand shocks, achieving 82 percent of the corporate target and representing an increase of 4.7 million people compared with the 2021 baseline. However, performance declined compared with 2024, reflecting reduced resources and access constraints for operations in several high-risk settings.
101. WFP reached 6.2 million people in 56 countries through resilience-building initiatives focused on strengthening livelihoods and natural resource management, achieving 42 percent of the annual target and 61 percent of the 2021 baseline. Of this total, 5.4 million people participated in food assistance for assets activities and 0.8 million in food assistance for training. Since 2021, participation in asset-based activities has declined owing to reduced funding and reprioritization towards the provision of life-saving assistance. In 2025, implementation was further constrained by access limitations linked to insecurity in several high-risk settings, including in Afghanistan, Burkina Faso, the Democratic Republic of the Congo, Haiti, Mali, the Sudan and Yemen.

102. In addition, WFP supported 2.1 million smallholders in 56 countries in strengthening value chains and market access, achieving 144 percent of the target and representing a fivefold increase compared with the 2021 baseline. This expansion reflects sustained investment in agrifood systems, strong demand from governments and partners, and the scalability of WFP's modular approach in diverse operational settings. The results point to continued progress in strengthening smallholders' access to markets, and their capacity to improve post-harvest management and increase income-generating opportunities.
103. WFP also provided 10.3 million people with financial protection from climate hazards, exceeding the target and increasing coverage nearly threefold since 2021. This growth was driven by the expansion of anticipatory action and climate risk financing mechanisms, supported by improved forecasting capacity, stronger institutionalization of anticipatory approaches, and the development of new partnerships. At the same time, coverage declined slightly compared with 2024, owing to resource constraints and cost-saving measures, which slowed the expansion of both anticipatory action plans and climate insurance schemes.
104. While individual results exceeded targets in some areas, overall performance remained below target because of funding shortfalls that constrained transfer-based activities, particularly in asset creation and rehabilitation. In contrast, interventions that relied less on transfers, including support for value chains and financial protection, performed above their targets, highlighting differing levels of sensitivity to funding reductions between activity types. This highlights the importance of maintaining a balance between transfer-based and non-transfer-based interventions in supporting sustained and integrated resilience outcomes.

Strategic outcome 4 – National programmes and systems are strengthened

CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 4				
HLT indicator	2021 baseline	2025 actual	2025 target	% achieved
4. Number of countries with strengthened programmes and systems with WFP support	49	77	56	138
4.1 Number of countries better prepared for and able to respond to emergencies through national systems	30	78	60*	130
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	69	60	115
4.3 Number of countries where WFP contributes to making food systems more resilient	36	58	45	129
4.4 Number of countries which have committed and/or increased their commitments to school meal programmes in their: - national policies**	41	107	49	218
- budgets**	0	45	45*	100

* The 2025 targets for these HLT indicators were revised upwards in 2024 based on the actual indicator values achieved in 2023.

** Data are collected and published biennially. The most recent data are from WFP, 2025. [State of School Feeding Worldwide 2024](#).

105. In 2025, WFP contributed to the strengthening of national programmes and systems in 77 countries, achieving 138 percent of the corporate target and marking a significant increase from the 2021 baseline of 49 countries. This reflects national stakeholders' sustained demand for WFP's technical assistance, particularly in the areas of food security, nutrition, emergency preparedness and social protection.
106. WFP supported policy and legislative reforms in 18 countries, resulting in completed draft policies or laws in 10 and ongoing endorsement processes in 12. Programme design and delivery were strengthened at scale in 20 countries, as national stakeholders mobilized USD 1.1 billion, with WFP's support, to improve systems and services. Across settings, participants in WFP-supported training, mentoring and coaching reported improved capacity in emergency preparedness, resilience to climate shocks and malnutrition prevention, alongside enhanced collaboration and coordination mechanisms.
107. WFP continued to strengthen national and subnational emergency preparedness and response systems through sustained engagement with government institutions and national actors. In 2025, 78 countries were better prepared for, and more able to respond to, emergencies as a result of WFP's support, reflecting continued progress under the strategic plan. Efforts focused on strengthening early warning systems, crisis-management and coordination mechanisms, and the readiness of government systems to implement timely responses. Five additional countries met standards for preparedness and response systems and capacities in 2025 – Angola, Libya, Türkiye, the United Republic of Tanzania and Zimbabwe – reflecting the expansion of WFP's capacity-strengthening support for emergency preparedness. Across regions, this contributed to improved national capacity to anticipate, manage and respond to shocks, including through reduced response times and more effective delivery of essential services.
108. National social protection systems were strengthened in 69 countries, up from 47 in 2021 and maintaining a steady upwards trend. This reflects increasing demand for WFP's advisory, analytical and operational support for expanding coverage and improving preparedness and responsiveness to shocks. Support focused on strengthening delivery systems, improving policy frameworks and strengthening the linkages among social protection, food security and nutrition. The fact that six more countries had strengthened social protection systems in 2025 than in 2024 reflects expanded engagement in evidence-based policy reform and institutional capacity development.
109. In 2025, WFP supported 58 countries in strengthening the resilience of food systems, advancing approaches that link humanitarian assistance to longer-term systems development. By applying a food systems perspective across programmes, WFP contributed to the strengthening of national capacity, the improvement of policy frameworks and the enhancement of linkages between local production and the demand for nutritious foods. Collaboration with the private sector, academia and civil society promoted stronger value chains and expanded access to nutritious foods, contributing to more resilient and sustainable food systems.
110. WFP also supported countries in strengthening the national ownership of school meal programmes. In 2025, 107 countries included school meals in national policies, while 45 countries increased their domestic budget allocations to school meal programmes, exceeding the targets for both indicators and reflecting significant progress since 2021. This expansion is partly associated with the momentum generated by the School Meals Coalition – established in 2021 with WFP serving as the secretariat – which has supported increased political commitment to, policy development for, and the scale-up of nationally owned school meal programmes.

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

CORPORATE HIGH-LEVEL TARGETS - STRATEGIC OUTCOME 5				
HLT indicator	2021 baseline	2025 actual	2025 target	% achieved
5. Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions	N/A	125	114*	110
5.1 Share of countries in which governments or partners avail themselves of WFP “mandated” services out of all countries where the United Nations country team requests and the IASC endorses activation of “mandated services” (percentage)	N/A	100	100	100
5.2 Number of countries in which partners request and benefit from WFP “on-demand” solutions and services	N/A	125	114*	110
5.3 Percentage of users satisfied with the services provided	80	93	80	121

* The 2025 targets for these HLT indicators were revised upwards in 2024 based on the actual indicator values achieved in 2023.

111. WFP provided mandated and on-demand services and solutions in 125 countries,⁵⁸ surpassing the annual target of 114 countries and exceeding corporate HLT 5. Demand for these services continued to grow in increasingly volatile operating environments marked by conflict, access constraints, market disruption and limited national capacity. These services remained essential in enabling humanitarian and development partners to sustain timely, safe and well-coordinated operations.
112. WFP met 100 percent of United Nations country teams’ requests for the mandated services endorsed by the Inter-Agency Standing Committee (IASC), fully achieving HLT 5.1. The emergency telecommunications cluster provided essential communications and digital connectivity in nine emergency operations, supporting 8,417 humanitarian personnel and 24,475 community users during the response to hurricane Melissa. As responsibility for digital inclusion initiatives was transferred to national institutions in the Sahel, emergency telecommunications cluster centres in Burkina Faso and the Niger provided network access and digital literacy training to more than 52,000 people, and delivered structured learning to more than 2,300 participants. In the Syrian Arab Republic, the discontinuation of the emergency telecommunications service due to operational and financial constraints prompted the introduction of a cost-sharing mechanism that enabled the maintenance of critical technical capacity for responders.


⁵⁸ This number includes countries without a formal WFP presence where services have been delivered through regional structures in the Pacific and the Caribbean.

113. The United Nations Humanitarian Air Service (UNHAS) provided humanitarian air transport services in 22 countries, enabling the movement of more than 239,000 passengers, delivering approximately 2,513 mt of relief cargo, and conducting 583 medical evacuations and 1,639 security relocations. The logistics cluster supported 1,043 partners through 16 active clusters and sectors, including in the State of Palestine and the Sudan, serving a total of 52 countries and the Pacific region, providing logistics preparedness and capacity strengthening and support for environmental sustainability. The transitions to nationally led coordination structures advanced in Lebanon, Myanmar and Venezuela (Bolivarian Republic of). Across all operations, the logistics cluster facilitated the transport of 430,481 m³ of life-saving supplies, equivalent to more than 13,000 container loads, and the storage of 168,638 m³, equivalent to 5,110 container loads.
114. As well as these mandated services, WFP also supplied on-demand services and solutions in 125 countries, exceeding the target of 114 while achieving HLT 5.2. The United Nations Humanitarian Response Depot (UNHRD) dispatched 580 consignments for 45 humanitarian partners and 47 WFP country offices, reaching 93 countries with relief items valued at USD 60 million, totalling 37,984 m³ of cargo weighing 8,040 mt, and enabling the provision of assistance for an estimated 1.65 million people. On-demand supply chain services supported 154 clients in 46 countries, managing 658,563 m³ of cargo valued at USD 312.9 million, and procuring 88,683 mt of food on behalf of five governments.⁵⁹ Engineering teams provided technical assessments, designs and oversight for the construction or rehabilitation of operational infrastructure – including temperature-controlled warehouses and airstrips – supporting the continuity of operations in remote locations.
115. The Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST) delivered technical missions and remote support in 37 countries, completing 815 mission days and 83 equipment shipments. Digital services for governments supported 36 country offices in strengthening management information systems for social protection, school meal operations and emergency response, including in Iraq, Mali and Namibia. WFP expanded its on-demand CBT services by providing government-to-person payment support to the governments of Lebanon, Mozambique and Peru, complementing broader efforts to strengthen national systems. Data and analytics support enabled the deployment or scoping of the PRISM climate risk monitoring system in 11 countries, enhancing disaster-risk monitoring, seasonal analysis and anticipatory action. Through global shared services, the United Nations booking hub supported 7.5 million users in 125 countries, providing accommodation, mobility and car-pooling services for 22 United Nations entities.
116. Users' satisfaction with mandated and on-demand services averaged 93 percent, exceeding the corporate benchmark of 80 percent and achieving HLT 5.3. Satisfaction ratings included 96 percent for UNHAS and the United Nations booking hub, 92 percent for the emergency telecommunications cluster, 90 percent for the logistics cluster, and 88 percent for the global food security cluster. Lower satisfaction in some locations was linked primarily to technical limitations that were beyond the control of partners or service providers. Overall, partners expressed sustained confidence in WFP's services and their critical role in supporting effective, timely and well-coordinated humanitarian and development operations.

⁵⁹ Guatemala, Malawi, Namibia, the State of Palestine and Timor-Leste.

3.3 WFP's emergency preparedness and response

2025 emergency preparedness key figures

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

117. Building on the prioritization of emergency response, WFP concentrated its emergency preparedness and response efforts on enabling the timely, large-scale delivery of assistance under tightening resource constraints. WFP prioritized crisis response for the most vulnerable people and communities, focusing on people facing emergency/IPC phase 4 and catastrophic/IPC phase 5 levels of food insecurity. Of the 121 million people assisted in 2025, 77.3 million received unconditional emergency assistance. This included 1.9 million mt of food, representing 82.6 percent of the total food distributed by WFP, and USD 1.81 billion in CBTs and commodity vouchers, accounting for 82.2 percent of the total value of CBTs and vouchers. This concentration of resources reflects WFP's continued focus on life-saving assistance in response to acute needs and reduced funding.
118. WFP's operations⁶⁰ responded in 34 countries classified as being in the "emergency" phase, 15 in the "early action and emergency response" phase, 13 in the "corporate attention" phase and 6 in the "corporate scale-up" phase. Countries in the scale-up phase included Chad, South Sudan and the Sudan under the Sudan regional crisis response, Lebanon, the State of Palestine and the Syrian Arab Republic. WFP remained ready with sustained surge capacity through its global rapid response team, which supported operations in 12 countries and the regional offices in Cairo and Nairobi, with specialists deployed for an average of 158 days in each emergency.
119. In highly constrained environments, including in Burkina Faso, the Democratic Republic of the Congo, Haiti, Jamaica, Lebanon and Somalia, specialized access teams supported the development of access strategies, engagement with state and non-state actors, and coordination with governments and United Nations partners.
120. Flexible financing remained a critical enabler of both response and preparedness activities. Twenty-five country offices and the regional office in Panama received USD 297 million from the Immediate Response Account to scale up operations and address emerging risks, a 50 percent increase compared with 2024. These resources were directed primarily towards conflict-related shocks, which accounted for 54 percent of the total, and natural hazards, with 44 percent, while a small share supported public health emergencies. They enabled timely interventions in diverse settings, including the response to hurricane Melissa in Jamaica, support for refugees in Burundi, and the rapid delivery of cash to 450,000 people affected by the earthquake in Myanmar.

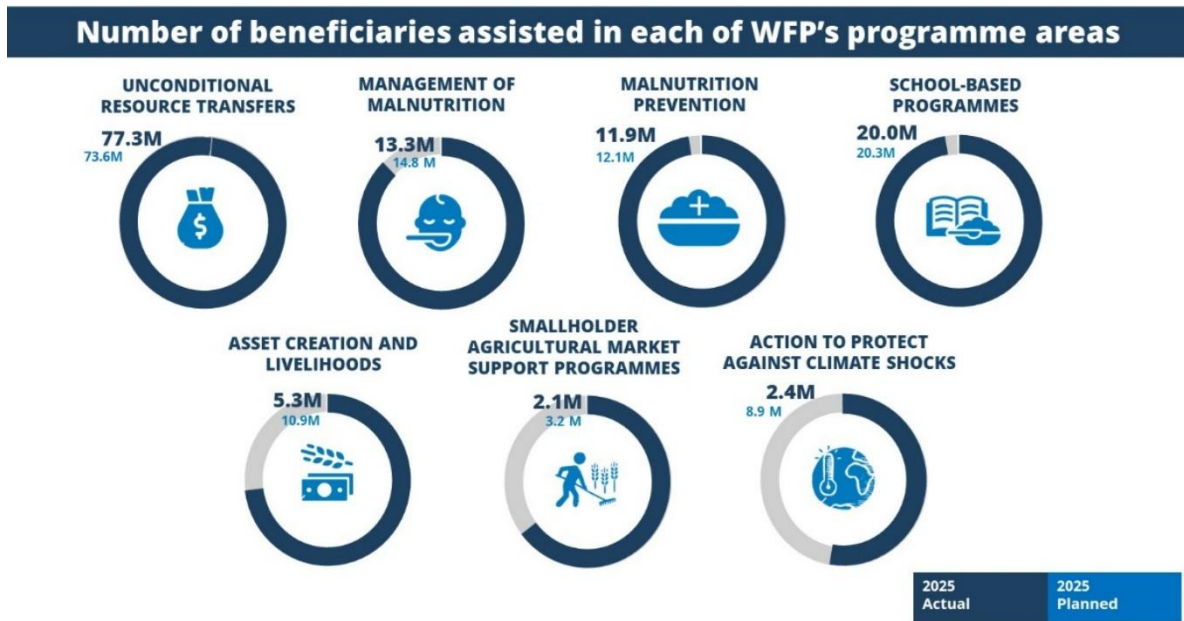
⁶⁰ WFP classifies its operations as either "non-emergency" or in one of three emergency phases – "early action and emergency response", "corporate attention", or "corporate scale-up" – according to their severity based on scores derived from five criteria adapted from IASC's humanitarian system-wide scale-up activation protocols – scale, urgency, complexity, capacity, and risk of failure – combined with analyses from early warning systems. 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.

121. At the same time, targeted investments in preparedness strengthened WFP's ability to respond rapidly as shocks materialized. An additional USD 3.9 million supported initiatives in high-risk settings exposed to climate hazards and conflict. In Cuba, Mozambique and the Philippines, the pre-positioning of food and non-food items enabled rapid responses to hurricane Melissa, tropical cyclone Jude and super typhoon Uwan later in the year.
122. These investments were complemented by sustained support for national systems. Nearly 800 emergency preparedness and response institutions were supported through capacity strengthening at the national and local levels, while more than 10,000 personnel of governments and partners in 22 countries received training to enhance their preparedness and response capabilities. Coordination mechanisms were strengthened in 11 countries, and emergency preparedness systems were reinforced at scale in Bhutan, Guatemala, Indonesia, Lesotho, the Philippines and the United Republic of Tanzania, contributing to improved national ownership and response readiness.
123. Evidence continues to show the value of these investments: a WFP study⁶¹ on the return on investment in emergency preparedness, covering six types of intervention in 19 cases, estimated that every dollar invested generated USD 3.40 in cost savings for the response, and reduced response times by an average of 25 days. Beyond cost savings, investments in preparedness also contributed to improved nutrition outcomes, the protection of livelihoods, more stable markets, and strengthened inclusion and coordination.
124. Coordinated action through the global food security cluster and its partners was therefore central in reaching people in need despite the limited resources and operational constraints. While the cluster received only USD 4.6 billion against total 2025 requirements of USD 12.8 billion, partners reached 81 million of the 104 million people targeted in 25 countries – 77 percent. This was primarily through food assistance for 69 million people, and livelihoods support for 24 million,⁶² although coverage was maintained in part by reducing ration sizes and distribution frequency.
125. The cluster undertook 550 days of missions, both remotely and in country, and supported joint analysis and operational coordination. It also contributed to the humanitarian reset by strengthening collective planning processes and promoting locally driven response models that reinforced national capacity.

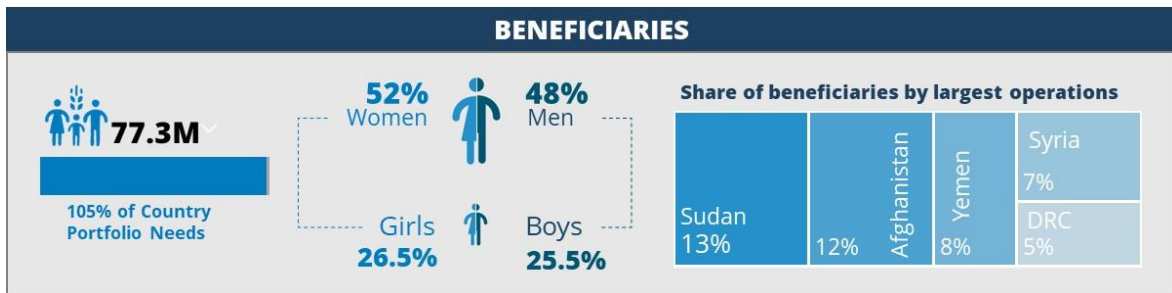
⁶¹ WFP. Forthcoming. Updated Return on Investment for Preparedness to Respond Study, April 2026.

⁶²The countries were Afghanistan, Bangladesh, Burkina Faso, Cameroon, the Central African Republic, Chad, Colombia, the Democratic Republic of the Congo, Ethiopia, Haiti, Lebanon, Madagascar, Mali, Mozambique, Myanmar, the Niger, Nigeria, Somalia, South Sudan, the State of Palestine, the Sudan, the Syrian Arab Republic, Ukraine, Venezuela and Yemen.

3.4 Highlights from key programmatic areas



Unconditional resource transfer



126. WFP's crisis response was anchored on the strict prioritization of unconditional resource transfers in an environment of severe funding shortfalls. This required difficult, risk-informed decisions to concentrate life-saving assistance on the people and communities with the most urgent needs, particularly those facing acute food insecurity and with limited alternative means of obtaining access to food.
127. In practice, this resulted in tighter targeting and significant reductions in assistance levels in multiple operations, particularly in refugee settings. In Uganda, WFP discontinued its provision of assistance for nearly 1 million of the 1.66 million targeted refugees, with rations for the remaining beneficiaries reduced to approximately 30 percent of minimum food needs. Similar reductions were observed in Kenya, where rations were cut to 30 percent of the minimum food basket and the caseload was reduced by more than one third. In South Sudan, refugees continued to receive approximately half of the required assistance, despite limited opportunities to meet their needs through other means.
128. These measures reflect broader shifts in WFP's targeting and prioritization approach. A 2025 strategic evaluation on prioritization⁶³ found that vulnerability criteria were increasingly applied to guide prioritization decisions, with approaches adapted to circumstances. To support country offices in navigating these trade-offs, WFP issued corporate guidance on prioritization for humanitarian assistance, providing a framework for principled and evidence-based decision-making under resource constraints.

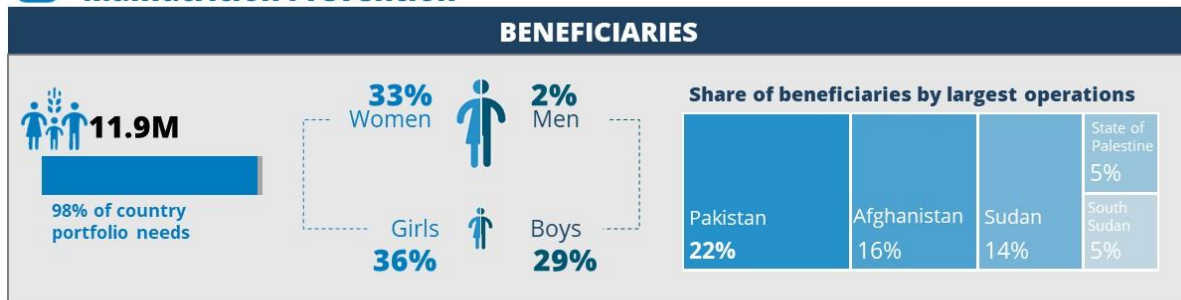
⁶³ WFP (2026) Strategic Evaluation of WFP's Approaches to Targeting and Prioritisation for Food and Nutrition Assistance.

129. At the same time, digital tools supported more efficient and targeted delivery where market conditions allowed. In the Gaza Strip, digital registration systems enabled more than 2 million people to gain access to assistance remotely, reducing congestion at distribution points and lowering operational costs by USD 9.4 million. In the Philippines, collaboration with national authorities on the digitalization of registries and payment systems strengthened national delivery capacity and supported the transition towards cash-based assistance.

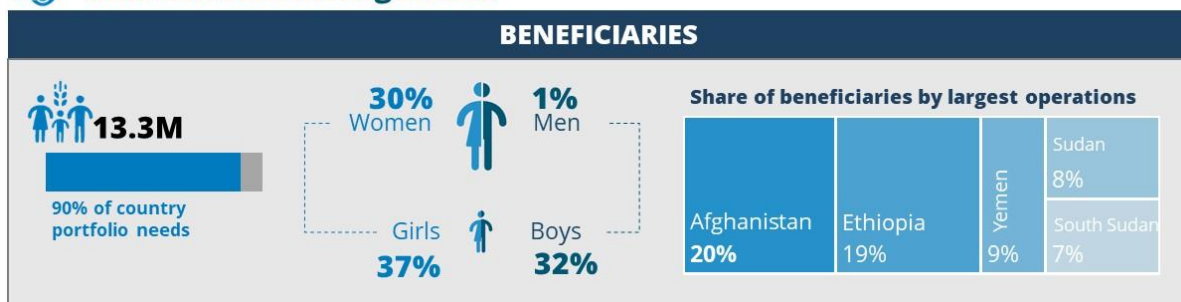
Prevention and management of malnutrition



Malnutrition Prevention



Malnutrition Management



130. WFP provided nutrition services for more than 25 million people in emergency and non-emergency settings in 55 countries through programmes aimed at preventing and managing malnutrition and improving diets, delivered through both in-kind food and CBTs. Delivery was sustained at scale, but funding constraints, supply chain disruption, and the limited availability of specialized commodities affected the coverage and continuity of operations in several high-burden settings.

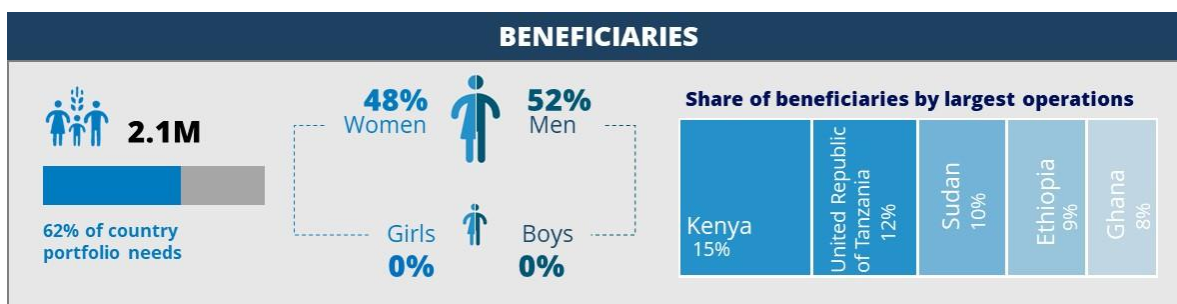
131. To adapt its nutrition response to the constrained conditions, WFP combined strengthened analytical tools with the increased use of locally available nutritious foods. Tools such as the Enhance platform and the “modelling and mapping of inadequate micronutrient intake” project improved the identification of nutritional vulnerabilities and informed programme and policy decisions, including on fortification standards, the design of social protection programmes, and the integration of those programmes into food security assessments. The Enhance platform⁶⁴ was expanded in 2025 and made accessible to governments and partners. It supports modelling of the availability, cost and nutritional value of food in order to inform affordability analysis, while the modelling and mapping of inadequate micronutrient intake project enabled the analysis of dietary gaps based on secondary data in 12 countries. WFP also prioritized the use of affordable, locally produced nutritious foods

⁶⁴ The Enhance platform gives users the ability to run complex analyses faster than ever before. It enables the generation of more robust evidence and informs programme and policy design in more than 20 countries, including for cost and affordability monitoring, “Fill the Nutrient Gap” analysis, analysis of the sustainability of healthy diets, analysis of the feasibility of meeting the nutrient needs of children with moderate acute malnutrition by distributing local foods, and the assessment of CBT values for prevention and supplementation programmes that address moderate acute malnutrition.

in settings where access to specialized products was constrained, supporting diet quality and programme sustainability.

- 132. WFP and the United Nations Children’s Fund (UNICEF) advanced the “joint action to stop wasting” initiative from the design to the implementation stage in five countries.⁶⁵ Activities for preventing wasting reached 1.82 million children, exceeding the target, while progress in the treatment of malnutrition was constrained by delays in the delivery of specialized commodities, and resource limitations. WFP’s partnership with UNICEF led to strengthened approaches to addressing maternal undernutrition, and the development of new guidance and training on nutrition vulnerability analysis. Engagement expanded beyond the initial countries, supporting more integrated approaches in high-burden settings.
- 133. Despite funding volatility, WFP sustained its delivery of assistance to people living with HIV through the prioritization of core functions, targeted reprogramming and the use of carry-over resources. WFP provided food and nutrition assistance to more than 175,000 people affected by HIV and AIDS, against a target of 519,500. The integration of activities for addressing HIV into WFP’s work increased, with 46 percent of CSPs including HIV-related components. In coordination with the Office of the United Nations High Commissioner for Refugees, the Joint United Nations Programme on HIV/AIDS and the World Health Organization (WHO), WFP also contributed to the revision of global guidance on addressing HIV in emergencies, with roll-out planned in 2026.
- 134. Independent evaluations in 2025 found that moderate acute malnutrition programmes achieved positive results in the settings evaluated. However, maintaining beneficiaries’ nutrition status was challenging, with programme coverage constrained by rising needs, limited resources and operational disruption.

Smallholder farmers’ access to markets

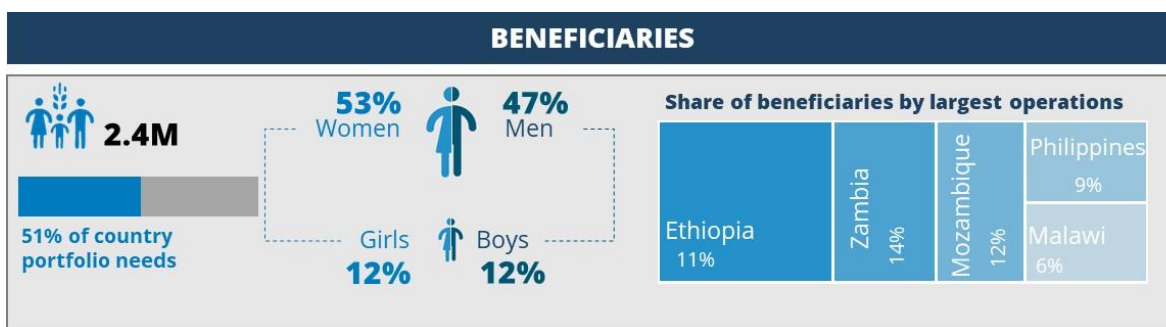


- 135. WFP’s value chain development programmes supported 2.1 million smallholder farmers in 56 countries, benefiting an estimated 10.5 million people, 52 percent of whom were women. WFP strengthened 32,684 farmers’ aggregation systems, exceeding targets, and worked with producers’ groups to improve their collective business capacity, bargaining power and access to markets. Engagement with more than 27,600 value chain actors, including off-takers, traders, input suppliers, transporters and processors, further supported food availability in food-insecure areas, and contributed to more resilient and inclusive food systems.
- 136. This translated into strengthened market access. With WFP’s facilitation, farmers’ organizations sold USD 134 million-worth of food commodities to a diverse set of buyers, including private companies, institutional purchasers, schools and WFP itself. The value of sales increased by 6 percent compared with 2024, exceeding the target by 9 percent, while volumes reached 270,188 mt, well above both the 145,365 mt target and 2024 levels.

⁶⁵ Haiti, Kenya, Madagascar, Nigeria and South Sudan.

- 137. To improve the targeting and effectiveness of its programmes, WFP deployed the “farmer organization readiness and maturity assessment” tool in eight countries.⁶⁶ In Burkina Faso, the tool supported a nationwide mapping of 324 organizations in 17 regions and 76 municipalities, creating the first comprehensive national database of farmers’ organizations. The tool assessed organizational and commercial capacity in key dimensions, informing the tightened targeting of capacity strengthening initiatives, and investments in the priority value chains that supply staple foods such as rice, sorghum, millet and maize.
- 138. WFP and the Mastercard Foundation also advanced the “youth in work” programme in eight countries, reaching 875,027 young people – 119 percent of its five-year target – 61 percent of whom were young women. Nearly 32,000 enterprises led by young people were supported with training, links to markets and access to finance, strengthening their participation in agrifood systems. Results translated into strong employment outcomes, with 97 percent of participants in the 2023–2024 cohorts gaining access to employment opportunities. These outcomes reflect integrated support that combines skills development, financial services and market access, contributing to improved economic resilience and food security while strengthening the economic participation and decision-making of women.

Adaptation to extreme weather events and climate shocks

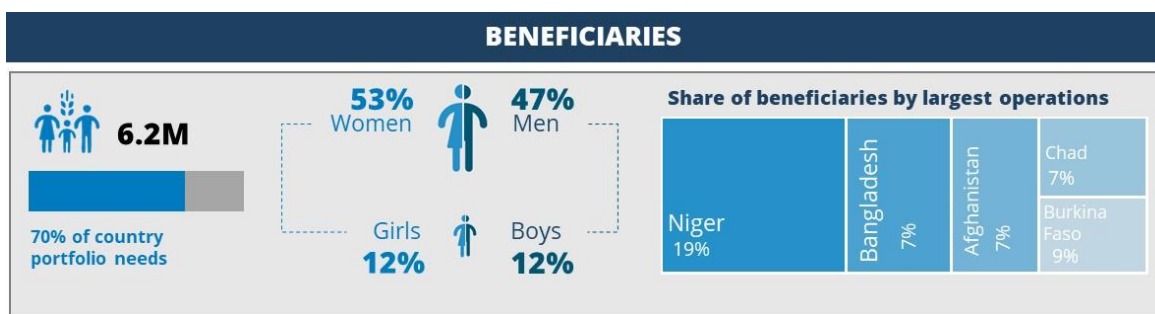


Beneficiaries of climate risk management activities in 2025			
CLIMATE RISK MGMT REACH	FORECAST-BASED MECHANISMS	ANTICIPATORY ACTIONS	CLIMATE INFORMATION
<p>34.7M</p> <p>benefitting from actions to protect against climate shocks</p> <p>(80 country offices)</p>	<p>5.4 M</p> <p>covered by forecast-based mechanisms</p> <p>(42 country offices)</p>	<p>1.1 M</p> <p>received more cash transfers ahead of impending climate hazards</p> <p>(19 country offices)</p>	<p>25.4M</p> <p>provided weather forecasts tailored to specific needs</p> <p>(33 country offices)</p>
CLIMATE INSURANCE	CLIMATE ADAPTATION AND AP	CLIMATE RISK RESERVES	SUSTAINABLE ENERGY
<p>4.9M</p> <p>protected through climate insurance policies</p> <p>(30 country offices)</p>	<p>2.1M</p> <p>people benefitting from climate adapted assets and agricultural practices</p> <p>(27 country offices)</p>	<p>1.6M</p> <p>Benefitting from savings through village savings and loans associations</p> <p>(19 country offices)</p>	<p>0.6M</p> <p>received access to sustainable energy services for food consumption</p> <p>(19 country offices)</p>

⁶⁶ Burkina Faso, Cambodia, Nepal, Nicaragua, Senegal, Somalia, Rwanda and Yemen.

- 139. With its scaled up disaster risk financing and anticipatory action aimed at protecting vulnerable people and communities from climate-related shocks and reducing the need for reactive response, WFP reached 4.9 million food-insecure people in 29 countries, or 98 percent of the annual target. Delivery involved a combination of multiple financial protection mechanisms.
- 140. Inclusive insurance initiatives provided coverage to 1.9 million people, triggering USD 4.9 million in payouts and benefiting about 760,000 smallholder farmers, pastoralists and micro-, small and medium-sized enterprises, while macro-risk financing instruments protected a further 3 million people through USD 108 million in prearranged funds. Payouts of USD 5.6 million supported early response for more than 340,000 people affected by droughts and cyclones. Complementary approaches such as village savings and loan associations supported 320,000 participants in strengthening their financial resilience, with USD 20.6 million in savings and access to USD 7.8 million in loans.
- 141. These mechanisms were complemented by large-scale anticipatory action for responding to predictable hazards. In 2025, WFP reached 5.4 million people in 33 countries – 1.4 million above the target – while prearranged financing enabled the rapid disbursement of more than USD 35 million in 19 countries. This supported the provision of early warning messages for 18.2 million people, and anticipatory cash transfers for 1.2 million ahead of shocks.
- 142. Operational approaches were increasingly institutionalized at the national level. In the Philippines, the adoption of Republic Act 12287 enabled the integration of anticipatory action into national disaster risk management systems, allowing advance support for more than 210,000 households ahead of super typhoon Uwan, and demonstrating the value of early intervention at scale.
- 143. Evidence continues to underscore the effectiveness of these approaches as WFP analysis indicates that anticipatory action can reduce losses significantly. Every dollar invested has the potential to avoid up to USD 7 in impact, while also improving the speed and scale of response. A 2025 impact evaluation in Nepal confirmed the short-term benefits, including improved food consumption, reduced negative coping strategies and better mental well-being among households receiving anticipatory cash transfers.

Asset creation, livelihoods and skills development



- 144. WFP and its partners supported 6.2 million people in 56 countries through food and cash-based transfers linked to the building and rehabilitation of community infrastructure and the restoration of ecosystems. Implemented in the aftermath of emergencies and in contexts of recurrent crises, these activities restored degraded land and soil fertility, strengthened local infrastructure, improved market access and addressed immediate food needs. Communities played a central role in the design and implementation of activities, enhancing their capacity to recover from shocks, adapt to future risks and strengthen long-term resilience.

145. Despite funding constraints, access challenges and increasingly intense shocks, food assistance for assets programmes continued to generate tangible improvements in livelihoods, food security and environmental management. On average, 75 percent of participants reported a stronger livelihood asset base, including improved protection from natural hazards, higher agricultural productivity, access to markets, and enhanced asset management skills. Seventy-one percent of communities reported positive environmental changes, including improved water availability, increased soil fertility, greater land stabilization, and better sanitation, contributing to more resilient ecosystems.
146. Complementary interventions supported skill development and income diversification. In 26 countries, activities targeted 864,000 people – 54 percent of whom were women – through USD 12.6 million in cash transfers and vouchers and 1,255 mt of food. More than 151,000 people gained access to vocational training, job opportunities, market linkages and financial services, supporting income generation and improved food security.
147. Evidence from monitoring and evaluation confirm these results. Asset Impact Monitoring from Space (AIMS), conducted from 16 country offices, showed that 65 percent of the assets built or rehabilitated led to improved vegetation, water and soil conditions compared with baselines and control sites, confirming both the durability of the assets created and their sustained maintenance by communities. Impact evaluations in Haiti and Rwanda found that food assistance for assets and cash-based interventions contributed to improved food security, while an evaluation in Ghana showed that lump-sum cash transfers strengthened agricultural investments and incomes, while monthly transfers supported more diversified household spending.
148. Independent evaluations in 2025 also highlighted constraints, with some improvements observed in food security, nutrition and livelihood outcomes, but limited effects where interventions were short-term in nature or geographically dispersed.

Social protection

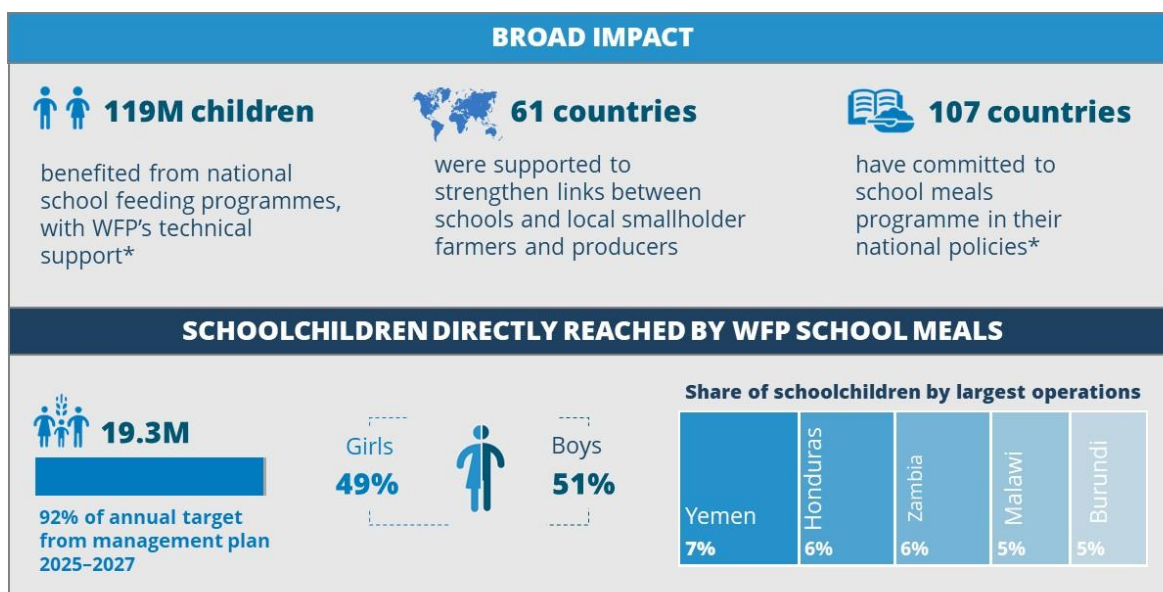


149. WFP supported governments in 69 countries in strengthening the effectiveness and efficiency of national social protection systems through the provision of technical advice and operational assistance, exceeding the annual target of 60 countries. This result contributed to indirect improvements in the coverage of social protection programmes for an estimated 869 million people, supporting national efforts to improve food security and nutrition, reduce vulnerability and build resilience.
150. Support focused on strengthening the capacity of national systems to manage risks and respond to shocks. In Lebanon, WFP's ongoing investments in technical assistance with the government meant that the national shock-responsive safety net evolved from being an emergency mechanism to become a fully integrated, government-owned system. These efforts enabled the Government to regulate and oversee all emergency cash assistance in the country, which reduced duplication among more than 18 partners. The platform is now agile, scalable and able to deliver harmonized humanitarian assistance rapidly, and was leveraged to provide assistance to 35,000 conflict-affected households over the year.

Progress was also recorded in countries such as Jordan, the Lao People’s Democratic Republic and Rwanda, where WFP’s support enabled the integration of shock-responsive approaches into national systems, linking early warning information with delivery mechanisms that support more predictable response. WFP also advanced nutrition-sensitive social protection by advising on the features of programme design that promote access to healthy diets and reduce long-term vulnerabilities. Through partnership with the Global Shield against Climate Risks,⁶⁷ WFP assisted ten governments⁶⁸ in planning the use of climate-related emergency funds for households affected by shocks.

- 151. WFP supported the transformation of social protection systems through targeted technical assistance in Colombia, Malawi and Timor-Leste. This included improvements in data interoperability, beneficiary registries and community feedback mechanisms, alongside more inclusive targeting approaches based on poverty, vulnerability and food security indicators. In fragile environments, efforts focused on strengthening policy and operational frameworks to better address food insecurity, malnutrition and shocks.
- 152. At the global level, WFP contributed to broader system reform initiatives. Support for the partner countries of the Global Alliance against Hunger and Poverty helped to expand and strengthen national programmes, while engagement through the Global Accelerator on Jobs and Social Protection for Just Transitions supported reforms in eight countries, contributing to the expanded coverage of social protection programmes, and job creation, through more integrated approaches.

School-based programmes



* The most recent available data are from WFP.2025. *The State of School Feeding Worldwide 2024*

- 153. School meal operations supported by WFP played a central role in protecting children’s nutrition, health and learning. Through collaboration with governments and partners, WFP contributed to human capital development over “the next 7,000 days” – for children and young people between the ages of 2 and 21 years – by ensuring that children received nutritious daily meals. Government-led programmes provided school meals to 119 million

⁶⁷ The Global Shield against Climate Risks is a joint initiative of the Group of Seven (G7) countries and the Group of Twenty (G20) launched to provide vulnerable nations with proactive, prearranged financial protection against climate-induced disasters.

⁶⁸ Bangladesh, Madagascar, Malawi, the Pacific multi-country office, Pakistan, Peru, the Philippines, Rwanda, Somalia and The Gambia.

schoolchildren, with 46 percent of those programmes delivering a comprehensive package of health and nutrition interventions.⁶⁹ WFP directly provided food, CBTs, commodity vouchers and capacity strengthening activities to 19.3 million girls and boys – 49 percent of whom were girls and 51 percent boys – against a target of 21 million. This result was driven by the successful transition to nationally owned programmes, but was hampered by funding constraints and context-specific access challenges. At the same time, in 22 fragile, conflict-affected or emergency settings, WFP delivered school meals that helped to protect children’s learning and nutrition during shocks.

154. WFP delivered 166,100 mt of food through school meal programmes, and implemented home-grown school feeding models in 61 countries. These programmes strengthened local food systems and generated economic opportunities for smallholder farmers and producers, who supplied commodities valued at USD 35 million.
155. School meal operations contributed to stronger education outcomes in WFP-assisted countries. Positive average annual changes in enrolment were reported in 79 percent of countries, reflecting increased participation in learning. School attendance averaged 88 percent, highlighting the role of regular meals in supporting sustained engagement in school. Programmes delivered meals on 77 percent of school days, ensuring predictable access, including in emergency settings. Schools distributed 43,000 mt of fortified food and provided multi-fortified meals or meals including at least four food groups on an average of 15 days per month, contributing to improved dietary quality.
156. WFP strengthened national school meal programmes by helping governments to design, finance and manage sustainable models. In 2025, WFP assisted seven countries⁷⁰ in conducting Systems Approach for Better Education Results (SABER)⁷¹ or Healthy SABER assessments, informing policy dialogue, institutional reform and programme quality. In line with its global school meals strategy, WFP systematically supported countries across its portfolio in developing or updating national school meals policies, strategies and legal frameworks.
157. WFP strengthened the sustainability of school meal programmes by providing technical support on fiscal space analysis, costing, and sustainable financing, helping to inform innovative financing mechanisms and governments’ advocacy efforts. WFP also supported the development of transition plans and the reinforcement of monitoring and evaluation functions, including their integration into national education information systems. In addition, WFP contributed to institutional strengthening by supporting multisectoral platforms, technical committees, and the setting of standard operating procedures and national guidelines. These efforts helped governments to increase their budget allocations to school meals.
158. Evaluations in 2025 found that WFP’s school meal interventions continued to improve attendance, retention and enrolment in targeted schools. However, these gains did not consistently translate into stronger learning outcomes or improvements in household food security, pointing to the need for continued investment in more integrated approaches that maximize impact.

⁶⁹ Data on indirect beneficiaries are collected and published every two years in WFP’s State of School Feeding Worldwide report. The most recent data available are from the 2024 report.

⁷⁰ The Central African Republic, Eswatini, The Gambia, Iraq, Jordan, Liberia and Sri Lanka.

⁷¹ SABER was launched by the World Bank in 2011 and enables countries to assess their education policies and institutions against global best practices.

159. A 2025 impact evaluation in The Gambia found that school meals improved food security, dietary diversity and mental well-being, particularly for girls, while mechanisms for incentivizing teachers increased teachers' attendance. Together, these interventions contributed to higher student attendance, reduced drop-out rates and cost-effective gains in learning-adjusted years of schooling compared with CBTs or school inputs.

School Meals Coalition

160. WFP continued to support the global architecture for school meal interventions through its role as the secretariat of the School Meals Coalition, providing strategic direction, coordination and advocacy while facilitating collaboration among Member States and partners. A key milestone was the coalition's second global summit held in Fortaleza, Brazil in September 2025, which brought together about 80 Member States and 60 partner organizations to review progress and mobilize further action. The summit expanded coalition membership to 112 Member States and more than 150 partners, with 41 governments submitting or renewing national commitments, and 49 reported progress on implementation.
161. This momentum reflects broader global expansion since the coalition's launch in 2021, with school meals now reaching 466 million children – an increase of 80 million – and annual investments nearly doubling from USD 43 billion to USD 84 billion, largely financed through domestic resources.
162. Progress against 2025–2026 priorities⁷² was driven through a set of complementary initiatives focused on data, evidence, financing and local implementation. WFP-supported data systems and the *State of School Feeding Worldwide 2024* strengthened global monitoring and the visibility of programme expansion. The Research Consortium for School Health and Nutrition expanded its network to more than 1,200 experts, supporting evidence generation, including value-for-money analysis and country case studies. Efforts to strengthen financing and sustainability supported governments through policy engagement and participation in global platforms such as the Fourth International Conference on Financing for Development, which generated active engagement in 17 countries. At the subnational level, implementation of the "Cities Feeding the Future" initiative advanced through networks led by mayors, technical exchanges and the integration of local-level data into global monitoring systems.

3.5 Cross-cutting priorities

Protection and accountability to affected people

163. Efforts to enhance protection and accountability to affected people remained strong in 2025. WFP's operations preserved and built on gains by institutionalizing the centrality of protection throughout the programme cycle. In 2025, consistent with previous years and despite significant resource constraints and heightened insecurity, assisted people continued to report positive experiences under all the key indicators of protection and accountability in the corporate results framework. Examples include progress on enhancing safety, meaningful access to assistance, respectful treatment, and access to information, including on protection from sexual exploitation and abuse.

⁷² The six priorities of the School Meals Coalition in 2025–2026 are to make the provision of school meals a political and fiscal priority globally and to expand access to sustainable finance; to move from commitments to action at the country level; to strengthen evidence for better decision-making and more cost-efficient school meal programmes; to measure the results and report on the progress of the coalition; to empower cities and municipalities to make progress; and to prioritize high-level participation in the Global Meeting of the Coalition in Brazil in 2025, and promote additional gatherings that support advocacy.

164. Since 2023, Integrated Cross-cutting Context Analysis and Risk Assessment (I-CARA) exercises have been completed, and associated action plans and risk matrices developed, in 28 operations, strengthening the identification and mitigation of protection-related risks. In 2025, nine capacity-strengthening training events were delivered on core knowledge and capacity that directly support operations; people-centred programming; and the integration of protection, community engagement, gender and conflict sensitivity concerns into assistance programmes. In addition, 15 specialized training sessions on safe referrals for disclosures of gender-based violence (GBV) or child protection issues were delivered for frontline staff.
165. WFP continued to strengthen disability inclusion in 2025. Sixty-three country offices reported on the indicator on engaging organizations of persons with disabilities, with 25 offices meeting or exceeding the requirements of the United Nations Disability Inclusion Strategy (UNDIS). Progress was also observed on accessibility, with 16 of the 57 country offices reporting on the relevant indicator meeting or exceeding UNDIS accessibility standards, indicating sustained, but uneven, progress across regions. Overall, both indicators show a positive upwards trend in reporting and compliance.
166. In 2025, 87 percent of country offices operated a functional community feedback mechanism, with more than 2.9 million feedback cases reported in the year. Of the 33 country offices using the standard corporate digital solution, 19 integrated the solution into their monitoring systems. In 2025 there was also an emerging positive trends in the use of inter-agency community feedback mechanisms, in line with the efficiency efforts underscored in the UN80 initiative and the humanitarian reset.
167. Despite all of these concrete achievements in protection and accountability to affected people, it became increasingly challenging to integrate protection principles into operations consistently, and to remain fully accountable, owing to escalating conflict dynamics, constrained access to affected people, growing gaps in resources and – especially – specialized personnel, the decrease in available protection services for referrals, and the need to keep increasingly vulnerable people and communities safe in complex environments.

Gender equality and women's empowerment

168. WFP provided direct assistance to 64.8 million women and girls, 2.8 million of whom in 45 countries received support through their personal financial accounts – 62 percent via bank accounts and 35 percent through mobile money – contributing to increased financial inclusion and women's economic agency.
169. The systematic roll-out of the framework on accountability for results in the streamlined CSP formulation process in 21 country offices reinforces the anchoring of people-centred approaches. From a total of 153 results, 48 were specifically on women's empowerment. Using the framework, WFP guides country offices in designing and implementing operations that meaningfully advance equality and women's empowerment, addressing the barriers that women face and building sustainable livelihoods.
170. In 2025, WFP made significant progress on gender equality indicators. Seventy-four percent of country offices reported women's meaningful participation in decision-making entities, exceeding the target. There was also progress from previous years on economic empowerment, and the integration of issues related to gender and age into food security and nutrition outcomes. Eighty-two country offices reported on the gender and age marker for monitoring, ensuring continuity during the transition from the gender and age marker for design to the framework on accountability for results.

171. To improve access and ensure safe referrals of gender-based violence cases in ongoing operations, WFP rolled out dedicated training for all five regional offices and 15 country offices through three rounds of training of trainers.
172. In 2025, independent evaluations found that in some countries, WFP had intensified its efforts to promote women's empowerment, but progress has been uneven among regions and programme areas, and additional efforts are required to consistently mainstream gender equality and women's empowerment concerns in all operational settings. In Kenya and Rwanda, WFP's impact evaluations found that the targeting of women for food assistance for assets programming led to significant improvements in women's agency, attitudes related to how women spend their time, and women's overall well-being, demonstrating the potential of more systematic and inclusive application of such approaches.

Nutrition integration

173. WFP continues to position nutrition as a cross-cutting priority, working with partners to prevent malnutrition and improve diets, including in fragile and crisis settings. In 2025, WFP significantly strengthened the integration of nutrition into different sectors, such as social protection, school-based programmes, resilience, and livelihoods, reaching 80 percent of beneficiaries across all activities up from a baseline of 54 percent in 2023. The quality of nutrition-sensitive programming also improved, with country offices scoring 10 out of 12 on the nutrition-sensitive programming framework.⁷³ Notably, 26 of the 50 reporting country offices achieved scores of 10 or more, compared with a baseline of 8 in 2024, reflecting stronger programme design, implementation and monitoring. Overall, nearly 74 million people in 60 countries were reached with nutrition-integrated interventions for improving diets, caregiving practices, household food production, and access to diverse, nutrient-rich foods.
174. Food fortification remained a key driver of improved nutrition outcomes. WFP distributed 552,000 mt of fortified cereals, accounting for 35 percent of all the flour and rice distributed in 60 countries, and marking continued progress towards its commitment to fortifying at least 50 percent of the cereals it distributes by 2028, in accordance with the Nutrition for Growth (N4G) initiative. Strategic partnerships advanced this agenda, including through support for the delivery of locally produced fortified rice in Bangladesh, and initiatives in fortifying emergency rice stocks, which reached 2.48 million people in four countries,⁷⁴ strengthening national fortification systems and local production capacity. Globally, WFP helped to mobilize more than USD 27 billion in commitments at the 2025 N4G summit by advocating a stronger focus on fragile environments, emergency nutrition and nutrition governance.

Environmental sustainability

175. Environmental and social safeguards were implemented in 52 country offices, enabled by continued corporate support for the application of, and compliance with, environmental and social safeguarding procedures. Noticeably, 55 country offices were able to meet donors' safeguarding requirements, an increase of 34 percent as compared with 2024.

⁷³ Nutrition-sensitive interventions tackle the underlying causes of malnutrition.

⁷⁴ Bangladesh, Nepal, Pakistan and Sri Lanka.

- 176. As part of the actions included in [management’s response](#) to the recommendations from the evaluation of WFP’s environmental policy – specifically recommendation 4.1 on developing complementary indicators for tracking the roll-out of safeguards – a new cross-cutting safeguards indicator has been included in the approved corporate results framework for 2026–2029. This indicator tracks the proportion of country offices with approved management plans that contain measures for mitigating environmental risks, and it provides a basis for monitoring progress in the management of environmental risks in WFP programmes.
- 177. Independent evaluations in 2025 reported inconsistent approaches to environmental sustainability, and the limited scale of interventions, although the implementation of anticipatory actions and early warning systems provided environmental protection in some countries.

3.6 Advances in the humanitarian–development–peace nexus approach

- 178. WFP reinforced conflict sensitivity throughout its operations. A conflict sensitivity assessment module was integrated into the WFP I-CARA tool, and was implemented in Bolivia (Plurinational State of), Haiti, Mali, the Niger and Rwanda. Dedicated conflict sensitivity modules were developed as a critical part of WFP’s new training on complex emergencies. In 2025, use of the conflict sensitivity indicator became compulsory, and 42 country offices reported against it.
- 179. The implementation of two projects funded by the Peacebuilding Fund began in 2025. The Resilience, Empowerment, Access and Peacebuilding (GOLA-REAP) project, implemented with the International Organization for Migration, promotes social cohesion along the Liberia–Sierra Leone border. In Mozambique, the Land, Water and Peace project, implemented with the United Nations Food and Agriculture Organization (FAO) and the United Nations Human Settlements Programme, strengthens social cohesion between internally displaced people, returnees and host communities in Cabo Delgado. The implementation of five other projects funded by the Peacebuilding Fund continued in 2025, in The Gambia, Guinea-Bissau, Honduras, Kenya and Liberia.
- 180. WFP supported the operationalization of the humanitarian–development–peace nexus in the Sahel through the German-funded Sahel Resilience Partnership, co-led with UNICEF and the German Agency for International Cooperation, in Burkina Faso, Chad, Mali, Mauritania and the Niger. Drawing on WFP’s extensive work on resilience, the Sahel Resilience Partnership aligns humanitarian assistance with medium-term resilience and peace outcomes, including strengthened social cohesion through coordinated, multisectoral programming.

3.7 Humanitarian supply chain and delivery services



181. WFP manages the largest humanitarian supply chain of the United Nations system. Every day in 2025, WFP had an average of 136 ships on the high seas and more than 4,300 trucks on the road delivering food and supplies, with 59 aircraft in the skies providing safe access for humanitarians working for WFP and partners. WFP's operations were supported by strong financial controls, delivery assurance systems, and identity management tools powered by artificial intelligence, which are used to maintain the largest beneficiary registry and remove duplicate records.
182. Leveraging its scale and deep knowledge of local markets, WFP achieved shipping and transport costs that were about 20 percent lower than market rates, while working closely with local partners to reach remote and hard-to-reach communities, and strengthen their capacity.
183. WFP also serves the wider humanitarian community and plays a central role in the United Nations system, managing UNHAS, UNHRD and the logistics and emergency telecommunications clusters, and operating the United Nations' only in-house shipping service.
184. As the lead agency of the logistics cluster, WFP maintained its leadership in emergencies. Through rapid, flexible and strategically built partnerships with donors, private sector logistics leaders and the wider humanitarian community, the logistics cluster enabled field operations to respond more effectively in some of the most challenging settings. These partnerships accelerated the delivery of life-saving supplies, supporting national partners in remote Burkina Faso through airlifts, transporting 100 mt of fortified biscuits by air, and without charge, to South Sudan, and expanding pro-bono warehousing and handling services in Jordan, Lebanon and Myanmar, among other countries. Contributions such as fuel storage containers approved by the International Organization for Standardization, for the Egyptian Red Crescent, support to assessments of logistics capacity, and targeted training for national partners' employees further boosted readiness and operational continuity. Collectively, these efforts resulted in more than USD 1.6 million in cost savings while keeping critical humanitarian assistance moving.
185. In 2025, through digital delivery systems, WFP strengthened beneficiary identity and data management, beneficiary registration and deduplication, reconciliation processes, payment instruments, and the roll-out of its digital beneficiary information and transfer management platform, SCOPE, for in-kind food assistance.
186. WFP strengthened the capacity of eight suppliers of specialized nutritious foods, seven of which were in Africa, supporting WFP and other humanitarian partners in delivering safe and high-quality food assistance to vulnerable people with specific nutritional needs. In parallel, 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 Organization for Standardization. WFP and FAO also maintained the "standards and accountability for effective relief" project and created a community of practice comprising more than 30 multidisciplinary experts, offering a platform for humanitarian agencies to jointly address food safety and quality challenges and ensure beneficiaries' health in emergencies.
187. WFP's track and trace project delivered transformative progress, positioning WFP as a global leader in digital traceability for end-to-end assurance. Through innovations such as the digital stack card – a stock management solution for cooperating partners – QR-coded waybills, and digital packing lists for suppliers, the project aimed to replace manual, paper-based processes with real-time, data-driven systems, providing visibility across the first, middle and "last miles". These tools enhanced operational efficiency, reduced manual workloads, strengthened audit readiness and enabled better decision-making, contributing to cost avoidance through reduced reconciliation efforts, fewer discrepancies, and faster

processing of goods receipt notes. The initiative advanced progress under all pillars of the supply chain and delivery road map for 2020–2025 by standardizing processes, harmonizing data, integrating systems and improving partners' reporting. Field champions in Chad, Ethiopia, Guinea and Mauritania demonstrated the scalability of operations.

188. Against a backdrop of shrinking donor funding and rising expectations of efficient delivery with assurance, WFP identified the main drivers of efficiency throughout its supply chain operations, which included purchasing closer to harvest time, improving control over the detention and demurrage of commodities, enhancing the management of corridors and supply chain networks, and ensuring the deduplication of beneficiary lists. In particular, the global corridor management team launched a targeted efficiency initiative in 2025 aimed at achieving a 15 percent reduction in the corridor budget. The initiative delivered real savings through the optimization of staffing, warehouse consolidation and the streamlining of WFP's operational footprints. WFP supported operations in South Sudan during the pre-positioning season ahead of heavy rains, ensuring that more than 100,000 mt of commodities were received in-country on time. For operations in the east of the Democratic Republic of the Congo, early engagement enabled the temporary pre-positioning of stocks in-country and in Rwanda when access to distribution points was constrained, accelerating dispatches once the security situation allowed.
189. The strategic evaluation of the supply chain roadmap found that during the roadmap's implementation, WFP's supply chain infrastructure and rapid response mechanisms enabled swift emergency response and provided support to national systems. Given the magnitude of change in the humanitarian landscape, it noted that there is now a need for a strategic update, taking into account UN80 reforms, and improved implementation systems.

4. Part IV: Management performance

190. The corporate results framework for 2022–2025 comprises seven management results and 21 management result outputs which are used to guide planning and assess performance in all of WFP’s organizational enablers. The management plan for 2025–2027 reaffirmed WFP’s emphasis on readiness for emergency response, while sharpening the focus on resilience and climate adaptation, diversification of the resource base, efficiency gains, and strengthened duty of care and workplace culture.

Highlights of this section

- *Management performance in 2025 was delivered amid a severe funding contraction and considerable uncertainty. In the middle of the year, the contribution forecast was revised downward by approximately 20 percent, which significantly constrained operating scale, implementation capacity, staffing, systems and support functions, requiring difficult trade-offs and downward adjustment of plans and expectations.*
- *All seven management results were assessed as “achieved” or “exceeded” in 2025. However, this reflects the preservation of essential management functions under reduced ambition, with increased operational and institutional risk absorbed, rather than sustained or expanded delivery of assistance.*
- *Eighteen of the 21 management result outputs met or exceeded expectations within a materially reduced operating envelope. Three outputs were not achieved – output 1.3 (Enhanced emergency processes), output 5.1 (CSP-level outcome performance) and output 6.1 (More and better data for decision-making). Rather than reflecting gaps in management intent or prioritization, the lack of achievement of these three outputs was a result of funding shortfalls, humanitarian access constraints, system reconfigurations, data migration and compounding external shocks, which constrained implementation and data completeness.*
- *Emergency response, partnerships and innovation remained areas of comparative strength under tightened constraints. Surge fulfilment and support for corporate scale-ups remained strong, while government and IFI partnerships, South–South and triangular cooperation, private sector engagement, anticipatory action and innovation services continued to perform well, albeit at reduced scale and with more selective deployment of corporate support.*
- *Core management enablers remained functional but under sustained strain. People management, resourcing and planning, oversight and learning, and digital enablers broadly met expectations; however, performance was uneven in areas requiring sustained investment, system integration and follow-through, reflecting funding pressure and ongoing organizational change*
- *Financial stewardship prioritized cost containment, reprioritization and risk management to safeguard life-saving assistance. Approved cost-containment measures reduced Programme Support and Administrative (PSA) expenditures by approximately 10 percent, resources were reallocated to protect minimum operational continuity and assurance, and efficiency gains contributed to organizational stability rather than compensating for reduced funding and implementation capacity, while remaining aligned with corporate priorities.*

4.1 Achievements and expenditures under the management results

191. For each management result, table IV.1 shows the overall achievement status under key performance indicators (KPIs), the planned baseline budget allocation, and the budget utilization rate in 2025. The full list of management result outputs and KPIs can be found in annex IV-A, along with additional information on results.
192. Overall, WFP achieved all seven management results, and 18 of the 21 management result outputs, despite reductions in funding that reflect global downwards trends for the humanitarian sector. Baseline budget utilization rates across the management results ranged from 83 to 112 percent of the planned baseline allocations, reflecting mainly reductions in the actual PSA budget. Higher implementation rates under management results 1 and 4 were driven primarily by trust funds, special accounts and critical corporate initiatives (CCIs), as shown in table IV.2. This was largely because actual opening balances were higher than those estimated during planning, and contribution incomes for certain trust funds exceeded their forecasts.

Table IV.1: Planned baseline budget, implementation rates and achievement status of key performance indicators by management result, 2025

Management result	Management result achievement status	Original planned baseline budget (USD million)	Budget implementation rate (%)
1 – Effectiveness in emergencies	Achieved	115.4	107
2 – People management	Achieved	88.4	99
3 – Engage in effective partnerships	Exceeded	137.1	92
4 – Effective funding for zero hunger	Achieved	102.2	112
5 – Evidence and learning	Achieved	96.8	88
6 – Leverage technology	Achieved	81.1	83
7 – Leverage innovation	Exceeded	18.6	85
Not attributed to a management result	N/A	55.7	98
Total		695.3	97

Table IV.2: Planned and actual baseline budget by funding source (USD million)

Funding source	Original planned	Actual	Difference
PSA	480.0	432.3	(47.7)
CCI	47.4	55.4	8.0
Trust funds and special accounts	151.6	174.5	22.9
Other funding sources	16.2	12.5	(3.7)
Total	695.2	674.7	(20.5)

Management result 1: Effectiveness in emergencies – achieved

193. Management result 1 was achieved overall, with output 1.1 on “Emergency and surge capacity” and output 1.2 on “Ensure timely (pre-emptive) “no-regrets” emergency response” both achieved. Output 1.3 on “Enhanced emergency processes” was not achieved, owing to a temporary pause in the reporting system for the corporate alert system. Although the numeric target for reporting via the corporate alert system was not met, the work undertaken in 2025 has strengthened the foundation for a more integrated, timely and reliable corporate emergency management process in the future. In addition, WFP maintained strong surge and scale-up capacity for emergency response

Output 1.1: Emergency and surge capacity – achieved

194. Performance under output 1.1 was mixed, with one KPI falling significantly below its target and one exceeding expectations. WFP recorded 1,795 days of deployment in emergency operations, well below the target of $\geq 4,200$, indicating that the planned capacity for surge deployment was not fully attained. At the same time, 98 percent of the requests for critical surge capacity coordinated by the global surge coordination cell were fulfilled, surpassing the ≥ 85 percent target. These deployments supported major emergency and high-risk operations, including in Burkina Faso, Cambodia, Cameroon, the Democratic Republic of the Congo, the Gaza Strip, Guatemala, Haiti, Jamaica, Somalia and the Sudan. Despite the shortfall in deployment days, the output was assessed as having been achieved, reflecting WFP’s ability to prioritize and meet the vast majority of critical surge requests, and maintain effective emergency support where it was most needed.

195. Aviation oversight teams completed 97 risk evaluations, maintaining safe humanitarian air operations. Logistics support functions, including for global sourcing, contracting, ocean transport and the updating of cluster standards, helped to sustain the continuity of supply chains in complex crises. Engineering teams provided essential infrastructure and supported site planning in every emergency requiring their involvement. UNHRD improved pre-positioning and dispatch readiness through strengthened stock governance and digital monitoring. These enablers contributed to WFP’s ability to meet nearly all requests for surge capacity and maintain operational continuity throughout major emergencies.

Output 1.2: Ensure timely (pre-emptive) “no regrets” emergency response – exceeded

196. In terms of timely emergency response, WFP exceeded expectations overall in 2025, supported by anticipatory actions and the mobilization of rapid surge capacity, but performance varied among corporate mechanisms. A total of 34 country offices were classified in the corporate alert system at least once during the year, providing a corporate basis for prioritization decisions and potential access to advance financing. However, only 16 – or 47 percent – of those countries received allocations from the IRA, compared with a target of 90 percent benefiting from advance financing.

197. At the same time, the timeliness of surge deployments for “corporate scale-up” emergency responses was strong. Of the 71 critical surge requests linked to corporate scale-up emergencies, 99 percent were fulfilled, significantly exceeding the ≥ 85 percent target and ensuring the rapid deployment of operational expertise to the highest-priority crises.

198. Mechanisms for anticipatory action continued to strengthen WFP’s “no-regrets” approach. Fourteen anticipatory actions were implemented in 2025, against a target of ten, enabling the distribution of pre-emptive CBTs, early warning messaging and the pre-positioning of essential supplies. A revised financing circular allowed eligible country offices to gain access to resources for anticipatory action within minutes of the triggering of an emergency response, reducing lead times and increasing the predictability of the response.

199. Emergency preparedness activities, including simulation exercises and risk analyses, further enhanced readiness in high-risk environments. In parallel, 36 country offices helped to strengthen national shock-responsive social protection systems, supporting governments in anticipating needs and responding more rapidly when shocks materialize.
200. Although the proportion of countries classified under the corporate alert system that benefited from the IRA was lower than planned, the strong coverage of anticipatory actions, rapid fulfilment of surge requests for corporate scale-ups, and enhanced preparedness measures ensured that WFP maintained timely and context-appropriate emergency responses throughout 2025.

Output 1.3: Enhanced emergency processes – not achieved

201. WFP issued three corporate alert system reports in 2025, below the annual target of six. Reporting was temporarily paused to allow the transfer of system ownership, internal consultations, and the reconfiguration of the corporate alert system's platform, ensuring that structural issues could be addressed before full resumption of the system. This pause is the primary reason for the failure to achieve the output.
202. Despite the temporary interruption in formal reporting through the corporate alert system, WFP continued to identify and prioritize high-risk and at-risk operations through existing emergency governance arrangements, including decision-making with regard to corporate scale-ups, mechanisms for ensuring that issues were addressed at the right levels of senior management, regional risk analysis, and real-time operational monitoring. These processes ensured that critical risks continued to be flagged and addressed at the appropriate corporate level during the transition period.
203. In parallel, WFP strengthened its delivery of corporate emergency operations, and its assurance processes. Systems for supply chain management were enhanced through improved tools for the tracing, sourcing and governance of stocks, contributing to more predictable and better-coordinated workflows in emergency settings. Digital visibility over "first-mile" and "last-mile" operations was enhanced, strengthening end-to-end oversight on humanitarian commodities. Updated technical guidance on logistics, food quality and emergency preparedness further reinforced the standards for corporate risk management and operational assurance.
204. Together, these measures ensured continuity in both strategic risk prioritization and the delivery of operations while the platform for the corporate alert system was being reconfigured.
205. Although the numerical target for reporting through the corporate alert system was not met, the work undertaken in 2025 laid a strong foundation for a more integrated, timely and reliable process for the management of corporate emergencies in the future.

Management result 2: People management – achieved

206. Management result 2 was achieved overall in 2025. Output 2.1 on "Nimble and flexible people management practices delivered" exceeded expectations, reflecting sustained workforce agility and the continuity in the provision of human resource management services during a period of significant organizational change. Outputs 2.2 on "Performing and improving workforce promoted and safeguarded", 2.3 on "Diversity of the workforce increased" and 2.4 on "Caring and supportive work environment is provided" were all assessed as having been achieved.
207. While overall performance met expectations, three KPIs fell short of annual targets: the rate of compliance with the performance and capability enhancement (PACE) system, and the percentage of country offices with designated protection from sexual exploitation and abuse focal points who completed mandatory training, both of which are under output 2.2; and the percentage of women among international professional and national staff, under

output 2.3. The shortfalls were driven primarily by transitions from one system to another, workforce realignment, and constrained recruitment conditions. Results demonstrate WFP's ability to sustain core people management functions and uphold duty of care standards under exceptional operational pressure.

Output 2.1: Nimble and flexible people management practices delivered – exceeded

208. WFP maintained effective and adaptable people management practices throughout 2025. Forty-two percent of the workforce was employed on short-term contracts, below the ceiling of 46 percent, reflecting progress in the establishment of an appropriate balance between short- and longer-term employment.
209. Work supporting this output focused on ensuring the timely and accurate administration of employment conditions for both fixed- and short-term personnel. Services for fixed-term employees included the management of contracts, entitlements and benefits, mobility services, and payroll administration for globally deployed employees. For short-term employees, the management of contracts throughout their life cycles was maintained throughout the year. The Human Resources Division ensured continuity in the processing of contract changes, employees' transitions from one role to another, and the payroll, while supporting the short-term workforce realignment initiative and managing the increased manual workload associated with system-related challenges.
210. Recruitment activities contributed to the maintenance of flexible people management practices. This work included managing recruitment processes for international professional, long-term and general service employees, refreshing and migrating "future international talent" pools to the Workday platform, and developing a new talent pool concept. In parallel, progress was made on "young talent" programmes, including work with donors supporting new junior professional officer positions, and the development of a new fellowship framework – a set of activities that support talent development for employees in the early stages of their careers, rather than the talent pool concept itself.
211. Support for senior management in the human resources function, including policy updates, departmental coordination and strategic workforce guidance, contributed to the maintenance of consistent standards for people management at a time of high organizational change. These combined efforts enabled WFP to deliver nimble and reliable human resources-related services, uphold contract integrity, and support managers and employees throughout a demanding year.

Output 2.2: Performing and improving workforce promoted and safeguarded – achieved

212. In 2025, WFP met overall expectations under output 2.2, with performance under the KPIs reflecting continued progress in safeguarding conduct in the workplace and strengthening accountability during a significant organizational transition. Of the five KPIs under this output, three exceeded their annual targets, and two fell short. The KPIs that did not meet their targets were those for the PACE compliance rate, and the percentage of designated protection from sexual exploitation and abuse focal points who completed mandatory training, both of which were affected by the workforce realignment and the timing of appointments.
213. Progress was strong in the implementation of prevention and outreach measures. Eighty-two percent of country offices implemented corporate tools for sexual exploitation and abuse prevention and outreach, against a target of ≥ 75 percent; 98 percent of employees completed mandatory training on the prevention of fraud, corruption, sexual exploitation and abuse and abusive conduct, against a target of ≥ 95 percent; and all offices implemented corporate outreach initiatives on preventing abusive conduct, against a target of ≥ 90 percent. These results reflect WFP's sustained emphasis on expected standards of behaviour.

214. Under the workplace relations activities of the human resources function, targeted support was provided on workplace issues and behavioural concerns. The function handled 205 cases requiring management's intervention, and applied 36 suspensions of employees as protective measures pending investigation, in accordance with established procedures. In parallel, the Human Resources Division co-led the development of a unified, WFP-wide strategy on protection from sexual exploitation and abuse and harassment, strengthening prevention measures, risk mitigation, and accountability frameworks. These activities promoted the maintenance of a respectful and safe workplace during a year of increased change.
215. In addition, through implementation of the evaluation policy, charter and strategy, and engagement with governance mechanisms such as the evaluation function steering group and regional evaluation committees, the Office of Evaluation helped to maintain coherence in evaluation arrangements and strengthen the use of evidence in management's decision-making. While not directly related to the people management function, this work contributes indirectly to the broader system of managerial accountability that underpins adherence to expected standards of conduct and performance throughout WFP.

Output 2.3: Diversity of the workforce increased – achieved

216. WFP achieved output 2.3 in 2025, with mixed performance across the three indicators under this output. The organization met the target for achieving or exceeding the indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), with 50 percent of those indicators met or exceeded against a target of ≥ 45 percent, reflecting continued alignment with United Nations system-wide UN-SWAP standards for gender equality. WFP also met the employment indicator of UNDIS, maintaining tools and practices that support inclusive recruitment, including the provision of reasonable accommodation for candidates, starting from their first engagement with WFP, and the strengthening of awareness of disability issues through staff networks.
217. Progress was more limited with respect to WFP's indicator of internal gender parity. Women represented 42 percent of international professional and national employees at the end of 2025, below the ≥ 47 percent target. This outcome reflects a constrained recruitment environment that reduced the opportunities for increasing women's representation, although the organization maintained its 2024 level, avoiding regression.
218. Overall, performance under output 2.3 demonstrates continued institutional alignment with United Nations system-wide commitments to diversity and inclusion, while underscoring the need for a renewed focus on gender parity when recruitment opportunities allow.

Output 2.4: Caring and supportive work environment is provided – achieved

219. In 2025, WFP sustained a safe, caring workplace, as reflected in the achievement of 92 percent compliance with the security management framework, against a target of ≥ 90 percent. This outcome reflects coordinated efforts in the human resources, security and facilities functions to preserve workforce continuity during extensive organizational change.
220. The Human Resources Division's targeted support for the implementation and management of benefits, entitlements and contracting helped employees and managers to navigate transitions, while advisory services streamlined the application and administration of processes for managing entitlements, compensation, staff movements and short-term contracts throughout their life cycles. Revision of the agreed separations exercise, the short-term and affiliate reduction exercise, and the reassignment policy delivered clearer, more consistent guidance during workforce changes, and updated travel and temporary duty arrangements simplified complex employment conditions.

221. Security services at headquarters in Rome, including the guard force and physical security and incident response mechanisms, protected personnel, premises and assets, in accordance with the standards of the United Nations security management system, and using cost-efficient solutions and timely protocol updates in response to evolving threats. Improvements in the management of global facilities and real estate ensured safe, functional workspaces that supported the continuity of operations during a demanding year.
222. Together, these measures reinforced a supportive environment that balanced staff protection, operational continuity and clear governance during a period of significant change.

Management result 3: Engage in effective partnerships – exceeded

223. Management result 3 was exceeded overall in 2025. Outputs 3.1 on “Enhanced collective action is aimed at the achievement of the SDGs”, 3.2 on “Country-level partnerships are aimed at reaching the most vulnerable” and 3.3 on “South–South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17” were all assessed as achieved or exceeded. Strong performance in partnerships with governments and IFIs, United Nations collaboration, private sector engagement and South–South cooperation underpinned the overall result.
224. Two KPIs fell short of their annual targets: the percentage of CSP development outlines aligned with the United Nations sustainable development cooperation framework (UNSDCF), under output 3.1; and the percentage of outputs achieved within partnership agreements, under output 3.2. These shortfalls reflect primarily external and contextual factors, including the misalignment of CSP and UNSDCF cycles, and disruption affecting activities implemented by partners. Overall results demonstrate WFP’s continued strength in leveraging partnerships to deliver collective action at scale.

Output 3.1: Enhanced collective action is aimed at the achievement of the SDGs – exceeded

225. WFP exceeded three of the four targets under this output in 2025. The value of agreements with national governments and IFIs amounted to USD 850.9 million, exceeding the target of \geq USD 750 million, and 125 agreements were signed against a target of \geq 60. Income from the private sector contributed to the delivery of 1.24 billion school meals, surpassing the target of \geq 660 million. However, alignment between CSP development outlines and the corresponding UNSDCFs reached 85 percent, falling short of the 100 percent target. The shortfall reflects delays in finalizing UNSDCFs, shifts in national planning calendars, and rapidly evolving operational conditions. Nonetheless, country offices continued to engage in joint United Nations planning and to prioritize alignment with United Nations development frameworks.
226. Engagement with IFIs supported upstream advisory work, strengthened alignment with safeguard and fiduciary requirements, and enabled country offices to structure complex operations. This included collaboration in fragile and crisis-affected settings, such as in Ukraine, where WFP worked with IFIs and United Nations partners to support coordinated approaches that link humanitarian assistance with recovery and development priorities. WFP also contributed to system-wide policy dialogue through analysis of food crises, analytical briefings, and engagement with permanent missions, Board members and inter-agency partners, fostering a shared understanding of operational environments.
227. Engagement with the private sector continued to expand WFP’s partnership base. Collaboration with corporate and philanthropic partners mobilized additional resources, complemented funding from governments and IFIs, and contributed directly to school meal programmes and other activities linked to the SDGs.

228. In parallel, WFP undertook 111 programmes in collaboration with United Nations partner agencies, funds and programmes, exceeding the target of ≥ 100 and reinforcing joint action in humanitarian, development and transition settings.
229. Overall, these results demonstrate strong performance under this output, reflecting WFP's continued ability to mobilize and sustain partnerships with governments, IFIs, the private sector and other United Nations entities, in support of collective action toward the SDGs.

Output 3.2: Country-level partnerships are aimed at reaching the most vulnerable – achieved

230. Two of the three KPIs under this output were achieved in 2025, with one meeting its annual target and one exceeding it, while the third fell short of expectations. Seventy-four country offices adopted the United Nations Partner Portal, meeting the target of ≥ 74 . The percentage of outputs achieved within partnership agreements reached 52 percent, below the ≥ 90 percent target. This result reflects a combination of delayed reporting by partners, implementation challenges in several settings, and adjustments to planned partnership activities during the year in response to funding constraints and shifting operational priorities. WFP mitigated these effects through closer engagement with partners, phased implementation approaches and continued support for local and national responders, as reflected in strong performance on the indicators related to partnership.
231. The percentage of WFP funding for cooperating partners awarded as directly as possible to local and national responders reached 59 percent, exceeding the ≥ 25 percent target.
232. Work supporting country-level partnerships included global engagement with non-governmental organizations (NGOs), cooperating partners and standby partners. System enhancements were introduced to simplify the amendment of field-level agreements, streamline invoice verification and allow bulk updates of partners' user accounts, improving the efficiency of partnership management and reducing the administrative burden on country offices.
233. WFP also maintained a broad partnership base through the logistics cluster, which continued to support national authorities, NGOs and United Nations agencies engaged in emergency response. Annual surveys of user satisfaction showed strong performance in coordination, information management and common logistics services, with notable improvements in several operational environments. These survey findings fed into reviews of performance in country-level coordination that informed jointly agreed actions for improving collaboration.
234. Together, these efforts helped to strengthen WFP's operational partnerships, support more predictable collaboration with NGOs and other United Nations entities and reinforce the systems that country offices rely on to deliver assistance, with partners, in diverse humanitarian settings.

Output 3.3: South-South and triangular cooperation partnerships expanded to accelerate country-led progress on SDG 2 and SDG 17 – exceeded

235. WFP significantly exceeded its annual target for South-South and triangular cooperation. The organization mobilized 88 partners against a target of ≥ 30 , reflecting a substantial expansion of engagement in the Global South. South-South and triangular cooperation arrangements supported collective action through technical exchanges and policy dialogue with national institutions across the Global South, reinforcing broader engagement under management result 3 and contributing to strengthened collaboration across programme settings.

236. Support for country offices played a central role in achieving this result. Assistance was provided to facilitate peer-to-peer exchanges and broker collaboration with national institutions. This work contributed to increased national ownership of programmes, and included support for 88 partners through learning and technical exchanges in all regions. Challenges included variations in the capacity of country offices, and the need for more systematic guidance and surge support, but overall delivery was strong.
237. The Centre of Excellence in Brazil continued to serve as a flagship platform for South–South and triangular cooperation, mobilizing technical expertise and facilitating policy dialogue with governments. Through thematic exchanges and capacity-strengthening initiatives, the centre supported programme countries in strengthening national systems, and helped to expand the number and value of South–South and triangular cooperation agreements with institutions across the Global South. Despite resource constraints and competing global demands, the centre remained a key driver of WFP’s engagement in South–South and triangular cooperation and a catalyst for country-led solutions, innovation and knowledge transfer.
238. Together, these efforts expanded WFP’s South–South and triangular cooperation portfolio, strengthened national capacity, and reinforced WFP’s role in facilitating peer-to-peer learning and collaboration across the Global South.

Management result 4: Effective funding for zero hunger – achieved

239. Management result 4 was achieved overall, reflecting WFP’s ability to adapt its funding, planning and resource allocation systems in the context of a significantly reduced contribution outlook. The 2025 contribution forecast was revised down from USD 8.0 billion in the original management plan for 2025–2027, to USD 6.4 billion, a reduction of 20 percent driven by constrained fiscal space, policy shifts and evolving and unfavourable fiscal and political measures in donor countries. All three outputs under management result 4 were achieved. While performance against revised 2025 targets was strong – and included the mobilization of USD 6.5 billion in contributions – overall funding levels remained well below those originally envisaged in the management plan.
240. Under these constraints, four KPIs under output 4.2 fell short of their annual targets. Rather than weaknesses in planning, budgeting or allocation processes, these results reflected the reduced flexibility of funding, increased earmarking by donors, and the prioritization of life-saving activities within a significantly constrained overall resource envelope. Despite these pressures, WFP maintained financial stability, adjusted implementation plans and preserved core funding and planning functions in a highly constrained global financing environment.

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

241. Against a significantly revised contribution forecast for 2025, representing a 20 percent reduction compared with assumptions in the original management plan for 2025–2027, WFP maintained a stable funding base and met its annual targets for resource mobilization and donor engagement. Total contributions reached USD 6.5 billion, exceeding the revised forecast of USD 6.4 billion, while 41 percent of contributions were received in the first quarter, surpassing the target of ≥ 19 percent. The programme of work grew by 21 percent – more than the funding level exceeding the ≤ 18 percent target and highlighting the pressure created by rising operational needs relative to the available resources. WFP maintained a 99 percent score in the International Aid Transparency Initiative index. The share of contributions from the top five donors declined to 64 percent, below the ≤ 65 percent ceiling, and funding sources remained diversified among donor countries in the Development Assistance Committee (DAC) of the Organisation for Economic

Co-operation and Development, non-DAC governments, IFIs, private sector partners and United Nations pooled mechanisms.

242. Liquidity, foreign exchange and investment operations contributed to financial stability during a period of heightened volatility. Treasury services ensured the timely replenishment of field operations, efficient foreign exchange transactions and sound risk management, while investment portfolios generated gains that strengthened the General Fund.
243. Mechanisms for reporting to donors continued to underpin WFP's credibility. Early preparation of annual country reports, strengthened coordination with country and regional offices, and increased automation improved reporting efficiency, ensured compliance, and led to the on-time delivery of 100 percent of reports despite elevated scrutiny and workloads.
244. Partnerships with key government donors contributed significantly to the funding base. Engagement with the European Commission generated USD 647 million, while sustained outreach to the Government of the United States of America safeguarded WFP's positioning and led to the contribution of USD 2 billion in funding. Digital communications expanded WFP's digital footprint, and media engagement supported operational transparency during major crises and funding shortfalls, including high-profile emergencies such as in the Gaza Strip, which mobilized substantial public attention and private support.
245. Efforts to diversify funding expanded in all regions. Country offices received tailored support for pursuing climate funds, innovative financing and new partnerships, while regional offices advanced opportunities in emerging donor markets, notably in the Gulf region, where private sector contributions grew substantially.
246. Private sector mobilization remained strong among donor corporations, foundations, faith-based organizations and private individuals. Corporate and philanthropic partners supported multi-country initiatives and emergency responses, while individual giving and digital fundraising platforms contributed further to WFP's reach.
247. While these results demonstrate strong performance against revised targets, overall resource levels remained well below those originally envisaged in the management plan, underscoring the scale of the funding constraints that WFP navigated in 2025.

Output 4.2: Effective and efficient planning and allocation of resources to organizational priorities of strategic importance - achieved

248. WFP adjusted its planning, budgeting and resource allocation processes to align its operations with a significantly more constrained funding environment. Output 4.2 was achieved, reflecting WFP's ability to maintain coherence between resources and operational priorities in rapidly changing funding conditions.
249. WFP strengthened its resource programming and financial planning processes to support country offices in revising implementation plans, reallocating resources, and managing advance financing mechanisms. The provision of funding early in the year, and adjustments to country portfolio budgets and implementation plans helped to bring activities into closer alignment with the available resources following the downwards revision of the global contribution outlook.
250. While the output was achieved overall, four targets fell short. These related to the percentage of funds made available through advance financing mechanisms; the dollar value of funds made available through advance financing mechanisms; the share of resources allocated at the strategic outcome level; and the share of resources earmarked at the activity level. Rather than weaknesses in planning, budgeting or allocation processes, the shortfalls reflect primarily the reduced flexibility of funding, increased earmarking by donors, and the prioritization of life-saving activities within a significantly constrained overall resource envelope.

251. Overall, output 4.2 demonstrates the performance of WFP's planning, allocation and execution processes in adapting to a substantially revised funding environment, maintaining financial discipline and operational coherence even as total resources fell well below the levels originally planned.

Output 4.3: Effective leveraging of WFP's programmatic offerings for development related activities – achieved

252. In the context of a revised 2025 contribution forecast, WFP sustained its development-related financing by prioritizing pooled funds and voluntary contributions aligned with long-term objectives. This output was achieved, reflecting WFP's ability to protect development-oriented resources despite a significantly reduced overall funding envelope.
253. WFP met its targets for both the share of resources channelled through inter-agency pooled funds and the share of voluntary funding for development-related activities, demonstrating continued engagement with the United Nations development system and partners, under constrained conditions. These results were supported by targeted advocacy, system-wide collaboration and the maintenance of strategic platforms that enable collective action for development outcomes.
254. While overall funding levels remained below original planning assumptions, the achievement of output 4.3 highlights WFP's capacity to preserve and leverage development-related financing in a tight resource environment, helping to sustain nationally led development priorities alongside its humanitarian response.

Management result 5: Evidence and learning – achieved

255. Management result 5 was achieved overall, reflecting strong performance in the evaluation, oversight and knowledge-sharing functions that support organizational learning and evidence-informed decision-making. Outputs 5.2 and 5.3 were achieved through the systematic use of evaluation evidence in CSP design, and expanded access to knowledge products and learning platforms. Output 5.1 was not achieved, as outcome-level progress was constrained by funding limitations and compounding external shocks, despite sustained output-level delivery. Overall, under management result 5, WFP worked to strengthen the generation, use and dissemination of evidence, reinforcing accountability and learning in humanitarian and development settings.

Output 5.1: Overall progress in CSP results achievement – not achieved

256. At the CSP output level, 83 percent of output indicators were achieved or on track towards achievement, meeting expectations and representing an improvement of 18 percentage points compared with 2024. This improvement reflects WFP's continued efforts to strengthen the results monitoring systems, corporate performance reporting tools and information management processes that support CSP implementation. Progress was also driven by the clearer calibration of output-level targets, improved alignment between planned outputs and implementation arrangements, and the use of carry-over resources that helped to sustain delivery despite lower-than-anticipated new contributions during the year. Performance was particularly strong in output areas such as the assets created or rehabilitated, the technical assistance delivered to national authorities, and social and behaviour change interventions, where better-aligned planning assumptions and strengthened tracking supported delivery against annual targets.
257. By contrast, only 48 percent of outcome indicators were achieved or on track towards achievement, well below the annual target of 85 percent and lower than the 56 percent reported in 2024. Outcome-level results were highly sensitive to funding constraints, access limitations and compounding climate, economic and security shocks, which disrupted the delivery of assistance in several high-risk and protracted crisis settings. Country offices

operating in environments such as those in Cameroon, Iraq, Nigeria, Yemen and multiple settings in the Sahel reported weaker performance in terms of food consumption, coping strategies and minimum dietary diversity indicators – areas where sustained, multi-year investment and contributions from multiple actors beyond WFP's direct control are required. The deterioration of operating conditions in several regions during 2025 further widened the gap between ambitious outcome-level targets and achievable results.

258. Throughout the year, WFP continued to advance harmonized data collection tools, results-tracking processes and corporate reporting systems, which helped to maintain the coverage of robust measurement processes and the continuity of reporting at the CSP and corporate levels. These efforts strengthened the quality, consistency and transparency of information on results, and supported more reliable tracking of progress, even as operating conditions became more constrained. However, while strengthened systems and processes supported improved measurement and output-level delivery, they were not sufficient to offset the external factors constraining the achievement of outcomes.
259. Overall, the divergence between strong performance at the output level and weaker performance at the outcome level underpins the aggregated assessment of output 5.1 as not achieved. Nevertheless, the total work carried out under this output strengthened WFP's capacity to track operational performance and improved the coherence and quality of results reporting in many settings.

Output 5.2: Utilization of audit and evaluation recommendations – achieved

260. In 2025, WFP achieved two of the four KPIs under this output. The organization engaged in 11 joint and system-wide evaluations, exceeding the annual target of ≥ 8 , and continued to demonstrate strong commitment to system-wide learning and accountability. The percentage of WFP draft policies and draft CSPs explicitly referring to evaluation evidence reached 100 percent, meeting the target and confirming the systematic use of evaluation evidence in policy and programme design. Joint and system-wide evaluations covered major humanitarian operations, including in Somalia and Ukraine, supporting collective learning and coordinated engagement with United Nations partners in complex operating environments.
261. Performance fell short on the remaining indicators. The number of outstanding internal audit recommendations increased to 482, exceeding the ceiling of ≤ 392 , and only 52 percent of evaluation recommendations were implemented, below the ≥ 80 percent target. These results reflect the significant number of new recommendations issued during the year, alongside staffing constraints and competing corporate priorities, which together limited the pace of implementation.
262. Internal audit and advisory services supported performance under this output by delivering on the approved annual work plan and responding to emerging risks in a period of considerable operational and financial strain. Audit activities focused increasingly on areas with the highest exposure to risk by reprioritizing audit coverage and making greater use of advisory engagements. Efforts were also made to restore capacity affected by earlier resource reductions, but staffing gaps and travel limitations continued to affect delivery. Demand for audit and advisory support in the field increased as a result of workforce realignment and the need for strengthened oversight in multiple regions.
263. Inspection and investigation services continued to contribute to organizational accountability. Expanded deployment capacity enabled more timely responses to allegations of misconduct, with investigators deployed to multiple duty stations during the final quarter of the year to address high-priority cases. A sharp increase in cases required targeted triage and close coordination with country offices. While these measures strengthened WFP's ability to manage possible integrity-related risks, resourcing constraints continued to affect investigation timelines.

264. The evaluation function advanced the use of evidence in decision-making related to policies and programmes. Work focused on ensuring the accessibility of evaluation products, strengthening the processes for referencing evidence in policy documents, and maintaining engagement in joint and system-wide evaluations. The tracking of evaluation recommendations was reinforced, alongside improvements in the quality and timeliness of evaluations. These measures helped to ensure that evaluations were relevant and contributed meaningfully to oversight and learning, even though the implementation of recommendations progressed more slowly than planned.
265. Taken together, these efforts strengthened the institutional uptake of audit and evaluation findings, reinforcing accountability and evidence-informed decision-making throughout the organization.

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

266. This output was achieved in 2025, reflecting sustained progress in strengthening WFP's knowledge-sharing, learning and evidence dissemination systems.
267. The number of engagements with WFP's global network of knowledge management practitioners reached 18, exceeding the annual target of ≥ 4 . In parallel, the percentage increase in knowledge-sharing activities reached 153 percent, substantially surpassing the target of ≥ 25 percent and demonstrating a marked expansion in structured peer learning, cross-functional exchange and the use of institutional knowledge in global headquarters and all country offices. These results reflect strengthened governance arrangements for knowledge management, the work of an active community of "knowledge champions", and updated guidance and standard operating procedures that enabled employees to document, disseminate and apply lessons learned more systematically.
268. Progress was also strong in strengthening the availability and quality of data disaggregated by sex. The percentage of country offices reporting at least 80 percent of beneficiary-related indicators disaggregated by sex reached 99 percent, exceeding the target of ≥ 95 percent for the second consecutive year. This improvement reflects continued enhancements to indicator definitions, completeness checks, and the use of digital monitoring and reporting tools that support the generation of more consistent, high-quality beneficiary data from operations.
269. The percentage of completed evaluations made publicly available in a timely way reached 98 percent against a target of ≥ 100 percent, and this indicator was assessed as having been achieved. While this performance was strong, the shortfall reflects capacity constraints during the year, particularly in the context of an increased volume of evaluations and the broad corporate realignment. In addition, access to evaluation products declined by 16.5 percent, against a target of ≥ 20 percent growth. The decrease reflects a shift in the ways in which users engage with evaluation evidence, including a transition away from a reliance on static reports towards the adoption of more tailored, interactive and demand-driven formats. In response to changes in users' needs, WFP advanced new approaches to evidence dissemination, including by expanding its tools for the sharing of learning, holding interactive sessions designed to socialize findings, and continuing to develop tools enabled by artificial intelligence (AI) to support the rapid and targeted retrieval of evaluation insights.
270. Digital monitoring initiatives also supported evidence generation and learning during the year. Through remote programme monitoring, WFP expanded the use of harmonized reporting tools and cross-country comparative analysis in 15 country offices, improving the coverage, timeliness and usability of monitoring data in access-constrained environments. These digital approaches contributed to better detection of risks, more cost-efficient monitoring practices, and a strengthening of the overall evidence base that informs corporate learning and decision-making processes.

271. Overall, WFP strengthened the systems and practices that enable more systematic access to, and sharing and application of, evidence in support of evidence-based decision-making, while highlighting areas requiring continued adaptation to the evolving behaviour of users.

Management result 6: Leverage technology – achieved

272. Management result 6 was achieved overall, reflecting continued progress in strengthening the digital systems that support operational delivery and beneficiary management in a challenging resource environment. Output 6.2 on “Improved technology solutions in support of beneficiary management” was achieved, while output 6.1 on “More and better data for strategic and operational decision making” was not.
273. While the management result was achieved, two KPIs under output 6.1 fell short. These related to the number of countries where WFP uses or contributes to the UN INFO platform, and the number of standards of the United Nations Financial Data Cube that it implemented, reflecting ongoing challenges related to the interoperability of data systems, and the complexity of aligning corporate systems with United Nations-wide data standards.

Output 6.1: More and better data for strategic and operational decision making – not achieved

274. WFP achieved one of the three KPIs under this output. Compliance with security standards for IT reached 99 percent against a target of 100 percent, reflecting continued improvement in the application of mandatory controls in headquarters and field environments. Performance in meeting the data-related standards of the United Nations system fell below expectations, with six of the seven relevant United Nations Data Cube standards implemented – 86 percent against a target of 100 percent – and contributions to UN INFO reported in 78 countries, against a target of ≥ 83 .
275. Work in the data-quality and analytics workstream strengthened WFP’s ability to generate and use high-quality data. Data extractions were completed for ten country offices, processing more than 50 million records through the data access tool and supporting secure data use across multiple country operations in Afghanistan, Kyrgyzstan, Uganda and Ukraine. The quality and consistency of MoDa 2.0⁷⁵ datasets were improved, and the dashboard for reconciliation through the SCOPE In-kind platform was deployed to 14 country offices, enhancing cross-checks and assurance in relation to distributions. Updates of the RapidPro tool expanded two-way information flows in multiple operations, and improvements in digital assurance and analytics generated more than USD 1.3 million in confirmed cost savings.
276. WFP also advanced its enterprise architecture for data management, defining a unified, incremental approach to improving the consistency, inter-operability and re-use of data across the organization. Shared business and data language – through standardized definitions, terminology and data structures – together with reference models and governance guardrails, were further developed, strengthening the foundations for analytics and future AI-enabled solutions.
277. Systems for managing data on spending and performance were strengthened through the continued rollout and enhancement of digital platforms, including tools supporting contract life cycle management and broader resource management processes. Enhancements aligned with the 2026 planning cycle improved the availability and use of spending and performance data, while the global rollout of the country office expenditure planning tool strengthened evidence-based budgeting and monitoring across headquarters and country offices.

⁷⁵ WFP’s corporate monitoring dashboard, MoDa 2.0, is used to manage, aggregate and analyse data on operational monitoring and distributions from country operations in a standardized way.

278. Full achievement of this output was constrained by WFP's incomplete alignment with the data standards of the United Nations systems, and the need for continued investment in the enterprise-level architecture for data management and system-wide reporting capabilities.

Output 6.2: Improved technology solutions in support of beneficiary management – exceeded

279. Work supporting this output strengthened beneficiary management systems and the digital architecture underpinning the delivery of CBTs in diverse operating environments. WFP achieved the single KPI under this output. An estimated 86 percent of CBTs by value were delivered through trusted digital systems, surpassing the ≥ 80 percent target.
280. The governance of AI was strengthened through the establishment of organization-wide standards for evaluating models, ethical safeguards, and scalable data pipelines. A key milestone was the deduplication initiative, which removed more than 6,400 duplicate records in Mali, generating USD 430,000 in savings and reducing operational costs by 50 percent. Additional uses of AI were explored in the prediction of crop yields, modelling of livestock mortality, forecasting for vegetation indices, detection of anomalies in assistance delivery, and other front-line applications, supported by improved data governance controls and secure data pipelines.
281. WFP also strengthened the digital assurance capabilities essential for ensuring accurate management of beneficiary data. Deployment of the SCOPE In-kind reconciliation dashboard in 14 country offices improved the verification of distribution records and enhanced global assurance processes. Consolidated reporting tools and improvements to MoDa-related procedures for ensuring data quality led to more reliable reconciliation of beneficiary-level transaction data under all modalities.
282. Broader enhancements of WFP's core IT services supported more secure, scalable and integrated systems for beneficiary management. The consolidation of digital platforms for service management under the ServiceNow initiative improved the governance and visibility of operational tools, while the optimization of cloud infrastructure strengthened the resilience and cost-efficiency of systems.
283. Together, these efforts expanded the quality, reliability and security of WFP's digital beneficiary management systems, underpinning the safe and efficient delivery of CBTs with accountability, and enabling WFP to meet its target under this output.

Management result 7: Leverage innovation – exceeded

284. Management result 7 was exceeded overall, demonstrating the continued strength of WFP's innovation portfolio in enhancing programmes, operations and organizational performance. Output 7.1 on "Expanded profile as a trusted provider of operational technology solutions, innovation and advice", output 7.2 on "WFP's programmes are enhanced through innovation" and output 7.3 on "WFP's operations and management are enhanced through innovation" were all achieved.
285. Despite this strong overall performance, one KPI under output 7.3 – relating to the number of new efficiency projects launched – fell short by reaching 31 new projects against a target of 40. The shortfall was driven by capacity constraints and the ambitious scope of the indicator. Nevertheless, the cost savings realized substantially exceeded targets, and strong performance in innovation services and their programme-level scaling resulted in the management result being exceeded overall.

Output 7.1: Expanded profile as a trusted provider of operational technology solutions, innovation and advice – exceeded

286. In 2025, WFP achieved both of the KPIs under this output. The organization delivered 13 external innovation programmes against a target of ≥ 12 , and signed USD 17.2 million in agreements under the acceleration programme, against a target of \geq USD 6 million. These results reflect strong demand for WFP's innovation and advisory services, and the organization's ability to support partners through high-quality engagements with full cost recovery.
287. Innovation services continued to expand through the delivery of tailored support for acceleration that was designed with donor governments, other United Nations entities and private sector partners. A portfolio management approach helped to prioritize high-impact ventures and demonstrate measurable progress, strengthening partners' confidence and enabling more predictable agreements. WFP's Business Innovation and Change Unit and the United Nations Advisory Alliance delivered 18 transformation and advisory engagements to other entities across the United Nations system, further reinforcing WFP's positioning as a trusted provider of innovation-driven operational solutions.
288. Building on these partnerships, WFP supported improved operational efficiency, optimization and innovation for United Nations agencies and national counterparts. Engagements combined technical advisory services, support for the design of innovations, and co-created solutions aligned with partners' priorities, enabling WFP to build on ongoing relationships while expanding its reach through new clients. The demand for practical, scalable innovations – particularly those aimed at improving supply chain visibility, digital service models and data-driven decision-making – remained strong throughout the year.
289. Together, these efforts strengthened WFP's global profile as an innovator and reinforced its role as a trusted provider of operational technology solutions throughout the humanitarian and development system, contributing to the successful achievement of output 7.1.

Output 7.2: WFP's programmes are enhanced through innovation – exceeded

290. WFP achieved both of the KPIs under this output in 2025. The number of beneficiaries reached through innovations rose to 132.4 million against a target of ≥ 45 million, reflecting the continued scaling up of high-impact ventures in operations. The organization also funded 84 innovation projects – significantly more than the ≥ 60 target – maintaining a strong pipeline of initiatives in their early and scale-up phases and aligned with programme priorities.
291. WFP strengthened the integration of innovation into operations throughout the year, supporting the expansion of high-impact ventures in multiple countries and technical areas. Growth was driven by the mainstreaming of mature innovations into country office portfolios, including solutions that improve the visibility of supply chains, optimize digital assistance, enhance financial inclusion, and apply AI tools for forecasting and operational efficiency. These ventures facilitated programme outcomes by helping teams to adapt to complex environments, reduce transaction costs, improve service quality, and reach more people with timely assistance.
292. The portfolio management approach adopted by the WFP Innovation Accelerator supported more systematic identification, testing and scaling up of promising solutions. Standardized selection processes, monitoring frameworks, and principles for the formulation of theories of change ensured that funded projects addressed priority operational challenges and demonstrated verifiable impact. The technical support provided to country offices and partners facilitated effective implementation, enabling innovations to shift from the pilot stage to practical application.

293. Together, these efforts enhanced the quality, efficiency and reach of WFP's programmes, strengthened the organization's innovation ecosystem, and enabled WFP to exceed all the performance targets under output 7.2.

Output 7.3. WFP's operations and management are enhanced through innovation –achieved

294. WFP achieved one of the two KPIs under this output. Cost savings reached USD 235.6 million, surpassing the target of \geq USD 169.9 million and reflecting the strengthened measurement of ongoing initiatives and the scaling up of efforts to optimize corporate systems and processes. However, WFP launched only 31 new efficiency projects, falling short of the \geq 40 target, owing largely to the ambitious nature of the target, and resource constraints that affected the rollout of new initiatives in 2025.
295. Innovation and transformation efforts nevertheless contributed to improved organizational effectiveness. Through its business innovation and advisory portfolio, WFP supported country offices and headquarters units in identifying operational bottlenecks, redesigning processes, and integrating scalable solutions that strengthened efficiency across functions. Engagement in transformation and advice from the Business Innovation and Change Unit and the United Nations Advisory Alliance helped country offices to identify opportunities for generating recurring annual savings, optimizing workflows and strengthening alignment with wider United Nations reform efforts.
296. WFP also advanced internal modernization initiatives that reinforced operational efficiency. Improved human resources management processes, the standardization of workflows and the re-engineering of core procedures helped to increase consistency and reduce duplication across corporate services. The foundations for the delivery of shared services were strengthened, supporting the future consolidation of administrative and operational support functions, and enabling more streamlined, cost-efficient service provision.
297. Together, these efforts contributed to stronger operational performance, improved resource utilization, and more coherent support systems throughout WFP, even as constraints on staffing and investment limited the launch of new efficiency initiatives.

4.2. Programme support and administrative budget

298. WFP's PSA budget is approved under three high-level appropriation lines: strategy and direction; services for operations; and governance, independent oversight and fundraising. The original PSA budget for 2025, approved by the Board through its approval of the management plan for 2025–2027, amounted to USD 480 million. Following a downwards revision of the contribution forecast, the Executive Director approved cost containment measures to reduce PSA expenditure by 10 percent, as authorized by a delegation of authority agreed with the Board. The updated utilization plan reflecting these measures was presented to the Board at its June 2025 annual session. By the end of 2025, total PSA expenditures against the original plan resulted in cost containment of about USD 47.7 million, in accordance with the approved cost containment rate of about 10 percent under all appropriation lines.

Table IV.3: Programme support and administrative budget by appropriation line, 2025

Appropriation line	Original budget (USD million)	Utilization plan (USD million)	Expenditures* (USD million)	Savings (%)
Strategy and direction	109.5		97.6	11
Services for operations	239.2		214.9	10
Governance, independent oversight and fundraising	131.3		119.8	9
Total	480.0	432.0	432.3	10

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

299. The total budget in the utilization plan was determined by incorporating reductions in standard position cost rates, savings in central appropriations, and reductions to PSA contingency resources.
300. Of the total PSA savings of USD 47.7 million, USD 34.1 million resulted from reductions in the costs of fixed-term and short-term staff compared with the original budget, and an additional USD 3.8 million was achieved through lower expenditure on consultants. The pause in recruitment, introduced in late 2023, remained in place throughout 2025. Divisions and offices also applied further cost containment actions, including by cancelling planned posts, leaving vacant positions unfilled, and postponing position upgrades. In non-staff expenditure categories, significant savings were achieved from reductions in duty travel, and more efficient procurement of utilities, supplies and IT equipment, which together accounted for savings of about USD 9 million.
301. PSA allocations also paid for the basic costs of maintaining country office presence; addressing critical operational requirements, which cost approximately USD 9.5 million; reinforcing assurance and accountability measures; and responding to unforeseen financial pressures that could not be met through existing funding sources. An allocation of USD 3.2 million, distributed to 44 country offices, supported the deployment of corporate digital tools to enhance the tracking of stock movements at the cooperating partner level, and to strengthen the management of in-kind distributions, beneficiary validation, and the standardization of entitlements. An allocation of USD 4.6 million to 20 country offices served in addressing the urgent and unanticipated financial requirements that emerged during the fiscal year. These specific allocations were designed to safeguard operational continuity, and enabled country offices to meet essential expenditures that were eligible to receive PSA funding, including increases in staff costs resulting from the implementation of revised salary scales, and the associated retroactive adjustments. These contingency allocations were strictly short-term in nature and intended to bridge immediate funding gaps, ensure stability during transition processes, and preserve WFP's ability to deliver on its commitments while long-term funding and structural adjustments were being secured.

4.3 Utilization of the unearmarked portion of the General Fund

302. Through its approval of the management plan for 2025–2027, and of an update to the plan, the Board approved the use of up to USD 302.4 million from the unearmarked portion of the General Fund to replenish the IRA, with USD 75 million; fund CCIs, with USD 30.4 million; invest in the individual fundraising model, with USD 20 million; support country offices as they adapted to reduced resourcing levels, with USD 40 million; replenish a self-insurance scheme to cover war-related losses, with USD 70 million; and fund other specific initiatives or exceptional costs. Results from the utilization of these resources are summarized in the following paragraphs.

Country office safety net

303. The Board approved an allocation of USD 40 million to serve as a safety net for helping country offices that faced a decrease in resources in 2025. An additional USD 24.7 million for the safety net in 2024 remained unspent and was carried over into 2025. The safety net played a critical role in enabling country offices to adapt to lower funding levels while maintaining high-quality programming, meeting established norms and assurance standards, targeting the right people, and meeting WFP's obligations to its employees.
304. Twenty-two country-offices received a total of USD 13.9 million in 2025. A total of USD 11.5 million supported organizational realignments, covering the costs pertaining to staffing reductions and fixed operational costs, such as rent and utilities. The remaining USD 2.4 million supported the design of reassurance action plans focused on identity management, targeting, and investments in data quality initiatives.
305. For example, allocations provided to the county office in the Central African Republic helped to address the cost deficits and sustain the continuity of life-saving assistance as the country office adjusted its programme to reduced funding levels and awaited new contributions. These funds also facilitated the orderly closure of one sub-office, and supported continuous internal adjustments, including the restructuring and streamlining of supply chain processes.

Replenishment of the "Captive" self-insurance scheme to cover war-related losses

306. Funds were utilized to strengthen the Captive's capital holdings, ensuring that the Captive held adequate capital – following exceptional conflict-related losses – and that the Captive continued to be able to meet claim obligations. The replenishment constituted a necessary emergency measure to stabilize the fund, reinforce the Captive's solvency and financial resilience, and enable it to continue functioning as WFP's primary risk-financing mechanism for cargo losses in highly volatile operating environments.
307. As a result, through the Captive, WFP was able to mitigate the direct impact of losses on country programme budgets by using it to settle eligible claims. The allocation also provided a buffer to support the gradual rebuilding of capital in the context of volatile and declining volumes of operational resources, while allowing the implementation of complementary risk mitigation measures to continue, including the enforcement of liability limits and engagement with the reinsurance market. Notably, during the 2025 insurance year, the Captive successfully ceded a portion of the risks related to political violence to the external insurance market, despite the market's limited appetite for covering such risks. This risk transfer contributed to reductions in the Captive's net retained exposure.
308. Despite these results and incremental adjustments, underlying structural challenges remain. Conflict-related losses continue to increase in both frequency and severity and represent a significant source of financial pressure on the Captive. These losses behave more like large-scale humanitarian shocks than conventional insurance risks and exhibit high volatility that is difficult to address using standard insurance approaches. Operations affected by conflict have limited capacity to sustainably absorb the premium levels that would be required to fully offset such risks through insurance. While reinsurance and capital allocations can provide partial relief in the short term, they cannot resolve the underlying structural vulnerability and exposure created by persistent conflict-related losses.

Individual funding model

309. In 2025, the full amount of a USD 20 million investment from the unearmarked portion of the General Fund was utilized, and resulted in WFP raising USD 142 million from individuals, including through headquarters teams and WFP Friends organizations.
310. This result represents an achievement of 103 percent of the 2025 target of USD 138 million set forth in the investment case presented to the Board, and a 23 percent year-on-year

increase since 2024. Throughout 2025, recruitment into the regular giving⁷⁶ and single giving programmes has continued to grow.

311. Digital media and advertising placements continued to drive growth, with a strong focus on the key markets where returns are highest. Alongside digital advertisements, direct-response television announcements were scaled up in nine markets and resulted in the successful recruitment of thousands of regular supporters. Face-to-face recruitment was piloted in the United Arab Emirates and the Republic of Korea, laying the foundation for further growth in 2026. The ShareTheMeal mobile application continued to strengthen its sustainable income base owing to continued growth in regular and frequent givers.⁷⁷
312. Flexible funding accounted for 22 percent of total individual contributions, marginally below the target of 30 percent, reflecting the increased scale of earmarked funding for emergency appeals, including for operations in the Gaza Strip.

4.4 Critical corporate initiatives and the global assurance project

313. 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 2025, WFP carried out activities under 12 CCIs. Table IV.4 shows the CCIs active in 2025 and the approved budgets and expenditures up to 31 December 2025.

Table IV.4: Critical corporate initiatives, 2025 (USD million)

CCI name	Start year	Total budget*	Utilization**			Unspent balance
			2021-2024	2025	Total	
Adoption of the International Public Sector Accounting Standards (IPSAS) standards	2025	2.91	-	2.14	2.14	0.77
Digital integration and modernization	2025	7.77	-	5.77	5.77	2.00
Duty of care and inclusion	2025	3.15	-	2.25	2.25	0.90
Positioning WFP to unlock diverse funding	2025	2.06	-	1.43	1.43	0.63
Monitoring, identity management and traceability	2024	26.67	12.24	9.81	22.05	4.62
Corporate process optimization	2024	21.03	11.04	9.99	21.03	-
Fit for future in a changed funding landscape	2024	7.92	5.95	1.88	7.83	0.09
Country office support model optimization and simplification (COSMOS)	2023	6.25	4.55	0.21	4.76	1.49
United Nations Strategic Development Group (UNSDG) efficiency road map	2023	13.41	10.84	2.57	13.41	-
Implementation of the strategic plan and the corporate results framework	2022	29.01	26.57	2.44	29.01	-
Investing in WFP people	2022	79.31	68.63	10.29	78.92	0.39
Termination indemnity fund	2021	10.00	2.75	6.67	9.42	0.58
Total		209.49	142.57	55.45	198.02	11.47

* Total budget from the beginning of the CCI until the end of 2025.

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

⁷⁶ Regular givers are individual supporters who support WFP through regular monthly donations.

⁷⁷ Frequent givers are individual supporters who donate at least once in each of six distinct months over a 12-month period.

314. In 2025, actual expenditures, including end-of-year commitments, totalled USD 55.45 million, representing 83 percent of the available budget. Only five CCIs active in 2025 will continue their activities throughout 2026, based on their approved timeframes; the remaining seven reached their objectives in the reporting year and will be phased out following the closure of the open commitments they had at the end of 2025. Annex IV-B presents a comprehensive overview of performance for each CCI, while the following paragraphs provide a short summary of the main achievements.
315. Through the “Adoption of IPSAS standards” CCI, WFP strengthened the credibility, consistency and auditability of its financial statements by implementing new public sector accounting standards. The “Implementation of the strategic plan and corporate results framework” CCI strengthened resources-to-results management by upgrading corporate planning, budgeting, performance monitoring and reporting systems, and the mainstreaming of cross-cutting priorities within WFP operations.
316. WFP also advanced the upgrade of its core enterprise systems, data architecture and automation capabilities through the “Digital integration and modernization” initiative, improving system interoperability, data quality and operational efficiency.
317. The “Positioning WFP to unlock diverse funding” initiative expanded access to climate, innovative and non-traditional financing by strengthening country capacity, partnerships and strategic communications. In parallel, the “Fit for future in a changed funding landscape” initiative strengthened WFP’s ability to mobilize and manage diversified funding streams by pursuing innovative finance solutions and developing ready-to-use funding proposals.
318. The “Monitoring, identity management and traceability” CCI contributed to stronger programme oversight through expanded remote monitoring, enhanced assurance frameworks and improved end-to-end supply-chain traceability. At the same time, the “Corporate process optimization” CCI supported streamlined procurement, travel and service management through standardized workflows and digital platforms, reducing fragmentation and improving service delivery.
319. The “UNSDG efficiency road map” initiative improved efficiency and transparency through common premises, shared services and United Nations mobility solutions, generating cost savings that were redirected toward programme delivery.
320. The operationalization of a two-layer organizational model was supported through the “Country office support model optimization and simplification (COSMOS)” initiative, which clarified roles and standardized global support to country offices.
321. Efforts to strengthen occupational safety, security and inclusive workplace practices, while also sustaining organizational capability through workforce planning, talent development, respectful workplace initiatives and staff well-being support, were undertaken under the “Duty of care and inclusion” and “Investing in WFP people” CCIs.

4.5 Efficiency gains

322. The UN80 reform initiative led by the United Nations Secretary-General aims to make the United Nations more efficient, effective and agile in a resource-constrained environment. Through the streamlining of operations, strengthening of inter-agency cooperation, and improvement of service delivery, at both the global and local levels, the United Nations system aims to enhance its efficiency and effectiveness.
323. WFP recognizes cost efficiency as a strategic performance outcome, and it is one of the Executive Director’s key priorities. By measuring and reporting on its cost efficiency gains, WFP holds itself accountable to donors and beneficiaries for its use of financial resources, as every dollar saved means that WFP can reach more hungry people with vital food assistance.

324. WFP generated a total of USD 235,597,107 in efficiency gains from 52 initiatives. In addition, it provided services, such as the United Nations booking hub, to other entities, generating efficiencies for the United Nations system and maintaining WFP's position as the largest contributor to efficiency in the United Nations system.
325. For further details on the efficiency gains achieved in 2025, see annex IV-C.

4.6 Governance highlights for 2025

326. *Staffing and reorganization updates:* The headquarters reorganization that came into effect on 15 February 2024 continued throughout 2025, with departments and divisions reshaping their teams and activities to adopt the new organizational structure and adjust to a reduction in the PSA budget.⁷⁸
327. In this phase, the focus of the organizational alignment of the new global headquarters was to enhance headquarters' effectiveness in supporting country offices by optimizing existing structures, eliminating duplication, addressing fragmentation and identifying opportunities for more streamlined solutions. Country offices remain at the centre of WFP's delivery, supported by a streamlined and more coherent global support structure.
328. The new global headquarters model went live on 1 May 2025, when headquarters and the six regional bureaux integrated into a single global headquarters, with a headquarters office in Rome and five regional offices.
329. This integration brought together technical teams – previously located in regional bureaux – into global functions. The new [management accountability framework](#) also took effect, shifting the lines of authority and launching the global functional teams.
330. The aim of the organizational realignment is to make global headquarters more streamlined, integrated and collaborative, promoting the efficient use of resources and ensuring a focus on supporting operations.
331. The *reassurance plan* continued to be implemented with the aim of strengthening confidence in WFP's financial management, internal controls and oversight among donors, governing bodies and partners. Key actions have focused on reinforcing accountability frameworks, improving risk management and assurance mechanisms, and enhancing transparency in planning and reporting. Progress has been made in embedding stronger financial discipline, clarifying roles and responsibilities at all organizational levels, and addressing the systemic risks identified through audits and evaluations. Together, these measures support WFP's ability to manage constrained resources responsibly while sustaining operational effectiveness.

Strategic plan and corporate results framework for 2026–2029

332. Looking ahead, the strategic plan and corporate results framework for 2026–2029 were developed and approved to position WFP to respond effectively to future humanitarian and development challenges. Building on lessons learned and evolving global priorities, the new framework aims to sharpen WFP's strategic focus, strengthen results-based management, and better articulate WFP's contribution to the SDGs. The corporate results framework further clarifies outcomes, indicators and accountability, supporting evidence-based decision-making and improved performance monitoring. Together, the strategic plan and corporate results framework provide a robust foundation for delivering results at scale while navigating an increasingly complex and resource-constrained global environment.

⁷⁸ For details on the composition of staff, please refer to annex VII.

Acronyms

AI	artificial intelligence
CBT	cash-based transfer
CERF	United Nations Central Emergency Response Fund
CSP	country strategic plan
DAC	Development Assistance Committee
EDMF	Emerging Donor Matching Fund
FAO	Food and Agriculture Organization of the United Nations
GCMF	Global Commodity Management Facility
HLT	high-level target
IASC	Inter-Agency Standing Committee
I-CARA	integrated cross-cutting context analysis and risk assessments
IFI	international financial institution
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
IsDB	Islamic Development Bank
ISO	International Organization for Standardization
IT	information technology
KPI	key performance indicator
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PACE	performance and capability enhancement
PSA	Programme Support and Administrative
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UAS	unmanned aircraft system
UNDIS	United Nations Disability Inclusion Strategy
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
WHO	World Health Organization