

ANNEX VI

High-level targets, costs per beneficiary and supplementary details of operational requirements and the provisional implementation plan

1. This annex provides information related to section III of the management plan, on programmatic context. It covers the high-level targets, analysis of cost per beneficiary, and the disaggregation of the operational requirements and provisional implementation plan by activity category and standard output. Additional details on WFP's programme of work and operational requirements by country are also included.

High-level targets

2. The [WFP corporate results framework for 2022–2025](#) defines high-level targets (HLTs) for each of the five outcomes established in the strategic plan in addition to the key performance indicators associated with each management result.¹ Supplemented by the policy on country strategic plans (CSPs), the corporate results framework provides a performance and accountability framework that enables WFP to measure and demonstrate its response to humanitarian needs and its contribution to the strengthening of national governments in their work towards achieving the 2030 Agenda for Sustainable Development. The target values for the HLT indicators in 2025 were set in the corporate results framework, while those for 2024 were set in the management plan for 2024–2026:² those original targets have been maintained in this management plan for 2025–2027.

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

| TABLE A.VI.1: CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 1 | | | | |
|---|---------------|-------------|-------------|-------------|
| | | 2023 | 2024 | 2025 |
| Operational requirements (<i>USD million</i>) | | 13 971 | 15 851 | 11 354 |
| Provisional implementation plan (<i>USD million</i>) | | 8 577 | 7 897 | 6 109 |
| HLT indicator | 2021 baseline | 2023 actual | 2024 target | 2025 target |
| 1. Number of countries with populations experiencing famine | 4* | 5 | 0 | 0 |
| 1.1 Percentage of acutely food-insecure people receiving emergency assistance from WFP | 38 | 31 | 47 | 50 |
| 1.2 Percentage of women and children in need who benefit from WFP services to prevent and treat wasting | 41 | 46 | 65 | 70 |
| 1.3 Percentage of WFP in-kind transfers that are nutritionally adequate | 12 | 1.4 | 65** | 80 |

¹ The high-level targets were determined by the respective functions, taking into account WFP's previous performance and expected needs. In most cases, the targets are derived by linear interpolation between the baseline value established in 2021 and the target value for 2025. For the latest detailed reporting on WFP's achievement against the HLTs, see [WFP's annual performance report for 2023](#).

² The 2024 operational requirements and provisional implementation plan values shown in the HLT tables are from the original management plan for 2024–2026. The HLTs were not changed when the management plan was updated in mid-2024.

| TABLE A.VI.1: CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 1 | | | | |
|---|-----------------------|-------------|-------------|-------------|
| | | 2023 | 2024 | 2025 |
| 1.4 Number of countries with cash operations responsive to people’s essential needs | N/A | 32 | 37 | 50 |
| 1.5 Median time for the first WFP transfer to reach people after a sudden-onset emergency | 4 days (2020–2021) | 1 day | 3 days | 3 days |

* This baseline includes countries with populations in phase 5 of the Integrated Food Security Phase Classification, “famine-like conditions”.

** Based on analysis of WFP’s needs-based planning for 2022, 12 percent of the rations were assessed as nutritionally adequate (baseline) and 44 percent as partly adequate. The target was therefore set at 65 percent in 2024, rising to 80 percent in 2025.

3. *HLT lead indicator 1:* WFP’s ability to reach its targets for 2024 and 2025 under strategic outcome 1 and HLT lead indicator 1 is expected to be affected by funding constraints, continued challenges to humanitarian access, and persistently high rates of global acute food insecurity. The provisional implementation plan under this strategic outcome is estimated to reach 50 percent of operational requirements in 2024 and 54 percent in 2025. As of June 2024, people in four territories currently afflicted by conflict – the Gaza Strip, Mali, South Sudan and the Sudan – are experiencing or are projected to experience “catastrophic” levels of hunger, or famine conditions, against the target of zero.
4. *HLT indicator 1.1:* In 2023, the percentage of acutely food-insecure people receiving emergency assistance from WFP was 31 percent. Funding shortfalls, combined with a larger increase in the number of people in need – from 283 million acutely food-insecure people in countries with WFP operations in 2021 to 309 million in June 2024 – than in the number of people receiving emergency assistance, explain why WFP is not on track to meeting the targets of 47 percent in 2024 and 50 percent in 2025.
5. *HLT indicator 1.2:* By contributing to the prevention and treatment of malnutrition through its emergency operations, WFP aims to progressively reach the 2025 target of providing malnutrition prevention and treatment services for 70 percent of the women and children in need, in accordance with its commitments under the Global Action Plan on Child Wasting. However, having reached 46 percent of the planned number of pregnant and breastfeeding women and girls and children under 5 in need in emergency-affected countries in 2023, WFP is unlikely to meet the target of 60 percent in 2024 and 2025. This is partly because it is prioritizing life-saving nutrition interventions for the people at greatest risk.
6. *HLT indicator 1.3:* To align its practices with the Sphere standards on the nutritional quality of in-kind food assistance for use in emergency responses, and to contribute to the targets established at the 2021 Nutrition for Growth Summit, WFP aims to progressively increase the percentage of nutritionally adequate in-kind food transfers to 80 percent of its total food transfers by 2025. In 2023, resource constraints led to ration cuts across WFP operations. Consequently, only 1.4 percent of the food rations distributed were fully nutritionally adequate, and 6.3 percent were partially adequate. WFP aims to achieve the targets for 2024 and 2025 by providing technical support to country offices to improve their planning and decision-making capacity in relation to rations and programmes and by tightening the criteria used for prioritizing food assistance interventions. However, as the need for food assistance increases, country offices may face the difficult task of balancing a growing number of people requiring assistance against the nutritional quality of the rations distributed. As a result, the ability to meet the 2024 and 2025 targets for HLT indicator 1.3 will depend largely on the availability of sufficient funding.

7. *HLT indicator 1.4:* Having exceeded its 2023 target³ for the integration of an essential needs approach into its cash operations by transferring USD 588 million to people in 32 countries in 2023, WFP will continue to advocate with donors, governments and other actors for the adoption of that approach and the provision of complementary funding to cover people's needs in full. Despite the resource constraints that it and its partners face, WFP is moving towards the targets of 37 countries in 2024 and 50 in 2025.
8. *HLT indicator 1.5:* WFP is on track to meeting and potentially exceeding the 2024 and 2025 target of responding within a median of three days after the start of a sudden-onset emergency, as indicated by the median response time of one day achieved in 2023. WFP's focus on emergency preparedness, anticipatory action and collaboration with governments, especially in relation to seasonal events, is expected to allow it to maintain its high levels of operational readiness throughout 2024 and 2025.

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

| | | 2023 | 2024 | 2025 |
|---|----------------------|--------------------|--------------------|--------------------|
| Operational requirements (<i>USD million</i>) | | 2 378 | 2 683 | 2 373 |
| Provisional implementation plan (<i>USD million</i>) | | 1 394 | 1 235 | 1 082 |
| HLT indicator | 2021 baseline | 2023 actual | 2024 target | 2025 target |
| 2. Number of children with access to improved health, nutrition and education services with WFP assistance (<i>million</i>) | 32.3 (2020) | 48.4 | 61 | 46 |
| 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 | 27 | 34 | 25 |
| 2.2 Number of children that receive nutritious meals in schools as a contribution to nutrition over the next 7,000 days (<i>million</i>) | | | | |
| – from WFP | 15 | 21.7 | 27 | 21 |
| – from governments and partners | 91 | 107 | 91 | 100 |
| 2.3 Percentage of national school feeding programmes delivering a comprehensive package of school health and nutrition services thanks to support from WFP and partners | 61 | 32 | 76 | >80 |

9. *HLT lead indicator 2:* WFP aims to provide 46 million children – the sum of the direct beneficiaries counted under HLT indicators 2.1 and 2.2 – with access to improved health, nutrition and education services in 2025. In 2023, WFP reached 48.4 million children, achieving 83 percent of the 2023 target of 57.9 million, and making progress towards the 2024 target of 61 million.
10. *HLT indicator 2.1:* Recognizing the importance of providing the right nutrition during the first 1,000 days of a child's life in preventing malnutrition and its long-term impacts, WFP plans to assist 25 million women and children with malnutrition prevention and treatment services in 2025. In 2023, WFP reached 27 million women and children with such services in

³ The 2023 target for HLT indicator 1.4 was "25 countries with cash operations responsive to people's essential needs".

53 countries, achieving 80 percent of its target of 33.8 million. In 2024, WFP plans to reach the target of 34 million women and children.

11. *HLT indicator 2.2:* WFP is on track to achieving the 2025 target of assisting 21 million children with nutritious meals in schools, as the organization reached 21.7 million schoolchildren in 2023. Progress towards the targets for the numbers of children receiving nutritious school meals from governments and partners – 91 million in 2024 and 100 million in 2025 – is also on track. The strong performance under this HLT indicator in 2023, when 107 million schoolchildren were reached with school meal programmes implemented by governments or partners, was a result of the continued shift from WFP-supported to nationally owned school meal programmes, and the growing momentum of the School Meals Coalition.
12. *HLT indicator 2.3:* WFP also aims to continue supporting government efforts to increase the percentage of national school meal programmes that deliver comprehensive school health and nutrition services. However, recognizing that only 32 percent of national programmes delivered a comprehensive package of services in 2023, having been hindered by the long-lasting impacts of the coronavirus disease 2019 (COVID-19) pandemic, compounded by the global food and fuel crisis and ongoing conflicts, WFP will need to accelerate its efforts if it is to meet the targets of 76 percent in 2024 and at least 80 percent in 2025.

Strategic outcome 3 – People have improved and sustainable livelihoods

| | | 2023 | 2024 | 2025 |
|--|----------------------|--------------------|--------------------|--------------------|
| Operational requirements (<i>USD million</i>) | | 1 917 | 2 094 | 1 484 |
| Provisional implementation plan (<i>USD million</i>) | | 1 002 | 733 | 660 |
| HLT indicator | 2021 baseline | 2023 actual | 2024 target | 2025 target |
| 3. Number of people who have more resilient livelihoods in the face of risks and shocks through WFP assistance (<i>million</i>)* | 14* | 19.9 | 21.5 | 23 |
| 3.1 Number of people who benefit from resilience building initiatives that strengthen the livelihood asset base, including ecosystems (<i>million</i>) | 10 | 9.0 | 13.75 | 15 |
| 3.2 Number of smallholders who benefit from WFP support that improves value chains and strengthens market services (<i>million</i>) | 0.41 | 1.3 | 1.2 | 1.5 |
| 3.3 Number of people with financial protection from climate hazards (<i>million</i>) | 3.5 | 9.2 | 7.6 | 9 |

* This baseline was calculated in August 2022 and was not included in the management plan for 2023–2025.

13. *HLT lead indicator 3:* WFP plans to assist 23 million people in developing more resilient livelihoods in 2025, gradually increasing from the 19.9 million people assisted in 2023. This lead indicator tracks progress in the development of more resilient livelihoods by measuring three supporting indicators, the targets for which increase every year between 2021 and 2025, reflecting local needs and WFP's growing readiness to provide this type of support.
14. *HLT indicator 3.1:* In 2025, WFP aims to support 15 million people through resilience-building initiatives that enhance livelihoods and ecosystems. In 2023, growing humanitarian needs and challenging operating environments for household and community resilience-building programmes led some country offices to recalibrate their operations towards emergency response, resulting in WFP supporting 9 million people in building resilience against a target of 12.5 million. Meeting the targets for 2024 and 2025 will require WFP to expand its funding

sources for resilience-building programmes and to better equip communities to face climate challenges through programmes that foster asset creation and the development of livelihood skills.

15. *HLT indicator 3.2*: WFP aims to support 1.2 million smallholder farmers in 2024 and 1.5 million in 2025, enhancing their livelihoods through improved value chains, better management of post-harvest losses, and market services. In 2023, by supporting 1.3 million smallholder farmers – thanks to the incremental scale-up of programmes and the availability of multi-year funding – WFP exceeded the 2024 target and made progress towards the 2025 target.
16. *HLT indicator 3.3*: In 2025, WFP aims to assist 9 million people with financial protection from climate hazards. Of this total, 4 million people will be covered by anticipatory action mechanisms and 5 million by climate risk insurance. WFP's increased focus on anticipatory action based on forecasting technologies, early warning systems and the transfer of climate risks through insurance and contingency financing mechanisms enabled it to provide 9.2 million people with financial protection from climate hazards in 2023, exceeding the target of 6.5 million and putting WFP on track to meeting the targets for 2024 and 2025.

Strategic outcome 4 – National programmes and systems are strengthened

| TABLE A.VI.4: CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 4 | | | | |
|---|---------------|-------------|-------------|-------------|
| | | 2023 | 2024 | 2025 |
| Operational requirements (<i>USD million</i>) | | 216 | 675 | 507 |
| Provisional implementation plan (<i>USD million</i>) | | 155 | 287 | 288 |
| HLT indicator | 2021 baseline | 2023 actual | 2024 target | 2025 target |
| 4. Number of countries with programmes and systems strengthened through WFP support | 49 | 69 | 54 | 56 |
| 4.1 Number of countries better prepared for and able to respond to emergencies through national systems | 30 | 58 | 60* | 60* |
| 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 | 55 | 56 | 60 |
| 4.3 Number of countries where WFP contributes to making food systems more resilient | 36 | 47 | 42 | 45 |
| 4.4 Number of countries that have committed and/or increased their commitments to school feeding programmes in their: | | | | |
| – national policies | 41 | 65 | 45 | 49 |
| – budgets | 0 | 33 | 38* | 45* |

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

17. *HLT lead indicator 4:* WFP is on track to surpassing its targets for this lead indicator in 2024 and 2025, having contributed to the strengthening of national programmes and systems in 69 countries in 2023, exceeding the targets of 52 countries in 2023, 54 in 2024 and 56 in 2025. This strong result reflects WFP's growing strategic focus on enabling national and local institutions to work towards zero hunger, including through South-South and triangular cooperation.
18. *HLT indicator 4.1:* In 2023, WFP supported 58 countries in becoming better prepared for and able to respond to emergencies through national emergency preparedness and response systems, exceeding the target of 32 countries. The number of countries with better national systems is expected to increase to 60 in 2024 and 2025 as WFP continues to support initiatives that assess and strengthen national government capacity in areas such as hazard and risk analysis, supply chain and procurement systems, anticipatory action, climate insurance, and shock-responsive social protection.
19. *HLT indicator 4.2:* In 2023 – a year ahead of schedule – WFP almost reached the 2024 target of supporting 56 countries in enhancing their national social protection systems so as to make better contributions to people's food security, healthy diets and ability to meet essential needs and manage risks, putting WFP on track to reaching the 2025 target of 60 countries. This positive result reflects the depth and breadth of WFP's social protection work in support of its mandate and the increased use of social protection systems for emergency response.
20. *HLT indicator 4.3:* The 2025 target of 45 countries receiving WFP's support in making food systems more resilient was surpassed in 2023, with WFP assisting 47 countries. In 2023, 63 percent of new CSPs and interim CSPs included activities designed to make food systems more sustainable and resilient, and WFP continues to work with governments, the private sector and non-governmental organizations to identify key challenges to, and opportunities for, the design of interventions that address the root causes of vulnerability in national food systems.
21. *HLT indicator 4.4:* In 2023, WFP exceeded the targets for this indicator, with 65 countries committing or increasing their commitments to school meal programmes in their national policies and 33 doing so in their budgets.⁴ This was in large part due to WFP's successful advocacy efforts through the School Meals Coalition, which is expected to continue to gather momentum and facilitate the consolidation of national commitments related to policies and financing for school meal programmes in 2024 and 2025.

⁴ The 2023 targets for HLT indicator 4.4: 41 countries committing and/or increasing their commitments to school feeding programmes in their national policies, and one in its budget.

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

| TABLE A.VI.5: CORPORATE HIGH-LEVEL TARGETS – STRATEGIC OUTCOME 5 | | | | |
|---|---------------|-------------|-------------|-------------|
| | | 2023 | 2024 | 2025 |
| Operational requirements (<i>USD million</i>) | | 1 206 | 1 446 | 1 172 |
| Provisional implementation plan (<i>USD million</i>) | | 873 | 848 | 661 |
| HLT indicator | 2021 baseline | 2023 actual | 2024 target | 2025 target |
| 5. Number of countries benefiting from WFP “mandated” and/or “on-demand” services and solutions | N/A | 83 | 114* | 114* |
| 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, the activation of “mandated services” (<i>percentage</i>) | 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 | 82 | 114* | 114* |
| 5.3 Percentage of users satisfied with the services provided | 80 | 89 | 80 | 80 |

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

22. *HLT lead indicator 5:* In 2023, WFP provided “mandated” and “on-demand” services and solutions in 83 countries, exceeding the target number of 50. This positive performance, which was due particularly to the provision of certain on-demand services through the United Nations Booking Hub platform, is expected to be maintained in 2024 and 2025, allowing WFP to reach the revised target for this HLT indicator of 114 countries.
23. *HLT indicator 5.1:* In 2023, WFP met 100 percent of requests from United Nations country teams for mandated services endorsed by the Inter-Agency Standing Committee (IASC), meeting the target for 2023, 2024 and 2025. WFP will continue to satisfy the high levels of demand from partners and donors for its mandated services, including through the logistics cluster, the emergency telecommunications cluster, the United Nations Humanitarian Air Service, and its co-leadership of the food security cluster with the Food and Agriculture Organization of the United Nations.
24. *HLT indicator 5.2:* In 2023, WFP reached 82 countries with “on-demand” solutions and services, surpassing the target of 50 countries. WFP expects to exceed this number of countries in 2024 and 2025 as it continues to strengthen its role as a system-wide provider of services for humanitarian and development partners, offering on-demand services and advisory solutions in a variety of areas, including supply chains, data and analytics, cash transfers, technology, administration and engineering. Performance is expected to be particularly strong in the provision of services through the United Nations Booking Hub platform – such as United Nations mobility services, one of the on-demand service lines that has been consistently growing over recent years – and is on track to reaching 114 countries from 2024 onwards.
25. *HLT indicator 5.3:* In 2023, WFP achieved an 89 percent user satisfaction rate across the services it provided, meeting the target of 80 percent and providing evidence of its delivery of high-quality services. WFP expects to maintain or surpass the target for 2024 and 2025, reflecting its efforts to continuously improve the quality of the services it provides while ensuring that its partners’ needs are met.

Cost per beneficiary analysis

Definitions and methodology

26. The projected cost per beneficiary is based on the USD value of the operational requirements or provisional implementation plan for delivering assistance to tier 1 beneficiaries, who benefit directly from food, cash-based transfers and commodity vouchers that WFP provides with the aim of improving their food security or nutrition status.
27. The two metrics developed for this indicator are the *annual cost per beneficiary* and the *daily cost per beneficiary*. The annual cost per beneficiary is calculated by dividing the total operational requirements, or the provisional implementation plan, by the total number of beneficiaries who should receive assistance under one or more WFP programmes over the course of the year. The daily cost per beneficiary is calculated by dividing the total operational requirements, or the provisional implementation plan, by the total number of daily transfers. The total number of daily transfers is calculated by multiplying the number of days for which assistance should be provided by the number of beneficiaries. A longer duration of assistance may increase the annual cost per beneficiary without affecting the daily cost, while a higher ration size or entitlement value affects both the daily and the annual costs per beneficiary.

Projections for 2025

28. The 2025 provisional implementation plan of USD 8.8 billion is 48 percent lower than the operational requirements of USD 16.9 billion, while the number of beneficiaries in the provisional implementation plan is 21 percent lower than the planned number in the projected operational requirements. The daily cost per beneficiary in the provisional implementation plan is 10 percent lower than the cost in the projected operational requirements. The variations in these key indicators is shown in table A.VI.6.

| Indicator | 2025 operational requirements | 2025 provisional implementation plan |
|----------------------------|--------------------------------------|---|
| Requirements (USD)* | 16.9 billion | 8.8 billion |
| Projected beneficiaries | 123.4 million | 98 million |
| Daily cost per beneficiary | USD 0.50 | USD 0.45 |

* The total operational requirements and provisional implementation plan shown here include capacity strengthening and service delivery, which do not result in direct transfers to tier 1 beneficiaries.

Analysis and interpretation

29. The 2025 operational requirements are projected to deliver 29 billion daily transfers at an average daily cost per beneficiary of USD 0.50. This figure is a global weighted average that reflects a range of activities with varying expected daily costs per beneficiary, as shown in table A.VI.7. Unconditional resource transfers, which are expected to constitute more than 65 percent of all WFP daily transfers, have an average daily cost per beneficiary of USD 0.52.

**TABLE A.VI.7: DAILY AVERAGE COST PER BENEFICIARY FOR FOOD TRANSFERS,
CASH-BASED TRANSFERS AND COMMODITY VOUCHERS, OPERATIONAL REQUIREMENTS, 2025**

| Programme area | Food | | CBTs | | Commodity vouchers | | All modalities | |
|--|-------------------------------------|----------------------------------|-------------------------------------|----------------------------------|-------------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| | Number of daily transfers (million) | Daily cost per beneficiary (USD) | Number of daily transfers (million) | Daily cost per beneficiary (USD) | Number of daily transfers (million) | Daily cost per beneficiary (USD) | Number of daily transfers (million) | Daily cost per beneficiary (USD) |
| Asset creation and livelihoods | 281 | 0.82 | 1 099 | 0.63 | 6 | 1.13 | 1 386 | 0.67 |
| Action to protect against climate shocks | 5 | 0.95 | 152 | 0.58 | 14 | 0.43 | 171 | 0.58 |
| Malnutrition prevention | 2 621 | 0.29 | 376 | 0.92 | 3 | 0.57 | 3 000 | 0.37 |
| School-based programmes | 2 458 | 0.31 | 872 | 0.45 | 455 | 0.48 | 3 785 | 0.37 |
| Malnutrition treatment | 1 728 | 0.54 | 133 | 0.55 | - | - | 1 861 | 0.54 |
| Unconditional resource transfers | 10 257 | 0.50 | 8 177 | 0.56 | 324 | 0.37 | 18 758 | 0.52 |
| Total | 17 350 | 0.45 | 10 809 | 0.57 | 801 | 0.44 | 28 960 | 0.50 |

30. Table A.VI.8 shows the daily values of assistance for the five largest WFP programme areas, broken down into transfer values and transfer costs. The total cost per beneficiary includes the related implementation, direct support and indirect support costs.

| Programme area | Food | | | | Cash-based transfers and commodity vouchers | | |
|----------------------------------|-----------------------------------|------------------------------------|------------------------------------|---|---|------------------------------------|---|
| | Average daily ration size (grams) | Average daily transfer value (USD) | Average daily transfer costs (USD) | Total transfer value and transfer costs (USD) | Average daily transfer value (USD) | Average daily transfer costs (USD) | Total transfer value and transfer costs (USD) |
| Asset creation and livelihoods | 484 | 0.30 | 0.33 | 0.63 | 0.45 | 0.07 | 0.52 |
| Malnutrition prevention | 103 | 0.16 | 0.09 | 0.25 | 0.67 | 0.10 | 0.77 |
| School-based programmes | 150 | 0.16 | 0.09 | 0.25 | 0.33 | 0.04 | 0.37 |
| Malnutrition treatment | 156 | 0.30 | 0.14 | 0.44 | 0.40 | 0.05 | 0.45 |
| Unconditional resource transfers | 362 | 0.25 | 0.17 | 0.42 | 0.44 | 0.03 | 0.47 |
| Total | 275 | 0.23 | 0.14 | 0.37 | 0.43 | 0.04 | 0.47 |

31. The duration of assistance is an important dimension of the intensity of assistance and is planned for each programme area based on the programme design and CSP objectives. For instance, the duration of school-based programmes will typically correspond to the average duration of the school year in each of the countries where such programmes are implemented, while activities in seasonal or resilience-focused programme areas will often have a shorter duration of assistance. During implementation, factors such as access constraints, funding gaps and the closure of distribution points may reduce the actual duration of assistance.
32. Funding shortfalls will necessitate changes to the intensity of assistance, including the number of beneficiaries, the daily transfer value and the duration of assistance. Assumptions regarding these changes are reflected in the figures in the provisional implementation plan shown in table A.VI.9. In the unconditional resource transfer programme area, priority will be given to the most vulnerable people, for whom the planned level of assistance will be maintained while the intensity of assistance for other target groups is adjusted. Table A.VI.9 indicates the average number of assistance days per beneficiary under the operational requirements and the provisional implementation plan in 2025, by programme area.

| TABLE A.VI.9: ANNUAL AVERAGE NUMBER OF ASSISTANCE DAYS AND COST PER BENEFICIARY, OPERATIONAL REQUIREMENTS AND PROVISIONAL IMPLEMENTATION PLAN, 2025 | | | | | | |
|--|---------------------------|-----------------------------------|-----------------------------------|---------------------------------|-----------------------------------|-----------------------------------|
| Programme area | Operational requirements | | | Provisional implementation plan | | |
| | Number of assistance days | Number of beneficiaries (million) | Annual cost per beneficiary (USD) | Number of assistance days | Number of beneficiaries (million) | Annual cost per beneficiary (USD) |
| Asset creation and livelihoods | 119 | 11.7 | 80 | 64 | 8.8 | 43 |
| Malnutrition prevention | 235 | 12.8 | 88 | 141 | 10.5 | 48 |
| School-based programmes | 172 | 22.0 | 63 | 151 | 18.1 | 36 |
| Malnutrition treatment | 117 | 15.9 | 64 | 95 | 12.5 | 51 |
| Unconditional resource transfers | 252 | 74.4 | 132 | 175 | 60.3 | 87 |
| Total | | 136.7* | 104 | | 110.3** | 67 |

* The total number of beneficiaries, 136.7 million, includes overlaps between programme areas. The estimated number of unique direct beneficiaries in 2025 is 123.4 million.

** The total number of beneficiaries, 110.3 million, includes overlaps between programme areas. The estimated number of unique direct beneficiaries in 2025 is 98 million.

Overview of the operational requirements and provisional implementation plan for 2025

Analysis by activity category

33. Table A.VI.10 shows the operational requirements and provisional implementation plan for 2025 by activity category, highlighting the prioritization of life-saving activities. Unconditional resource transfers for highly vulnerable people remain the primary focus, constituting 60 percent of the provisional implementation plan and 59 percent of operational requirements. WFP continues to allocate significant resources to nutrition activities, which account for 13 percent of the provisional implementation plan. The increased requirements for nutrition in 2025 are driven by the impacts of climate shocks, conflict and the global food crisis, resulting in more women and children needing nutrition support, and higher prices for nutrition products.

| TABLE A.VI.10: OPERATIONAL REQUIREMENTS AND THE PROVISIONAL IMPLEMENTATION PLAN BY ACTIVITY CATEGORY, 2025 | | | | |
|---|---------------------------------|------------|--|------------|
| Activity category | Operational requirements | | Provisional implementation plan | |
| | <i>(USD million)</i> | <i>(%)</i> | <i>(USD million)</i> | <i>(%)</i> |
| WFP programmes | | | | |
| Unconditional resource transfers | 10 009 | 59 | 5 286 | 60 |
| Nutrition activities | 2 192 | 13 | 1 186 | 13 |
| School-based programmes | 1 315 | 8 | 633 | 7 |
| Community and household asset creation | 985 | 6 | 425 | 5 |
| Social protection sector support | 464 | 3 | 236 | 3 |
| Actions to protect against climate shocks | 274 | 2 | 143 | 2 |
| Smallholder agricultural market support | 239 | 1 | 93 | 1 |
| Household and individual skill and livelihood creation | 173 | 1 | 104 | 1 |
| Emergency preparedness and early action | 60 | 0.4 | 28 | 0.3 |
| WFP advisory solutions and service delivery | | | | |
| On-demand services | 553 | 3 | 300 | 3 |
| United Nations Humanitarian Air Service | 501 | 3 | 299 | 3 |
| Logistics cluster | 99 | 1 | 52 | 1 |
| Emergency telecommunications cluster | 26 | 0.2 | 14 | 0 |
| Total | 16 890 | 100 | 8 800 | 100 |

Projected figures by Sustainable Development Goal, strategic outcome and standard output

| TABLE A.VI.11: OPERATIONAL REQUIREMENTS AND THE PROVISIONAL IMPLEMENTATION PLAN BY SUSTAINABLE DEVELOPMENT GOAL, STRATEGIC OUTCOME AND OUTPUT, 2025 | | | | | | |
|--|--|--|--------------------------------------|------------|---|------------|
| SDG | Strategic outcome | Output | 2025 operational requirements | | 2025 provisional implementation plan | |
| | | | <i>(USD million)</i> | <i>(%)</i> | <i>(USD million)</i> | <i>(%)</i> |
| 2 | | 1.1 Food-insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs | 10 123 | 60 | 5 385 | 61 |
| | | 1.2 Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets | 1 230 | 7 | 724 | 8 |
| | 1. People are better able to meet their urgent food and nutrition needs | | 11 354 | 67 | 6 109 | 69 |

| TABLE A.VI.11: OPERATIONAL REQUIREMENTS AND THE PROVISIONAL IMPLEMENTATION PLAN BY SUSTAINABLE DEVELOPMENT GOAL, STRATEGIC OUTCOME AND OUTPUT, 2025 | | | | | | | |
|--|-------------------|---|--|------------|--------------------------------------|------------|---|
| SDG | Strategic outcome | Output | 2025 operational requirements | | 2025 provisional implementation plan | | |
| | | | (USD million) | (%) | (USD million) | (%) | |
| 2 | | 2.1 Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs | 539 | 3 | 200 | 2 | |
| | | 2.2 Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets | 863 | 5 | 414 | 5 | |
| | | 2.3 School-age children and adolescents have access to school-based health and nutrition packages | 971 | 6 | 469 | 5 | |
| | | 2. People have better nutrition, health and education outcomes | 2 373 | 14 | 1 082 | 12 | |
| | | 3.1 People and communities have access to productive assets to better cope with shocks and stressors | 995 | 6 | 450 | 5 | |
| | | 3.2 People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods | 317 | 2 | 132 | 2 | |
| | | 3.3 Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools | 172 | 1 | 77 | 1 | |
| | | 3. People have improved sustainable livelihoods | 1 484 | 9 | 660 | 7 | |
| | 17 | | 4.1 National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs | 380 | 2 | 245 | 3 |
| | | | 4.2 Components of national emergency preparedness and response, social protection and food systems are strengthened | 126 | 1 | 44 | 0 |
| | | 4. National programmes and systems are strengthened | 507 | 3 | 288 | 3 | |
| | | 5.1 Governments and humanitarian actors utilize mandated services in crisis-settings to set up, manage and deliver responses and services | 616 | 4 | 356 | 4 | |
| | | 5.2 Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions | 556 | 3 | 305 | 3 | |
| | | 5. Humanitarian and development actors are more efficient and effective | 1 172 | 7 | 661 | 8 | |
| Total | | | 16 890 | 100 | 8 800 | 100 | |

WFP's 2025 programme of work and operational requirements by country offices

34. Programme of work refers to the CSP budgets approved by the Board as of August 2024. Not applicable (N/A) in the table below indicates that the CSP does not yet have an approved budget covering 2025. Operational requirements take into account the programme of work, new CSP budgets under preparation and budget revisions not yet approved.

| Country | Programme of work | | Operational requirements | |
|------------------------------------|-------------------|------------|--------------------------|--------------|
| | (USD million) | (%) | (USD million) | (%) |
| Total | 16 106.3 | 100 | 16 889.6 | 100.0 |
| Yemen | 2 720.2 | 16.9 | 1 480.2 | 8.8 |
| Afghanistan | 1 419.9 | 8.8 | 1 419.9 | 8.4 |
| Democratic Republic of the Congo | 1 058.8 | 6.6 | 1 058.8 | 6.3 |
| South Sudan | 897.8 | 5.6 | 897.8 | 5.3 |
| Somalia | 821.2 | 5.1 | 822.5 | 4.9 |
| Ukraine | 767.4 | 4.8 | 767.4 | 4.5 |
| Lebanon | 861.7 | 5.4 | 764.7 | 4.5 |
| Ethiopia | 371.6 | 2.3 | 743.1 | 4.4 |
| State of Palestine | 99.8 | 0.6 | 740.8 | 4.4 |
| Sudan | N/A | - | 730.6 | 4.3 |
| Syrian Arab Republic | 1 007.0 | 6.3 | 650.5 | 3.9 |
| Chad | 595.1 | 3.7 | 595.1 | 3.5 |
| Nigeria | 474.7 | 2.9 | 474.7 | 2.8 |
| Burkina Faso | 402.6 | 2.5 | 402.6 | 2.4 |
| Myanmar | 359.1 | 2.2 | 359.1 | 2.1 |
| Kenya | 348.7 | 2.2 | 348.7 | 2.1 |
| Niger | N/A | - | 319.2 | 1.9 |
| Haiti | 302.5 | 1.9 | 302.5 | 1.8 |
| Bangladesh | 320.4 | 2.0 | 301.4 | 1.8 |
| Mali | N/A | - | 255.8 | 1.5 |
| Central African Republic | 225.2 | 1.4 | 225.2 | 1.3 |
| Jordan | 213.8 | 1.3 | 213.8 | 1.3 |
| Venezuela (Bolivarian Republic of) | 213.7 | 1.3 | 213.7 | 1.3 |
| Colombia | 172.4 | 1.1 | 172.4 | 1.0 |
| Mozambique | 167.7 | 1.0 | 169.4 | 1.0 |
| Honduras | 163.9 | 1.0 | 163.9 | 1.0 |
| Uganda | 160.9 | 1.0 | 160.9 | 1.0 |
| Pakistan | 152.1 | 0.9 | 152.1 | 0.9 |

| Country | Programme of work | | Operational requirements | |
|---------------------------------------|--------------------------|------------|---------------------------------|------------|
| | <i>(USD million)</i> | <i>(%)</i> | <i>(USD million)</i> | <i>(%)</i> |
| Zimbabwe | 137.9 | 0.9 | 138.1 | 0.8 |
| Madagascar | 136.2 | 0.8 | 136.2 | 0.8 |
| Malawi | 131.6 | 0.8 | 131.6 | 0.8 |
| Cameroon | 151.5 | 0.9 | 130.4 | 0.8 |
| Burundi | 103.7 | 0.6 | 103.7 | 0.6 |
| Egypt | 88.4 | 0.5 | 88.4 | 0.5 |
| Mauritania | 86.3 | 0.5 | 86.3 | 0.5 |
| Guatemala | 82.9 | 0.5 | 82.9 | 0.5 |
| United Republic of Tanzania | 65.4 | 0.4 | 60.9 | 0.4 |
| Rwanda | N/A | - | 52.5 | 0.3 |
| Libya | 49.0 | 0.3 | 49.0 | 0.3 |
| Iraq | 7.7 | 0.0 | 46.8 | 0.3 |
| Zambia | 47.3 | 0.3 | 46.5 | 0.3 |
| Congo | N/A | - | 40.8 | 0.2 |
| Senegal | N/A | - | 38.9 | 0.2 |
| Algeria | N/A | - | 38.8 | 0.2 |
| Nepal | 33.5 | 0.2 | 33.5 | 0.2 |
| Democratic People's Republic of Korea | 37.6 | 0.2 | 30.7 | 0.2 |
| Guinea | 30.3 | 0.2 | 30.3 | 0.2 |
| Philippines | 29.9 | 0.2 | 29.9 | 0.2 |
| Liberia | 15.6 | 0.1 | 29.1 | 0.2 |
| Republic of Moldova | 28.3 | 0.2 | 28.3 | 0.2 |
| Ecuador | 27.9 | 0.2 | 27.9 | 0.2 |
| Guinea-Bissau | 25.5 | 0.2 | 25.5 | 0.2 |
| El Salvador | 25.5 | 0.2 | 25.5 | 0.2 |
| Côte d'Ivoire | 10.9 | 0.1 | 25.4 | 0.2 |
| Benin | 91.2 | 0.6 | 24.2 | 0.1 |
| Ghana | 29.3 | 0.2 | 23.8 | 0.1 |
| Djibouti | N/A | - | 23.6 | 0.1 |
| Kyrgyz Republic | 18.6 | 0.1 | 23.4 | 0.1 |
| Tajikistan | 22.1 | 0.1 | 22.1 | 0.1 |
| Türkiye | 37.1 | 0.2 | 21.9 | 0.1 |
| Sierra Leone | N/A | - | 21.2 | 0.1 |
| Gambia | 20.6 | 0.1 | 20.6 | 0.1 |

| Country | Programme of work | | Operational requirements | |
|----------------------------------|--------------------------|------------|---------------------------------|------------|
| | <i>(USD million)</i> | <i>(%)</i> | <i>(USD million)</i> | <i>(%)</i> |
| Lao People's Democratic Republic | 13.4 | 0.1 | 20.3 | 0.1 |
| Peru | 19.9 | 0.1 | 19.9 | 0.1 |
| Lesotho | 19.0 | 0.1 | 19.0 | 0.1 |
| Caribbean Community | 17.3 | 0.1 | 17.3 | 0.1 |
| Cambodia | 16.9 | 0.1 | 16.9 | 0.1 |
| Nicaragua | 16.9 | 0.1 | 16.9 | 0.1 |
| Cuba | 25.0 | 0.2 | 16.7 | 0.1 |
| Armenia | 13.7 | 0.1 | 13.7 | 0.1 |
| Pacific island country offices | 12.2 | 0.1 | 12.2 | 0.1 |
| Togo | 3.9 | 0.0 | 11.3 | 0.1 |
| Sri Lanka | 11.1 | 0.1 | 11.1 | 0.1 |
| Dominican Republic | 8.8 | 0.1 | 8.8 | 0.1 |
| Eswatini | 8.1 | 0.1 | 8.1 | 0.05 |
| Iran | 13.6 | 0.1 | 7.9 | 0.05 |
| Angola | 3.7 | 0.0 | 7.4 | 0.04 |
| Timor-Leste | 7.0 | 0.0 | 7.0 | 0.04 |
| India | 6.4 | 0.0 | 6.4 | 0.04 |
| China | 4.5 | 0.0 | 4.5 | 0.03 |
| Bolivia (Plurinational State of) | 3.8 | 0.0 | 3.8 | 0.02 |
| Namibia | N/A | - | 3.5 | 0.02 |
| Bhutan | 3.3 | 0.0 | 3.3 | 0.02 |
| Sao Tome and Principe | 3.0 | 0.0 | 3.0 | 0.02 |
| Indonesia | 2.9 | 0.0 | 2.9 | 0.02 |
| Tunisia | 1.8 | 0.0 | 1.8 | 0.01 |