



**Chief Financial Officer Division (CFO)**

# **ANNUAL PERFORMANCE REPORT 2025**

*Delivery at scale under severe funding constraints*

**Executive Board – Informal Consultation**

**04 June 2026**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# Key Structure for 2025

Last year of reporting under the previous WFP Corporate Results Framework (2022-2025)

## 1 | INTRODUCTION

Global context 2025 - state of the world

## 2 | FUNDING AND EXPENDITURES

Total contributions

Flexible funding and innovative financing

Operational requirements, Implementation plan vs Actual expenditures

Expenditures per beneficiary

## 3 | PROGRAMME PERFORMANCE

WFP reach: beneficiaries & transfers

Performance by Strategic Outcome - the High-Level Targets

Highlights from key programme areas

Cross-cutting priorities

HDP nexus

Humanitarian logistics and on-demand services

## 4 | MANAGEMENT PERFORMANCE

Performance by Management Result

PSA by appropriation line

Un-earmarked portion of the General Fund

Critical Corporate Initiatives

Efficiency Gains

Organizational highlights

# 1. INTRODUCTION

Global context shaping 2025 performance

ED's foreword

Executive Summary

Snapshot

ANNEX I: Key figures

# Conflicts, famines and funding shortfalls



- **318 million people** faced acute hunger in **68 countries**; up to **720 million** were **chronically food-insecure** globally.
- **Conflict** was the primary driver, with over **70% of acutely food-insecure** people living in **fragile or conflict-affected settings**.
- For the first time this century, **two simultaneous famines** were recorded (**the Gaza Strip** and **parts of Sudan**); up to **1.4 million people** across **six countries** experienced **catastrophic hunger (IPC Phase 5)**.
- **Humanitarian access and safety deteriorated**: over **1,000 humanitarian workers** were killed in the past three years, including **334 in 2025** alone.
- **Sharp funding declines** forced **downsized operations**, reduced rations and fewer beneficiaries assisted.

# 2. FUNDING AND EXPENDITURES

## Resources mobilized and allocated

**ANNEX II-A:** Confirmed contributions by donors 2024-2025 (USD)

**ANNEX II-B:** Direct expenditures by country, focus area and special status category, 2023-2025

**ANNEX II-C:** Expenditures by standard outputs, 2025

**ANNEX II-D:** Expenditure per beneficiary analysis



# Planning Context:

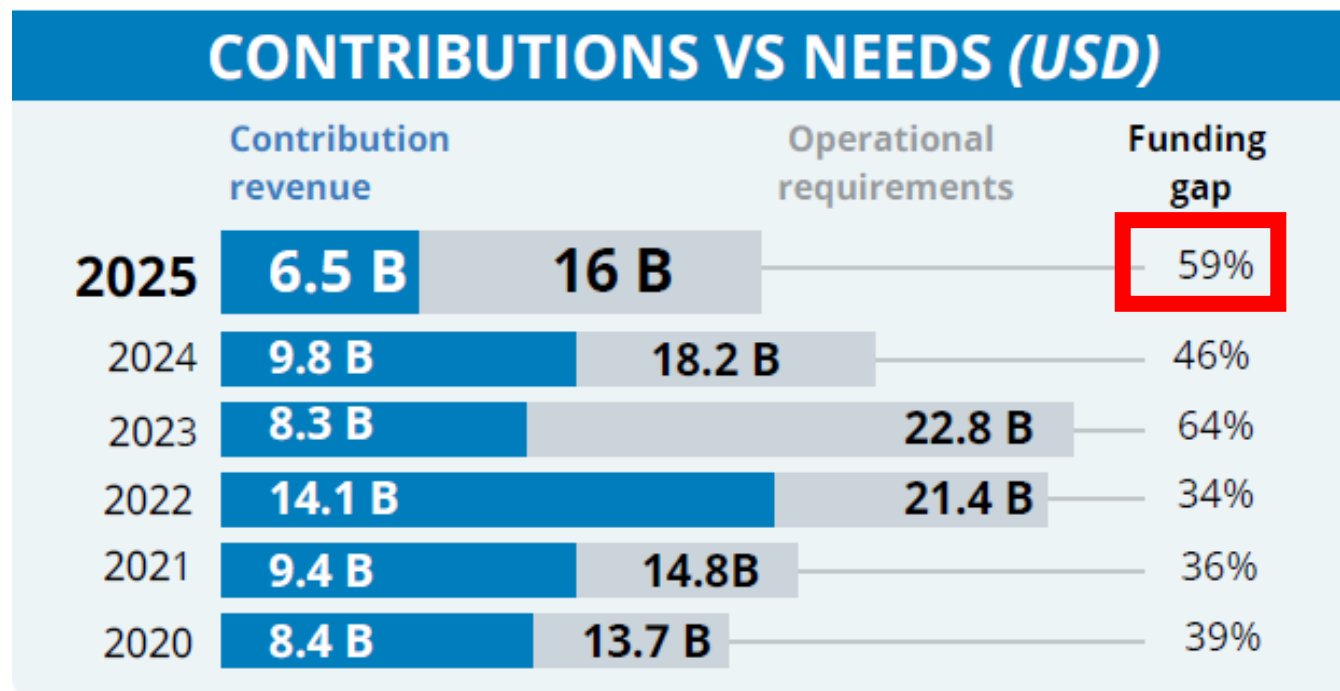
Needs and funding shifts reflected in original and updated MP 2025-2027

- 1. A sharp increase** in operational requirements from 16.9 B to 19.1B combined with a **significant decline in income**, required substantial reprioritization of activities and delivery.
- 2. The implementation** plan, updated in June from USD 8.8 B to USD 9.4 B reflects **higher use of carry-over balances**, which partially offset the reduced contribution forecast and enabled a modest increase in planned delivery.
- 3. The PSA budget** was reduced (-10%), reflecting cost-containment measures and alignment with the lower funding outlook (USD 6.4 B contribution forecast).
- 4. Direct expenditures** of USD 7.8 B supported operations that enabled assistance to 121 million people.

*Reference: Draft APR 2025, Table II.2 and Table II.3, and Management Plan (MP) - Original November 2024 EB session approved and updated in the June 2025 EB session.*

# Humanitarian needs far exceeded available resources

Changes in 2025 financing shaped delivery



*\*Total contributions raised before end-year accounting adjustments*

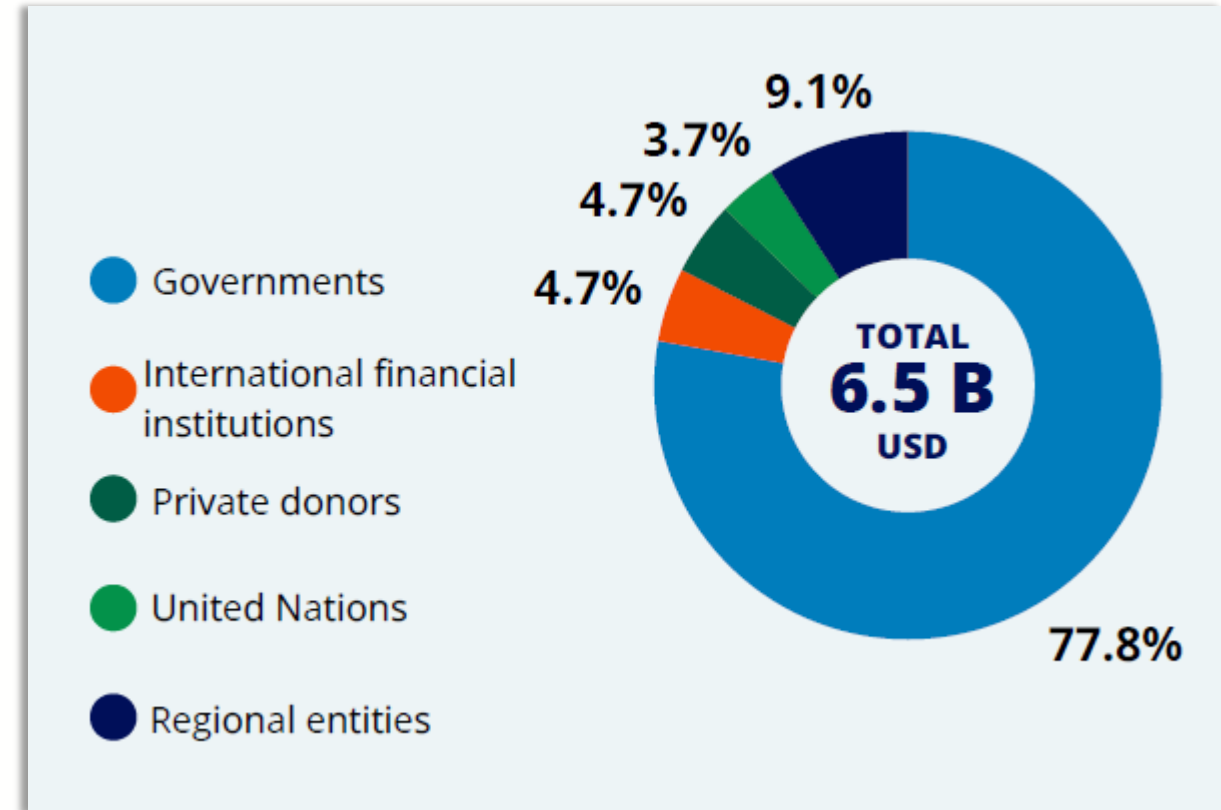
Confirmed contributions:

- **Fell by 33%** from USD 9.8B (2024) to **USD 6.5B** in 2025
- Covered **only 41%** of Operational Requirements – leaving a **funding gap of 59%**
- **Flexible funding** (USD 850 million) **declined by 23%, reducing the ability to absorb shocks** (13% of total contributions)
- **UN funding contracted sharply** - CERF from USD 133 M in 2024 to **USD 77 million**

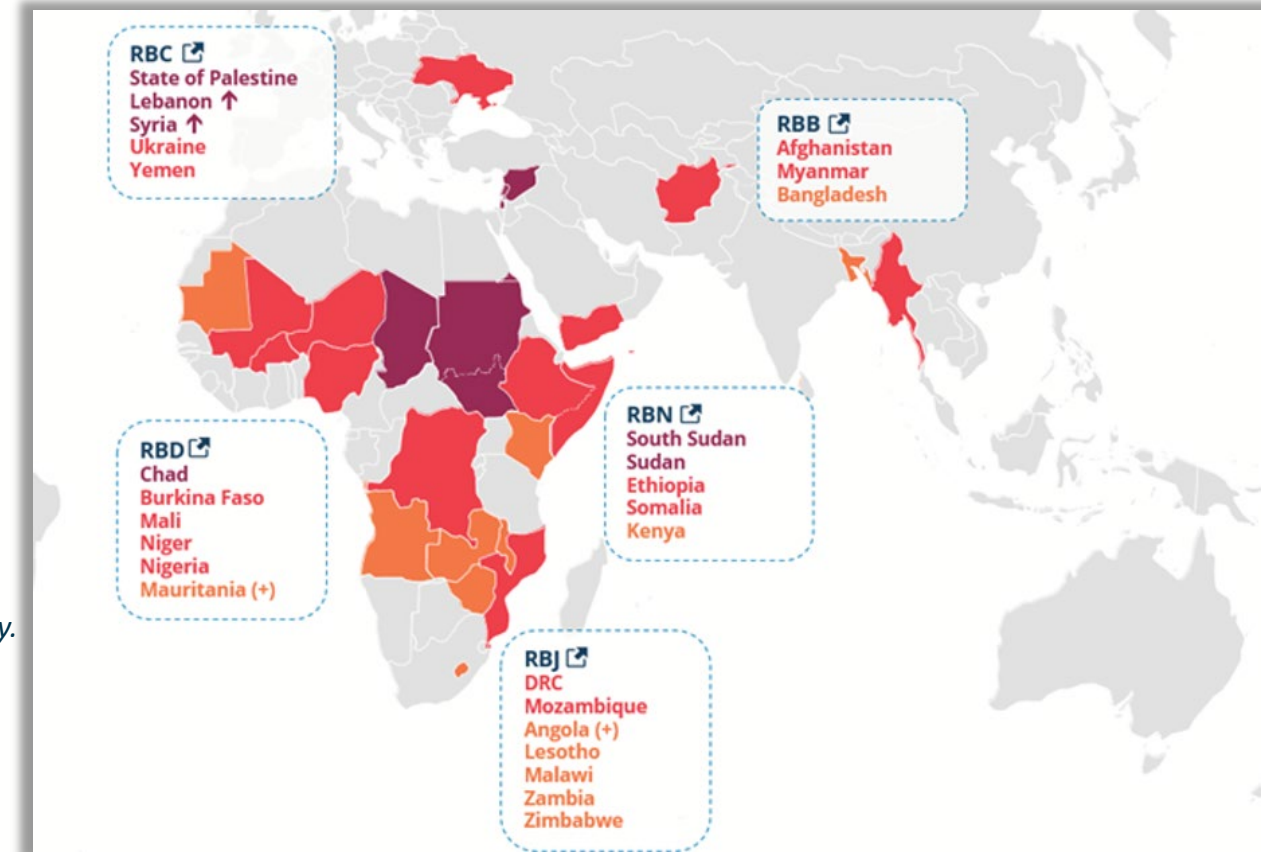
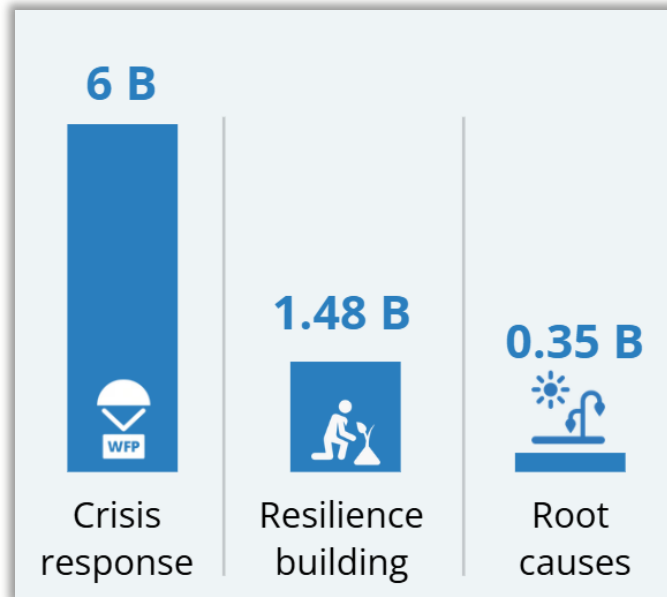
# Contributions by source

Contributions remained diversified, but concentrated among a small number of donors, reinforcing the value of flexible funding and early commitments

- **113 funding sources**
- **US, EU Commission and Germany** were the top three public sector partners in 2025 (60% of public sector donor contributions)
- WFP signed 125 agreements with **61 programme countries** for a total value of USD 843M in revenue, including IFI-financed programmes
- WFP mobilized **USD 310 million** from the private sector
- More than **USD 200 million** mobilised specifically for climate and resilience programming



# Expenditures prioritized humanitarian assistance and crisis response

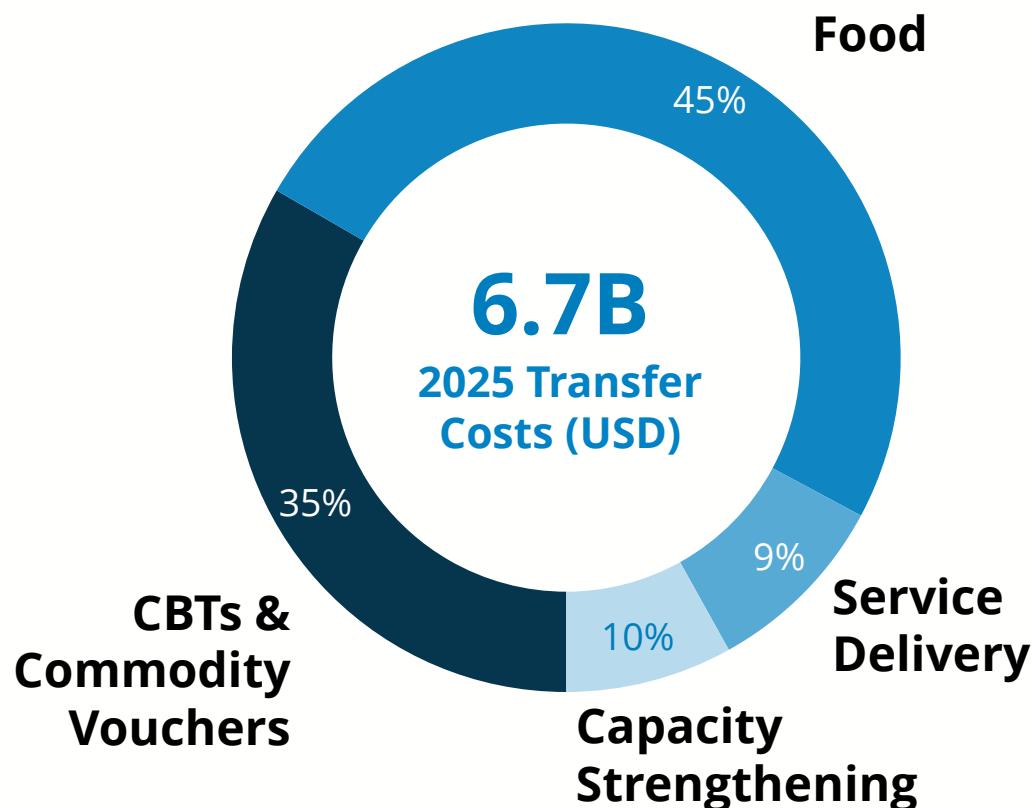


Direct expenditures exclude indirect support costs which are approved and reported on separately.

- **Direct expenditures: USD 7.8B** (USD 8.4B in 2024)
- **Crisis response accounted for 76%** of expenditures, reflecting prioritizing of most resources to life-saving assistance
- **Resilience building** and **root causes** accounted respectively for **19%** and **5%** percent of total expenditures.

# Transfer values and associated costs

Food, cash and vouchers continued to be WFP's primary transfer modalities



Transfer and associated costs	IP (USD millions)	Expenditures (USD millions)	%
Food	3 583	3 023	38.6%
CBTs & commodity vouchers	2 595	2 364	30.2%
Capacity strengthening	796	675	8.6%
Service delivery	641	628	8.0%
<b>Total transfer value</b>	<b>7 615</b>	<b>6 690</b>	<b>85.4%</b>
Implementation costs	728	670	8.5%
<b>Total direct operational costs</b>	<b>8 343</b>	<b>7 360</b>	<b>93.9%</b>
Direct Support Costs (DSC)	524	474	6.1%
<b>Total Direct Costs</b>	<b>8 867</b>	<b>7 834</b>	<b>100%</b>
Contributions		6 520	

# Q & A

**1**

**INTRODUCTION**

**2**

**FUNDING AND  
EXPENDITURES**



**World Food Programme**

# 3. PROGRAMME PERFORMANCE

## Results delivered under constraints

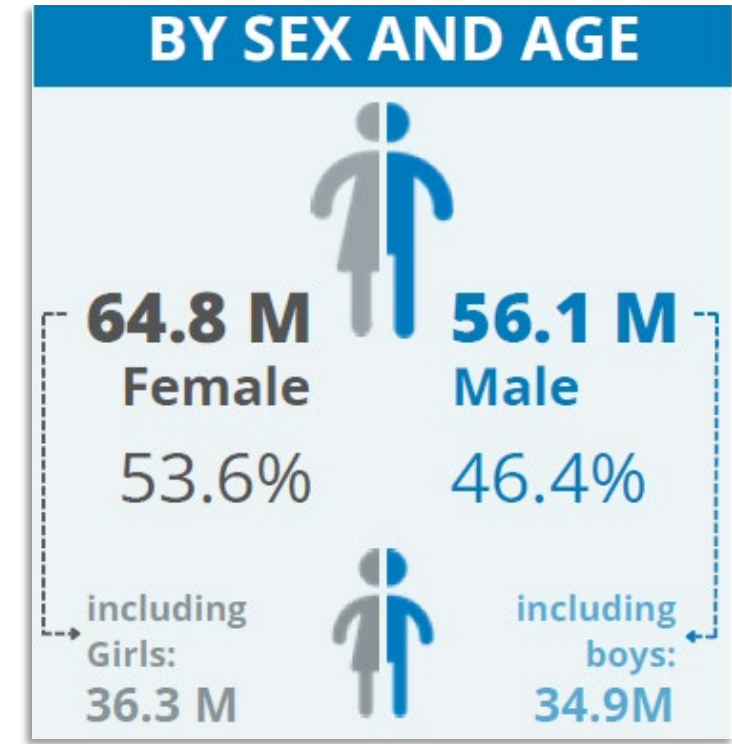
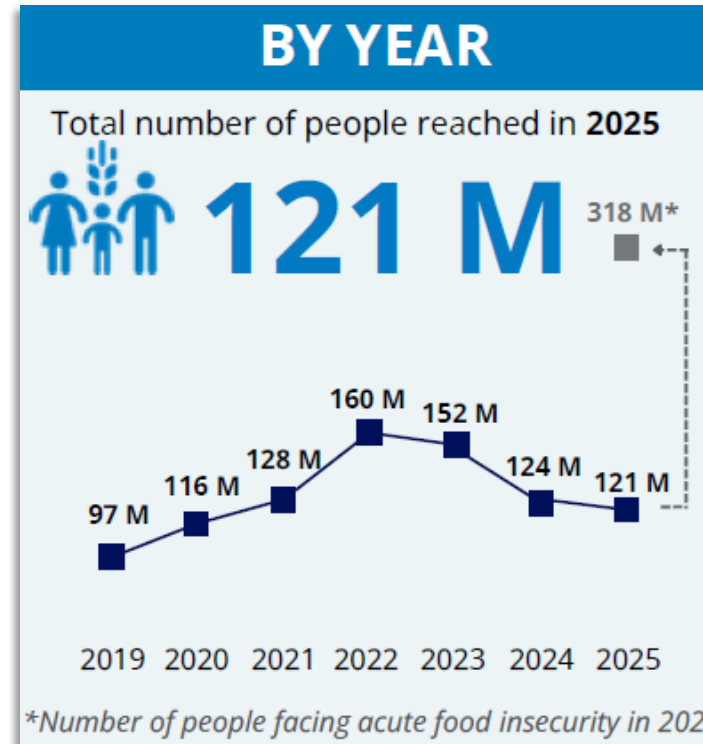
**ANNEX III-A:** Methodology for beneficiary counting and reporting

**ANNEX III-B:** Methodologies for assessing performance of outputs, outcomes and cross cutting priorities

**ANNEX III-C:** Results against outcomes, outputs and cross-cutting priorities

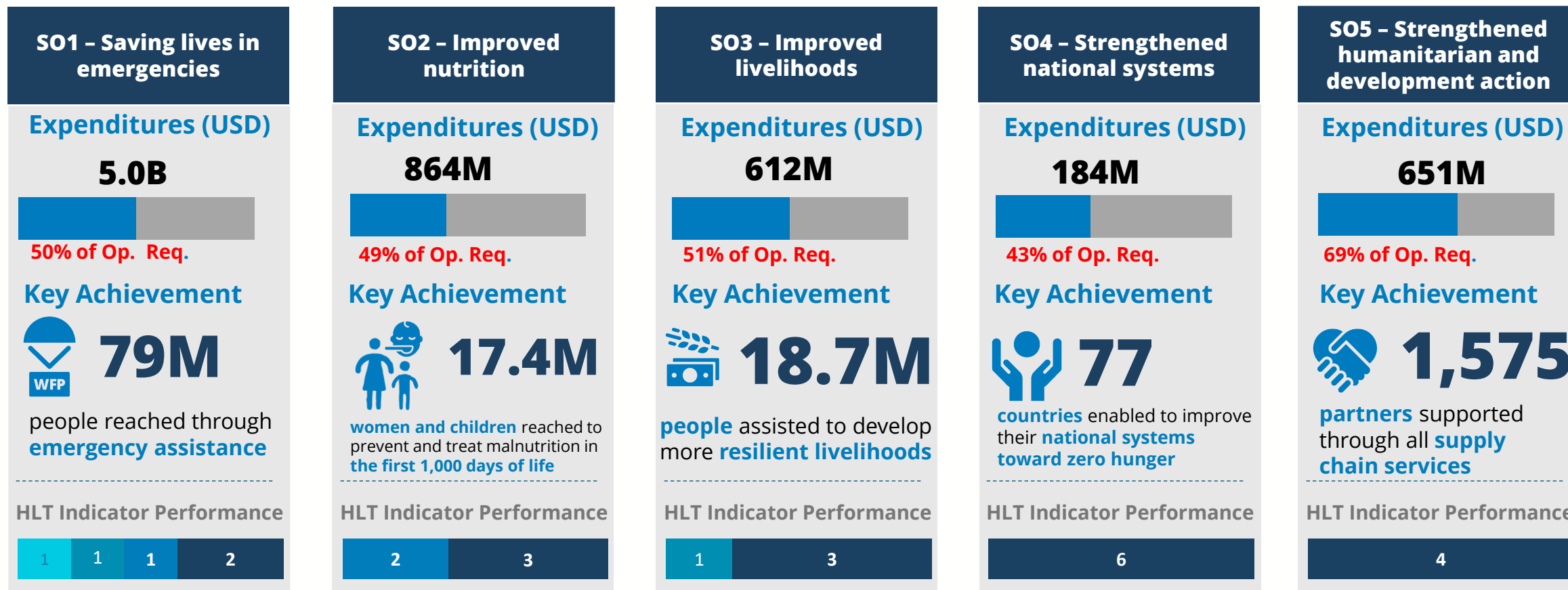


# Beneficiary reach



Beneficiary reach captures all the people assisted regardless of the level of assistance provided.

# WFP's performance against its high-level targets



Actual Needs

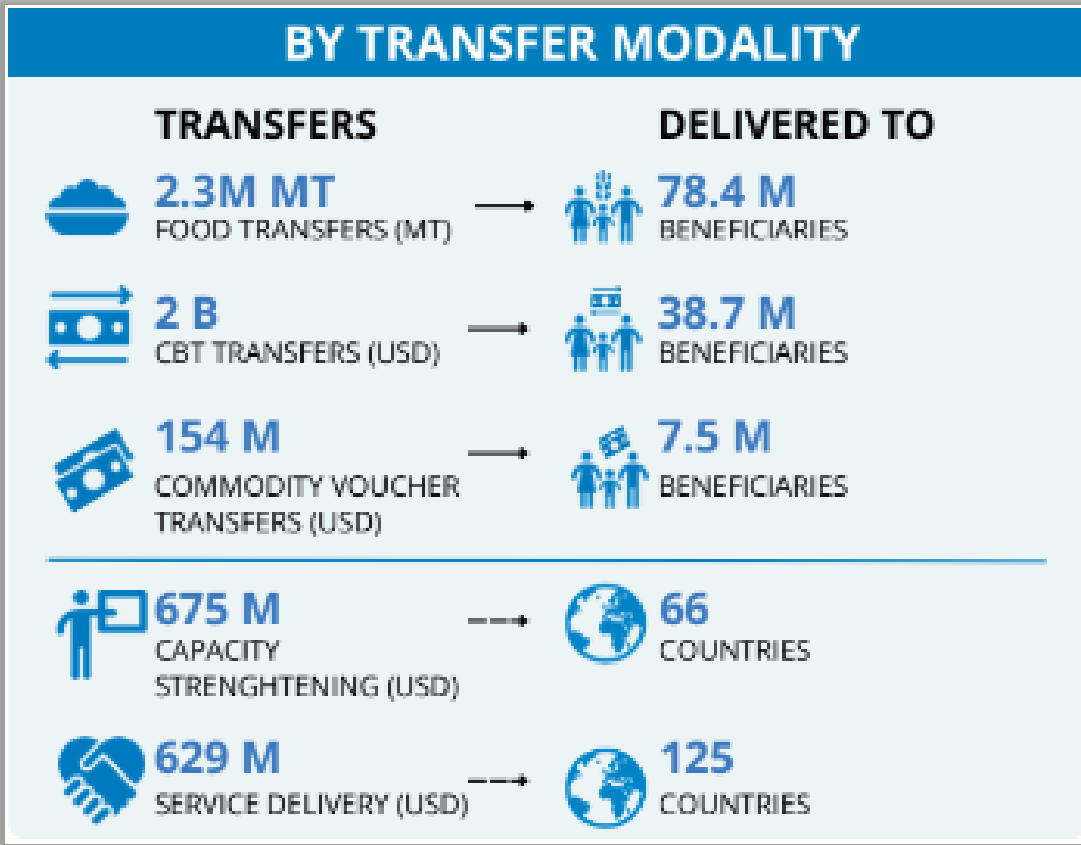
<25% ≥25-50% ≥50-75% ≥75%

*\*share of indicators by performance threshold*

# Transfer modalities and their beneficiaries

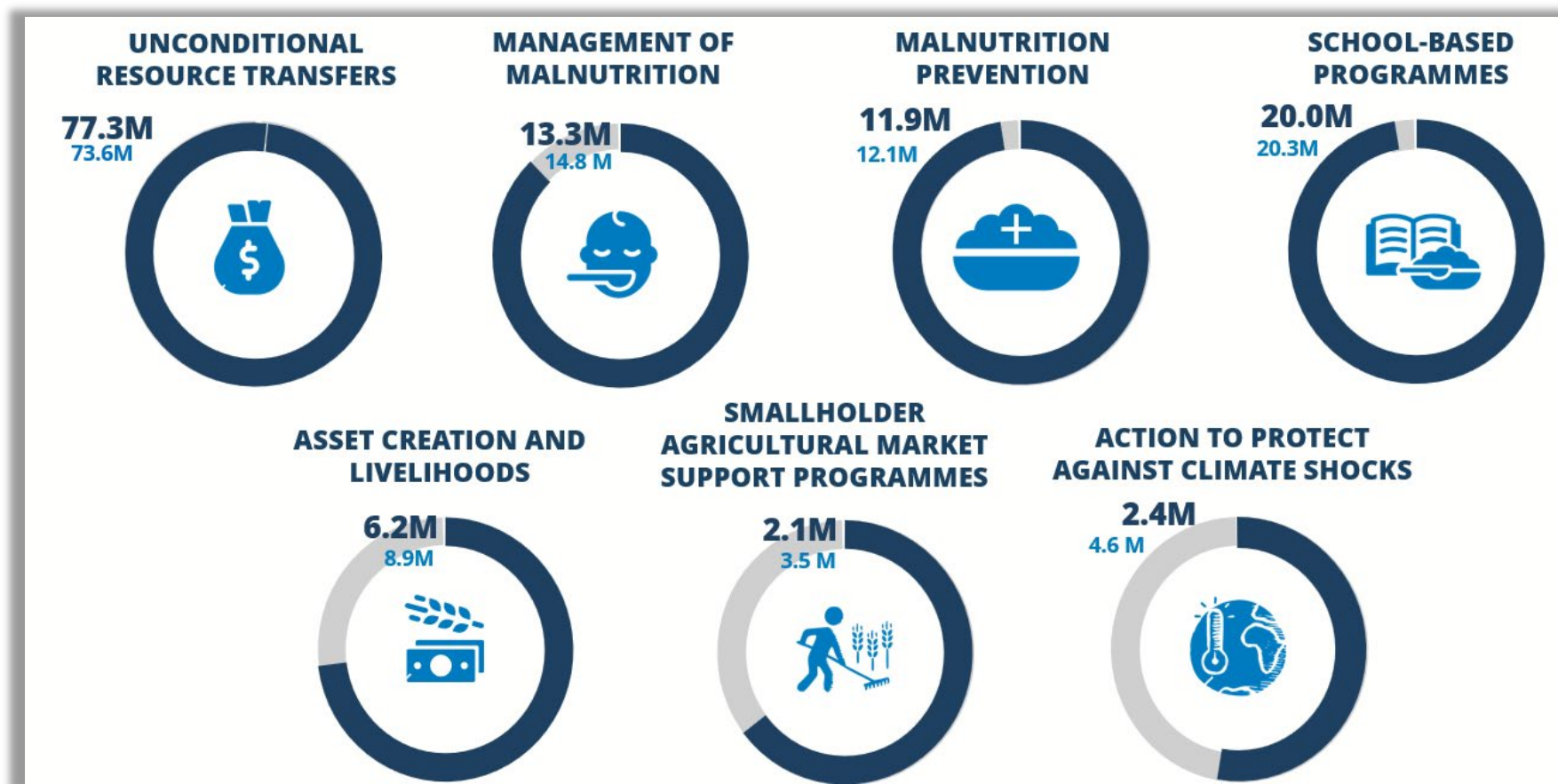


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**Modality** choice reflected market functionality, access constraints and funding availability

# Number of beneficiaries assisted in each of WFP's programme areas



2025  
Actual

2025  
Planned

# How funding cuts affected beneficiaries

Reduced funding required trade-offs between beneficiary reach, transfer sizes and assistance duration



**Operational reach declined** globally by 3.5 million people compared to 2024.

Under funding constraints, **WFP prioritized unconditional emergency assistance**, but the **intensity of unconditional assistance reduced** compared to 2024.

**Assistance duration** reduced for all other programme areas compared to 2024.

The **actual level of assistance** was far below beneficiary needs: WFP distributed only **47%** of its **planned food and CBT**, as resources, access and security constraints, and even suspension of operations limited continuous delivery.

WFP prioritized responding to several crises

Conflict remains the dominant driver, compounded by economic collapse (e.g., Yemen) and constrained access

- **Catastrophic/famine-like conditions (IPC/CH Phase 5) (HLT 1)** were present in **six countries**
- **Assisted 79 Million beneficiaries** living in emergency conditions
  - *25% of population in need*
- **(HLT 1.2)** 53% of women and children in need reached with services to prevent and treat wasting – *Target 70%*
- **(HLT 1.3)** Only **13% of rations met minimum nutritional adequacy** - *Target 80%*
- **(HLT 1.5)** **Median time to first transfer after sudden-onset emergency: 2 calendar days** – *Target 3 days*

Syria

Sudan

State of Palestine

Yemen

Haiti

South Sudan

WFP delivered assistance at scale despite record needs and tighter resources

**Rising needs, funding cuts** (*over 40% in many country offices*), and **access constraints** **widened gaps between nutritional needs and coverage, despite prioritization.**

- **(HLT 2): 36.7 M or 80%** women and children with access to health, nutrition and education services - *Target 46M*
  - **25M+** people assisted in 55 countries to prevent and treat malnutrition
  - Only 35% of 9 billion planned rations, included fortified cereals; a key determinant of nutritional adequacy, in particular for refugees, displaced populations, and those in acute emergencies.
  - Strengthened its engagement in the Nutrition Clusters and optimized use of specialized nutritious foods
- **(HLT 2.2) School meals: 119 million children** in 78 countries reached through governments/partners (technical support), exceeding target; WFP directly supported **19.3 million** children – *Target 21 million*

Building stronger futures through resilience

## ASSETS CREATION AND LIVELIHOODS (HLT 3.1)

Improved assets and enhanced ecosystems strengthened livelihoods for **6.2 Million people**

*Target 15 M people*

## SMALLHOLDER AGRICULTURAL MARKET SUPPORT (HLT 3.2)

**2.1 Million smallholders** benefiting from improved value chains and stronger market services

*Target 1.5 M people*

## ACTION TO PROTECT AGAINST CLIMATE SHOCKS (HLT 3.3)

**10.3 Million people** protected from climate hazards and weather extremes

*Target 9 M people*

- WFP strengthened resilience in **56 countries** to improve livelihoods and natural resource management.
- Strong partners' demand, investment in agrifood systems and the scalability of WFP's approach, drove results in the areas of markets' access, post-harvest management and livelihoods for smallholders.
- Operational access constraints and reduced resources limited participation in FFA programmes.

# SO4

# National programmes and systems are strengthened

Supporting National Capacities

- **HLT 4:** Support to national systems in **77 countries** resulted in strengthened national capacities to enhance food security and nutrition – *HLT target achieved*
- **HLT 4.1:** **78 countries** better prepared for and able to respond to emergencies with WFP's support
- **HLT 4.4:** **107 countries** strengthened commitments to school meals. **119 million children** reached
- National stakeholders mobilized **USD 1.1 billion**, with WFP's support, to improve food security systems and services.
- WFP's technical support contributed to improved food security and nutrition programmes for an estimated **869 million indirect beneficiaries**

# Humanitarian and development actors are more efficient and effective

Global humanitarian supply chain services in the hardest-to-reach areas

*HLT targets achieved*

**WFP contributes effectively to the wider system operating**



- 136 ships



- over 100 flights

- over 4,300 trucks



**Daily avg.**

**240K**

Passengers transported by UNHAS **Annually**

**1,575**

Partners supported 

through all of WFP supply chain and delivery services

**USD 1.34B**



Value of logistics services (shipping, aviation etc.)

**USD 1.04 B**



Value of Goods & Services procured

# Cross-cutting priorities maximize the quality, effectiveness and sustainability of our programmes

These measures strengthened quality and accountability

## Protection and accountability to affected populations



### Dignity, safety, and access

**87 percent** of country offices met minimum **Community and Feedback Mechanism (CFM)** functionality standards, with over 2.9 million feedback cases reported in the year

## Gender equality and women's empowerment



### gender in humanitarian action

**21 Country Offices** adopted the **Framework on Accountability for Results (FAR)** which guides progress towards equality and women's empowerment, address their barriers and build sustainable livelihoods.

## Social and environmental safeguards



### 55 country offices

**implemented environmental and social safeguards (ESS).**

Through enhanced corporate capacity for the application of, and compliance with ESS procedures, **55 country offices** were able to meet donors' requirements for safeguards.

## Nutrition Integration



### 80% of beneficiaries

Strategic partnership expanded access to **fortified food and production of locally produced fortified rice** reaching 2.48 million people, strengthening national fortification production capacity in Bangladesh, Sri Lanka, Nepal, and Pakistan.

# Q & A

**3**

**PROGRAMME  
PERFORMANCE**

# 4. MANAGEMENT PERFORMANCE

**Enablers, efficiency and oversight**

**ANNEX IV-A:** Methodology for beneficiary counting and reporting

**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 GA resolution 75/233 on the QCPR of the UN

**ANNEX VII:** WFP Employees at 31.12.2025



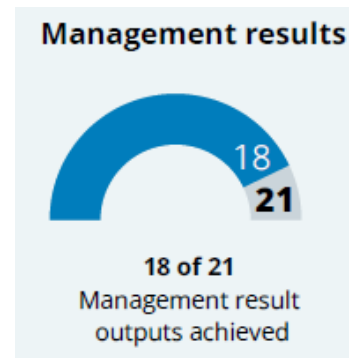
# Management performance supporting operations

Planned baseline budget by management results

Management result	Management result achievement status	Original planned baseline budget (USD million)
1 – Effectiveness in emergencies	Achieved	115.4
2 – People management	Achieved	88.4
3 – Engage in effective partnerships	Exceeded	137.1
4 – Effective funding for zero hunger	Achieved	102.2
5 – Evidence and learning	Achieved	96.8
6 – Leverage technology	Achieved	81.1
7 – Leverage innovation	Exceeded	18.6

## Key highlights:

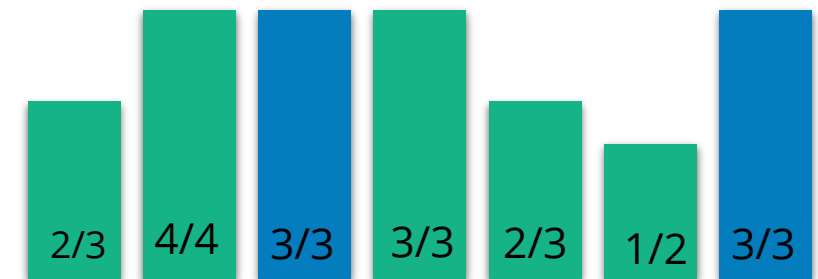
- Performance management delivered despite funding reduction
- Achievement reflects preservation of **essential management enablers and output**



## Performance by Management Result and Output

Exceeded/ achieved/ not achieved

■ MR 1 ■ MR 2 ■ MR 3 ■ MR 4 ■ MR 5 ■ MR 6 ■ MR 7



## Key performance indicators



## Efficiency gains KPI

**USD 235.6 M**

generated through a portfolio of **52 efficiency projects**, exceeding the USD 169.9 million KPI target, plus **USD 8.2 million** in additional system-level efficiency gains enabled by WFP

# Budgetary highlights

- **PSA expenditures** totalled **USD 432.3 million**, a further 10% reduction of the overhead budget (USD 47.7 million). 2024 PSA had been reduced by 15%.
- Resources from the **General Fund** allowed:
  - support to country offices during the transition;
  - replenishment of the IRA; and
  - investment in the individual fundraising model.
- **USD 55.5 million** invested in **12 Critical Corporate Initiatives** enhanced emergency effectiveness, workforce capability, organizational efficiency and partnership engagement.

# Organizational highlights

Changes strengthened institutional readiness



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- **Staffing and reorganization updates** - teams and activities adjusted to the new organizational structure and PSA budget; **NEW global headquarters model** enhanced effectiveness eliminating duplication and addressing fragmentation.
- The **reassurance plan** strengthened financial management, internal controls and oversight.
- Organizational changes are aligned with **UN80 reform agenda, reinforcing efficiency, simplification, shared services and strengthening WFP's** contribution across the UN system
- **NEW Strategic Plan and CRF 2026-2029** – a robust new foundation to guide WFP's effective response to future humanitarian challenges.



# Q&A THANK YOU