

ANNEX III-B: REPORTING ON CRITICAL CORPORATE INITIATIVES

In 2015, the Executive Board endorsed use of the programme support and administrative (PSA) equalization account for critical corporate initiatives. Since then, WFP has used critical corporate initiatives to strengthen its systems and workforce and improve the delivery of services to food-insecure people.

- The table below lists the critical corporate initiatives and budgeted investments approved in the management plans for 2019–2021 and 2020–2022. In 2020, USD 39.7 million was approved for five critical corporate initiatives with total expenditures of USD 41.1 million. Two of these initiatives were continued from 2019 with renewed funding in 2020, and three new initiatives, apportioned over two years, were established. An additional three projects had ongoing activities in 2020 for which carry-over balances from 2019 were used.

| | Critical Corporate Initiative | Initial Timeframe (years) | Budget approved in Management Plan (USD M) | | Expenditures | |
|--------------|-------------------------------------------------|---------------------------|--------------------------------------------|-------------|--------------|--------------|
| | | | 2019 | 2020 | 2019 | 2020 |
| ✓ | Integrated Road Map (COMPLETE) | 1 | 10.0 | - | 9.8 | 0.2 |
| On-going | Workforce 2020 | 2 | 11.1 | - | 1.5 | 2.4 |
| | WFP 2030 Fund | 2 | 15.0 | - | 0.7 | 4.2 |
| | Cash and Digital Platform | 2 | 20.0 | - | 10.9 | 8.7 |
| Renewed | Systems Integration and IT-Enabled Efficiencies | 1 | 5.0 | 11.0 | 4.7 | 6.6 |
| | UN Reform | 2 | 8.2 | 8.1 | 4.6 | 4.2 |
| New | Programme/partnership support | 2 | - | 2.5 | | 0.9 |
| | Private sector strategy | 2 | - | 13.1 | | 12.6 |
| | Workplace culture/ethics | 2 | - | 5.0 | | 1.6 |
| TOTAL | | | 69.3 | 39.7 | 38.8* | 41.1* |

*Expenditures Total aligns with statement V of WFP Financial Statements, accounting for CCI extensions approved from 2017 and 2018, but not listed above ~USD 6.8 million in 2019 total. Retroactive payroll postings ~USD 0.4 million in 2020 not shown in table.

- The following matrix provides detailed reporting on all active critical corporate initiatives (CCIs), including those funded in 2019 with activities continuing in 2020. Please refer to the chapter on management performance in Part III of the main document for an overall summary of critical corporate initiatives.

2020 annual performance report



REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workforce 2020 | | |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|
| Top milestones and results achieved in 2020 | Top 3 milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | <p>Milestone/result 1:</p> <ul style="list-style-type: none"> • Programme Learning Journey • The Programme Learning Journey (PLJ) was adapted to the COVID-19 emergency situation. Workshops were conducted virtually instead of face-to-face, enabling learners to engage at their personal workstations. The PLJ continues to provide an engaging and interactive learning experience in a safe and inviting virtual space without overburdening staff who are already stretched to the limit of their capacities. In 2020, four rounds of the PLJ were delivered, targeting 70 staff members and culminating with two workshops in July 2020 and two in December 2020. By the end of 2020 more than 400 staff members of the global programme and policy workforce had graduated from this unique learning journey. | | People and culture Programme excellence |
| | <p>Milestone/result 2:</p> <ul style="list-style-type: none"> • Regional workshops on implementation of the school feeding strategy • Funds were allocated to supporting the regional bureaux for Western Africa and Asia and the Pacific in developing the regional school feeding implementation plans. • At the Regional Bureau for Western Africa, budget was allocated to supporting national consultation processes in several country offices, including Nigeria and Togo. These processes, enabled key staff to be involved in reviewing data collection instruments for qualitative and quantitative research and in discussions with national government counterparts and partners – including through the coordination of interviews with relevant national stakeholders – while generating analysis that has facilitated the drafting of country | | People and culture Programme excellence |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workforce 2020 | | |
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| | <p>concept notes for the regional implementation plan. The national consultation processes are helping to build the knowledge and capacity of country office staff, enabling them to gain new skills in technical assistance such as engagement with stakeholders and government counterparts on strategic discussions of a long-term vision for and the positioning of school feeding programmes.</p> <ul style="list-style-type: none"> • At the Regional Bureau for Asia and the Pacific, funds were used to conduct a review with Oxford Policy Management of the wider relevance of on-site (traditional) school feeding programmes in settings where education is facing continued disruption, the numbers of children out of school are expected to increase, and fiscal space for safety nets is expected to decline as governments grapple with large budget deficits. The review has exposed country office staff to the challenges faced by government officials responsible for reopening schools, contributing to a better understanding of national, regional and global efforts in school reopening and of the sustainability of school feeding programmes. A portion of the funds was used to cover consultancy costs related to innovative policy analysis on school health and nutrition, building the capacity of country office staff to gather evidence for the regional bureau implementation plan through research in country policy analysis papers. | | |
| | <p>Milestone/result 3:</p> <ul style="list-style-type: none"> • Mobilize WFP for global nutrition action • Capacity to create and strengthen nutrition-related technology and innovation platforms: In 2020, WFP conducted a lessons learned workshop on the SCOPE conditional on-demand assistance (CODA) system in Uganda, which was attended by representatives of WFP's partners and stakeholders including government | | People and culture Programme excellence |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workforce 2020 | | |
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| | <p>entities, cooperating partners, academic institutions and development partners. Webinars have been carried out for the nutrition community worldwide on topics such as SCOPE CODA, MEZA technology for the collection and transmission of nutrition and health data, digitalization of school feeding programmes, nutrition costing tools, and data protection for beneficiaries. A SCOPE CODA training plan has also been developed.</p> <ul style="list-style-type: none"> • Capacity strengthening to improve management of supply chains for specialized nutritious foods: The webinar training on specialized nutritious foods (SNFs) aims to strengthen the capacity of WFP staff managing SNFs. Through the CCI, approximately 130 staff members in three regions (Asia and the Pacific, Eastern Africa and Southern Africa) working in cross-functional areas such as nutrition, food safety and quality assurance, budget and programming, planning, logistics and procurement have completed the training so far. • Nutrition in emergencies capacity strengthening: The Nutrition Division is working closely with an external company on developing a nutrition in emergencies online simulation of five modules. Work includes building on various resources and designing a game structure and mechanics in a straightforward and logical flow that is immersive and engaging for learners. The project has three main phases – establishment of a training architecture, development of scripts and a storyboard, and visual production – of which the second is nearing conclusion. The expected final delivery date is June 2021. | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workforce 2020 | | |
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| Performance outcomes | Performance outcomes | 2020 target | 2020 year-end value |
| | Please see above for outcomes. | | |
| Rationale for any unspent balances | <p>CCI Workforce 2020: The Workforce 2020 initiative is a high-priority, multi-year investment originally approved for a period of two and a half years. The initiative contributes to three of the Executive Director's six priorities, and its implementation has been recommended in several internal and external audit and evaluation reports and is strongly encouraged by the Board.</p> <p>The majority of funds for the CCI are intended for the procurement and implementation of a human capital management platform for which a tender was issued and offers were received in the first quarter of 2020. However, activities were interrupted from March to September 2020 owing to the COVID-19 pandemic, and initial funding was allocated to the Human Resources Division (HRM) in June 2019 instead of January 2019.</p> <p>The systems integration CCI is a joint initiative among the divisions of human resources (HRM), supply chain operations (SCO), corporate finance (FIN), administration, and technology (TEC). A joint request for an extension of funding into 2021 is requested for HRM, in part for the global services management tool (GSMT) project, which has two phases. In the first phase HRM launched the GSMT to WFP's payroll community globally on 1 June 2020 – the AskHR support tool was key to the success of the GSMT. In the second phase, use of the GSMT is being extended to the human resources function in the field. Following a delay caused by COVID-19, work with regional designated focal points resumed in October 2020. The plan is for roll out to one or two regions by June 2021 and the remaining regions by December 2021.</p> <p>Following a significant technical upgrade of the WFP self-service platform (WSS) that the Technology Division (TEC) had to perform to enable the WINGS upgrade, automation of the following 2020 CCI deliverables will likely be possible only in 2021: home/family leave, rest and recuperation, and the new optimized solutions for monthly subsistence living sums and danger pay. Together with the COVID-19 pandemic, this delay has limited the change management activities that HRM will carry out in 2021.</p> | | |
| Outstanding results to be achieved for completion of the CCI programme | <ul style="list-style-type: none"> • Programme learning journey – assist targeted current and potential future programme leaders in acquiring relevant knowledge and skills that help them to be more successful in their jobs and achieve greater impact in support of the 2030 Agenda. • Quality programme design in complex environments – maximize the impact of WFP's work at the humanitarian–development–peace nexus. • Building capacities in resilience strengthening | | |

2020 annual performance report



REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | WFP 2030 Fund | | |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Top milestones and results achieved in 2020 | Top 3 milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: <ul style="list-style-type: none"> • Third call for applications to 2030 Fund | | Programme excellence |
| | WFP 2030 Fund Secretariat received 13 proposals for Round 3 at a total value of USD 6 million | Not applicable | |
| | Milestone/result 2: <ul style="list-style-type: none"> • WFP 2030 Fund Committee review and prioritization | | Programme excellence |
| | In March 2020, the WFP 2030 Fund Committee approved 10 proposals at a total value of USD 4.6 million | Round 3 funds utilized: USD 0.2 million (actual and commitments) | |
| | Milestone/result 3: <ul style="list-style-type: none"> • First biannual update on consolidated 2030 Fund implementation provided to the 2030 Fund committee and co-chairs in July 2020 • 2030 Fund final reporting template developed and shared with field-based focal points | | Programme excellence |
| | <ol style="list-style-type: none"> 1. Total funds released (rounds 1, 2 and 3): USD 15 million 2. Reporting template developed and shared with field-based focal points | <ul style="list-style-type: none"> • Total funds utilized: USD 5.5 million (actual and commitments) | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | WFP 2030 Fund | | |
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| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | 2030 Fund fully allocated | <ul style="list-style-type: none"> USD 15 million for all the proposals | <ul style="list-style-type: none"> USD 15 million |
| | Reporting and monitoring activities implemented | <ul style="list-style-type: none"> Biannual implementation update for the 2030 Fund committee Reporting template for project owners in the field | <ul style="list-style-type: none"> Implementation update submitted to the 2030 Fund committee in July 2020 Field reporting template developed and disseminated to all project owners |
| | Unspent balances carried over to 2021 owing to delays in project implementation caused by the COVID-19 pandemic | <ul style="list-style-type: none"> USD 9.5 million (available budget) | <ul style="list-style-type: none"> USD 9.5 million |
| Rationale for any unspent balances | <p>The activities being implemented under the 2030 Fund CCI are already demonstrating their added value in supporting country offices' repositioning efforts within the framework of their CSPs. The focus of the proposals has been varied and included activities for repositioning country offices to support national capacity building, operationalizing the humanitarian-development-peace nexus and undertaking a strategic shift in WFP's focus at the country level through activities such as innovations in the area of climate resilience that shift WFP's role from implementor to enabler.</p> <p>To date, the 2030 Fund has also had a multiplier effect in enhancing overall programme effectiveness. For example, the proposal from the Congo country office secured a multi-year USD 10 million contribution from the Climate Adaptation Fund (United Nations Framework Convention on Climate Change – UNFCCC), from an initial investment of USD 53,000 from the 2030 Fund (the total size of the fund is USD 15 million). The resources secured from UNFCCC have strengthened strategic outcome 3 of the Congo CSP by increasing support for smallholder farmers through adoption of diversified, sustainable agricultural practices that improve productivity, incomes, livelihoods and nutrition; enhanced adaptive capacities through better understanding of the impacts of climate change and variability, risk management, and the adoption of improved, climate-resilient practices; and increased access to storage infrastructure that results in reduced post-harvest losses and increased access to markets and incomes.</p> <p>The Togo allocation has enabled the WFP country office to reposition towards food systems and further diversify its partnerships. The partnership for sustainable food systems in Togo project assessed the capacities of local producer organizations and mapped producers geographically according to their production capacities and market access challenges. The mapping aims to facilitate local producers' access to markets, including potential links to school canteens.</p> <p>Resources from the 2030 Fund provided the means that enabled the Gambia country office to lay the groundwork for the formulation of a project proposal that was successfully submitted to the Adaptation Fund under UNFCCC in August 2020. The project was approved in October 2020 and is titled the Rural Integrated Climate</p> | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | WFP 2030 Fund |
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| | <p>Adaptation and Resilience Building Project. The total of USD 106,665.12 spent from the 2030 Fund has leveraged USD 10,000,000 for the next five years. This has secured long-term funding for the country office, diversified the portfolio of donors and increased funding for critical strategic objectives – for which only limited funds were previously available – particularly for supporting smallholder farmers. This success in securing funding for a project lays the ground for the design and implementation of an integrated climate risk management approach to resilience programming based on WFP’s model Rural Resilience Initiative (R4), which will be introduced in the Gambia for communities affected by chronic food insecurity and vulnerability exacerbated by the impacts of climate change. The project has also allowed a shift towards the roll out of a large food assistance for assets portfolio in the country.</p> <p>As part of a mid-year review covering the first six months of 2020, in July the Operations Management Support Unit prepared a consolidated implementation update on the status of 2030 Fund allocations and implementation levels for countries in rounds 1 and 2, with specific attention to the impact of the COVID-19 pandemic. Based on feedback received from country offices and regional bureaux, the analysis highlighted the fact that 26 of the 31 approved proposals experienced substantial delays as a result of the COVID-19 emergency, which limited their ability to implement activities within the original timeframes. A delay in the start of activities was also observed in country offices receiving allocations through round 3 of the 2030 Fund, which were released at the end of March 2020 owing to the COVID-19 emergency. As a result, recommendations were put to the 2030 Fund committee and co-chairs proposing that all ongoing projects be granted extensions through December 2021 for the implementation of activities.</p> <p>The recommendations were approved in late 2020, with all available budgets carried over to 2021.</p> |
| <p>Outstanding results to be achieved for completion of the CCI programme</p> | <p>Most projects will be completed by the end of December 2021, with final reports to be submitted a month after project closure. However, preliminary indications suggest that a few countries, particularly those with approvals in the last round of funding in March 2020, may need a further no-cost extension until mid-2022 owing to the impact of the pandemic, which has significantly affected project implementation. The WFP 2030 Fund Secretariat will continue to monitor the situation and provide an update in due course.</p> |



2020 annual performance report

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Cash and the digital platform | | |
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| Top milestones and results achieved in 2020 | Top milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: Create a secure beneficiary identity and information management system | USD 1.9 million | Digital transformation Simplification and efficiency |
| | Selected achievements: <ul style="list-style-type: none"> • Guidance on beneficiary information management and privacy impact assessment. • 63.7 million identities secured in SCOPE, with 20.2 million “active” beneficiaries in 47 countries in 2020.¹ • Biometric registration of 27.7 percent of WFP beneficiaries in SCOPE • Iris biometrics for registration, deduplication and authentication through SCOPE • Registry interoperability established with UNHCR • Data analysis system for government strategy | | |
| | Milestone/result 2: Improve programme design and delivery | USD 5.4 million | Programme excellence Digital transformation Simplification and efficiency |
| | Selected achievements: <ul style="list-style-type: none"> • Guidance on essential needs analysis, transfer modalities and transfer value • Improved process for selection of financial service providers (FSPs) (including an improved assessment that facilitates timely shortlisting of FSPs), contracting process, decreased start-up lead times • 70.5 percent of CBTs distributed with digital support (USD 0.98 billion in CBTs supported through SCOPE in 2019 and USD 1.28 billion in 2020) | | |
| | Milestone/result 3: Enhance transfer delivery mechanisms | USD 2.2 million | Programme excellence Digital transformation Partnerships |

¹ Beneficiary and country figures include both CBTs and in-kind food assistance.

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Cash and the digital platform | | |
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| | Selected achievements: <ul style="list-style-type: none"> • Payment instrument tracking application minimum viable product (equivalent to an advanced prototype) • Legal templates finalized • WFP digital delivery mechanisms – mobile phone, SMS, e-voucher – expanded (with 2.81 million smartcards through 5,000 active terminals in areas without FSPs) • Secured digital links to Western Union, selected FSPs and mobile money operators (MMOs) | | |
| | Milestone/result 4: Increase assurances, safeguards, and risk management | USD 4 million | Digital transformation Programme excellence |
| | Selected achievements: <ul style="list-style-type: none"> • CBT assurance framework finalized • Reconciliation guidance finalized • Standardized complaints and feedback mechanism solution harmonized with SCOPE, operating in 17 countries • Biometric services enhanced • Cybersecurity and disaster recovery measures | | |
| | Milestone/result 5: Centralize data analytics and insights | USD 2.5 million | Digital transformation |
| | Selected achievements: <ul style="list-style-type: none"> • Data assurance team platform in place and being rolled out • Enhanced data analytics, with broader coverage globally • Market financial index, a market assessment tool for country offices, in place and being rolled out • SCOPE-enabled data linkages that allow rapid modality changes in response to COVID-19 pandemic | | |
| | Milestone/result 6: Increase capacity strengthening | USD 3.6 million | Simplification and efficiency |
| | Selected achievements: <ul style="list-style-type: none"> • New on-demand cash transfer service guidance and a technical solution were created in 2020 and will be used for CBT service provision activities and routed through country portfolio budgets instead of the CBT special account. • CBT functional workforce mapping • Technical rosters launched • Improved learning and development programme (SCOPE Academy) with more than 1,700 people trained • Blended learning opportunities delivered to the field (SCOPE Academy and CBT learning series) | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Cash and the digital platform | | |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------|
| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | <ul style="list-style-type: none"> • Complete registration processes and toolkits are delivered to country offices. Through WFP's complaints and feedback mechanisms, beneficiaries can access the information that WFP holds on their behalf. • Frameworks for enhanced data safeguarding, lifecycle management and security mechanisms for the protection of beneficiaries' personal data are in place, and relevant design tools are available for use by country programmes. • Principles for the beneficiary data lifecycle standards approved by the data management committee. | n/a as these were all designed to be delivered over two years | Complete |
| | <ul style="list-style-type: none"> • SCOPE is implemented as appropriate in prioritized countries. • Key process improvements in agile development, service management, knowledge sharing and business support are accomplished. • SCOPE and related services are available 99.95 percent of the time, and customer-centred support services are available 24 hours a day and seven days a week. • Service portfolio is in place and established. • SCOPE technical services and changes are complemented by business support packages when deployed to country offices. | n/a as these were all designed to be delivered over two years | Complete |
| | <ul style="list-style-type: none"> • WFP cash systems are interoperable with those of Western Union as sole WFP global service provider, and are globally accessible. Secure interoperable communication channels are in place for other FSPs. • In-kind solution crafted, designed and piloted in Zimbabwe. | n/a as these were all designed to be delivered over two years | Complete |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Cash and the digital platform | | |
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| | <ul style="list-style-type: none"> • Increased CSP compliance, with SCOPE reading COMET data and migrating interventions and cooperating partners. • WINGS access form with request for mobile access to the Global Equipment Management System included. • Reconciliation and triangulation implemented. • Solutions for complaints and feedback mechanisms implemented in requesting countries. • Digital assistance risk framework, including beneficiary management and cash risks supported by technical risk mitigation and controls. | n/a as these were all designed to be delivered over two years | Complete |
| | <ul style="list-style-type: none"> • Insights into data for analysis, improved operations and better decision making, reports designed, developed, implemented and available to country offices. • Operational insights for improved decision making guaranteed by roll-out to CBT countries. | n/a as these were all designed to be delivered over two years | Complete |
| | <ul style="list-style-type: none"> • Digital assistance changes are absorbed by country operations, and global IT capacity is being enhanced to support these changes. • Corporate digital assistance services engagement model discussed cross-functionally. | n/a as these were all designed to be delivered over two years | Complete |
| Rationale for any unspent balances | Evolving needs, especially considering the dramatic shift to teleworking and remote options for delivering CBTs, caused a few delays in the full roll-out and institutionalization of sub-deliverables. The minimal amount carried forward will be focused on creating guidance and support for embedding the solutions developed more completely in country office operations. | | |
| Outstanding results to be achieved for completion of the CCI programme | Outstanding work pertains primarily to further roll-out of the solutions developed, and their institutionalization. For example, new training materials will be developed for the on-demand cash transfer service guidance and technical solution, and an accompanying policy on implementation for the assurance framework will be finalized and rolled out. | | |

2020 Annual performance report



REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Systems integration and IT-enabled efficiencies | | |
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| Top milestones and results achieved in 2020 | Top 3 milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: <ul style="list-style-type: none"> Development of an integration layer for WFP's corporate systems and strengthening of the links between resources and results to inform decision making and increase transparency | USD 5.1 million (tracked as deliverable 1.A) | Digital transformation Simplification and efficiency |
| | <p><i>(Please note: this CCI was initiated in 2019 as a one-year project (USD 5 million), and was later extended into 2020 with an additional USD 11 million. USD 4.6 million of the total USD 16 million of CCI allocation has been carried over into 2021 for completion of the planned work.)</i></p> <p>In addition to the creation of a data integration layer and the ingestion of data from across the WFP landscape from WINGS and COMET, workflows have been created on the WFP data management, integration and operation platform, DOTS, to enable efficiency for field operations, and are paired with strong governance mechanisms that support security and data privacy.</p> <p>More than 25 endorsed and governed datasets have been released in the DOTS corporate data catalogue where all WFP staff can access them. These datasets represented the bulk of WFP's commodity and material movements through the supply chain from procurement to delivery, with data integrated from more than 250 datasets in WINGS, LESS and COMET.</p> <p>The assignment plan is the first field-led workflow created in DOTS in partnership with the Budget and Programming Division. The workflow is used by budget and programming officers across WFP's operations to allocate (programme) contributions and run real-time scenarios. To date, 2,525 assignment plans have been completed on the platform, and at the activity level 1 million mt of food and USD 1.4 billion in CBTs have been allocated, all programmed against 1,600 grants.</p> <p>To support the COVID-19 response, the Technology Division (TEC) and the Supply Chain Operations Division (SCO) leveraged supply chain datasets established in DOTS to provide a robust solution, Control Tower, for tracking shipments of personal protective equipment (with 2,282 service requests processed, 1,000 flights tracked, 158 countries served and 64,608 m³ of cargo tracked). SCO leveraged its data assets on DOTS by analysing use cases to provide further operational insights into stock movements, food incident reports and purchase orders.</p> <p>Data governance established on DOTS to support security, data privacy (Data Guardian), traceability and monitoring (health checks).</p> | | |
| | Milestone/result 2: <ul style="list-style-type: none"> Continued simplification and automation of WFP's core business processes | USD 5.9 million (tracked as deliverables, 5.A, 5.B and 5.C) | Simplification and efficiency |
| TEC has worked in partnership with the Corporate Finance Division (FIN), HRM, the Management Services Division (MSD) and SCO on prioritizing and automating manual processes and forms over the past two years. To date, 559,100 requests have | | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Systems integration and IT-enabled efficiencies |
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| | <p>been processed with an average lead time of six days. The total number of requests is distributed as follows:</p> <p>301,000 via the WSS platform;</p> <p>121,200 via the global service management tool (GSMT) service; and</p> <p>137,900 via the SAP Fiori application.</p> <p>The WSS and GSMT services are fully integrated, with a single entry point for all staff. The GSMT is now used by helpdesks and services in more than 36 countries across all six regions and at headquarters.</p> <p>Divisional achievements</p> <p>Human Resources Division (HRM)</p> <p>In 2020, more than 116,000 requests were processed with an average time of 6.5 days end-to-end compared with 83,000 requests and 7.5 days in 2019. Results from a global survey in November 2020 were positive, with 2,166 employees awarding a score of 4 out of 5 when asked "How satisfied are you with WSS?". In a WSS human resources questionnaire, nearly all users (95 percent of employees, timekeepers and 97 percent of human resources professionals) confirmed that WSS automation had freed up their time.</p> <p>Management Services Division (MSD)</p> <p>A total of 75 global services, 382 headquarters location-dependent services and 78 location-dependent services in country offices have been mapped and processes have been optimized with service catalogues established and translated into the EasyVista program.</p> <p>The global protocol services team at headquarters previously delivered 40 services through email or manual forms, with no case management or ticketing system and a corresponding lack of data for tracking service requests and performance. All 40 services have now been moved to WSS. In 2020, a total of 555 service requests were received through WSS and processed through the GSMT. Ninety-five percent of all United Nations Laissez-Passer are now requested online. This innovation was highly appreciated by users in 2020 and enabled continued service provision during COVID-19-related remote working. Time efficiencies are foreseen going forward. The move to WSS also helped to standardize requests.</p> <p>All location-dependent services at headquarters previously managed through Vfire were migrated to EasyVista in 2019. A total of 14,500 service requests were processed in the GSMT by the help desk team in 2020, improving accountability and reporting.</p> <p>Supply chain benefits were gained:</p> <ul style="list-style-type: none"> * overall – standardization of supply chain processes, improvement of users' experience, enhanced mobility of transactions, which can be performed via the SAP Fiori application on smartphones, tablets or laptops; * landside trade promotion optimization: time savings of four minutes per transaction reported from the field; and * food purchase order contract approval – time savings of ten minutes per transaction reported from the testing phase. |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Systems integration and IT-enabled efficiencies | | |
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| | <p>Corporate Finance Division (FIN)</p> <ul style="list-style-type: none"> The paper-based vendor creation workflow has been fully digitalized and standardized, simplifying work for hundreds of vendor focal points in all field offices, with total savings in lead times of 90,000 hours per month. Deployment of the bank account creation form in 2019–2020 generated total savings in lead times of 640 hours per month. The digitized form and automated workflow now guide users in the Finance and Treasury Division and in the field through the steps in the approval process, removing the need to exchange emails, with each request digitally archived and accessible for future inquiries and audit investigations. Joint development and deployment of a United Nations sanction screening bot in 2019 with UNHCR enabled, for the first time, automated corporate screening of all vendors to ensure compliance with United Nations rules related to sanctions. Manual execution of this task was impossible in view of the vast number of vendor checks required. The bot yielded improved accuracy, ensured the application of a standardized vendor screening process, improved (to nearly 100 percent) compliance with screening requirements, and reduced manual work for field offices. The annual country report bot implemented in 2020 brought the following benefits: increased scope for data extraction, preliminary analysis and reconciliation; annual time and cost savings of 7,900 hours and USD 109,000 (for three to four junior-level consultants); and reduced risk of manual errors, resulting in higher-quality donor reports. | | |
| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | Performance outcomes are described above. A fuller description of efficiency gains and other outcomes (qualitative or quantitative) will require determination of baselines, which will be undertaken in connection with the efficiency gains exercise currently under way. | | |
| Rationale for any unspent balances | <p>USD 4.5 million carry-over into 2021.</p> <p><i>(The following rationale is excerpted from the justification submitted to the secretariat of the Strategic Resource Allocation Committee on 2 December 2020 in support of a request for no-cost extension and carryover of funds.)</i></p> <p>The effects of the COVID-19 pandemic, the mid-year corporate prioritization exercise, and activation of the COVID-19 Level 3 emergency response and WFP's related gatekeeper function, which reduced headquarters demands on country offices, severely affected the ability of budget owners to reach stakeholders for field user group analysis and to undertake roll-out and change management activities. Carry over of funding will ensure that all planned outcomes can be delivered in 2021.</p> <p>Detailed justifications were received from all budget holders for all deliverables and are on file with the CCI secretariat. They are summarized in the following.</p> <ul style="list-style-type: none"> The Simplify 2020 deliverable was postponed to 2021 as a result of the corporate prioritization exercise undertaken in connection with COVID-19. The scope of this work has been expanded in a new investment case for "Implementation of process simplifications" totalling USD 1.6 million. If the CCI carry over is approved, the budget allocation for Simplify 2020 can be used to offset the USD 1.6 million requested in the new investment case. | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Systems integration and IT-enabled efficiencies |
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| | <ul style="list-style-type: none"> • A significant upgrade of the corporate enterprise resource planning (ERP) system forced a temporary pause on GSMT and WSS deliverables, which rely on the ERP system. The gatekeeper function, active from July to October in connection with the COVID-19 Level 3 response, contributed to those delays and also delayed work on the reporting excellence and robotic process automation deliverables, particularly with respect to field-level activities. Work on all four deliverables must continue into 2021. • Work on the WFP Dashboard was put on hold until a decision was taken to transfer ownership from the Chief of Staff to the Corporate Planning and Performance Division (CPP) in the third quarter of 2020. CPP has begun prioritizing the critical enhancements required to launch the product, but implementation of those enhancements will be carried forward into the first two quarters of 2021. Funding remains critical to completion of this work. • Smaller amounts remain for the CSP Data Portal and DOTS deliverables. Carry over of the funding will assist in ensuring business continuity and support for mainstreaming those products in the first quarter of 2021. • USD 400,000 of the amount budgeted for the ERP roadmap deliverable remains unallocated, as decided in the corporate prioritization exercise. The CCI team requests that the amount be carried over for disbursement to CCI deliverables at the discretion of the leadership group. |
| <p>Outstanding results to be achieved for completion of the CCI programme</p> | <ul style="list-style-type: none"> • Complete change management and roll out of automation services released in 2020. • Release WFP Dashboard at the end of the first quarter of 2021. • Complete final feasibility study and present ERP roadmap to CCI management committee members in the second quarter of 2021. |

2020 Annual Performance Report



REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| Top milestones and results achieved in 2020 | Top milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | <p>The United Nations reform initiative will ensure that WFP has the capacity to prepare for and support the Secretary-General's reform of the United Nations development system. The work of the reform is also well aligned with a number of the Executive Director's priorities:</p> <ul style="list-style-type: none"> • Simplification and efficiencies: The United Nations reform CCI supports implementation of location-dependent and location-independent common services (United Nations reform targets, as defined by the Secretary-General) and common premises. This includes key capability building across offices to enable collaboration and fulfilment of legal and operational requirements (United Nations reform enablers, as defined by the Secretary-General), and simplification of business operations. • Digital transformation: WFP's strategic plan recognizes that strengthened investment in and adoption of technology is critical to achieving its goals and objectives. In line with this, the United Nations reform CCI supports digital innovation, as evidenced by the Digital Solutions Centre (UNDSC). The centre identifies and delivers innovative automated services throughout the United Nations system and contributes to the reduction of costs and improvement of the quality and consistency of administrative services. <p>The United Nations reform is also an opportunity to strengthen collaboration with other United Nations entities and supports achievement of Sustainable Development Goal (SDG) 17.</p> | | |
| | Milestone/result 1: Management Services Division (MSD) | Utilization: USD 1,423,318 | Simplification and efficiency |
| <ul style="list-style-type: none"> • Business operations strategy <ul style="list-style-type: none"> ○ By January 2021, out of 84 WFP countries 50 WFP country offices had completed the formulation of a business operations strategy and 34 country offices were at various stages of progress under the leadership of their respective operations management teams with technical support from the United Nations Development Coordination Office (DCO). • Humanitarian booking hub <ul style="list-style-type: none"> ○ Passenger mobility services: Operational in 68 countries with 316 locations, 2,654 vehicles and 2,152 drivers. The platform managed 322,000 individual bookings in 192,000 trips. UNICEF activated use of the hub at 31 locations in 16 countries with 423 vehicles and 354 drivers. Common mobility full cost recovery model being finalized. ○ Global passenger air service: Digital transformation of customer relationship management (booking and back office booking, manifest and reporting services) completed for 1,470 flights in six regions reaching 68 destinations. 424 humanitarian organizations performed 450,000 searches for flights, booking flights for 25,000 passengers with 2,350 global travel focal points accessing the platform each day. To support change management for global humanitarian partners, the humanitarian booking hub delivered more than 15 global webinars to 600 United Nations colleagues. | | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> ○ Medical clinic services: The International Organization for Migration (IOM) signed a global agreement for managing 23 clinics for COVID-19 testing. WFP launched booking and management services for COVID-19 testing at headquarters for the Staff Wellness Division. ○ Operations management team global webinars: Global webinars, supported by DCO, were held in January for presenting the hub to operations management teams. ● Common premises <ul style="list-style-type: none"> ○ WFP is close to reaching the Secretary General's goal of achieving 50 percent common premises by the end of 2021. In November 2020, WFP revised the baseline for calculating the percentage of common premises, bringing it into line with the DCO roll out plan for common premises and the baseline for the premises database of the DCO Task Team on Common Premises and Facility Services. In January 2021, of the 447 WFP premises in the scope of this initiative, 207 were shared with other United Nations agencies, representing 46.31 percent of the WFP office premises in scope. This percentage is based on the revised baseline and is not comparable with data for previous years. ● Fleet services <ul style="list-style-type: none"> ○ WFP has continued to engage actively in the development of a model for a common United Nations fleet. The vision is supported at the global and country levels. ○ At the global level, a United Nations global fleet service centre led by WFP's Fleet Centre and UNHCR's Global Fleet Service has been established. The goal is to provide common vehicle leasing and self-insurance services in order to expand the efficiency gains achieved by WFP and UNHCR to other United Nations agencies through the optimization and standardization of processes and service delivery; ○ At the country level, location-dependent services are provided through the business operations strategy and common back offices (CBOs) by United Nations country teams (UNCTs), operations management teams and WFP country offices leveraging the WFP-led humanitarian booking hub mobility services and digital back office. The goal is to deliver common mobility services and enable carpooling and ride-sharing among United Nations agencies through country-level common mobility financial and legal frameworks and standard reporting of efficiency gains. | | |
| | Milestone/result 2: Corporate Finance (FIN) | Utilization: USD 109,719 | Simplification and efficiency |
| | <ul style="list-style-type: none"> ● Efficiency reporting <ul style="list-style-type: none"> ○ FIN and MSD engaged with other United Nations agencies in the efficiency impact reporting task team. The team developed and implemented a methodology for measuring efficiency gains. ○ Common back office (CBO). Through dedicated engagement with the Business Innovations Group (BIG) finance working group, the FIN team supported the formalization of the financial model and an efficiency reporting methodology for common business operations. FIN also coordinated WFP inputs for the BIG's guidance on common business operations, ensuring that the new guidance takes into account all relevant comments and suggestions made by members of the Change Management Support Team (CMST). | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> ○ The FIN team developed internal guidance on CBOs, which will guide field colleagues' engagement with other United Nations agencies implementing CBOs. The team provides valuable information about CBO governance and service catalogues for all functions under CBO. It also coordinated two CBO webinars for WFP field offices (Bhutan, Ethiopia, Kenya, Myanmar, the Sudan, and the United Republic of Tanzania) prioritized by DCO for the CBO roll out, and created a United Nations reform consultant position to lead CBO implementation in WFP field offices and collect best practices and lessons learned for country offices in phase 2. ● Global shared service centre <ul style="list-style-type: none"> ○ The FIN team coordinated WFP inputs into the United Nations marketplace survey developed by the BIG project team to explore United Nations agencies' appetite for exchanging (offering and/or receiving) services, in preparation for the new CBO/global shared service centre models. ● Regional bureau capacity building and field communications <ul style="list-style-type: none"> ○ The FIN team developed the terms of reference for United Nations reform regional focal points, identified focal points and completed their induction into the CMST. FIN engaged with all regional bureaux to ensure active participation from all regional focal points in CMST meetings, allowing two-way communication to and from the field. ● United Nations reform learning and development activities. <ul style="list-style-type: none"> ○ WFP provided learning materials for field offices on managing relationships with other United Nations agencies in the new reform workstream and disseminated them through the United Nations reform learning channel on the WeLearn platform. There was engagement with DCO on further development of learning materials for the business operations strategy online practitioner training. | | |
| | Milestone/result 3: Mutual recognition operationalization and general support (Legal Office – LEG) | Utilization: USD 282,463 | Simplification and efficiency |
| | <p>With respect to the operationalization of mutual recognition in WFP, the following are the key achievements in specific working areas.</p> <ul style="list-style-type: none"> ● Management Services Division (MSD) <ul style="list-style-type: none"> ○ Global Fleet Centre: MSD undertook a mission to Dubai aimed at gaining understanding of the processes involved; drafted a mission report with a risk matrix and mitigating actions based on findings in the mission report; analysed existing processes and reviewed the normative framework for ensuring compatibility with the mutual recognition principle; supported and advised on the drafting of an Executive Director circular on the Fleet Centre; identified key actors involved; completed several rounds of consultations with MSD on legal agreements; and provided recommendations and support for draft agreements. Review and recommendations near completion, but continuing support for the business owner in completing implementation is needed. | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform |
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| | <ul style="list-style-type: none"> ○ Humanitarian booking hub: MSD supported a mapping of key process steps (onboarding, payments, contract termination); prepared and finalized a draft circular on the humanitarian booking hub; supported and advised on the drafting of an MSD directive on the provision of mobility services on the humanitarian booking hub; finalized standard service agreements for the provision of accommodation, mobility and clinic services to other United Nations entities; reviewed the normative framework for the provision of light vehicles and accommodation to other United Nations entities, ensuring compatibility with the mutual recognition principle; and developed terms of use and privacy policy for the humanitarian booking hub. Review and recommendations completed, but continuing support for the business owner in completing implementation is needed. ○ Engineering/infrastructure surge in emergencies: Review of existing policies and procedures and development of a normative framework for ensuring compatibility with mutual recognition principle are completed. MSD also reviewed an agreement for the provision of engineering service agreements (as agents or advisors), with draft templates to be issued shortly; and supported a mapping of key process steps. ● Supply Chain Operations (SCO) <ul style="list-style-type: none"> ○ SCO – Logistics Cluster and the Regional Bureau for Eastern Africa presented a draft business model, and conversations are advancing. LEG provided preliminary feedback, but additional refinement of the business model is necessary. ● Technology Division (TEC) <ul style="list-style-type: none"> ○ Preliminary discussions on the scope of the review have been initiated (“kick-off” exercise), and discussions aimed at enhancing understanding of the business model for services to be provided by WFP to other United Nations entities are ongoing. <p>In addition to support in the specific working areas involved in operationalization of the mutual recognition principle in WFP, the following support was provided in the area of mutual recognition:</p> <ul style="list-style-type: none"> ○ An information note was developed to explain to WFP staff what mutual recognition is, when it can be applied (the areas in which WFP supports mutual recognition include finance, procurement and logistics), and the follow-up mechanisms for additional support. The Information note also provides answers to frequently asked questions. ○ A draft general service-level agreement on providing and receiving a variety of services among signatories of the mutual recognition statement was prepared by WFP and UNHCR and circulated for feedback in the wider United Nations. ○ Support in developing CBO guidelines in WFP was provided to the respective functional area. ○ Presentations and question and answer sessions were held to introduce the concept of mutual recognition in regional bureaux and among other stakeholders in WFP. |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | Milestone/result 4: Technology Division (TEC) | Utilization: USD 891,595 | Simplification and efficiency |
| | <ul style="list-style-type: none"> • Common feedback mechanisms for partners and governments: <ul style="list-style-type: none"> ○ In 2020, two field trial projects in the Central African Republic and Libya were implemented, enhancing two-way communications among affected populations, governments and humanitarian organizations and providing local communities with access to vital information, especially in the context of the COVID-19 pandemic. • All bilateral service provision and United Nations Humanitarian Response Depot (UNHRD) services on the Service Marketplace platform: <ul style="list-style-type: none"> ○ A digital catalogue for WFP service provision and service request forms for country bilateral services has been developed. The platform has not been rolled out to UNHRD owing to the workload related to COVID-19 emergency responses. • Platform implementation and ticketing in other country offices and hub: <ul style="list-style-type: none"> ○ Service Marketplace has been implemented in five countries: Djibouti, Ethiopia, Kenya, Somalia and Uganda. Across the five countries, there are 147 registered users and 68 service requests have been received through the digital platform. • A model for calculating the costs of the services provided for country bilateral service provision has been implemented on Service Marketplace. | | |
| | Milestone/result 5: Supply Chain Operations Division (SCO) | Utilization: USD 369,117 | Simplification and efficiency |
| | Business operations strategy and common business operations <ul style="list-style-type: none"> • A service provision model that integrates all phases of supply chain service provision and follows a digitized business management approach has been developed. • In country service provision has been facilitated providing partners with a single entry point for access to services: Service Marketplace. • Service Marketplace has been implemented in Djibouti, Ethiopia, Kenya, Somalia and Uganda, and preparation for implementation has started in Burundi, Rwanda, South Sudan and the Sudan. • SCO has provided support for the cross-divisional development of internal guidelines on common business operations, including the SCO common business operations service catalogue. • A pilot project has been conducted in Kenya aimed at identifying and documenting opportunities for common business operations and engaging with stakeholders at the country level. Global shared service centres <ul style="list-style-type: none"> • As part of the COVID-19 response, WFP leveraged its logistics network in establishing eight humanitarian response hubs and quickly activated an “Emergency Service Marketplace”, allowing partners to book online essential global cargo transport services on a free-to-user basis. • SCO defined the operational structure required for managing global emergency responses (service centre structures and roles). | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

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| CCI name | United Nations reform | | |
| | <p>Costing and pricing, and client satisfaction principles</p> <ul style="list-style-type: none"> • SCO developed a proposal for a transparent and automatic function that calculates service provision costs and related invoices on digital systems. TEC will implement the solution in the Service Marketplace. • Client satisfaction will be measured by conducting a survey of all partners receiving free-to-user services. <p>Mutual recognition</p> <ul style="list-style-type: none"> • Service provision agreements for SCO service providers have been analysed and work with LEG on the operationalization of mutual recognition continues. | | |
| | <p>Milestone/result 6: New York Office (NYO)</p> | <p>Utilization: USD 230,263</p> | <p>Programme excellence</p> |
| | <ul style="list-style-type: none"> • Through a “whole of WFP” approach, the United Nations System and Multilateral Engagement Division (NYC) continued its significant engagement in United Nations development system reform efforts throughout 2020, including by supporting additional elements triggered by the COVID-19 emergency, such as the work of the United Nations sustainable development group (UNSDG) system on formulating its socioeconomic response framework and response, and participating in the steering committee for the creation of a multi-partner trust fund for responding to COVID-19. This was in addition to the division’s leading role in representing WFP during the ongoing system-wide reviews on the cost-sharing arrangement for the resident coordinator system, UNSDG working arrangements, and regional and multi-country office reviews. When the UNSDG principals met in November to discuss the cost-sharing formula for the resident coordinator system and governance of the UNSDG, NYC crafted WFP’s positions for each topic and held preliminary discussions with DCO and other key actors aimed at ensuring that the humanitarian exclusion from COVID-19-related restrictions was maintained. In December, the UNSDG core group met to discuss the progress of the 11 UNSDG task teams working to implement new actions derived from the United Nations development system reform, including the multi-country office review. WFP prepared background briefs and talking points for the Deputy Executive Director, and advised DCO on the status of WFP’s implementation of the multi-country review that will ultimately be presented to Member States. • NYC has ensured cross-divisional coordination on the latest developments and engagement areas for WFP deriving from the outcomes of these reviews, alongside other parts of the reform and the socioeconomic response to COVID-19, through internal senior task team meetings, bimonthly bulletins, leadership group papers and information notes for the Board. The division also supported several in-house webinars on the United Nations reform with headquarters in Rome, including for incoming country directors, and with regional bureaux and country offices where relevant. NYC arranged a webinar on the impact of food security from COVID-19, which was presented by WFP and FAO to all resident coordinators. During the 2020 operational affairs segment for development activities of the United Nations Economic and Social Council (ECOSOC), NYC facilitated a briefing for Member States on the Funding Compact. • NYC produced three updates on the United Nations development system reform and presented them to the Board with a view to ensuring vertical and horizontal policy coordination on reforms throughout WFP. | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> • Together with headquarters, the division followed the Quadrennial Comprehensive Policy Review (QCPR) resolution process, which provides significant guidance on the development priorities of the United Nations system for the next four years. To support Member States in their negotiation of the new QCPR resolution, NYC provided an informal briefing on the humanitarian-development nexus. To support informal discussions with Member States, NYC crafted common talking points with other operation agencies aimed at addressing common themes. Since the QCPR resolution was adopted in December 2020, the division has worked with headquarters in Rome on analysing the implications of the new QCPR for WFP, particularly in areas concerning field operations and corporate accountability instruments. In the first quarter of 2021, NYO is preparing a leadership note and will support WFP's adaption to the new QCPR and review guidance on and implementation of new reform mandates. • The division has supported or led the formulation of WFP inputs to and positions on a number of Secretary-General policy briefs and the food systems dialogue. WFP co-drafted the social protection chapter of the United Nations' framework on the socioeconomic impact of COVID-19. The division also facilitated the inclusion of food security, social protection and school feeding in the terms of reference of the United Nations COVID-19 Response and Recovery Fund (a multi-partner trust fund). • NYC and the Corporate Planning and Performance Division have engaged with the Multilateral Organisation Performance Assessment Network (MOPAN) to contribute to the network's current learning study on United Nations development system reform. The WFP senior task team on the reform was convened by NYC in December to prepare for the MOPAN study and to take stock of the QCPR resolution and the next steps in WFP's implementation. | | |
| | Milestone/result 7: United Nations Digital Solutions Centre (UNDSC) | Utilization: USD 307,227 | Digital transformation |
| | <ul style="list-style-type: none"> • UNDSC provides innovative technology that delivers automated, shared digital business solutions to the United Nations system. It jointly develops and deploys solutions such as robotic process automation, artificial intelligence, chatbots and blockchain technology for streamlining United Nations agencies' organization of their support services. As intended, UNDSC has tested and piloted innovation and technology solutions that can be scaled up to achieve optimization and cost savings. • A number of projects are already providing demonstrable results: <ul style="list-style-type: none"> ○ "Jambo" is a United Nations phonebook application available on Google and Apple Stores. It was the first UNDSC product and is currently used by eight United Nations organizations (covering more than 90,000 United Nations employees), with more than 3,600 users. ○ The sanctions bot uses robotic process automation to automate sanctions list screening processes. To date, more than 150 billion transactions have been completed using the bot. ○ In November 2020, the United Nations digital identity tool was a winner of the "Re-Imagine the UN" competition. | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> ○ The UNDSC pilot has been a learning experience on many levels, including in the impact and adjustment caused by COVID-19. Highlights include UNDSC's hosting of the first ever digital boot camp in March 2020, which was held remotely with five teams connected by video conference from Bangkok, Geneva, Munich, Nairobi, New York and Rome. <p>In 2020, UNDSC began the process of sourcing new ideas, focusing on emergent and current organizational needs. Themes such as the future of work (employee- and management-related solutions that promote new ways of working) and treasury digitization (application of digital solutions such as artificial intelligence and robotic process automation to increase automation in finance functions) were reviewed. UNDSC is currently in the process of vetting these new ideas, for potential inclusion in its solution pipeline.</p> | | |
| | <p>Milestone/result 8: Innovation and Knowledge Management Division (INK)</p> | <p>Utilization: USD 257,316</p> | <p>Simplification and efficiency</p> |
| | <ul style="list-style-type: none"> ● To ensure rigorous implementation control, INK provided the following services in its role as secretariat for the CCI: <ul style="list-style-type: none"> ○ coordination of four quarterly CCI meetings chaired by the Chief Financial Officer and the Deputy Executive Director for reporting on CCI progress updates, issues and budget consumption and management; collation of updates (in both Excel and PowerPoint) from all divisions funded through the CCI to demonstrate progress and contribution to the United Nations reform CCI; ○ provision of support for the Change Management Support Team (CMST) and the cross-divisional governance team (CDGT) in setting up regular meetings (two for the CDGT and ten for the CMST meetings) for discussing progress, achievements and challenges related to implementation of workstream 5 activities in the United Nations reform; ○ preparation of ad hoc updates and reports on United Nations reform activities for the WFP Board and the senior task team on the reform, in collaboration with CMST operational leads; ○ support for the collection and consolidation of materials related to the external audit of the CCI; ○ support for budget monitoring and reprioritization; ○ support for the organization of ad hoc webinars and training sessions aimed at building the capacities of headquarters, regional bureau and country office staff in key United Nations reform topics; ○ provision of support for stakeholder engagement through the development of presentations and management briefs; ○ record maintenance (notes for the record, presentations, budgets, etc.), including the establishment and maintenance of a document management system for ensuring effective management of CMST-related resources; and ○ coordination of a large number of bilateral meetings for supporting preparation for and documentation of official meetings (Executive Board documents, external audit documentation, etc.). | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> • INK provided project management support for idea sourcing on digital solutions for UNDSC by: <ul style="list-style-type: none"> ○ setting up regular governance meetings; ○ shortlisting ideas for 2021 investments; and ○ providing inputs to and guidance on UNDSC 2021 planning. • LEG was supported in operationalizing the mutual recognition principle by mapping key processes and services that WFP plans to offer to other agencies (e.g., the Fleet Centre and mobility services). • An operational and legal review was completed for the Fleet Centre and the humanitarian booking hub. For global supply chain management and engineering services, analysis of business models and processes for “as-is” and “to-be” states is under way. | | |
| | Milestone/result 9: Business Innovations Group (BIG) | Utilization: USD 466,958 | Simplification and efficiency |
| | <ul style="list-style-type: none"> • Business operations strategy: Guidelines and an online tool for the new business operations strategy were developed through weekly inter-agency working group sessions and were piloted and tested in seven countries. • Common business operations: To inform the design of common back offices, the BIG project team conducted consultations with United Nations entities in summer 2019 in six countries. Functional working groups were established for the six functional areas and for three thematic areas. The resultant common business operations model builds on business operations strategy 2.0 in aiming to move from collaboration to consolidation of in-country processes, whenever this is appropriate in terms of cost and quality, offering opportunities for high returns on investment. • Global shared service centres: Six country consultations during the summer of 2019 helped the project team to develop a proposed set of location-independent activities that could be conducted in a service centre. In parallel, the team developed the United Nations services marketplace survey and executed the survey twice. Agencies can now see which services are potentially available from, or requested by, identified entities, in effect creating a marketplace. • Common premises: A revised strategy was developed for building a consolidation package that better utilizes existing United Nations premises and promotes co-location and whole-country approaches to the assessment of opportunities. Six pilot countries were selected to help develop and test this approach, representing different country operation typologies and diverse geographical locations. Based on learning from those six tests, the BIG project team developed an end-to-end consolidation planning tool and guidance package. • Mutual recognition: Working with the secretariat of the High-Level Committee on Management and in consultation with the legal offices of UNHCR and WFP, the BIG drafted the mutual recognition statement as a formal step towards the removal of barriers to greater consolidation of shared services and the enablement of management reform. Adoption of the statement has been very successful, with 20 United Nations entities to date being signatories and thus committed to applying the principle of mutual recognition in respect of the administration and implementation of their activities. • Client satisfaction principles: In line with the Secretary-General's reform targets, a set of client satisfaction principles has been developed to promote a culture of trust and transparency, | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <ul style="list-style-type: none"> Costing and pricing principles: Principles were developed in consultation with United Nations entities and state that direct and indirect costs should be recovered in full. | | |
| | Milestone/result 10: Programme – Humanitarian and Development Division (PRO) | Utilization: USD 199,835 | Programme excellence |
| | <p>In 2020, PRO proactively contributed to global design processes for the United Nations sustainable development cooperation framework (UNSDCF), developed corporate guidance on United Nations reform-compliant second-generation CSPs and supported country offices in adoption of the new approach, including sound CSP design.</p> <ul style="list-style-type: none"> PRO developed corporate WFP guidance on the UNSDCF and its implications for WFP country strategic planning, which provides a comprehensive overview on global guidance for the UNSDCF and its implications for WFP's country strategic planning framework, taking note of opportunities, challenges and key considerations for country offices as they adapt WFP support to the new framework. The guidance was updated in the course of 2020 to reflect the latest version of global technical “companion pieces”. Guidelines have also been updated to reflect the new positioning of zero hunger strategic reviews in relation to the new common country analysis approach. In addition, a specific guidance note has been developed on sequencing CSPs and UNSDCFs, and CSP guidance has been updated to reflect the environment for second-generation CSPs, highlighting the importance of close alignment with national priorities and UNSDCFs and supporting WFP offices in their engagement in UNSDCF processes at the country level. Country offices have been supported by PRO in close coordination with regional bureaux in the alignment of current strategic planning cycles with national development plans and UNSDCFs. CSP/UNSDCF alignment has been analysed in all countries where WFP operates, and tailored approaches and solutions have been jointly identified by country offices and regional bureaux in countries where the CSP cycle was not aligned. Tracking tools have been developed at the corporate level for monitoring alignment efforts, including by tracking and monitoring CSP budget revisions. PRO actively participated in various UNSDG task teams facilitated by the United Nations Development Coordination Office (UNDCO). For example, the programme development and results task team convened five meetings in 2020, supporting the implementation of key areas of United Nations development system reform. The task team developed standard mechanisms for coordinating the identification and provision of analytical support ahead of the preparation of a cooperation framework. With a view to enabling more consistent and interconnected country support and providing quality assurance for cooperation frameworks, the role and function of regional peer support groups have also been refined as part of the work of the task team. Country offices have been supported in their strategic engagement in common country analysis and UNSDCF processes and benefitted from coordinated and tailored support in the development of their second-generation CSPs. The first wave of second-generation CSPs received coordinated support throughout 2020 (four CSPs presented at the Board's second regular session in 2020, and one at the first regular session in 2021) while support has also been provided for the seven CSPs to be presented at the Board's second regular session in 2021. PRO also | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | <p>created a help desk function that supports WFP offices in their engagement in UNSDCF processes at the country level.</p> <ul style="list-style-type: none"> • PRO actively contributed to the strengthening of interdepartmental coordination in support of CSP design and WFP's engagement in the cooperation framework process. To this effect, a second-generation CSP working group has been launched to provide country offices with coordinated, tailored and timely support. • PRO provided regular oral updates to the Board on the implications for WFP of the guidance on the UNSDCF and common country analysis and facilitated the preparation of UNSDCF documents for Executive Board review along with CSPs submitted for approval. | | |
| Performance outcomes | Top outcomes | 2020 target | 2020 year-end value |
| | MSD: Workshops on the roll out and implementation of the business operations strategy, common premises, oversight missions on common business operations and global shared service centres with the aim of building capacity and defining business case requirements for service offerings under the business operations strategy | 3 | 3 |
| | MSD: Common premises: Set out and disseminate internal guidance for field offices that shows WFP's corporate position on joining common premises | 2 | 0 (internal guidance will be ready and the facilities chapter published in the second quarter of 2021) |
| | MSD: Common premises: Set out a comprehensive view of the objectives of common premises, addressing programmatic, public image and sustainability considerations as well as efficiency gains, and set out the modalities for tracking results and reporting thereon (subject to approval of the investment case) | 1 | 0 |
| | MSD: Common premises: Number of common premises supported | 40 | 30 common premises supported |
| | MSD: Common premises: Percentage of common premises in the WFP real estate portfolio | 30 percent | 47 percent |
| | MSD: Common premises: Adoption of the facilities chapter of the administrative support manual | 1 | The facilities chapter will be published in the second quarter of 2021 |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform | | |
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| | MSD: Common fleet (WFP and UNHCR): Define a WFP/UNHCR joint vision, write a common strategic plan and carry out in-depth analysis of the fleet market, including benchmarking with private sector companies to inform the business model going forward. | 3 | 2 |
| | MSD: Common fleet services for FAO: Provide a business proposal to FAO, agree business processes for order confirmation and payment, ensure advance financing is in place and commence the provision of fleet services. | 4 | 3 |
| | NYO: Number of updates on the United Nations reform provided to headquarters, regional bureaux and country offices | 4 | 4 |
| | SCO: Humanitarian service provision project phase deadlines met | 100 percent | 100 percent |
| | SCO: United Nations reform successfully supported in 2020 | 100 percent | 100 percent |
| | TEC: Percentage completion of technology pilot projects in two countries within two years (2020–2021) according to CCI document phases (four of the six phases of the 2020–2021 project, completed) | 67 percent (four out of six) | 67 percent (final year report and tracking with expenses provided) |
| | INK: Number of CDGT, CMST, CCI and other meetings organized and supported | 20 | 20 |
| Rationale for any unspent balances | <ul style="list-style-type: none"> • The timing of projects and deliverables was adjusted owing to the COVID-19-related priorities that emerged. • Progress in key United Nations reform initiatives (e.g., common business operations) is managed at the United Nations (UNDCO) level, so WFP does not have full control of timings and progress. | | |
| Outstanding results to be achieved for completion of the CCI programme | <ul style="list-style-type: none"> • Business operations strategy: Completion of business operations strategy 2.0 development by all 83 WFP country offices by the end of 2021. • Efficiency reporting: Reporting on WFP efficiency gains through the United Nations efficiency reporting task team. • Common business operations: roll out to 16 WFP country offices as prioritized by UNDCO by the end of 2021. • Common business operations: Recruitment of a United Nations reform consultant to support roll out in six countries (phase 1 country offices). | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | United Nations reform |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Continued development of the United Nations reform learning channel to build the capacity of field office teams in all work streams (business operations strategy, common business operations, common premises, global shared service centres). • Common premises: Achievement of 50 percent common premises by the end of 2021. • Common premises: Development of common premises guidance on WFP's approach to common premises for WFP field offices (to be completed in 2021). • Mutual recognition: Continued implementation by WFP in functional areas where it aims to provide services to other United Nations entities, including from MSD – support for implementation of recommendations derived from desk reviews; SCO on global supply chains – identification of key areas of change, recommendations on interventions needed, drafting of new contracts or revision of existing ones, and review of the manual and documents guiding operationalization of mutual recognition; and TEC on the emergency telecommunications cluster – identification of changes in processes, documents and templates required for the operationalization of mutual recognition. • Humanitarian booking hub: Common mobility project supporting country offices in the operationalization of inter-agency collaboration. • Humanitarian booking hub: Inclusion of global positioning system and tracking data for automatic calculation of journey distances; development of driver management digital services (digital logbook, driver overtime calculation, etc.); and cashless payments for United Nations agencies for automating inter-agency billing (Clearing House). • Fleet services: Finalization of a letter of intent between WFP and UNHCR on forming a joint venture business model. • Fleet services: Finalization and launch of a fleet leasing model for the provision of light vehicle fleet services to FAO within the Rome-based agency collaboration framework. • Services Marketplace: Implementation by more than 20 additional countries in 2021. • Services Marketplace: Ensuring service provision cost transparency through the addition of costing and financial modules. |

2020 Annual performance report

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Programme and Partnership Support Initiative | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|
| Top milestones and results achieved in 2020 | Top 3 milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: Gap analysis of climate risk in CSP actions | USD 286,000 | Programme excellence |
| | Climate profiles for each country were developed to frame the climate-related risk context and inform WFP programming and the prioritization of locations and livelihood groups for climate change adaptation and disaster risk reduction interventions. | | |
| | Milestone/result 2: CSP demand analysis | USD 45,000 | Programme excellence |
| | This activity explored discrepancies between current programmatic demand and supply through multiple, complementary methodologies. The exercise provided visibility on funding and implementation gaps by programme area (bundled and unbundled), country, Strategic Result, focus area and region. It also included initial lessons on funding and programming constraints. | | |
| | Milestone/result 3: <ul style="list-style-type: none"> a) Stocktaking and analysis of the funding landscape in relation to international financial institutions (IFIs). b) IFI engagement at the country level, with established partnerships for developing lessons learned. c) Analysis of relevant partnerships with partner United Nations and other organizations (e.g. bilateral agencies and research institutions) for large-scale solutions. | USD 700,000 | Partnership and funding for zero hunger |
| <ul style="list-style-type: none"> a) Guidance documents were developed for the World Bank, the International Monetary Fund, the African Development Bank (AfDB), the Asian Development Bank, the Islamic Development Bank and the Inter-American Development Bank. b) United Republic of Tanzania/AfDB "deep dive" report shared with the country office and the regional bureau. Given constraints related to COVID-19, subsequent deep dive missions were not carried out. The following country offices received substantial support in their partnership work with IFIs: Burkina Faso, Ethiopia, Haiti, Kenya and Timor-Leste. c) Mapping of UNDP, ILO, the International Telecommunications Union, Resource Efficient Cities and UNEP completed. Mapping of UNOPS and IOM ongoing. | | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Programme and Partnership Support Initiative | | |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------|
| | Milestone/result 4: Thematic analysis of the funding landscape (bilateral and multilateral) (i.e., "supply") | USD 169,000 | Partnership and funding for zero hunger |
| | <p>Mapping for government donors was started in the thematic areas of school-based programmes, climate change and social protection with results expected in Spring 2021.</p> <p>Mapping of thematic funding from IFIs for nutrition, school-based programmes, social protection, digitalization has been completed. Mapping of climate and energy, and jobs and livelihoods is ongoing.</p> | | |
| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | Performance outcomes are described in the results above | | |
| Rationale for any unspent balances | <p>A regional initiative allocating USD 145,000 for supply/demand analysis implemented jointly by the regional bureaux for Southern and Eastern Africa has been deferred to 2021.</p> <p>Planned start of government donor analysis was delayed while prioritized thematic areas were determined.</p> | | |
| Outstanding results to be achieved for completion of the CCI programme | <ul style="list-style-type: none"> • Development of a framework for moving forward with phase II (a funding matrix for the changing lives agenda) in the areas of social protection, school-based programming, nutrition and climate. • Engagement with regional bureaux and country offices to develop a roadmap of tasks to be completed. | | |

2020 Annual Performance Report



REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Private sector strategy | | |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|
| Top milestones and results achieved in 2020 | Top 3 milestones/results achieved | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: <ul style="list-style-type: none"> Increased total income from individual fundraising to USD 35 million. Paid acquisition income of USD 18.8 million gross (17.8 million net) | USD 13.1 million | Partnership and funding for zero hunger |
| | <p>By the end of 2020, the ShareTheMeal team and the Private Partnerships and Fundraising Division's individual giving team had invested a total of USD 10.2 million and generated income of USD 18.8 million (17.8 million net) directly from these investments ("paid acquisition" income). In total, income from individuals increased from USD 12 million in 2019 to USD 35 million in 2020.</p> | | |
| | Milestone/result 2: <ul style="list-style-type: none"> Average return on advertising spend on "digital paid" advertising of USD 2.36 | | Partnership and funding for zero hunger |
| | <p>For every USD 1 invested, USD 2.36 will be received over the following 12 months – significantly more than the USD 1.7 target set in the private sector partnership and fundraising strategy for the combined return on new supporter recruitment across all channels and countries.</p> | | |
| | Milestone/result 3: <ul style="list-style-type: none"> 431,000 new supporters in 2020, including 56,638 regular supporters | | Partnership and funding for zero hunger |
| | <p>Together, the individual giving and ShareTheMeal teams have exceeded their targets, recruiting 431,000 new supporters in 2020, including 56,638 regular supporters, as a direct result of the increased investments approved for the private sector partnership and fundraising strategy. Both teams are increasingly focused on retaining regular supporters because such supporters will deliver the highest long-term value and sustainable income for the organization.</p> | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Private sector strategy | | |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------|
| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | 2020 target for income from "paid acquisition" (of supporters) | USD 16.5 million | USD 18.8 million gross (17.8 million net) |
| | Average return on advertising spend in first 12 months | 1.7:1 | 2.0:1 |
| | Average return on advertising spend on "digital paid" (advertising) | 2:1 | 2.36:1 |
| Rationale for any unspent balances | USD 450,000 was not committed because of a processing delay. USD 900,000 was committed through December and spending levels were adjusted to optimize the return on advertising spend. All funds will be expended within the originally set final disbursement date. | | |
| Outstanding results to be achieved for completion of the CCI programme | <ul style="list-style-type: none"> • USD 46 million of paid acquisition income to be generated in 2021. • Annual income from individual donors of USD 170 million by 2025. | | |

2020 annual performance report

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workplace culture and ethical climate | | |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|
| Top Milestones and results achieved in 2020 | Top 3 milestones/results achieved in 2020 | Financial resource utilization | Executive Director priority addressed by achievement of milestone |
| | Milestone/result 1: <ul style="list-style-type: none"> Development of a comprehensive action plan (CAP) for addressing harassment, sexual harassment, abuse of power and discrimination (WFP/EB.A/2020/12-A). Approval by the Board | USD 548,000 | People and culture |
| | <p>Work on the CAP was initiated in January 2020 following the delivery of a progress report (WFP/EB.2/2019/9-A) from the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination. A report on concrete steps towards implementation of the recommendations of the joint working group (WFP/EB.1/2020/9-A/2/Rev. 1.) was presented at the abbreviated first regular session of the Board in April 2020. The actual CAP for implementation of the recommendations of the joint Board/management working group was endorsed by the Board in June 2020 (WFP/EB.A/2020/12-A).</p> | | |
| | Milestone/result 2: <ul style="list-style-type: none"> Implementation of CAP initiatives and activities by line management and the CAP team as set out in the approved CAP. | USD 548,000 | People and culture |
| | <p>The initiatives address the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination and cover the areas highlighted in the WFP Management Plan (2020–2022), paragraphs 289–293: remedial actions, including those aimed at protecting and assisting affected employees, and ensuring effective individual accountability; preventive measures, such as outreach to all employees globally, including those in the deep field, to identify, and where possible prevent, or report disrespectful or abusive behaviour (harassment, sexual harassment, abuse of authority, and discrimination); actions for improving WFP’s performance culture and management accountability; actions aimed at centring people management on the journey to management and leadership; actions for addressing diversity, inclusion and gender issues across the various initiatives; and communication and engagement of staff as a critical success factor for structuring a proactive and coordinated outreach plan on actions being taken and for in-course correction.</p> | | |
| | Milestone/result 3: <ul style="list-style-type: none"> Monitoring of progress and reporting | USD 548,000 | People and culture |
| <p>The first progress report on implementation of the CAP was presented to the Board in November 2020 (WFP/EB.2/2020/10-A).</p> | | | |

REPORTING ON CRITICAL CORPORATE INITIATIVES

| CCI name | Workplace culture and ethical climate | | |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Performance outcomes | Top 3 outcomes | 2020 target | 2020 year-end value |
| | Measurement described in WFP/EB.2/2020/10-A: Significant or some progress made in the six core areas of the CAP (reaffirming values, the role of leadership, employee engagement, policy and system revisions, disciplinary processes and communications). | Significant or some progress made according to the global pulse check | (WFP/EB.2/2020/10-A). Significant or some progress made in the six core areas of the CAP |
| | Measurement used in the WFP annual performance report for 2020: Progress made towards the end states of the CAP in the six core areas (reaffirming values, the role of leadership, employee engagement, policy and system revisions, disciplinary processes and communications). | Targets are presented in WFP/EB.A/2020/12-A for the 16 selected global staff survey indicators. (Due to improvements in findings from the global staff survey, 5 of the 16 indicators have been adjusted. The overall target of 10 percent increase applies, except for the zero tolerance indicator.) | An overall assessment will be provided as soon as the global staff survey values for the 16 indicators are available (expected in mid-2021) |
| Rationale for any unspent balances | <p>The work programme of the USD 5 million CCI on workplace culture is described in the CAP for implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (WFP/EB.A/2020/12-A). A subsequent progress report (WFP/EB.2/2020/10-A) approved by the Board at its second regular session in November 2020 details progress made to date and the planned initiatives and activities for 2021, to be coordinated and managed by the Workplace Culture Department and covered by the workplace culture CCI. The plan also includes the use of resources for the establishment of the CAP team and for support from external experts in areas such as communications and engagement (as set out in the approved workplace culture long-term agreement). The workplace culture CCI will also be used to support certain activities such as a global career development programme targeting national officers in the field, the establishment of capacity in HRM to support the conversion of service contracts into fixed-term appointments, and transitional support for the initial phase of implementation of the people policy. The workplace culture CCI funds of USD 5 million will be fully committed and spent during 2021.</p> | | |
| Outstanding results to be achieved for completion of the CCI programme | <ul style="list-style-type: none"> Implementation and monitoring of the CAP. | | |