WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

Strategic Investments and Critical Corporate Initiatives for MP 2027-2029 & Proposed Expansion of Twinning Eligibility - Executive Board Workshop

1 September 2026

Agenda

Introduction – Christophe Monier, CFO and Ryan Pittock, CFOB

Part 1. Strategic investments

1. **Individual Fundraising[1] -** Paul Skoczylas and Kate Hearn, PSPI
2. **Innovative Financing Facility[2] -** Michelle Barrett, CFOS
3. **Immediate Response Account[3] -** Michelle Barrett, CFOS
4. **Country Office Safety Net[4] -** Harald Mannhardt, PQB
5. **Wellness Fund[5] -** Joshua Anino, WEL

Q&A

Part 2. Critical Corporate Initiatives[6]

1. **IPSAS Implementation -** Maryna Mananikova, CFOR
2. **WFP Digital Business Transformation Plan -** Anna Miroshnichenko, TEC
3. **UN80: Delivering Integrated Services, Systems and Data Across the UN System -** Marco Cavalcante, PRG, Matthew Dee, SCD, Sara Adam, MSD
4. **Scaling Innovative Finance -** Michelle Barrett, CFOS
5. **Upskilling Country Office Teams for Resource Mobilisation Strategy Implementation –** Antoine Renard, PPD

Q&A

Part 3. Twinning[7] – Rania Dagash PI, Christophe Monier, CFO, Michelle Barrett, CFOS

Q&A

Footnotes: Management Plan source documents: [1]Annex IV; [2]Annex V; [3]Section II and Section IV; [4,5]Section IV; [6]Annex III; [7]Proposal to expand twinning eligibility

01.

Strategic Investments

PSAEA and General Fund balances and proposed use in 2027 ***(USD M)***

	PSAEA	UGF	Total
Budgetary Balance at 1 Jan 2027	**275**	**376**	**651**
PSAEA Target / UGF Prudent Balance	158	150	308
Projected availability	**117**	**226**	**343**

Historical use of PSAEA and UGF

Year	CCIs	IRA	Other	Included in other
2022	58	130	95	$55 M CLT; $30 M EDMF; $8 M Wellness
2023	50	150	43	$35 M increase opt'l reserve; $6 M ISC error
2024	88	50	103	$85 M CO safety net; $15 M HCM loan repayment
2025	30	75	197	$70 M Captive; $60 M workforce mgmt.; $40 M CO safety net; $20 M individual fundraising; $7 M health insurance fund
2026	70	25	75	$25 M CO safety net; $22 M EDMF, $20 M Individual fundraising; $8 M wellness ; ($97 M – repurpose EBF for workforce mgt)

For EB's approval

Proposed use in 2027

Individual Fundraising	**20**
Innovative Financing Facility	**15**
IRA	**30**
CO Safety Net	**15**
Wellness Fund	**2**
CCIs	**27**
Total	**109**

Individual Fundraising

Introduction:

Context

- **Individual Fundraising represents a significant source of income** for many organizations in the sector.
- In 2025, **out of USD 45.6 B raised by 16 peers in the International Fundraising Leadership Forum*** reference group from both public and private donors, **almost USD 13 B (28%) came from individual donations**.
  It is the largest private sector income category.
- **WFP is the third largest organization** in the IFL group, but it **harnessed only 1.5%** of the overall individual fundraising market, despite representing 15% of the operations. This represents considerable fundraising potential.
- **UNICEF and UNHCR raised respectively USD 2 B and USD 800 M from individuals in 2025**, or 16% and 6% of the market, showing what sustained investment over time in individual fundraising can generate.

2027 Ask

- Already **approved two tranches of investment of USD 20 M each in 2025 and 2026.**
- A third tranche of **investment of USD 20 M through the 2027 Management Plan**.
- Combined with partnership income**,** this trajectory positions **Private Sector to become WFP's second largest donor**.

*An annual benchmark study delivered by the International Fundraising Leadership Forum (IFL Forum) – a network of 16 large organizations in the humanitarian and not-for-profit sector, incl. WFP and 15 other UN agencies and INGOs.

Individual Fundraising

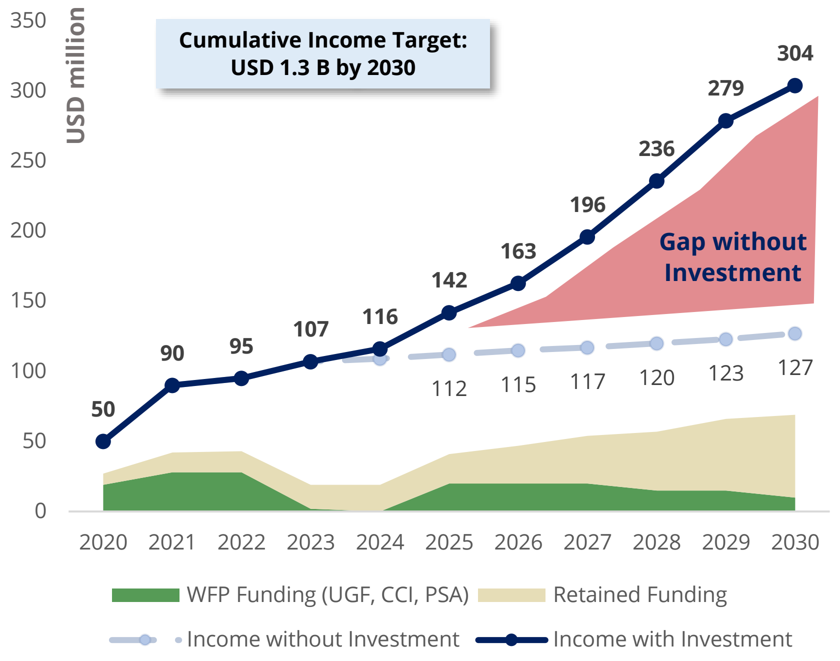
Recurring Income Stream for WFP

Diversified Donor Base and Reach

Predictable, flexible Source of Funding

Efficiencies, benefits and savings:

- With USD 142 M raised in 2025 vs a target of USD 138 M, IF is on track **to generate a cumulative income of USD 1.3 B** (2025-2030), without further investment we would risk that opportunity and over additional USD 600 M throughout the next years.
- Individual fundraising is a **predictable and sustainable type of fundraising**, providing a growing stream of funds for WFP and diversifying the donor base through a multiplier effect: each contribution not only supports immediate operations but also facilitates the acquisition of new supporters through a reinvested portion.
- **Regular giving,** represents the most reliable and high-value recurring income stream over time. On average, a regular giver generates **almost five times the value** of a single giver in four years. Moreover, onboarding donors onto **WFP's ShareTheMeal app** also drives value. App donors stay loyal for years, **driving strong lifetime value and retention rates.**



Individual Fundraising

Deliverables and Measurements:

KPI I: Income

Our performance has demonstrated robust growth, with **2025 income achieving USD 142 M** (above USD 138 M target). By June 2026, income generated amounted to USD 76 M, **on track to reach 2026 target of USD 163 M** and putting WFP on a strong trajectory toward the **2027 target of USD 196 M**.

USD 163 M
Income Target in 2026

USD 196 M
Income Target in 2027

KPI II: Flexible Funds

Around **75% of funds from individuals are either fully flexible, or semi-flexible** funds, directed to Country Offices but that can be allocated flexibly across local operational needs.

75%
of funds are flexible and semi-flexible

27%
in 2025 of funds are fully-flexible

How do we get there?

- **Scaling regular giving,** which represents the most reliable and high-value income stream over time.
- **Expanding into new markets, channels and language segments** to broaden the global supporter base.
- **Leveraging partnerships and outsourcing models** to access specialized expertise and accelerate growth.

WFP Innovative Financing Facility

Purpose and Rationale:

Approval sought: USD 15 M from the unearmarked General Fund to initially capitalize the Facility for 2027-2029 and fund upfront costs needed to close innovative financing transactions.

Why the Facility is needed

- **Financing gap.** In 2025: USD 16.0 B required; USD 6.1 B contributed (38 percent); official development assistance fell by more than 23 percent.
- **Final-stage capital gap.** Without catalytic capital, high-impact innovative finance transactions stall or are lost.
- **Instrument gap.** The Emerging Donor Matching Fund and Changing Lives Transformation Fund address other constraints; neither offers rapid, risk-tolerant, recoverable transaction capital.

Use of funds and expected results

- **Eligible uses.** Pre-close design, structuring, legal services, anchor contributions, risk-transfer premiums, and bridge financing.
- **2027-2029 target.** Approximately 15 transactions closed and USD 55 M mobilized for WFP operations - more than three times capital deployed.
- **Entry threshold.** At least USD 2 mobilized for every USD 1 committed.

Facility and Innovative Finance CCI: distinct roles

	WFP Innovative Financing Facility – USD 15 M	Innovative Finance CCI – USD 2.7 M
Purpose	Transaction capital to reach financial close.	Capacity: expertise, tools, training, legal support and procedures.
Scope	Transaction enabling costs only; no staff or overheads.	Capacity only; no transaction capital.

WFP Innovative Financing Facility

Expected Benefits:

Mobilization and leverage

USD M, unless stated	2027	2028	2029	Total
Catalytic capital deployed	10.0	3.0	2.0	15.0
Transactions reaching financial close	8	4	3	15
Resources mobilized for operations	~25	~20	~10	~55

USD 55 M mobilized from USD 15 M implies leverage above 3:1, exceeding the 2:1 minimum. Management proposes measurement over 2027–2029 because 2027 prioritizes lower-leverage premiums and seed capital. Risk-transfer coverage is excluded.

Strategic benefits

- **Governance.** Dedicated special account; Innovative Finance Steering Committee endorsement, ED approval; no new body or posts.
- **Transaction capital.** No staff or overhead costs.
- **Lower transaction costs.** Common templates, standard legal models and lessons at close reduce cost and preparation time.
- **Sustainable financing.** Initial capitalization, donor contributions, recoveries and eligible design charges, management fees and success-based fees.

WFP Innovative Financing Facility

Performance Measurement:

Cumulative indicators, reported annually to the Executive Board

Indicator	Baseline	2027	2028	2029
Catalytic capital deployed (USD M)	0	10.0	13.0	15.0
Transactions reaching financial close	0	8	12	15
Resources mobilized for operations (USD M)	0	25	45	55
Country offices with a Facility-supported transaction	0	6	9	12
Capital available for redeployment (% deployed)	0	5%	20%	33%

Mobilized resources exclude risk transfer, measured by coverage and people protected. Recovery rates are planning assumptions; actual recoveries will be reported annually.

Immediate Response Account

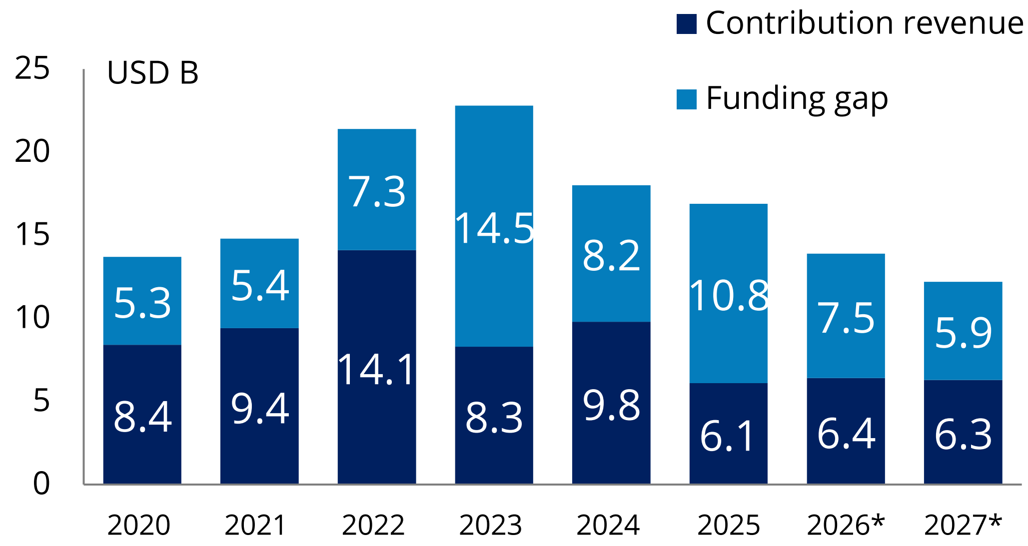
Introduction:

Rapid, flexible, revolving for lifesaving and life preserving assistance

The IRA provides flexible, last-resort financing to kick-start or scale up life-saving assistance at the onset of a crisis. It also strengthens emergency preparedness when no other viable funding source is immediately available.

As conflict, climate shocks and economic pressures continue to drive humanitarian needs, and funding gaps are expected to persist, the IRA will remain a vital source of flexible and timely financing for emergency response.

Operational Funding Gap 2020-2025 Trend and 2026-2027 Forecast



Funding Gap %	39%	36%	34%	64%	46%	64%	54%	48%

* Figures for 2026 and 2027 are projections based on the global forecast as of August 2026

Immediate Response Account

Efficiencies, benefits, and savings:

2025 Overview

60-90 days

Time gained from IRA allocation date to donor contribution confirmation
IRA allocation from onset emergency: 1-3 days
Average donor forecast to contribution: 60-90 days

USD 111 M

Revolved to the IRA, which in turn funded approximately 1/3 of the IRA allocations made in 2025

25 Countries &
1 regional operation

Were able to leverage funding to protect critical response windows through 37 advances in 2025

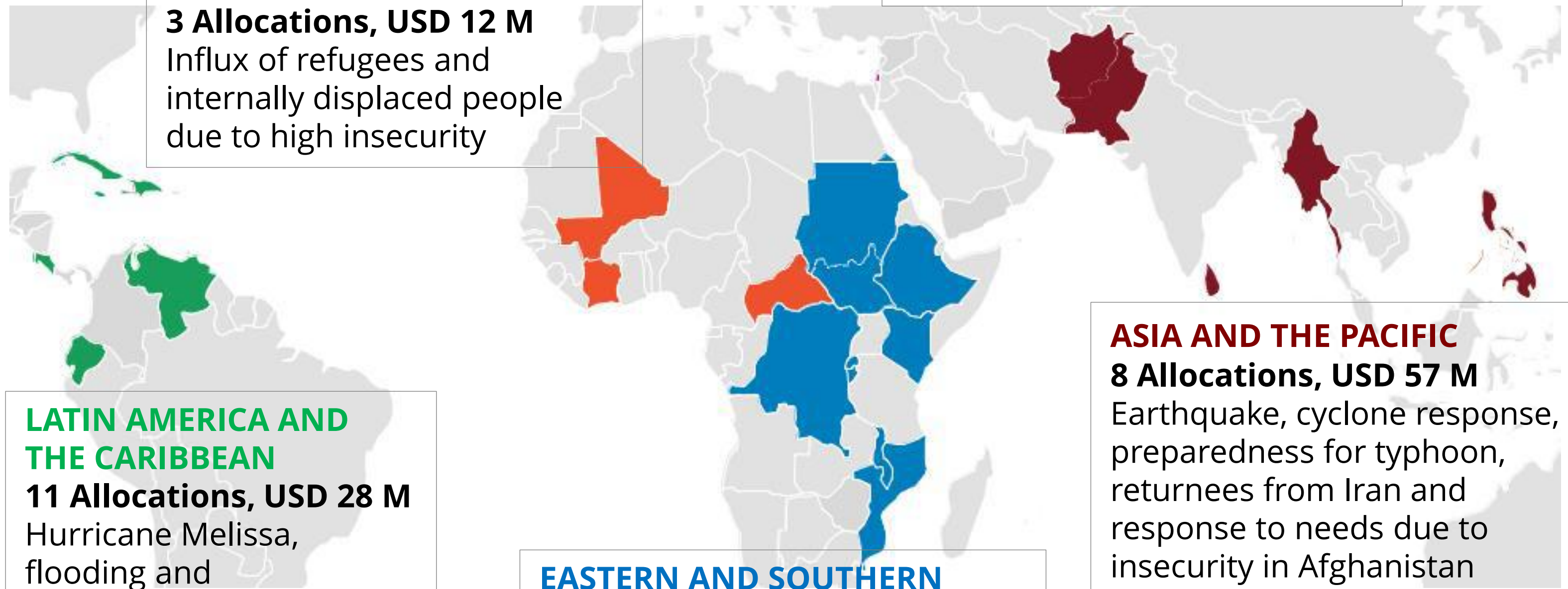
Immediate Response Account

Deliverables and Measurement:

within **72 hours**

2025 Overview

allocated
USD 297 M
from IRA to reach
11 M people



WESTERN AND CENTRAL AFRICA
3 Allocations, USD 12 M
Influx of refugees and internally displaced people due to high insecurity

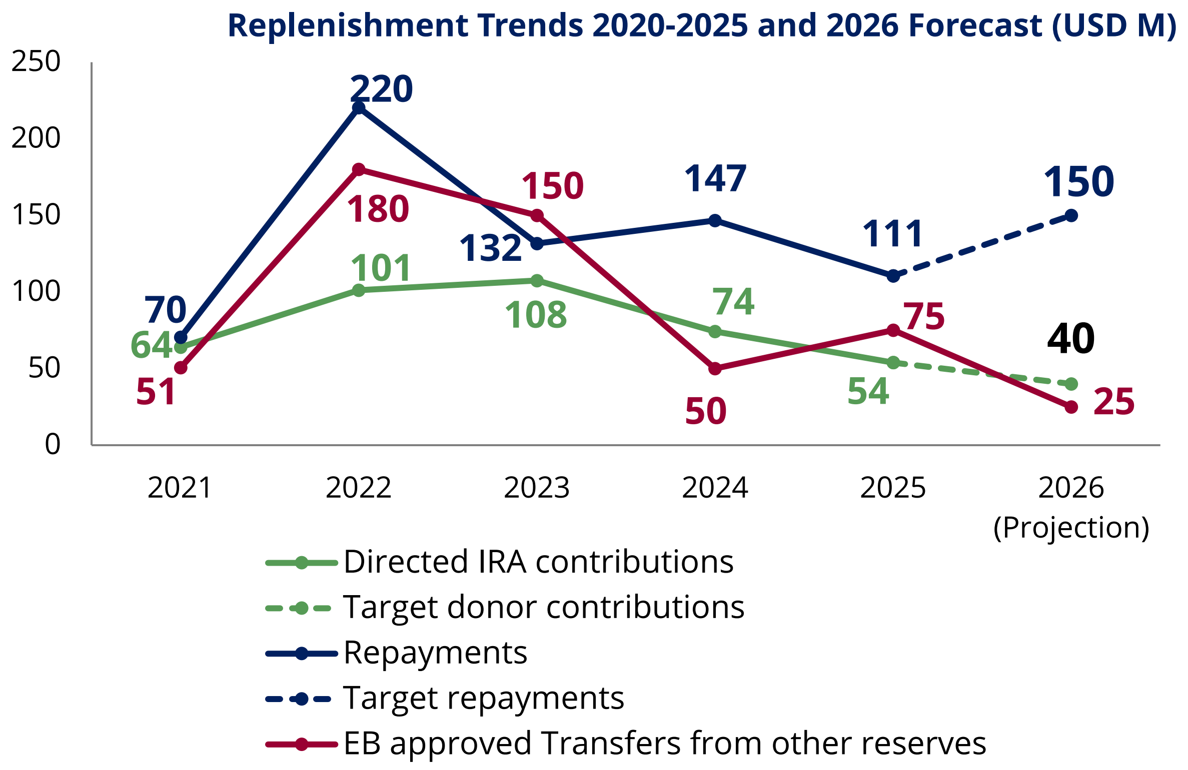
MIDDLE EAST, NORTHERN AFRICA AND EASTERN EUROPE
1 Allocation, USD 40 M
Palestine ceasefire scale up

LATIN AMERICA AND THE CARIBBEAN
11 Allocations, USD 28 M
Hurricane Melissa, flooding and preparedness for influx of migration in Panama & Costa Rica

EASTERN AND SOUTHERN AFRICA
14 Allocations, USD 160 M
Prepared for Mpox response, Ebola outbreak, cyclone response, drought response, influx of refugees and internally displaced people due to high insecurity

ASIA AND THE PACIFIC
8 Allocations, USD 57 M
Earthquake, cyclone response, preparedness for typhoon, returnees from Iran and response to needs due to insecurity in Afghanistan

Immediate Response Account



PROPOSAL FOR EB APPROVAL

A Transfer of **USD 30 M** from unearmarked portion of the General Fund to the Immediate Response Account

IRA Account 2026 overview (USD M):

A. **2026 Projected balance : USD 120 M**
Based on the projected donor contributions, repayments from country offices and allocations.

A. **2027 Target Open Balance: USD 150 M**
Based on past trends, Q1 allocations are minimally USD 100 M, therefore a healthy opening balance is required to ensure continuity of allocations in Q1 2027.

B. **Gap to 2027 Target opening balance: USD 30 M**

C. **UGF opening balance for 2027** is estimated at **USD 376 M**.

Country Office Safety Net

Introduction:

- CO Safety Net was approved in the Management Plan 2024–2026 to support Country Offices adjusting to reduced resourcing levels while maintaining **high standards of assistance, meeting established norms and assurance standards, and targeting the right people**.

- Since its establishment, the Country Office Safety Net has received successive allocations totaling **USD 150 M** from the unearmarked portion of the General Fund.

MP for 2024–2026	MP for 2025–2027	MP for 2026–2028
USD 85 M	**USD 40 M**	**USD 25 M**
Initial approval	Replenishment	Replenishment

TOTAL APPROVED CO Safety Net

USD 150 M

successive allocations from the unearmarked portion of the General Fund

- As of August 2026, **USD 89 M** had been allocated across **52** Country Offices to cover critical associated cost gaps where CSP resources are insufficient, as well as unforeseen and exigent costs including costs associated with employee relocation and evacuation.

Country Office Safety Net

Allocations to date:

CO Safety Net	Amount allocated (USD M)
Total approved amount	**150.0**
Total allocations	**89.0**
Reassurance action plans	*30.6*
Organizational realignments	*29.1*
Coverage of fixed costs and cooperating partners costs	*19.1*
Centralized Evaluation Fund	*1.5*
Others costs to maintain office operations	*8.7*
Unallocated Balance	**61.0**

- The remaining **USD 61 M** is intended to support orderly right-sizing and financial adjustment, covering critical associated cost gaps where no alternative funding exists, and helping country offices maintain operational capacity, programme quality and effective targeting.

Country Office Safety Net

How the Safety Net Supports Country Offices :

EFFICIENCY

- Timely CO Safety Net allocation to CSPs are endorsed by the Multilateral Budget Committee and approved by the Executive Director
- Enable Country Offices to prioritize programmes and activities under reduced funding outlook, maintaining operational capacity, programme quality and effective targeting

EFFECTIVENESS

- Bridge costs for cooperating partners
- Retargeting, communication, and community feedback (CFM)
- Strategic cost-saving investments
- Protect staff obligations to cover indemnities and separation costs
- Cover unforeseen and security-related costs including relocation and evacuation
- Enable the orderly and responsible phasing down

RISK MITIGATION

- Mitigate risks arising from delayed payments and unfunded liabilities
- Enable more proactive support before financial and operational pressures become critical

In the Management Plan 2027, **USD 15 million** is proposed to continue supporting Country Offices, including by addressing unforeseen operational cost gaps where no alternative funding exists.

Wellness Fund | Maintaining adequate funding levels considering the Ebola Response — *Eastern DRC*

EXECUTIVE BOARD REQUEST

USD 2 M

Urgent investment to protect personnel and keep critical humanitarian operations running.

Why this is needed

HIGH-RISK ENVIRONMENT	The Ebola outbreak affects eastern DRC locations where WFP personnel operate amid insecurity, weak health systems and constrained access.
ESSENTIAL WFP PRESENCE	Food assistance, logistics support and UNHAS access are critical enablers of the wider Ebola response.
RESIDUAL DUTY-OF-CARE GAP	Without stronger readiness, WFP risks staff exposure and delayed isolation, stabilization, referral or medical evacuation.
OPERATIONAL CONSEQUENCE	Reduced field presence or interrupted operations would disrupt assistance to communities already facing conflict, displacement and hunger.

Wellness Fund | What the USD 2 M will create

Five capabilities close the gap between prevention, suspected-case management and safe onward care.

1	**HID-FMU operations in Bunia**	Triage, isolation, initial stabilization, testing coordination and referral for personnel and eligible dependants.
2	**Medical evacuation readiness**	Reliable air ambulance, clinical escort and onward referral arrangements for severe cases.
3	**Standby local evacuation crews**	Trained teams available for safe, short-notice transfers from field locations to Bunia and onward care.
4	**Infection prevention and control**	Ebola-appropriate PPE, WASH and waste management, cleaning, training and exposure protocols.
5	**Staff communication and continuity**	Risk communication, reassurance, 24/7 guidance and decision support to sustain operations.

Source: Executive Board Briefing Paper, Sep 2026

Wellness Fund | Protect People | Preserve Response Capacity

WFP can sustain life-saving operations while protecting personnel, dependants and the capacity needed to support Ebola control.

PROTECT

Reduce exposure risk and accelerate safe clinical response.

SUSTAIN

Maintain WFP field presence, food assistance and logistics support.

REASSURE

Give personnel and dependants confidence in credible care pathways.

BOARD DECISION REQUESTED

Approve USD 2 M for urgent duty-of-care investments enabling safe, responsible and sustained WFP operations in support of Ebola control and maintaining funding adequacy of the Wellness Fund.

Q&A

02.

Critical Corporate Initiatives

Critical Corporate Initiatives in 2027 - *USD 27 M from PSAEA*

CCI Name	CCI timeframe (years)	Total multi-year approved allocation	2027 approved budget*	Request for new allocation	Management Results
Ongoing CCIs					
IPSAS implementation *(extension)*	2025-2027	5.1	0.8	**4.4**	**MR1**
Positioning WFP to unlock diverse funding	2025-2027	5.1	1.3	**-**	**MR3**
Implementation of global shared services strategy	2026-2028	10.0	4.8	**-**	**MR2 & MR3**
WFP digital business transformation plan	2026-2028	60.0	26.7	**10.0**	**MR2**
New proposed CCIs					
UN80: Delivering Integrated Services, Systems and Data Across the UN System	2027-2028	-	-	**7.2**	**MR1, MR2 & MR3**
Scaling innovative finance for WFP delivery and impact	2027-2028	-	-	**2.7**	**MR2 & MR3**
Upskilling Country Office teams for Resource Mobilization Strategy implementation	2027-2028	-	-	**2.6**	**MR3**
TOTAL		**80.2**	**33.6**	**26.9**	

*Approved through previous MPs, includes projected 2026 closing balances

IPSAS Implementation

Introduction:

Purpose and context

- **Ensure WFP full compliance with mandatory six new IPSAS while maintaining an unmodified external audit opinion and stakeholder confidence.**
- Revised timeline reflects organization-wide ERP upgrade which delayed planned system developments.

Strategic target: 2027 –end

Complete CCI with no further extension, ensuring sustainable compliance, reliable reporting and clear divisional accountability.

2025 & 2026 Progress

- IPSAS 44 - 46 adopted in the audited financial statement, unmodified audit opinion maintained
- IPSAS 43 lease policy completed; IPSAS 47 and IPSAS 48 agreement reviews completed; business requirements drafted and being translated for system implementation following the ERP upgrade.

2027: From implementation to business-as-usual

1. Configure & test – complete system configuration, testing and stabilization for IPSAS 43,47 and 48
2. Embed controls – finalize procedures, training, audit trail and reporting controls
3. Transition ownership – move implementation outputs into sustainable business-as-usual processes and divisional ownership

KEY FINANCIAL TRANSFORMATION

IPSAS 47, Revenue

Contribution revenue accounting shifts from upfront to performance-based, staged recognition, requiring clearer links with donor agreements, performance obligations and disclosures.

IPSAS 48, Transfer Expenses

Food commodity expense recognition at beneficiary delivery, strengthening end-to-end traceability, evidence and reporting controls.

IPSAS Implementation

Efficiencies, benefits and savings:

Compliance Value & Institutional Credibility

- Sustained assurance of an unmodified audit opinion—critical to preserving donor and stakeholder trust in WFP and its financial statements.

Risk Mitigation & Audit Readiness

- Strengthens system-generated audit trails;
- Avoids remediation and audit follow-up, manual reconciliations and duplicated compliance work;
- Reduces audit qualification risk, late adjustments, inconsistent interpretations and fragmented evidence.

Efficiency Gains & Operational Benefits

- Embeds accounting rules in corporate systems, reducing need for manual analysis and adjustments;
- Defines ownership across the organization through clearly defined processes and supports transition from project funding to business-as-usual.

IPSAS Implementation

Deliverables and measurement:

Deliverable	2027 KPI Target
1. IPSAS 43–46 accounting policies reflected in 2025 audited financial statements	Completed: IPSAS 44, 45 and 46 reflected in 2025 audited financial statements, with unmodified audit opinion sustained.
2. IPSAS 47 and IPSAS 48 implemented in 2026 audited financial statements (CFO)	Policies approved and applied; required accounting adjustments and disclosures accepted by External Auditor with no audit qualification.
3. Integrated lease portfolio and systems management in compliance with IPSAS 43 (MSD)	Full lease portfolio captured and integrated with WINGS; automated reporting calculations and clear audit trail, updated procedures and trained users in place.
4. Enhanced contribution revenue management in compliance with IPSAS 47 (PI)	Requirements approved; WINGS solution configured, tested, accepted and deployed; outputs reconciled with no material unresolved exceptions.
5. End-to-end food commodity accounting and reporting in compliance with IPSAS 48 (SCD)	Relevant solutions implemented and integrated with WINGS; complete digital audit trail available; no material unresolved exceptions.
6. Integrated financial systems and reporting architecture (TEC)	Corporate systems and ERP environment configured, tested and fully functioning to enable automated, efficient accounting, reporting and disclosures.

WFP Digital Business Transformation Plan

To respond effectively to the humanitarian funding crisis, WFP shifts from reactive, operating models to localized, anticipatory, digitally enabled approaches.

$ **USD 60 M**
2026 - 2028 DBTP CCI

↗ **USD 22.08 M**
2026 DBTP CCI base

✓ **49 Projects**
Currently in execution

AI **USD 10 M**
2027 – 2028
AI augmentation

Key DBTP principles

Why this matters — Humanitarian needs are rising while resources shrink. A reactive model is becoming too costly and slow, risking lower reach, duplication, and delayed action before crises escalate.

2027 Shift — toward a proactive, and digitally enabled model: act earlier through data reusable AI services and change management.

Management Plan Focus — Continue approved DBTP CCI to secure digital systems, and operational models that protect frontline staff while sustaining aid delivery to beneficiaries.

Main achievements to-date

Anticipatory Action — Alignment of standardized key indicators, retrofitting of new Corporate Result Framework, CIMS expanded in 8 Countries improve early-warning triggers and readiness.

Supply-Chain Efficiency — 85% less manual flow; Track & Trace, Digital Stack Cards and QR waybills improve effort and stock visibility.

Ecosystem Enablement — Five digital government/partner programmes plus social protection, nutrition/CODA and school meals to strengthen resilience in 4 Countries

Governance & Accountability — Identity Governance Access platform integration at 43%, cyber/cloud security & Zero Trust strengthen protection of beneficiaries and sensitive data.

VALUE STREAMS: Productivity. Optimisation. Critical Operational Capabilities/Transformation. Risk & Assurance

AI is not a standalone workstream: governed adoption connects automation and analytics to measurable humanitarian outcomes.

IMPACT

✓ **Protecting the integrity of assistance:** Early estimates from Somalia of WFP's AI-driven anomaly detection tool (ADAD), indicate **potential annual savings of USD 1.7 M** by identifying fraud and Inefficiencies.

•• **Delivering assistance quicker:** AI automation allows teams to process population vulnerability data at scal **(50% less time)**

Optimizing supply chains

Assessing damage faster: AI-driven satellite analysis has cut building damage assessment time **from three weeks to 48 hours**

↗ **Predicting crises before they hit** **60-day advance warning** of food security risks helps WFP anticipate where hunger will surge and act sooner.

SUPPLY CHAIN OPTIMIZATION

PRISMA Maturity Journey

MATURITY JOURNEY — SCALING UNLOCKED WITH INVESTMENT →

Operational Tool

- Live shortfall projections for country offices
- Expiry-risk monitoring across all commodities
- Grant management and transfer planning

AI-Enabled Platform

- CCI-funded · 2025

- One of the original 7 CCI AI use cases
- Natural language querying — no expertise needed
- AI summaries, risk identification & simulations
- USD 3.9 M in efficiencies; 26,000+ hours freed

Self-Service Platform

Investment needed

- Proven AI capabilities become reusable building blocks
- Innovations developed Once, replicated across all offices
- Faster scaling at lower development cost

PROVEN RESULTS FROM CCI INVESTMENT · 2025

USD 3.9 M	USD 2.8 M	USD 1.1 M	+39%
total cost efficiencies delivered	operational savings including avoided expiries	staff savings; 26,000+ hours saved	active user growth

PRISMA is being delivered using a self-service model which can be scaled to further enable time and cost efficiencies

Artificial Intelligence (AI)

Enabling AI at enterprise scale to accelerate impact across WFP

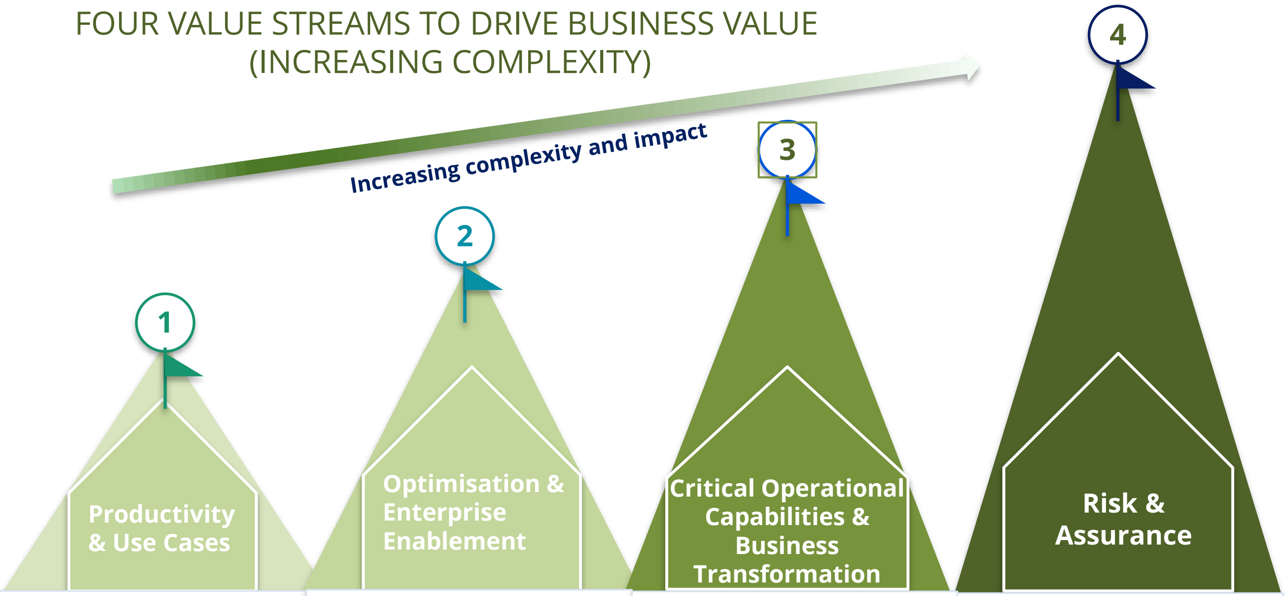
PURPOSE

Invest in the enterprise capabilities that enable WFP to adopt and scale AI responsibly - unlocking productivity, strengthening decision-making, enhancing risk management, and transforming critical operations for greater impact for people.

RISKS

- **Avoiding model lock-in** Maintain flexibility and choice by using open standards and interoperable solutions.
- $ **Total Cost of Ownership (TCO)** Manage the long-term cost of licenses, infrastructure and support capacity.
- **Geo-political issues and sensitivities** Navigate data sovereignty, regulatory changes and geopolitical risks.

FOUR VALUE STREAMS TO DRIVE BUSINESS VALUE (INCREASING COMPLEXITY)



1	2	3	4
Empower staff with AI tools, automation, and skills to reduce manual effort and increase effectiveness.	Enable innovation at scale through robust digital, data, and AI foundations.	Transform operational planning, decision-making, and` service delivery.	Strengthen oversight, compliance, and security through AI-driven risk identification and controls.

ALIGNED TO 5 DBTP INVESTMENT AREAS

		1	2	3	4
1	Identity Management	●	●	●	●
2	Humanitarian Ecosystem Enablement		●	●	●
3	Supply Chain & Delivery		●	●	●
4	Interoperability, End to End Monitoring & Analytics	●	●	●	●
5	Foundational Technology Services		●	●	●

AI ENABLERS (FOUNDATIONS)

- Enterprise AI platforms & tools (incl. licensing)
- AI architecture & infrastructure
- Data architecture
- Data foundations & model hosting
- AI governance, guardrails & Risk management
- Identity, access & cybersecurity
- Solution development
- Solution integration
- Change Management & Communications

AI SCALERS (ADOPTION & SCALE)

- Business ownership & operating model
- Workforce capabilities & upskilling
- </> Citizen development & AI Factory
- Integrated business & data teams in COs
- Sustainable financial model

EXPECTED IMPACT

- Increase productivity through AI-enabled tools and automation
- Optimize operations and resources to deliver more impact at lower cost
- Strengthen risk management and organizational assurance
- Transform critical operations to better reach people in need
- Build AI capability at scale across WFP for the long term

UN80: Delivering Integrated Services, Systems and Data Across the UN System

Introduction:

Investing in WFP's strengths for a more efficient UN system

Why now?	rising needs, constrained resources and demands for greater accountability require the UN to reduce duplication, consolidate and leverage existing capabilities.
Why WFP?	mature, scalable systems, global operational reach, and decades of delivery in complex environments can be leveraged across the wider UN system.
Mutual Benefit	less duplication through sharing of WFP's leading systems & capabilities across the UN system; lower costs, stronger assurance & cost recovery for WFP.
How it fits	this CCI catalyses wider UN use of proven WFP capabilities; the Global Shared Service and Digital Business Transformation strengthen WFP internally.

UN80: Delivering Integrated Services, Systems and Data Across the UN System

Efficiencies, benefits and savings:

Investing in WFP's strengths for a more efficient UN system

6 DELIVERABLES | USD 7.2 M | 2027–2028

1. **Integrated inter-agency supply chain systems**
2. **Cash leadership and cost-efficient cash delivery and services**
3. **Identity assurance**
4. **Common back offices**
5. **Scaling common services**
6. **Interoperable data, analytics and evidence**

UN80: Delivering Integrated Services, Systems and Data Across the UN System

Deliverables and Measurement:

How success will be measured.

1. **Supply chain systems** – partner agencies using shared platforms. 2028 target = 6.
2. **More cost-efficient cash delivery** – in relevant cash operations, at least 85 cents of each donor dollar reaches people in 2028.
3. **Identity assurance** – Country Offices using photo deduplication: 2028 target = 35.
4. **Common back offices** – number of countries adopting common back office. 2028 target = 10.
5. **Common services** – number of Agencies using the Services Hub. 2028 target = 8.
6. **Data, analytics & evidence** – Country Offices using the AI toolkit. 2027 target = 5.

UN80: Delivering Integrated Services, Systems and Data Across the UN System

Deliverables and Measurement:

Spend less on support and direct more resources to delivery.

1. **Supply chain systems** – Shared platforms streamline service delivery, whilst fewer separate systems result in lower support costs.
2. **More cost-efficient cash delivery** – A 2-3% improvement across WFP's cash portfolio could redirect tens of millions of dollars each year.
3. **Identity assurance** – Pilots led to cost efficiencies of 65% in Niger, savings of USD 430,000 in Mali & USD 1.7 M in Somalia.
4. **Common back offices** – Integrated functions will lead to reduced transaction costs, stronger accountability and better performance.
5. **Common services** – Expected to save USD 2 M a year, while creating more opportunities for cost recovery and cost-sharing.
6. **Data, analytics & evidence** – Standardised, interoperable data can improve decisions and accountability, saving up to USD 1M annually

Scaling Innovative Finance for WFP Delivery and Impact

Introduction:

Management seeks Executive Board approval for a two-year investment to build WFP's innovative finance execution capability, converting opportunities from WFP's pipeline into signed transactions that finance Country Strategic Plans.

WHY THIS MATTERS

WFP needs to invest in capacity to support Country Offices with innovative finance opportunities and close transactions.

WHAT IS MISSING

Technical capacity is limited and fragmented. Screening is inconsistent, and WFP lacks a robust process to design, approve and close transactions.

WHAT IS INCLUDED

The CCI includes specialist transaction support, Country Office plans, and training, together with clear tools and governance. The CFO Division leads implementation, with contributions from INNA, PRGR and LEG.

Purpose: The CCI pays for specialist capacity, tools, training and legal support.
This is distinct from the proposed Innovative Financing Facility, which would provide capital for individual transactions (and not human capacity, tools and training).

Scaling Innovative Finance for WFP Delivery and Impact

Value and Safeguards:

USD 2.7 M

Two-year investment: USD 1.35 M in 2027 and USD 1.35 M in 2028

USD 120 M

End-2028 target: USD 60 M mobilized and USD 60 M catalyzed

HOW VALUE WILL BE CREATED

- Close transactions faster and at lower cost
- Finance WFP operations and catalyze support for programme countries

HOW MANAGEMENT WILL SAFEGUARD THE INVESTMENT

- Release 50 percent in 2027; release the balance only if milestones are met
- Track transactions, funding, leverage, conversion and cycle time
- Review sustainability before the CCI ends; no permanent reliance on CCI funding

Scaling Innovative Finance for WFP Delivery and Impact

Deliverables and 2028 targets:

DELIVERABLE 1 – USD 1.55 M

Innovative Finance pipeline originated and converted into transactions and net new funding

KPI	2027	2028
Mobilized (USD M)	33	60
Catalyzed (USD M)	33	60
Signed transactions	11	16
Legal support on time	100%	100%

DELIVERABLE 2 – USD 0.53 M

Country Offices enabled to identify, design and execute Innovative Finance transactions

KPI	2027	2028
Country Office action plans	8	12
Country Offices supported	8	12
Proposals to the Facility	12	15
Staff trained	100	200

DELIVERABLE 3 – USD 0.62 M

Corporate Innovative Finance Operating Model and Innovative Financing Facility operationalized*

KPI	2027	2028
Facility leverage ratio	2x	3x
Opportunities reviewed	15	18
Facility funding deployed (USD M)	10	13

Targets are cumulative; 2028 shows the position at the end of the CCI.

**Facility targets depend on Executive Board approval of the proposed USD 15 M allocation and align with the Management Plan (2027–2029) business case.*

Upskilling Country Office teams for Resource Mobilization Strategy Implementation

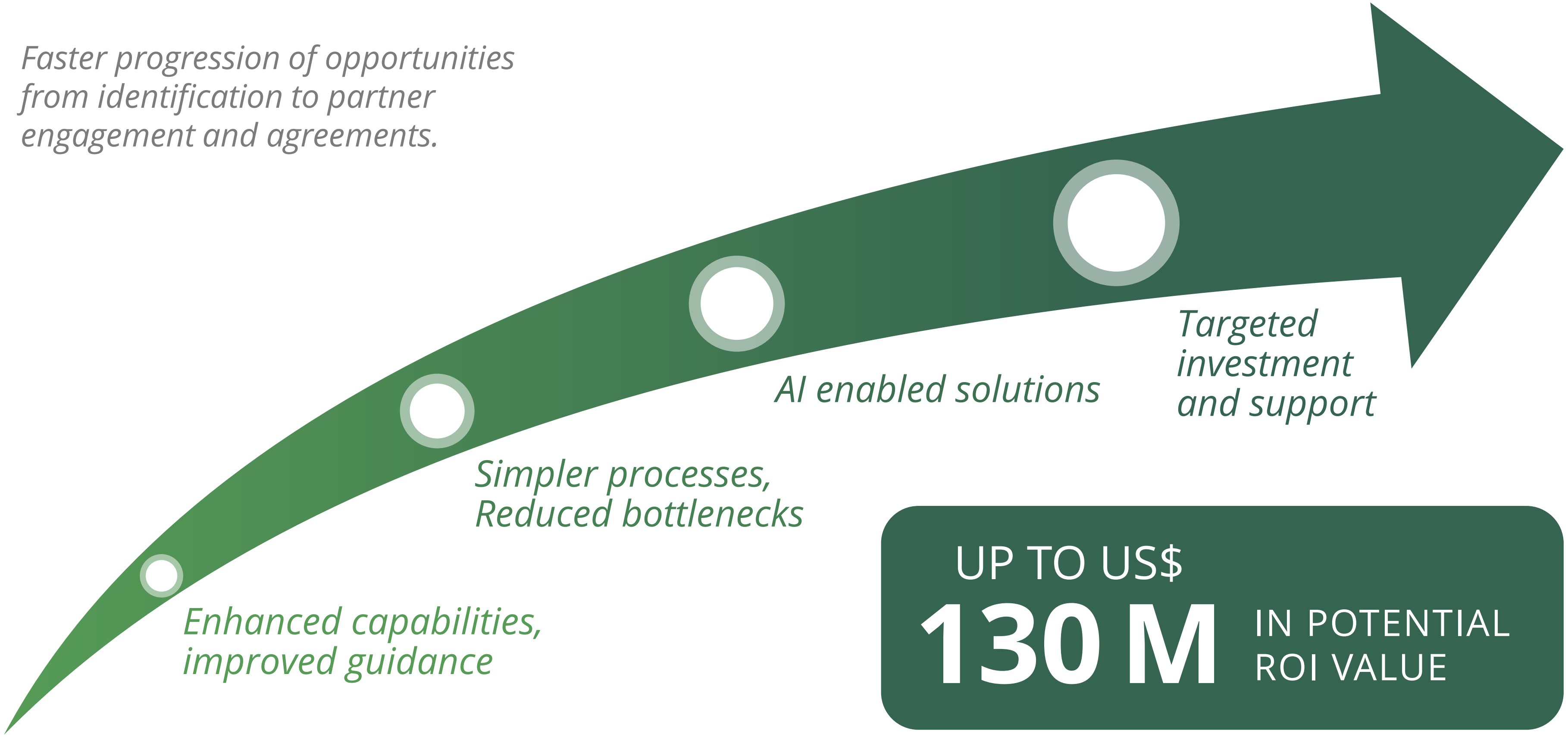
Introduction

- Critical investment to respond to a **rapidly evolving funding landscape** across governments, IFIs, regional funds, private sector and innovative financing.
- **USD 2.6 M investment** led by PPD, implemented with PSP.
- Build sustainable Country Office capacity to **lead integrated resource mobilization** beyond traditional donor financing.
- **Enable Country Offices** to identify, develop and advance opportunities with greater autonomy, speed and scale.
- Help COs protect, grow and **diversify partnerships and funding sources**, in line with WFP strategies and priorities.
- Support complementarity and synergies across Partnerships and Programme.
- Expand co-design and co-ownership with governments, IFIs, UN entities and other partners to **unlock joint financing and partnership opportunities.**

Upskilling Country Office teams for Resource Mobilization Strategy Implementation

Efficiencies, benefits and savings:

Faster progression of opportunities from identification to partner engagement and agreements.



UP TO US$ **130 M** IN POTENTIAL ROI VALUE

Upskilling Country Office teams for Resource Mobilization Strategy Implementation

Deliverables

1 ENABLE COUNTRY OFFICES TO EXECUTE THE RMS EFFECTIVELY THROUGH SKILLS, SIMPLIFIED PROCESSES AND DIGITAL SOLUTIONS

- Partnership learning pathways and guidance
- Simplified partnership processes,
- Enhanced digital systems with AI enabled functionality

FOSTER JOINT PROGRAMME-PARTNERSHIPS PLANNING AND CO-DESIGN OF FUNDING OPPORTUNITIES

2 ENABLE COUNTRY OFFICES TO DESIGN & PURSUE LOCAL DIVERSIFIED FUNDING OPPORTUNITIES

- Targeted field level investments
- Help COs advance opportunities across Public and Private Sector partnerships while building local capacity.
- Build on and inform the solutions developed under Deliverable 1

Measurements

Number of CO personnel completing a learning pathway

% of supported COs applying improved practice, process or digital solution

Number of COs supported to design or advance funding opportunities

% of supported COs progressing to formal partner engagement, proposal or negotiation


Q&A


Thank you!