

# **REVIEW OF FIT FOR PURPOSE ORGANIZATION-STRENGTHENING INITIATIVE**



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**World Food Programme**  
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# 1. Introduction: what is Fit for Purpose?

## 1.1 Purpose of the paper

1. In April 2012, WFP's Executive Director launched a process of reflection through a rapid organizational assessment. This resulted in a series of organizational strengthening activities that became known as "Fit for Purpose". While the term Fit for Purpose has been used to refer to specific investment projects, it was also used to convey the essence of the organizational, cultural, process and systemic changes needed for WFP to deliver more effective food assistance to those in need.
2. This report supplements the summary report on Fit for Purpose presented to the Board in January 2017.<sup>1</sup> As Fit for Purpose comes to an end in December 2016 with the implementation of a new Strategic Plan, this report presents the detailed results of the review of Fit for Purpose conducted through consultations with an internal Advisory Group,<sup>2</sup> interviews with regional and country directors, and input from individual investment budget holders.<sup>3</sup>
3. The report draws on:
  - Materials prepared by the Innovation and Change Management Division covering different aspects of Fit for Purpose presented to the Advisory Group for their consideration and review and reflected in **Sections 2–9** of the report.
  - Responses from individual budget holders on the objectives and rationale, main activities and outputs and impacts of the investments made. (**Annex A**)
  - An inventory of the actions taken to address 57 prioritized recommendations developed as part of a Business Process Review. (**Annex B**)
  - An independent review of three specific investments<sup>4</sup> by external consultants Ernst & Young, conducted from October to November 2016. (**Annex C**)
  - Information on performance available from WFP's accountability documents: the Annual Performance Report and the Financial Statements.
  - The wide range of independent reports by WFP oversight entities.<sup>5</sup>
  - Further interviews with regional and country directors to obtain a clear field perspective of the results on Fit for Purpose.
4. This report also considers the approach taken to managing Fit for Purpose in **Section 10**.

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<sup>1</sup> WFP/EB.1/2017/11-C

<sup>2</sup> The Advisory Group was set up by the Executive Director to evaluate progress made in addressing the objectives of Fit for Purpose. It comprises Headquarters directors and representatives from regional bureaux and country offices, and serves as the main body of consultation and information-sharing throughout the process

<sup>3</sup> Fit for Purpose is also the subject of current oversight body examinations by the Office of Evaluation and the External Auditor.

<sup>4</sup> Management Plan, Supply Chain capacity development, and the Financial Framework Review

<sup>5</sup> The Office of Evaluation, the Inspector General, the WFP External Auditor, the Audit Committee, the United Nations Joint Inspection Unit, the Ethics Office and the Ombudsman.

5. Fit for Purpose is most visible through the specific investments made but the underlying concepts have also impacted the way WFP works day to day. This report therefore examines Fit for Purpose from two perspectives:
- The results in terms of outputs and outcomes from the one-off investments related to organizational strengthening (presented in Annex A).
  - The eight objectives of Fit for Purpose, arising from the Framework for Action and the main corporate priorities to be addressed. (Figure 1).

## **1.2 Why was it necessary to strengthen WFP?**

6. In April 2012, the Executive Director recognized that WFP was a fundamentally healthy organization that may need strengthening to respond better to the complex challenges facing it. She therefore launched a Rapid Organizational Assessment (ROA) to facilitate a process of reflection, review and analysis. The twin elements of the assessment were an external review by McKinsey & Company<sup>6</sup> and a review by an internal Organizational Development Team (ODT) composed of diverse WFP leaders.<sup>7</sup> The main conclusions were that:
- WFP has many strengths, summarized by McKinsey as: *“values orientation, pride, sense of ownership; strong operational focus and can-do attitude; alignment on overall strategic direction; and willingness to make changes to continue to be strong”*.
  - WFP has a clear role to provide food assistance as laid out in the Strategic Plan (2008–2013) but it does not yet have the capacity to fully implement that role in terms of people (i.e. competencies and mindsets), systems, tools and processes.
  - WFP’s organizational design needs to be realigned around strategic priorities to focus efforts on the field and ensure more effective implementation of the Strategic Plan.
  - The centre of gravity has tended to shift away from the field towards Headquarters and, as a result, delegated decision-making authority and accountability are not sufficiently clear, functions are duplicated and the regional bureaux have been weakened.
  - WFP asks a lot of its staff but it does not manage them well and does not handle contractual arrangements satisfactorily.
  - Systems, initiatives and processes need to be reviewed, streamlined and better integrated to improve efficiency, effectiveness and accountability.

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<sup>6</sup> The McKinsey team worked between 23 April and 23 May 2012 and interviewed 250 Board members, managers and staff in small groups or individually. They visited the Nairobi, Bangkok and Panama regional bureaux; the Addis Ababa country office; and the Washington, DC and New York liaison offices.

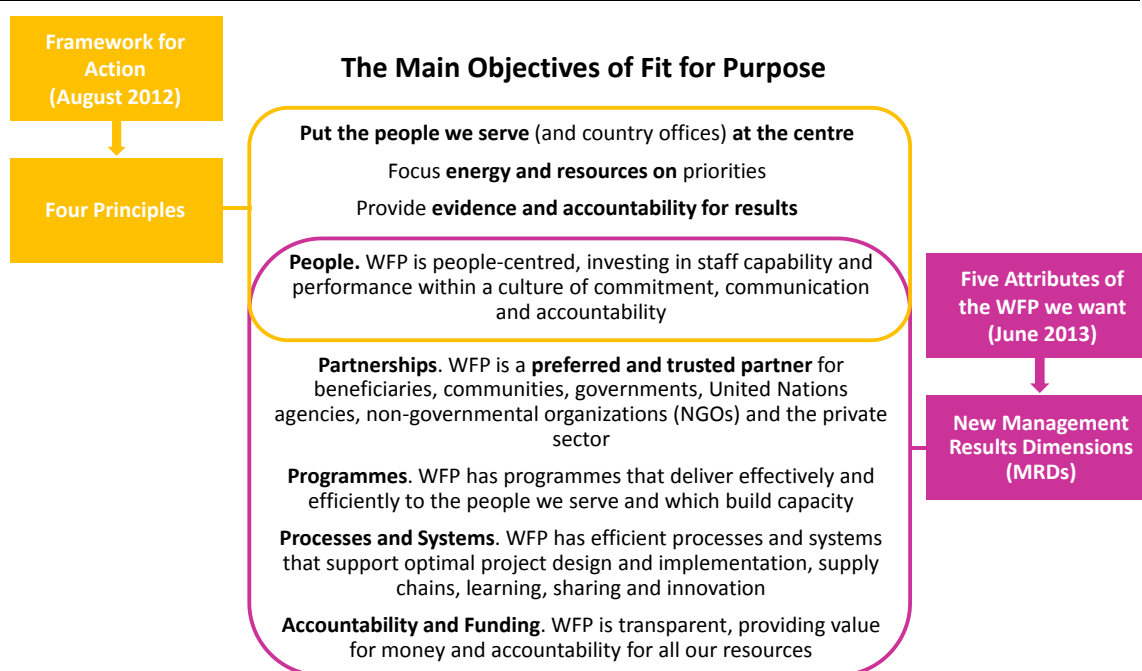
<sup>7</sup> The ODT, established on 20 April 2012, comprised WFP Headquarters and field staff members across grades, divisions, and experience level. The team interviewed 450 international and national staff in country offices, liaison offices, regional bureaux and Headquarters, and convened Headquarters walk-in clinics for additional input.

- Partnerships have become increasingly important to achieving the Strategic Objectives, but WFP has not always developed truly collaborative partnerships.

### 1.3 What were the aims of Fit for Purpose?

- In June 2012, the Executive Director issued a Framework for Action as the basis of a comprehensive organizational strengthening plan for WFP, incorporating the conclusions and recommendations of the rapid diagnostic. The eight objectives of Fit for Purpose can be derived from the four principles of Fit for Purpose presented in the Framework for Action<sup>8</sup> issued following the Rapid Organizational Assessment and the priorities established in June 2013 for making the shift from good to great.<sup>9</sup> (Figure 1)

Figure 1: The main objectives of Fit for Purpose



### 1.4 The evolving context of Fit for Purpose

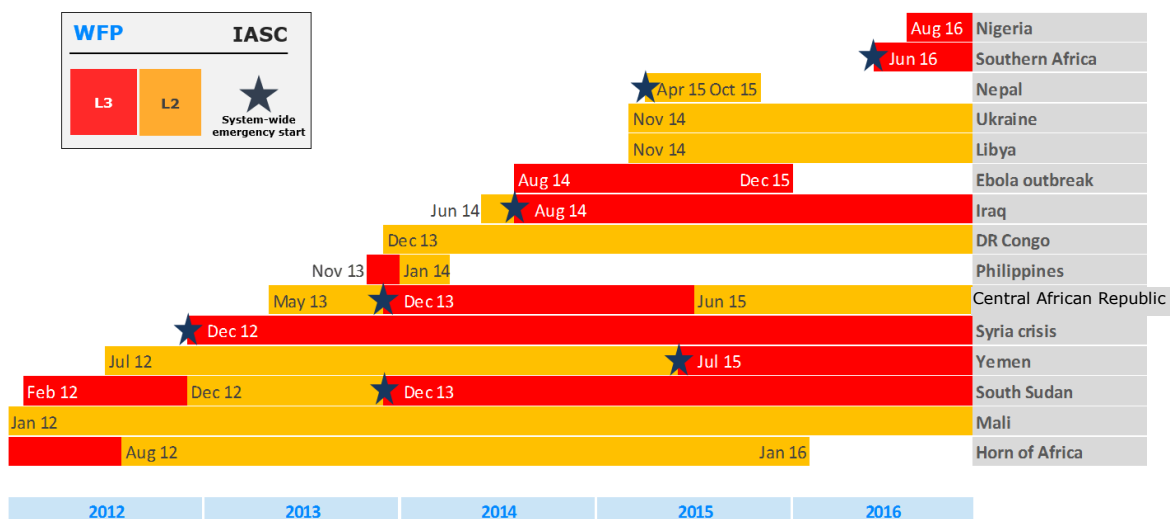
- In the period covered by Fit for Purpose the humanitarian landscape has changed dramatically:

<sup>8</sup> One of these four principles was the need to empower country offices as WFP’s “centre of gravity”. However, the August 2012 report on organizational design clarified that “beneficiaries are the focus of all our work – this is the central tenet of the organizational redesign”, and it is this understanding that drives the principle that country offices are empowered as WFP’s “centre of gravity”.

<sup>9</sup> These priorities are included in the five Management Results Dimensions reported in WFP’s Annual Performance Report.

- **Humanitarian needs are growing substantially year on year**<sup>10</sup> leading to more requests for WFP support and a 20 percent growth in voluntary contributions since 2012.
- **“Protracted crises have become the new norm, while acute short-term crises are now the exception.”**<sup>11</sup> With six L3 and five L2 emergencies,<sup>12</sup> WFP is currently facing more contiguous large emergencies than at any other time in its history.
- **WFP’s core business has changed** from a narrow focus on food aid to a broader focus on food assistance. Cash-based transfers have grown from a modality in 26 operations in 19 countries seven years ago to 83 operations in 60 countries in 2017.<sup>13</sup>
- The 2030 Agenda for Sustainable Development has significantly changed humanitarian approaches to reducing human suffering, protecting the planet and ensuring prosperity for all.<sup>14</sup>

**Figure 2: There are more Level 2 and Level 3 emergencies and they are lasting longer**



<sup>10</sup> In 2015 international humanitarian assistance rose for a third consecutive year to a record USD 28.0 billion, an increase of 10 percent from 2014. Nonetheless, the funding gap for the United Nations Consolidated Appeals Process rose to 45 percent, the largest on record.

<sup>11</sup> The State of Food Insecurity in the World 2015 report.

<sup>12</sup> As of November 2016.

<sup>13</sup> Management Plan (2017–2019).

<sup>14</sup> Under the new Strategic Plan (2017–2021) WFP will focus on Sustainable Development Goal (SDG) 2 – Achieving zero hunger, and SDG 17 – Partnering to support implementation of the Sustainable Development Goals – reflecting its strengths and the reach of its services.



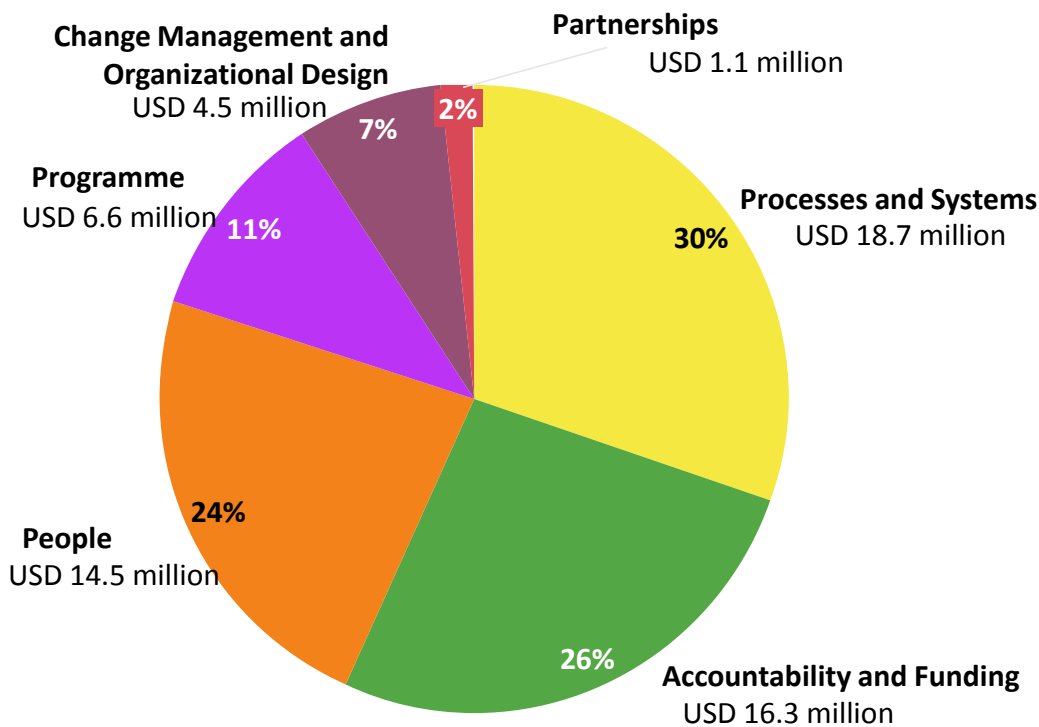
9. These changes have stretched WFP’s emergency response capability well beyond its initial designed capacity.<sup>15</sup> It has also impacted to some degree the ability to implement Fit for Purpose as planned.

### 1.5 How much has been spent on Fit for Purpose?

10. Budgeted investments under Fit for Purpose amounted to USD 72 million (Figure 3). In total there were 58 separate one-off investments under the umbrella of Fit for Purpose, representing resources provided to budget holders across WFP for the implementation of agreed actions.

- Budget allocations totalled USD 72.1 million, including USD 10.1 million for human resource costs related to restructuring in 2013 (Figure 3).
- As of 7 December 2016, WFP has spent USD 61.8 million over four years on one-off investments related to Fit for Purpose against the budget allocations of USD 72 million.
- Of these budgeted resources, 80 percent were allocated to three Management Results Dimensions: Processes and Systems (30 percent); Accountability and Funding (26 percent); and People (24 percent). The Programme and Partnerships dimensions received the smallest percentages of Fit for Purpose investments.<sup>16</sup>
- Seven percent of Fit for Purpose funds were used to manage and support the change process, including changes in organizational design.

**Figure 3: Investments made through Fit for Purpose, by Management Results Dimension, 2013–2016\***



<sup>15</sup> WFP’s emergency response design capacity at the start of Fit for Purpose was two major emergencies and one rapid onset emergency.

<sup>16</sup> This partly reflects the availability of other funding sources, such as trust funds, for programme development.

\* Excluding USD 10.1 million used for staff restructuring in 2013. Figures are based on budgeted funds allocated to investment owners, some of which will be spent in 2017.

11. Annex A provides a more detailed summary of the way that Fit for Purpose projects have been funded and a full report of all the investments made.

## ***1.6 Other investments in line with Fit for Purpose goals***

12. One of the criteria for allocating Fit for Purpose funding was whether other funding sources were available, such as donor trust funds or the Capital Budgeting Facility. Many actions to strengthen WFP were not directly funded through Fit for Purpose but were consistent with its goals. Examples include:
  - the Logistics Execution Support System (LESS), which provides WFP with real-time visibility of all its commodities worldwide and along the entire supply chain;
  - upgrading of WFP's emergency preparedness through the Preparedness and Response Enhancement Programme to improve WFP's ability to respond to emergencies; and
  - an increased focus on innovation through establishment of the Innovation and Change Management Division and launch of the Innovation Accelerator.
13. The review considered these broader actions when assessing progress in achieving Fit for Purpose objectives.

## 2. Objective 1: Putting the people we serve (and country offices) at the centre – organizational design

### 2.1 Context

14. One conclusion of the 2012 Framework for Action supported by other evaluations<sup>17</sup> was that WFP's centre of gravity had shifted from the field towards Headquarters. As a result, delegated decision-making authority and accountability were not sufficiently clear, functions were duplicated and regional bureaux had been weakened. WFP's organizational design needed to be realigned around its strategic priorities to focus efforts on the field and ensure more effective implementation of the Strategic Plan.<sup>18</sup>

### 2.2 Fit for Purpose response

15. The first and perhaps most important action taken under Fit for Purpose was the launch of the Organizational Design and Realignment (ODR) initiative in June 2012. The ODR was tasked to look beyond WFP's organizational structure to focus on issues of delegation of authority, decentralization, resource allocation, accountability, and the roles and capacities of country offices, regional bureaux, liaison offices and Rome Headquarters, with a view to building an organization that is "Fit for Purpose". The results of the ODR were presented in the report "*Fit for Purpose – WFP's New Organizational Design*" issued in August 2014 and reflected in the Management Plan (2013–2015).
16. The ODR report explains that organizational design decisions were based on four basic principles:
- Beneficiaries are the focus of all our work – this is the central tenet of the organizational redesign and it drives the second and third principles;
  - Country offices are empowered as WFP's "centre of gravity", with decision-making authority located as close as possible to the point of implementation;
  - Regional bureaux serve as WFP's frontline platform for managing, overseeing and supporting the country offices; and
  - Unity of purpose and strong corporate identity ensure that everyone in WFP operates according to the core policies and strategies that bind our organization together.
17. These were supported by four design principles:
- *We will guide our decisions on the basis of "subsidiarity", in other words, placing decision-making authority as close as possible to the point of implementation.*
  - *We will establish a clear single line of accountability throughout the organization and within all organizational units and ensure a balanced span of authority ensuring that managers provide adequate supervision, direction, and support. In Rome Headquarters, we will eliminate duplication and consolidate functional*

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<sup>17</sup> Evaluation reports that support the Framework for Action are referenced as appropriate in each section of the report.

<sup>18</sup> WFP/EB.2/2012/5-A/1 and "Fit for Purpose – WFP's New Organizational Design", August 2012.

expertise, thus providing clear points of reference for regional bureaux, country offices and liaison offices.

- *We will strengthen functional networks* ensuring a constructive and dynamic balance between line management authority that flows from the Executive Director through the regional directors to the country directors ultimately to those directly performing functional operations, and corporate integration and cohesion.
- *We will seek cost-effectiveness at all points*, for example, keeping director-level positions in the global Headquarters to a minimum based on clear criteria, as well as reviewing options for shared service centres to manage transaction-focused processes.

18. Five initial work streams were launched to support the organizational restructuring. All work streams were supported by the Business Innovation and Support Office and some also received one-off investments:

- **Transition to new organizational design** provided support for the move to the new organizational structure on 1 February 2013. This included USD 0.24 million for a new team in HR to provide a global relocation tool to support staff relocations.
- **Implementation of new organizational design at regional bureaux** where USD 35,000 was also provided for a three-day meeting of deputy regional directors to develop a gap analysis of regional bureau roles and accountabilities to assess deficiencies, identify areas for investment and define actions to establish the required expertise and capacities. The analysis was reflected in decisions on the allocation of resources to regional bureaux in the Management Plan (2014–2016).
- **Review of country office presence and operating models** to assess WFP's country presence and operating models against the Strategic Plan (2014-2017), hunger and malnutrition trend lines and partnership opportunities. USD 100,000 was provided to fund the travel costs of staff from regional bureaux and country offices to workshops to establish a country office presence model.
- **Improving resource management in country offices** which developed methods for improved efficiency in country offices.
- **Liaison office presence review** of liaison and communication offices to develop guidance for optimum performance and value for money. The new Partnership, Governance and Advocacy Department (PG) commissioned the Business Innovation and Support Office to carry out this review.

19. The organizational design work streams had a major impact on WFP over this period.

- As part of the transition to the new structure all WFP senior managers were asked to apply for the fewer senior posts available. This led to the largest reassignment process in WFP's history involving 100 senior staff and 450 international professional staff.

- There were agreed separations of 12 directors and 28 international professional staff providing opportunities to refresh the management cadre of WFP.<sup>19</sup>
- As part of the gap analysis a standard template was developed for the organizational structure and functions of regional bureaux, relevant functions were transferred from Headquarters to regional bureaux, and structural gaps were addressed through Programme Support and Administrative (PSA) budget allocations.
- A Country Office Presence and Operating Model Review was developed for annual input into future management plans and 17 countries were identified for further analysis by the Deputy Executive Director/Chief Operating Officer. Action was put on hold pending the outcome of the country strategic planning process.
- The country office resource management work stream led to the generation of USD 12 million of savings in the operational costs of the Afghanistan country office (one of two pilots). The methodologies used have been taken forward and refined in further Fit for Purpose investments relating to the new Financial Framework and Cost Excellence.
- New terms of reference and assessment criteria were established for liaison offices (renamed as WFP offices) and reporting lines rationalized as part of the new structure.

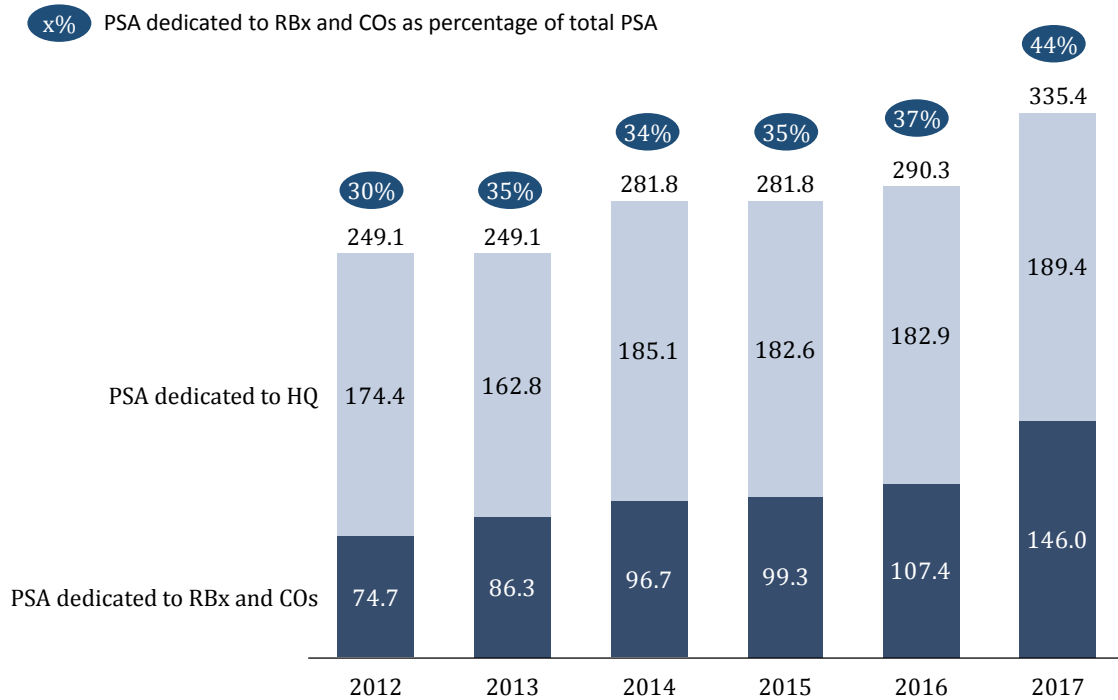
### ***2.3 The impact of the new organizational design***

20. These structural changes have been critical in reinforcing the role of regional bureaux as the first line of support to country offices. WFP has also shifted more of its discretionary funding to the field: in 2012, 30 percent of PSA budget resources were allocated to regional bureaux and country offices; this increased to 43.5 percent for 2017. (Figure 4)

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<sup>19</sup> USD 10.1 million of Fit for Purpose funds were used for costs related to managing staff changes: agreed separations of 12 directors (USD 2.1 million), 28 international professionals (USD 3.2 million) and 11 general service staff (USD 1.3 million), amounting to USD 6.7 million, and additional costs of USD 3.4 million related to international staff reassignments.

Figure 4: Major shift in the use of PSA resources from Headquarters to the regional bureaux and country offices (USD, million)



21. There has been a significant reduction in the overlap of functions and responsibilities in Headquarters.
  - The creation of a single Policy and Programme Division has promoted the transfer of programmatic support functions to regional bureaux.
  - The establishment of the Supply Chain Division, which has created the organizational space to institutionalize integrated supply chain management across WFP, including the delivery of coherent guidance in strategy, structures, processes, tools and expertise
22. There are many examples of WFP staff working more effectively across divisional units. These include:
  - The creation of supply chain working groups for all staff involved in end-to-end supply chain management for all major emergencies.
  - The Integrated Road Map approach to collaborative working to address the complex changes needed to implement the new Strategic Plan effectively.
23. WFP has created four new divisions focusing on critical issues – Nutrition, Staff Wellness, Partnership and Advocacy Coordination, and Innovation and Change Management – while the number of staff at the Director (D) 2 and D1 level has remained broadly stable over the period.

## 2.4 Challenges and areas for further attention

24. Regional and country directors confirmed that the capacity of regional bureaux to support country offices has been strengthened in critical areas, including CBTs, gender, nutrition and donor relations. However, a number of country directors – including those in small offices and middle-income countries – reported that they are not receiving the support they need in all areas.

25. The size and reach of regional bureaux continue to vary, which may have impacts on the support they provide. For example, the Nairobi Regional Bureau supports eight country offices, while the Dakar Regional Bureau supports nineteen. Regions may also prioritize different programme areas for support: a country office in one region may have good support in one programme area – for example, disaster risk reduction – but this may not be true of all regions.
26. Other challenges identified by country offices include:
- the additional administrative workload posed by the growth of oversight and compliance processes;
  - smaller non-emergency country offices in regions with emergencies tend to lose connection with the regional bureaux. In non-emergency situations, there persists a distinction in levels of support;
  - while regional bureaux support to larger country offices is clearly defined, it is less so to smaller operations resulting in the smaller offices often feeling more isolated; and
  - there are issues of both capacity and priorities. In regions with several emergencies, regional bureaux do not have the capacity to support all offices while responding to emergencies. However, smaller country offices are often also not sufficiently aware or informed of new initiatives, such as the Integrated Road Map, which indicates an issue of regional bureaux priorities.

## **2.5 Conclusion**

27. Despite clear progress in some areas, more work is needed to refine and adapt the oversight and support that regional bureaux provide to country offices, particularly in newer areas of WFP's work, such as its role in middle-income countries. Internal audits have recently advised management about the need for more detailed terms of reference to clarify the regional bureaux's support role as laid out in the document *"Fit for Purpose – WFP's new Organizational Design"*. The size and scope of regional bureaux continues to vary significantly and this can impact the support provided.

### **3. Objective 2: People**

28. The People objective is that WFP is people-centred, investing in staff capability and learning within a culture of commitment, communication and accountability.

#### **3.1 Context**

29. The 2012 Framework for Action noted that the changing context in which WFP was operating demanded a different set of skills from those that previously sustained its work. The priority was on high flexibility and high speed, responding to opportunities as they arose and, as a result, personnel development was more focused on staffing rotation and staffing to “plug gaps”. At that time, WFP had done little to plan ahead to enlist and develop people with the necessary skills to work in a changing context. WFP’s processes for people development were perceived as ineffective, directionless and opaque, particularly with regard to performance management and reassignment.
30. In many areas of its work, WFP must balance the humanitarian imperative for action with the need for fair, equitable and transparent accountable processes to support that action. This tension is often felt in decisions that have impacts on people, where adherence to human resource processes are needed to promote equity and transparency but can have impacts on the effectiveness of the process in terms of getting people in the right place at the right time.

#### **3.2 Fit for Purpose response**

31. People has been a major and continuing focus of Fit for Purpose. The Human Resources Division has received more Fit for Purpose funding than any other division in WFP, reflecting the strong commitment to invest in people and the major shift in culture needed to manage people better.
32. Fit for Purpose actions and one-off investments have played a vital and transformative role that have impacted almost every aspect of the management of people in WFP. It is therefore difficult to fully isolate the contribution made under Fit for Purpose from the overall achievements under the People Strategy (funded itself through Fit for Purpose) and approved in 2014. Fit for Purpose investments have directly supported all four imperatives of the people strategy.
33. HR actions were also critical in supporting the major change in organizational design in February 2013, which included a change to the processes for the reassignment of 100 senior staff and 450 professional staff, and an agreed separation programme.
34. A full report on progress in implementing the People Strategy was provided to the Board in January 2016.<sup>20</sup> This draws on the results of a Global Staff Survey (GSS) in 2015 which showed significant improvements in people management since the previous survey in 2012.

##### **3.2. a Reinforcing a performance mindset**

35. WFP has made significant progress in reinforcing a performance mindset supported in part by Fit for Purpose one-off investments:

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<sup>20</sup> WFP/EB.1/2016/4-E



- The Performance and Competency Enhancement (PACE) system was revised in 2014 to streamline its application and increase its effectiveness, freeing up staff time for considering additional aspects of performance. These improvements are reflected in a PACE process completion rate of 97 percent in 2015,<sup>21</sup> up from 64 percent in 2011 and one of the highest rates among United Nations agencies.
- WFP is one of the first United Nations agencies to include consultants, short-term staff and United Nations volunteers in its performance management system.
- WFP has revised its underperformance framework to help managers and staff to identify performance issues early, address them promptly, and ensure that staff receive support for their future professional development.
- Indicators from the GSS showed improvements in WFP's performance management culture, with findings exceeding global benchmarks.

### **3.2. b Building WFP's talent**

36. Fit for Purpose has enabled WFP to enhance opportunities for career development learning and growth to build, borrow and buy the talent it needs and to improve workforce planning.
- New career frameworks have been developed to inform workforce decisions for staff development, talent deployment, succession and overall workforce planning.
  - In August 2015, WFP upgraded its Learning Management System (LMS)<sup>22</sup> to provide an improved learning experience for WFP's globally dispersed workforce (80 percent of whom are locally recruited). The LMS was expanded by including three major online course catalogues which alone have led to 5,500 non-mandatory course completions in just 8 months. More than 65 percent of WFP's employees accessed the LMS, with 16,573 course completions in the first 6 months of 2016. This is three times the volume over the same period in 2015. Approximately 70 percent of course completions were by national staff.
  - A diversity and inclusion strategy has been developed and shared with WFP global leaders and a Diversity and Inclusion eLearning course has been developed to provide all WFP staff with a basic education about the need for inclusive behaviour in WFP.
  - Among WFP's initiatives for recruiting more diverse talent and achieving the goal of gender parity is the requirement that at least one woman candidate is put forward for consideration for each vacant P4-D1 post. In 2015, women represented the majority – 55 percent – of international professional fixed-term appointments, a notable improvement from 45 percent in 2014.
  - An emergency response roster was launched in 2014 to increase WFP's workforce agility through more rapid staff deployment in emergencies, receiving 1,688 applicants, with 343 international and national staff selected.

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<sup>21</sup> The latest full year data is available.

<sup>22</sup> The web-based Learning Management System (LMS) is a platform for coordinating, delivering and tracking learning across WFP. It provides easy access to learning for WFP's globally dispersed workforce, and empowers each employee to take charge of his/her learning journey.

Since then, the roster has been expanded to include short-term staff, consultants and United Nations volunteers to provide a wider range of skill sets – resulting in an increased number of applicants in 2016 to 1,812, with over 470 staff selected.

- A talent pool initiative led to the creation of talent pools of applicants where managers have access to pre-vetted, qualified individuals with the skills and motivation required.

### **3.2. c Shifting the focus to national staff**

37. Fit for Purpose investments have been instrumental in shifting the focus to country offices to ensure that national staff are engaged and provided with opportunities to build their capacities in response to operational and strategic needs.

- In 2014, WFP harmonized the conditions of service for locally recruited staff in field offices through the Local Staff Transfer Project. As a result, 3,400 national staff members were transferred from the United Nations Development Programme to the WFP/Food and Agriculture Organization of the United Nations (FAO) administrative framework. WFP has also updated its HR policies and made them available online to enhance transparency and empowerment.
- A further stage of the Local Staff Transfer Project focused: i) on improving conditions and quality of service for local staff, through optimized HR services (including an upgraded medical insurance plan, improved pension fund and compensation plan services, operational and medical support), and ii) reviewing and enhancing processes and tools for administration of local staff.
- WFP is considering four further issues relating to its use of national staff. (see paragraph 47 below).

38. Feedback from country offices is that there has been an increased focus on national staff, particularly in learning and training opportunities. The LMS has proven a useful and universal tool in helping national staff strengthen their capacities, as have focused opportunities such as training in cash-based transfers. These opportunities have both been perceived as the organization ‘caring’ about national staff, and helped to strengthen national staff skills and capabilities.

### **3.2. d Equipping high-impact leaders**

39. Fit for Purpose investments have helped WFP to develop ground-breaking leadership development programmes and revamp its internal promotion processes.

- The INSPIRE women’s leadership and career development programme was launched in December 2013. By the end of 2016, more than 230 women leaders – both national and international staff – had completed the training programme. Regular follow-up action is taken monthly to reinforce INSPIRE messages and learning.
- The Leading for Zero Hunger programme was launched in 2014 to provide leaders with the tools and behaviours they need to deliver more effectively on WFP’s mandate. The scale and speed of the programme’s roll-out are unparalleled in the United Nations system. Since October 2014, more than 500 leaders (38 percent of whom are national staff) holding strategic leadership

roles such as head of field office and country director – have been through the leadership programme.

- To identify leadership potential, the promotion process for international professionals at levels P5–D1 has been redesigned to enhance the consistency, rigour and transparency of staffing decisions for leadership positions.
- The international professional promotion exercise for staff at levels P1–P3 has been overhauled to improve the effectiveness and transparency of decision-making processes.

### **3.3 Progress demonstrated through management results**

40. Since 2013 WFP has been tracking progress on the People MRD against four management results and related key performance indicators (KPIs):
  - Skills: effective staff learning and skills development. (Result 1.1)
  - Culture: an engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability. (Result 1.2)
  - Organization: appropriately planned workforce. (Result 1.3)
  - Talent: effective talent acquisition and management (attract, recruit, deploy). (Result 1.4)
41. The latest Annual Performance Report (APR) shows that WFP demonstrated strong progress against the first two management results. However insufficient KPI data was available to measure progress on the other results set.
42. In the GSS undertaken in April 2015, WFP aimed to provide insight into the level of staff engagement in WFP. The survey questions were designed to highlight areas of strengths and determine what areas required more attention. The survey filled a key gap in data on the first two management results and the APR for 2015 provided a detailed commentary thereon.
  - WFP achieved a record response rate of 70 percent, much higher than the 44 percent achieved in 2012.
  - The survey generated two composite indicators or scores. The “staff engagement score” increased from 69 percent in 2012 to 70 percent in 2015. The “performance enabling score”, which measures the extent to which WFP is effectively organized and has the appropriate tools to deliver its mandate, increased from 72 percent in 2012 to 78 percent in 2015.
  - The survey questions were grouped in 17 dimensions, of which 14 showed improvements compared with 2012 and 3 showed no change. As expected, the results were not uniformly positive for every office or division so team results were shared with team members and action plans were developed for review by supervisors in the latter half of 2015.
43. Other highlights noted in the APRs during this period include:
  - **A greater staff awareness of the skills and qualifications needed to progress in their careers in WFP** – a 13 percentage point increase from 2012. And 92 percent of staff had a clear understanding of their job responsibilities. These results reflect major investments in developing a new career framework.

- **A significant shift to web-based learning** through the redesign and enhancement of WFP's LMS.
- **A significant improvement in line manager effectiveness.** Several Fit for Purpose initiatives such as the Leading for Zero Hunger programme and the new promotion arrangements may be contributed to this improvement.
- **The promotion of a more inclusive WFP** where all WFP staff, regardless of their backgrounds, are valued, engaged and productive. For example 84 percent of employees responded that WFP is sensitive to the different cultures in the countries in which it operates; and 81 percent that WFP is sensitive to the cultural diversity of its staff. There is however more work to be done in relation to equal opportunities.
- **WFP has started to move the needle in relation to both gender and geographical balance** making discernible progress in the proportion of women in leadership positions and the proportion of international professional staff from developing countries.
- **A pipeline for future talent has been created** through the talent pool initiative, with 11,000 applications received by end of 2015. Talent pools give managers access to pre-vetted, qualified individuals with the skills and motivation required.
- **WFP's ability to deploy staff quickly in emergencies is regularly highlighted in the APRs** most notably in relation to the Ebola emergency and the 2015 Nepal earthquake. The introduction of an emergency response register in 2014 was a critical factor in maintaining this high level of responsiveness.

### **3.4 Challenges and areas for further attention**

44. The positive findings of the 2015 GSS and discussions with regional and country directors and Headquarters staff show that WFP has made clear progress in upgrading and improving its people management processes. Some senior managers referred to this as a drastic improvement in which processes are now formalized and follow clear rules. However, country offices reported that they are still struggling to obtain the expertise they need in a timely manner, particularly when it has to be sourced internationally. This indicates that the reassignment, roster and talent management processes are still not working as they should, resulting in reliance on service-type appointments and consultants, even in large Level 3 operations.
45. The proliferation of humanitarian crises in recent years – often requiring long-term responses – limits the number of trained and experienced staff immediately available. Processes put in place to improve WFP's emergency responsiveness – for example, emergency response rosters of staff with the abilities needed for deployment to emergencies – have quickly become depleted by the immensity of the response needed. WFP has therefore expanded these rosters to include short-term staff, consultants and United Nations Volunteers. It is also using national staff for international emergencies and is planning to introduce an external emergency roster to promote faster deployment.
46. One of the impacts of WFP's increased workload is a significant increase in its contingent workforce: short-term professional staff now make up half of WFP's international professional workforce. Short-term staff members are less expensive to employ than international professional staff and there are obvious

benefits in using them for work that may not be needed in future. However, country directors have expressed concerns about the fairness of short-term recruitment and its impact on WFP's competitiveness as an employer: short-term contracts were not perceived as attractive or desirable for staff.

47. WFP is currently exploring four issues related to its use of national staff:
- *Nationalization of functions.* WFP may be overlooking the potential for using national expertise for functions currently carried out by international professionals.
  - *Contract modalities.* There is a need to examine whether sufficient progress has been made in shifting long-serving personnel from service-type appointments to staff appointments.
  - *Career mapping.* Additional work may be needed to develop career frameworks that provide appropriate career paths.
  - *Staff wellness.* This comprises the need to create a supportive and healthy workplace for national staff, regardless of contract type.

### **3.5 Conclusions**

48. Overall, WFP has made progress in addressing several major issues impacting its management of people, as outlined in the January 2016 report to the Executive Board. The shift of focus to national staff has been widely endorsed by country directors, although there are questions regarding the effectiveness and reach of available tools. Processes for managing staff performance are also more efficient, and there are greater opportunities for career development, learning and growth. WFP has been creative in seeking ways to attract and retain the talent it needs. The challenge for the future is to leverage these improvements to address the significant strain on WFP staff caused by the changing humanitarian landscape.

## 4. Objective 3: Partnerships

49. The partnership objective is that WFP is a preferred and trusted partner for beneficiaries, communities, governments, United Nations agencies, NGOs and the private sector

### 4.1. Context

50. Finding better ways to work in partnership with others has been a fundamental element of Fit for Purpose.
51. The 2012 Framework for Action<sup>23</sup> noted that while partnerships have become increasingly important for achieving WFP's Strategic Objectives, WFP does not always develop truly collaborative partnerships. For many years, it has relied on its ability to get things done by itself and through contracting implementing partners. However, the food assistance strategy requires more collaborative and strategic partnerships, along with capacity development, especially in the field. A genuine culture of partnership is required, particularly at the operational level with governments, the private sector, non-governmental organizations (NGOs), civil society, United Nations country teams, clusters and other United Nations agencies. WFP country offices must be committed actors in the effort to work as One UN and will drive new initiatives with the Rome-based agencies.
52. The need for action was reinforced by a strategic evaluation of partnerships in the context of the shift from food aid to food assistance published in January 2012, which noted that WFP was seen as a valued and respected partner. However, it also noted that the implications of the shift to food assistance were not well understood among WFP's partners, that there was no commonly accepted definition of the term 'partnership' which meant the terminology was applied widely, and there was generally limited understanding among WFP staff of what makes a good partnership.

### 4.2. Fit for Purpose response

53. Only a small proportion (USD 1.15 million, or 2 per cent) of Fit for Purpose one-off investments were directed towards partnerships. However, changes in organizational design and the new management results framework have had a significant wider impact on the way in which partnerships have been promoted throughout WFP.
54. Direct actions and one-off investments under Fit for Purpose have focused on:
- **Raising the profile of partnerships throughout WFP** by the creation of a new Partnership and Governance Department in February 2013 as part of the new organizational design.<sup>24</sup>
  - **Reinforcing the importance of partnerships by making this one of the five priorities of “the WFP we want”** as endorsed by the Leadership Group in June 2013 and reflected in the creation of the Partnership Management Result Dimension and related corporate targets.

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<sup>23</sup> “Strengthening WFP – A Framework for Action” (18 June 2012).

<sup>24</sup> The Partnership, Governance and Advocacy Department from January 2015.

- **Reviewing WFP’s approach to partnerships and developing a new Corporate Partnership Strategy** which was approved by the Board in June 2014.
- **Reviewing the need for and scope of the work of WFP liaison offices.**
- **Creating a Partnership Resource Centre** to provide guidance and support to all offices on how to identify, build, nurture and review effective partnerships. While technical partnership support will be provided from Headquarters in 2015–2017, the goal is to decentralize this capacity over time to the regional bureaux.
- **Further organizational changes** in 2015 including the **temporary transfer of an Assistant Secretary-General post to New York** to manage WFP’s contributions to the post-2015 SDGs, sustainable development financing, the 2016 World Humanitarian Summit and One UN; and **improved public outreach** by locating the communications function in the expanded Partnership, Governance and Advocacy Department, particularly to enhance advocacy in support of revenue-raising.

55. The Corporate Partnership Strategy was a key output of Fit for Purpose. It filled a significant gap in WFP’s policy architecture while also promoting a shift towards better collaborative working across the five main types of relationship<sup>25</sup> – resource partners, knowledge partners, policy and governance partners, advocacy partners, and capability partners. Funding for the Partnership Resource Centre has been critical in that regard by providing the engine to drive forward the main messages of the strategy through a wide range of staff training and direct support in building effective relationships.

56. The further organizational changes in January 2015 reinforced the importance WFP attaches to building strong and effective partnerships at the global level. The creation of the Partnership and Advocacy Coordination Division also provided a focal point for advocacy; an initial output of the Division was the creation of a new WFP Advocacy Framework. The Framework is a tool that supports global advocacy and context-specific advocacy at national and regional level by outlining WFP corporate positions and messages on key issues. It is an internal document which can be used interactively with more specialized advocacy products, helping to position WFP effectively and coherently across a range of humanitarian and development topics. It enables staff to speak with one voice when articulating WFP positions and comparative advantage; and equips staff to work with WFP partners to amplify common messages.

### ***4.3. Progress demonstrated through management results***

57. The creation of a Management Results Dimension on Partnerships encouraged all WFP managers to focus on partnerships across their work. For the first time, desired partnership results and related KPIs were grouped and tracked, and have been reported in the Annual Performance Report each year since 2014. Since 2013 WFP has been tracking progress on the Partnerships Management Result Dimension against four management results and related KPIs:

- Strategic and operational partnerships fostered (MR 2.1)

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<sup>25</sup> As defined in the Corporate Partnership Strategy



- Partnership objectives achieved (MR 2.2)
- United Nations System coherence and effectiveness improved (MR 2.3)
- Effective governance of WFP is facilitated (MR 2.4)

58. Strong progress was reported against all four management results in 2015. The tracked indicators have demonstrated a broad and steady increase in the effectiveness of WFP's work with partners and include:

- **Private-sector contributions.** WFP exceeded its target and generated private-sector contributions of USD 94 million in 2015. This is a 45 percent increase over the USD 64.4 million raised in 2012.<sup>26</sup>
- **Partnerships with United Nations agencies funds and programmes.** During 2015, 90 percent of WFP's country offices were involved in collaborations on advocacy and communication, programme implementation, policy advice, knowledge transfer and monitoring. The main partners at country level were FAO, the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR).
- **South-South and triangular cooperation.** South-South and triangular cooperation by country offices increased to 60 percent in 2015 from 48 percent in 2014.
- **Customer satisfaction measured in surveys of cluster activities.** In customer surveys of emergency telecommunications cluster (ETC) operations<sup>27</sup> in the Central African Republic, Nepal and South Sudan, WFP achieved an overall customer satisfaction level of 89 percent, a 6 percent increase from 2014. In 12 user surveys of the effectiveness and efficiency of logistics cluster activities in seven countries, 92 percent of respondents were satisfied with the cluster services provided, compared with 84 percent in 2014. The annual customer survey of the 14 global food security cluster partners showed that 88 percent considered that the cluster was meeting their organization's expectations in supporting food security programmes.
- **Adherence to partnership principles.** WFP carries out a survey of adherence to partnership principles every two or three years among its NGO partners. The 2015 survey of 30 NGOs measured WFP's performance as a partner against 11 principles about equity, transparency, results, responsibility and complementarity. Of the respondents, 58 percent considered that WFP frequently or always adhered to the principles compared with 56 percent in 2012.
- **Progress on Quadrennial Comprehensive Policy Review (QCPR) implementation.** This management result reports on WFP's application of common indicators relating to system coherence and effectiveness, where a methodology has been established<sup>28</sup> to track progress in implementing QCPR recommendations. In 2015 WFP reported on eight of the nine common

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<sup>26</sup> APR 2013 para 84.

<sup>27</sup> The ETC is a network of organizations that work together to provide shared communications services in humanitarian emergencies.



indicators of QCPR implementation, and exceeded targets in most. One of the QCPR common indicators is the requirement that all new projects have an Inter-Agency Standing Committee (IASC) gender marker code. Of the 22 emergency operations (EMOPs), protracted relief and recovery operations (PRROs) and country programmes (CPs) approved in 2015, 19 received a gender marker code 2a or 2b. This reflects significant progress since 2012 when only 24 percent of projects achieved a code 2a or 2b.

- **Aligning country programmes with United Nations Development Assistance Frameworks.** All country programmes approved in both 2014 and 2015 were aligned with the UNDAFs for the countries concerned

#### **4.4. Examples of partnerships in WFP**

59. **Resource partners – government donors.** WFP has sought to enhance resource mobilization efforts with government donors through better flexibility and predictability of funding, expanding the donor base, and improving its contribution forecasting:
- Although the level of earmarked contributions remains a persistent challenge, since 2012 WFP has negotiated and signed an increased number of Strategic Partnership Agreements (SPAs) which facilitated more flexible allocations and timely procurement of commodities. SPAs provide greater predictability of our resources for more efficient implementation of our operations.
  - A growing number of donors are increasingly supportive of WFP advance financing mechanisms, adjusting their reporting systems accordingly, which significantly increased effectiveness and cost efficiency of WFP’s interventions.
60. **Host governments.** WFP has made special efforts to promote its triple role as a developer and practitioner, technical adviser and convener of global expertise. To this end, progress has been made to boost and facilitate a range of host government contributions: since 2012, WFP’s support from host governments has increased. Approximately 70 percent of the host governments providing contributions are least developed and low-income countries. In 2014, host government contributions reached an all-time high and marked the largest contribution in WFP history, providing USD 210 million.
61. **Rome-based agencies.** WFP has taken a range of actions to improve collaboration amongst the Rome based agencies (RBAs).<sup>29</sup>
- The RBAs jointly advocated for a single SDG on food security, nutrition and sustainable agriculture in the post-2015 process. Furthermore, the RBAs jointly identified and prioritized indicators for the new SDG 2, submitting a joint proposal of 14 indicators for 8 targets.
  - There has been a steady increase in trilateral and bilateral collaboration between the RBAs. In 2015, 86 percent of WFP country offices worked with one of the RBAs or both: all three RBAs collaborated on 26 projects in 21 countries, compared with 11 projects in 10 countries in 2012. In 2015, FAO and WFP collaborated on 120 projects in 65 countries, and the International Fund for

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<sup>29</sup> For further details see: “Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda” (WFP/EB.2/2016/4-D/Rev.1).

Agricultural Development (IFAD) and WFP on 31 projects in 24 countries. The equivalent figures for 2012 were 105 projects in 58 countries with FAO, and 11 projects in 10 countries with IFAD.

62. **Capability partners.** NGO partnerships are fundamental to WFP's ability to deliver. Seventy-five percent of WFP projects are implemented by NGOs, and they provide WFP with an unrivalled access and proximity to affected populations. Historically, the 'NGO Unit' in Headquarters worked as a help desk for country offices managing field-level agreements (FLAs), and organizing the Annual Partnership Consultation. Since the adoption of the Corporate Partnership Strategy the unit has been strengthened and the work has become more strategic in nature:
- An options paper was commissioned in 2015 from the Overseas Development Institute and helped to frame an engagement plan with NGOs.
  - WFP is working with sister United Nations agencies UNHCR and UNICEF on harmonizing and simplifying partnership processes with NGOs.
  - The Annual Partnership Consultation is now hosted by the Executive Director on alternate years. For the first time in 2016 WFP drew on the regular input of an advisory group of NGO partners to draw up an agenda responsive to NGO priorities.
  - By the end of 2016, new corporate guidance will be available to address the full cycle of NGO partnership management. This will provide country offices with the tools they need to forge quality collaboration in the context of the new strategic planning framework.
  - WFP has launched a joint initiative with the International Federation of Red Cross and Red Crescent Societies for investing in the capacity strengthening of strategically selected national societies. This will inform broader capacity strengthening work with local and national first responders.
63. **Private sector partnerships to build capacity.** WFP is seeking ways to place a dollar value on private sector partnerships that build WFP capacity and generate savings.
- Knowledge acquired by WFP staff on standardizing voucher operations and establishing long-term agreements with suppliers from Sodexo has achieved a 60–80 percent reduction in printing costs by country resulting in 2015 savings of USD 3.6 million.
  - Fleet management and truck maintenance knowledge shared by Renault has reduced maintenance costs per kilometre in four countries by 40 percent, resulting in a 2015 saving of USD 1.5 million.
64. This increased understanding of the value provided by non-cash generating partnerships will enable WFP to take more informed decisions and actions on when and how to partner with the private sector.
65. **Knowledge partners.** WFP continues to work with a wide range of knowledge partners.
- A resource framework on home-grown school meals will be finalized by the beginning of 2017, in partnership with the WFP Centre of Excellence, FAO, the Global Child Nutrition Foundation (GCNF), the Partnership for

Child Development (PCD), the New Partnership for Africa's Development (NEPAD) and the World Bank.

- Since 2014, 36 national school meals programmes have been assessed using the Systems Approach for Better Education Results (SABER) SF methodology jointly developed by WFP Headquarters, the World Bank and PCD.

66. **Governance partners.** WFP has sought to provide more effective support to the Executive Board in fulfilling its governance roles. This includes:

- the move towards paperless meetings reducing printing and photocopying costs by over 60 percent;
- an increasing use of digital services bringing innovation and best practices to the work of the Board;
- more effective webcasting of Executive Board discussions to allow Member State missions and WFP staff at Headquarters and in the field to follow Board discussions;
- better translation support for all external language contractors (both translators and interpreters) to provide them with access to language resources and aligned Executive Board documentation in all Board languages; and
- more extensive informal consultations which have helped the Board Secretariat to keep the number of days of formal Board sessions at historical low levels.<sup>30</sup>

#### ***4.5. Challenges and areas for further attention***

67. Fit for Purpose has sought to promote a change of culture in relation to partnerships. However, at a country level, the preferences of senior staff in country and sub-offices can have a significant impact on the type of partnerships created such that most partnerships with local NGOs remain transactional in nature. Moreover, global partnerships are not always relevant to the field, nor does innovation at field level always inform global partnerships.

68. The development of the Corporate Partnership Strategy was perceived by many staff interviewed as being useful predominantly to senior staff and management, without addressing the needs of non-management staff in the field. However, there are many examples of new partnerships entered into in line with the principles laid out in the strategy.

69. While high-quality guidance materials have been developed by the new Partnership Resource Centre (PRC) many of those interviewed were unaware of the PRC and had not accessed the detailed guidance available.

#### ***4.6. Conclusions***

70. Fit for Purpose sought to promote a culture change in relation to partnerships. WFP managers increasingly recognize the benefits of working with other actors towards shared goals. This growing partnership culture is also evident in the way WFP managers work across divisional boundaries. At the country level, the preferences of senior staff in country offices and sub-offices can have a significant impact on the type of partnerships WFP engages in: most partnerships with local

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<sup>30</sup> 2016 was an exception in terms of Board informal consultations due to the Integrated Road Map approval process.

NGOs are transactional. In addition, global partnerships are not always relevant to the field, and innovation at the field level does not always inform global partnerships.

71. There is some concern in WFP that the term “partnership” is in danger of losing its significance by being applied to every interaction between one or more people or entities. In the future, WFP needs to focus on nurturing quality partnerships in which the benefits of working together clearly outweigh the costs. This is a key element of the definition of partnerships in WFP’s Corporate Partnership Strategy.
72. However, developing quality partnerships requires the confidence to shift away from relationships that are not providing added value to new or different relationships with the promise to do so. It requires WFP to make strategic decisions on when to enhance the capacities of existing partners and when to seek out others who already have this capacity. WFP is confident that most of its managers are better equipped in 2016 to make the decisions needed to seek out and maintain the quality partnerships that our beneficiaries deserve.

## 5. Objective 4: Processes and Systems

73. The Processes and Systems objective is that WFP has efficient processes and systems that support optimal project design and implementation, supply chains, learning, sharing and innovation.

### 5.1. Context

74. The 2012 Framework for Action reported that many new systems, initiatives and processes had been put in place, but they needed to be reviewed, streamlined and integrated to improve efficiency, effectiveness and accountability. They should support the principle of allowing decisions to be taken as close to the field as possible.

### 5.2. Fit for Purpose response

75. The Fit for Purpose response had two distinct stages:
- A major user-driven diagnostic and prioritization of the main areas for improving existing systems – known as the Business Process Review (BPR);
  - Specific investments to improve existing systems, initiatives and processes in line with the recommendations of the BPR.

#### 5.2. a Business Process Review

76. The BPR took a holistic view of the actions needed to improve performance in seven focus areas.<sup>31</sup> Instead of documenting transaction flows to look for improvements, it drew on the experience of hundreds of WFP staff members to pinpoint what needed to be changed. It considered such issues as whether problems were structural, requiring changes in who carried out specific activities, or strategic, requiring better policies or a change of approach. It also looked at whether problems arose because staff did not know what to do or because they lacked skills and training to do it. Prioritized actions included the development of strategies, guidance, training and skills, and addressing bottlenecks in processes.
77. WFP brought field staff to Rome and organized regional consultations to ensure the broadest participation. Participants were asked to review core processes, recommend opportunities for process improvement including greater efficiency. This created a very conducive environment for the review generating high expectations from those involved.
78. The BPR generated more than 150 suggestions for improvements, which were narrowed down to 57 priorities for action, including four cross-cutting issues.

#### 5.2. b Specific investments

79. The wide range of proposed changes and the limited resources available meant that it was neither practical nor possible for all of these BPR recommendations to be implemented immediately. Various actions have been taken to address and/or refine recommendations flowing from the BPR:

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<sup>31</sup> Programme cycle management, resource management and utilization, supply chain management, monitoring review and evaluation, administration, human resource operations, and security.

- As a first step, USD 1.39 million was approved in October 2013 to address 14 “quick wins”. These consisted of three stand-alone recommendations flowing from the BPR and 11 other packages of work that were put forward for implementation by process owners as important components of other longer-term recommendations.
  - In 2014, USD 3.18 million was approved for: i) updating project approval processes; ii) streamlining the procurement of goods and services; iii) strengthening integrated supply chain management; iv) improving business continuity management; v) strengthening systems security management; and vi) supporting project cycle management.
  - In July 2014, USD 1.51 million was allocated to eight additional actions identified as having the highest positive impacts at the field level with the smallest investment.
  - In 2015, a major Fit for Purpose investment of USD 8.9 million was made to develop and implement WFP’s platform for CBTs.
  - Between 2014 and 2016, USD 0.94 million was allocated to review the scope for introducing a service centre and identify potential cost efficiencies in non-payroll-related support costs in WFP. This work was later extended to include process re-engineering.<sup>32</sup>
80. BPR recommendations influenced the selection of focus areas for 2015 and 2016 to bring Fit for Purpose to a close. Some recommendations were also addressed through other major initiatives such as the Financial Framework Review, integrated supply chain management and development of country strategic plans.
81. Of the 57 recommendations, 30 received Fit for Purpose funding, but 52 – more than 90 percent – were fully or partially addressed. For example:
- all seven recommendations on programme cycle management were funded and addressed (**see Section 6**) leading for example to support for country strategic planning and major training on programme skills;
  - all six recommendations on monitoring, reporting and evaluation were funded and addressed (**see Sections 7–9**) leading for example to support for better performance management and monitoring;
  - all seven recommendations on WFP’s supply chain were addressed – one was funded separately from Fit for Purpose (**see Section 5.3.b**);
  - only five of the fourteen recommendations on resource management were funded but eleven were fully or partially addressed, (**see Sections 7–9**) leading for example to support for the Financial Framework Review;
  - three of the four cross-cutting issues were funded and fully or partially addressed (**see Section 5.3.c**);
  - all six recommendations on administration were addressed without Fit for Purpose funding, by managers reallocating resources or obtaining other funds (**see Section 5.3.d**);

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<sup>32</sup> Cost excellence also received USD 3 million outside Fit for Purpose investments in 2016.

- only two of the five HR operations recommendations were funded but all five were fully or partially addressed (**see Section 3**) leading for example to the work on cost excellence; and
- only one of the eight security recommendations were funded but seven were fully or partially addressed (**see Section 5.3.e**).

### **5.3. BPR-related Investments**

#### **5.3.a Inventory of BPR recommendations**

82. Many of the actions flowing from the BPR are reported in other sections of the report against the other objectives of Fit for Purpose. Annex B therefore provides an inventory of all 57 actions recommended under the BPR. This shows for each recommendation:
- A description of the recommendation.
  - The likely impact.
  - Whether Fit for Purpose funding was provided.
  - An overall conclusion on whether the recommendation has been addressed.
  - Cross references to the FFP investment case as listed in Annex A where the results to date of the investment can be seen.
  - A short commentary where action has been taken without Fit for Purpose funding.
83. All three of the investments chosen by the external consultants address issues raised during the BPR process. These are reported in detail in Annex C.

#### **5.3. b Supply chain management**

84. Over the past two years WFP has made a major shift towards integrated supply chain management. In November 2015, WFP created the Supply Chain Division to strengthen this approach and apply a strategic focus to its global supply chain planning, sourcing and delivery operations. For instance, WFP has made targeted investments to optimize its procurement practices, which generated significant savings:
- WFP achieved savings in food procurement of USD 30 million in 2015 and USD 77 million since 2013, an average of 3 percent of annual purchases. It achieved this through a mix of seasonal purchasing – buying foods after harvest when they are plentiful and prices are low – better market intelligence tools to purchase large quantities of food at optimal prices when markets are favourable; and using the best contract types such as food supply agreements to obtain bulk-purchase discount.
  - WFP also made savings of USD 9 million in goods and services procurement by analysing major areas of expenditure and applying expert market knowledge to find better ways to leverage its global purchasing power. Aviation fuel accounted for USD 120 million in 2015 and by issuing two tenders WFP achieved savings of 5 percent on its purchases.

85. The external review of the USD 1,236 million investment to strengthen integrated supply chain management (see Annex C for details) drew attention to a wide range of achievements, including:
- improved collaboration between core functions and corporate levels with the institutionalization of the supply chain management working groups for all major emergencies;
  - the development of new planning and optimization tools has enabled end-to-end supply chain visibility, which supports both Headquarters, regional bureaux and country offices to design the most cost-effective supply chain plans and networks, reduce costs and mitigate risks;
  - the creation of supply chain management dashboards for all L3 operations reinforced with a higher level of analytical skills; and
  - the generation of USD 20 million in 2015 alone through advanced supply chain analysis and network optimization in L3 emergencies. And the use of a new planning tool (“Optimus”) which continues to deliver monthly savings of 1.12 million in four country offices.
86. The review also identified areas for improvement including:
- the need to complete the integration of procurement and shipping which is in progress. As a first step, WFP has merged both of these services under one chief;
  - the need to improve data management and address the lack of data on cost savings and lead time reductions; and
  - the lack of resources to scale up the approach corporately and further empower country offices on supply chain management.

### **5.3. c Cross-cutting issues.**

87. WFP has taken action to address three of the four cross-cutting issues identified in phase 1 of the BPR:
- to improve information and knowledge management, work has started under a 2016 investment to develop a comprehensive knowledge management strategy;
  - WFP has sought to address the lack of coordination, prioritization and standardized approaches in the implementation of new initiatives with the creation of a new Innovation and Change Management Division in January 2014 (see further comments on the approach to Fit for Purpose in Section 10); and
  - WFP has taken various actions to improve accountability. However, more could be achieved in this area particularly in relation to regular reporting and accountability for the results of investments.

### **5.3.d Administration**

88. All the recommendations to improve administration were addressed without specific funding from Fit for Purpose. For example:
- WFP has established a clear strategic direction for administration and created new regional officer posts to reinforce support to country offices;



- WFP has enhanced technical support to country offices by developing WFP engineering as a key corporate service;
- the administrative response in emergencies has been strengthened as shown in the Ebola response;
- new accommodation standards have been put in place and WFP has upgraded 32 guesthouses (almost half of the total network) in 6 countries, providing suitable accommodation for WFP staff in remote and difficult locations;
- a strategy for the acquisition of office facilities is in place and Capital projects are being funded from the new Capital Budgeting Facility based on bids from country offices;
- WFP has put in place new travel arrangements with the issue of a global travel contract providing 24/7 ticketing; and
- travel policy changes implemented by the Executive Director in 2012, reduced expenditure specifically related to the global support cost category. The savings gained between 2013 and the end of 2015 from the introduction of the monthly subsistence living sum (MSLS) to field offices are estimated at USD 12.9 million. A further USD 10 million was saved over the same period with the reduction of the lump sum for staff entitlement travel.

### **5.3.e Security**

89. In the area of security, WFP has developed better budgeting arrangements to ensure that there are effective security measure and related resources for all operational projects. Security Risk Management (SRM) is now an integral part of the project cycles allowing WFP to make informed decisions on security related expenditures. WFP has also strengthened the approach and frequency of its security assistance missions to help implement SRM at field offices.

## **5.4. *Progress demonstrated through management results***

90. Since 2013, WFP has been tracking progress on the Processes and Systems Management Results Dimension against four management results and related KPIs:
- High-quality programme design and timely approval (3.1)
  - Cost-efficient supply chain enables timely delivery of food assistance (3.2)
  - Streamlined and effective business processes and systems (3.3)
  - Conducive platform for learning, sharing and innovation (3.4)
91. In the Annual Performance Report for 2015, WFP reported strong progress on management results 3.1 and 3.4 and some progress on management result 3.3. However, there was insufficient KPI data available to report on progress on management result 3.3 – implementing streamlined and effective business processes and systems. In previous years WFP had reported on a KPI measuring progress in implementing Fit for Purpose work streams but these were all completed in 2014. The APR for 2015 reported that WFP expects to be able to track and monitor expenditure associated with various business processes to enable more effective management of costs as the new financial framework evolves.
92. Highlights in management performance reported in the APRs include:

- continued improvement in lead times through advance purchasing and advance financing;
- WFP met its target to commence food distributions within three days of the start of a sudden-onset emergency for rapid onset emergencies during the period 2013–2015; and
- Further progress in establishing baseline and target values for outcome indicators within three months of the start of an operation’s activity. By the end of 2015, baseline and target values had been established for 75 percent of outcome indicators in active projects; it was not possible to establish baseline values in all cases, but this figure is an improvement on the 65 percent reported in 2014.

### **5.5. Other Investments that have strengthened WFP in line with Fit for Purpose goals**

93. The BPR did not examine changes in WFP’s systems and processes that were already planned or under way. Two main developments have strengthened WFP’s systems and processes:

- **The implementation of the new Logistics Execution Support System project.** LESS provides WFP for the first time with global real-time visibility of all its commodities, including specialized nutritious foods, across the entire supply chain. The system is fully integrated with WINGS and its end-to-end supply chain visibility has strengthened commodity management, planning and operational decision-making. The system also enhances transparency, accountability and internal controls. Efficiency saving associated with LESS include a 50 percent reduction in the time taken to process complex transport invoices. LESS will also help WFP to avoid food losses, particularly for specialized nutritious products with time expiry dates.
- **The upgrading of WFP’s emergency preparedness** under the PREP programme funded from trust funds to improve WFP’s readiness to respond to emergencies. The programme consisted of a wide range of actions touching every aspect of WFP’s approach to emergency preparedness. Independent evaluations have confirmed that *“WFP’s investments in emergency preparedness and response (EPR) through PREP and the clusters it leads or co-leads were highly relevant. They contributed to positive results, especially in responses to Level 3 emergencies. However, there were sometimes unintended consequences for chronic, underfunded and lower-level emergencies”*.

### **5.6. Challenges and areas for further attention**

94. The BPR’s diagnostic phase generated enthusiasm for change among the staff who took part in the process, but it also created high expectations. Many staff members expressed disappointment at the pace of implementation, and there was a lack of communication on how the BPR recommendations were being addressed. This report constitutes WFP’s first inventory of actions resulting from the BPR. It suggests that the BPR was more successful than many staff members believe in identifying the actions needed to improve WFP’s business processes and systems.

95. Interviews with country and regional directors confirm that WFP has made significant progress in strengthening its systems and processes. WFP's country office tool for managing effectively (COMET) in particular is having a powerful impact on country office monitoring and evaluation abilities and capacities. Some country directors however considered that systems are often implemented from Headquarters 'downwards', and highlighted that systems do not 'speak' to each other which makes full integration and utilization difficult. Country offices also face a lack of capacity in implementing new systems and change initiatives and often need to seek support from regional bureaux.
96. Other country directors raised problems related to connectivity that impacted the ability to use corporate systems such as the Logistics Execution Support System (LESS) and WFP's System for Cash Operations (SCOPE). While country directors in middle-income countries noted that most recent corporate system developments were not directly relevant to their work.
97. WFP lacks reliable performance indicators to measure the effectiveness of its systems and processes at a corporate level: this is a major gap in performance measurement than needs to be filled. The expectation is that the financial framework will help WFP to track and monitor expenditure associated with various business processes better, but this has yet to be realized.

## **5.7. Conclusion**

98. Many actions taken to make WFP's systems and processes Fit for Purpose can be linked back to the major diagnostic work carried out under the BPR and the issues then identified. Some critically important changes (those flowing from LESS and PREP) were not captured in this diagnostic but are equally important in ensuring that WFP is Fit for Purpose in 2017.
99. WFP managers have estimated actual and potential savings of USD 87 million during 2015–2019 from changes in systems and processes resulting from the BPR. However, these savings must be validated as systemic changes are implemented over the next three years.

## 6. Objective 5: Programmes

100. The programme objective is that WFP has programmes that deliver effectively and efficiently to the people we serve and which build capacity.

### 6.1. Context

101. The 2012 Framework for Action noted that the move from food aid to food assistance necessitated expanding WFP's range of activities. WFP had introduced several new tools to implement this shift, but these tools were not always aligned with identified needs and were not consistently integrated into WFP's operations and processes.
102. At the same time, more emphasis on accountability resulting from scarcer resources led to increasing pressure from donors to see results. This demand required both stronger monitoring and evaluation and project reporting from WFP. Internally, stakeholders needed to see more information to manage WFP's activities effectively.
103. Operationally, WFP had to continue managing its ongoing activities while diversifying its work and developing the tools and capacity to cope with deepening emergencies, the growing importance of cash- and voucher-based transfers, and a necessary shift in approach in response to post-crisis and non-emergency situations.
104. *The Four Strategic Evaluations on the Transition from Food Aid to Food Assistance* (May, 2012) emphasized the need for WFP to make adjustments to its programme approaches, particularly in post-crisis and non-emergency environments. The changing and complex context in which WFP was operating also reinforced the importance of organizational adaptability and flexibility. The *Evaluation of How Country Offices Adapt to Change* in particular stated that *"the current process is probably the most substantive strategic shift since WFP was founded, impacting on virtually every aspect of WFP's approach and operations, with implications beyond simply modifying existing approaches or adding a few new tools."*

### 6.2. Fit for Purpose response

105. The Programme dimension received a relatively small proportion of Fit for Purpose one-off investments initially given its importance to the focus on beneficiaries. This reflects the fact that many policy and programmatic changes in this period were supported with extra-budgetary resources. Initial direct actions and one-off investments under Fit for Purpose in the period 2013–2014 focused on:
- reinforcing the importance of effective policy and programme development by **creating a single Policy and Programme Division;**
  - **operationalizing the Strategic Plan (2014–2017)** through consultations with regional directors and country directors to develop recommendations for investments at the regional and country levels. Gaps in meeting the Strategic Objectives were assessed and 40 recommendations for actions, investments, savings and process improvements were identified. A second phase focused on coordination with other change processes; consideration of approved recommendations during preparation of the Management Plan (2014–2016) and investments in support of a QCPR reference group;
  - **Enhancing and streamlining programme design quality and project documentation processes as part of the Business Process Review** through

the introduction of the strategic programme review process (s-PRP) and electronic programme review process (e-PRP), which resulted in improved quality of WFP project design and documentation, while at the same time shortening the approval process and reducing the required resource inputs; and

- **Improving staff understanding of the Strategic Plan (2014–2017)** through developing new tools to enable staff to communicate more effectively, whether they are dealing with the media, donor governments, partners, beneficiaries or other staff members.
106. A higher level of Fit for Purpose resources were provided in 2015–2016 reflecting the focus areas adopted in May 2015:
- **to improve country strategic planning** and the related technical support pool as a key element of the new strategic planning process under the focus area on programme design processes, platforms and systems. This is a key area of the Integrated Road Map;
  - **to help launch new programmatic areas such as nutrition-sensitive social protection to support** the development of key programmatic guidance as well as knowledge transfer and capacity under the focus area on nutrition and following the creation of a new Nutrition Division; and
  - for a new campaign **to improve external awareness and branding** while upgrading the WFP public website.
107. Fit for Purpose support was also provided under the Processes and Systems and People dimensions to support the continued scale up of cash transfers (USD 8.9 million) and for corporate and multifunctional training to develop the skills and capabilities of staff at field level to make the best use of cash-based transfers (USD 1.8 million).
108. Some of the main achievements of these investments are noted below.

### **6.2.a The Integrated Road Map – WFP strategy and country strategic plans**

109. The Strategic Plan (2017–2021) aligns WFP’s work with the 2030 Agenda for Sustainable Development, particularly with SDG 2 and SDG 17, and enables WFP to develop strategic and programme plans that respond better to country needs through a less fragmented approach. Implementation of the Strategic Plan will be adapted to local contexts, capacities and partnerships in each country in which WFP operates through country strategic plans (CSPs).
110. The country strategic planning approach consists of a Strategic Review that informs the CSP defining all of WFP’s activities in a country for up to five years. CSPs thus operationalize WFP’s Strategic Plan and will be aligned with country priorities to support countries in making progress towards Zero Hunger through jointly agreed strategic outcomes.
111. Fit for Purpose provided direct support to help 18 country offices facilitate strategic reviews under the new approach of which 9 country offices produced CSPs. The Strategic Review which WFP supports and which is owned by respective country governments is conducted independently to ensure that the government and key partners are aligned on challenges, gaps and priority actions to achieve Zero Hunger. The country strategic planning approach is organized around strategic outcomes which WFP, governments and partners will help to realize. The approach

strengthens the partnership with government and other actors, aligns efforts towards common goals, and provides new opportunities for WFP to expand its support to building national capacities and strengthening national means of implementation.

### **6.2.b Nutrition**

112. The Fit for Purpose investment in nutrition has helped the new Nutrition Division, created in 2015, to ensure that nutrition priorities are reflected in the new country strategic plans. Tools for assessment and situation analysis developed by the Nutrition Division and WFP's partners, such as the Fill the Nutrient Gap and Cost of Diet tools, have been instrumental in informing and guiding country strategies.
- The “Fill the Nutrient Gap” tool is an assessment tool developed by WFP which builds on secondary data to identify the gap and barriers to adequate nutrient intake. The analysis combines data on markets, local dietary practices and malnutrition to identify options for achieving a more nutritious diet.
  - “Cost of Diet” is a programming tool developed by Save the Children that helps to assess the cost of a minimally acceptable diet that meets all nutrient needs.

### **6.2.c Improving staff skills in programming**

113. In 2013 the BPR identified a critical need to strengthen the technical and operational capacity of programme policy staff.<sup>33</sup> In response to the BPR recommendation, WFP conducted a global Learning Needs Assessment (LNA) involving all country offices and regional bureaux. The results showed the need to strengthen programme staff capabilities in a large number of areas, related to both knowledge and competencies, as well as general and technical programme issues.
114. Based on the assessment findings and with FFP funding, WFP created the “WFP Programme Learning Journey: Investing in Programme Excellence”, which is a blended learning programme designed for WFP programme leaders. The goal is to help staff members acquire relevant knowledge and skills to help them achieve greater impact in reducing hunger, by designing and implementing more effective programmes. Over 200 staff across all regions participated in the Programme Learning Journey including 24 country directors and deputy country directors, 131 heads of programme and other senior programme policy officers (including national officers), and 46 emerging programme leaders (at the P2/P3 levels, including national officers).

### **6.2.d Cash-based transfers**

115. The increasing use of the cash-based transfer (CBT) modality provides flexibility and access not possible with traditional food aid, putting the beneficiary at the centre by giving them a voice and preference in selecting their food commodities. Systems, guidance and tools have been developed to improve CBT programming and promote more efficient processes. Specific initiatives include, amongst others:
- capacity development on CBTs through corporate multifunctional training;

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<sup>33</sup> This was one of seven recommendations relating to programme cycle management. See Annex B.



- the development of a Cash-based Transfer Manual (March 2015) accessible to the wider community to support the development of standards for cash programming;
- enhanced public/private partnerships through Common Delivery Cash-based Systems developed with 15 partners (Lebanon, Jordan, State of Palestine);
- the development of a Cash-based Monitoring Toolkit – Minimum Requirements (April 2016);
- the development of a corporate platform (SCOPE) for cash-based transfers with the aim of providing country offices with tools and services for scaling up CBT operations in an efficient and effective way; and
- the development of the Omega Value Tool to facilitate the reflection on the cost of an operation in terms of outputs and outcomes.

### ***6.3. Progress demonstrated through management results***

116. Since 2013 WFP has been tracking progress on the Programme Management Results Dimensions against four management results and related KPIs:
- Appropriate and evidence-based programme responses (Result 4.1)
  - Alignment with government priorities and strengthened national capacities (Result 4.2)
  - Lessons learned and innovations mainstreamed (Result 4.3)
  - Effective communication of programme results and advocacy (Result 4.4)
117. The APR for 2015 showed strong progress for three of the four management results. For result 4.2 WFP has been unable to track this by using the desired QCPR indicator on capacity development because its financial systems did not disaggregate capacity development from capacity augmentation, which focused on augmenting WFP's delivery capacity. This issue should be addressed in 2017 following the conclusion of the Financial Framework Review.
118. Highlights in management performance reported in the APRs include:
- The shift to a new and better Corporate Results Framework for the Strategic Plan (2014–2017) approved by the Board in October 2013;
  - **Positive or stable trends in outcome indicators.** In closed and ongoing operations, 61 percent of reported outcome indicator values exhibited positive or stable trends in 2015 which is consistent with but slightly below that reported in 2014 (69 percent);
  - **Fit for Purpose investments in 25 country offices across all regions during 2014** helped country offices to scale up food security outcome measurement with a view to comparing the food security of beneficiary and non-beneficiary groups, conducting baseline surveys and building the capacity of WFP staff in outcome monitoring;
  - **Gender.** WFP now exceeds the Gender Mainstreaming Accountability Framework<sup>34</sup> requirements for 7 of the 15 indicators, just below the 50 percent

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<sup>34</sup> The United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) provides a benchmark to assess gender-transformative progress by determining whether

target set. It meets a further 5 indicators. There are plans to address the remaining three, but it is unlikely that WFP will achieve gender parity by the UN SWAP deadline in 2017;

- **Complaints and feedback mechanisms.** In line with WFP's commitment to enhance its accountability to the people it serves by establishing effective complaint and feedback mechanisms, 66 percent of country offices reported that such systems were in place in 2015, compared with 49 percent in 2014;
- **Target for planned evaluations managed by the Office of Evaluation** has been exceeded in each of the past two years;
- **Regular lessons learned exercises have been conducted for all L3 emergencies;** and
- **There has been continued growth in media outreach.** WFP's work was referenced in 116,000 new reports in 2015 compared to 45,000 in 2012. While online presence has also grown significantly.

#### ***6.4. Other investments that have strengthened WFP in line with Fit for Purpose goals***

119. Since 2012, WFP has made significant progress towards consolidating WFP's shift from a food aid to a food assistance agency through a range of actions funded outside Fit for Purpose but in line with its goals:

- **WFP has developed four major new policies:** Building Resilience for Food Security and Nutrition; <sup>35</sup> WFP's Role in Peacebuilding in Transition Settings, <sup>36</sup> South-South and Triangular Cooperation <sup>37</sup> and Climate Change.<sup>38</sup>
- **Vulnerability analysis and mapping (VAM)** continues to provide operationally relevant food security analysis for decision-makers and implementers inside and outside the organization. VAM is increasingly focused on using new information technologies to increase the coverage, frequency and the efficiency of its joint monitoring and assessment activities. Latest developments include successful piloting of the **72-hour emergency assessment tool** that relies on innovative data collection, satellite and remote sensing methods to assess the immediate response needs after a sudden-onset disaster.
- **The new mobile vulnerability analysis and mapping (mVAM)** tools provide real-time information to field managers, making programmes more responsive to evolving needs. These tools also provide food security monitoring data freely to the wider humanitarian community. mVAM is now operational in 30 countries including all L3 emergencies.
- **Emergency programming has been strengthened** through the development of an Emergency and Transition Programming Framework.

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WFP "approaches", "meets" or "exceeds" the 15 performance indicators of the Gender Mainstreaming Accountability Framework (GMAF).

<sup>35</sup> WFP/EB.A/2015/5-C

<sup>36</sup> WFP/EB.2/2013/4-A/Rev.1

<sup>37</sup> WFP/EB.A/2015/5-D

<sup>38</sup> For approval at EB.1/2017



- **Asset creation and livelihoods programming** has been significantly improved through a major overhaul of guidance materials, manuals and related technical materials and the introduction of the Three-pronged Approach to planning.

## **6.5. Challenges and areas for further attention**

120. The creation of a single Policy and Programme Division combined with transfers of responsibilities to regional bureaux has led to more programmatic work being handled at a regional level. Headquarters perceive that this has helped to provide better support to country offices but this view is not universally accepted amongst country directors
121. Overall, there is the perception in country offices that training courses and improved guidance have resulted in country offices becoming more effective particularly in the areas of CBTs, resilience and nutrition. However, with the approval of the new Strategic Plan in November there is a need to provide clear and predictable guidance for country offices on Strategic Result 3 (Smallholder Productivity and Income) and Strategic Result 4 (Sustainable Food Systems).<sup>39</sup> There are also support issues relating to resilience, disaster risk reduction (DRR) and climate change. Country directors felt that implementing these aspects of the Strategic Plan will be challenging as regional bureaux are not set up for this type of support.

## **6.6. Conclusions**

122. WFP has made significant advances across a wide range of programmatic issues by building a stronger series of policy documents and guidance material and through a new programme learning journey reaching most senior programme staff in country offices and a third of WFP's country directors. A multi-tiered cadre of WFP staff – including country directors, deputy country directors and staff at P2 and P3 levels – now share a proven and common framework and approach to programme design.
123. Fit for Purpose investments have been crucial in developing the programmatic elements of the Integrated Road Map. The direct support provided to country offices under Fit for Purpose has been a critical factor in the development of nine CSPs with a high level of national ownership and which also address best practice in terms of nutrition interventions.
124. However, feedback from country directors indicates that there is an expanding array of smallholder-facing initiatives in WFP. With the approval of the new Strategic Plan in November 2016 there is a need to provide clear and predictable guidance for country offices on Strategic Result 3 (Smallholder Productivity and Income) and Strategic Result 4 (Sustainable Food Systems).

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<sup>39</sup> A Smallholder Market Support Coordination Group has been created to clarify linkages and relationships across the expanding array of smallholder-facing initiatives aiming to enhance coordination and integration by reducing duplication and improving information-sharing.

## 7. Objective 6: Accountability and Funding

125. The Accountability and Funding objective is that WFP is transparent, providing value for money and accountability for all our resources.

### 7.1. Context

126. The 2012 Framework for Action noted the changing nature of WFP's funding environment:
- The 2005 Paris Declaration on Aid Effectiveness and the 2008 Accra Agenda for Action emphasized the increasing importance of the role of local government in development. Governments were seeking – and donors supporting – larger programmes that support government plans, rather than project funding. While big donors recognized that international agencies still had a role to play, they stressed the importance of nationally implemented programmes.
  - This came in an environment of competition for scarce resources following the financial crisis which caused governments to look for ways to cut costs, and donors to increasingly ask for value for money and accountability. Donors wanted to better understand the impact of their projects, from input to output and from output to impact.
127. The Framework for Action emphasized that there needed to be a new culture of commitment, communication and accountability in WFP. To do this involved fostering a strong sense of shared identity based on trust, transparency, accountability and the active engagement of staff in continuously improving WFP.
128. The strategic evaluations: *WFP's Role in Ending Long-Term Hunger* and *How WFP Country Offices Adapt to Change* (2011) emphasized the changing funding environment in which WFP was operating, noting in particular that food aid was a declining modality in non-emergency contexts and it was uncertain if funding stability could be achieved for programme needs in such contexts.
129. All four *Strategic Evaluations on the Transition from Food Aid to Food Assistance* (2012) highlighted WFP's need for a funding system that better assured predictable, long-term funding to support the activities undertaken through a food assistance approach. They cited the inadequacy of processes available to WFP to acquire multi-year, predictable funding as a significant operational barrier and a major limiting factor to the implementation of the Strategic Plan.

### 7.2. Fit for Purpose response

130. Direct actions and one-off investments relating to Accountability and Funding in the period 2013–2014 were small in resource terms but have had a significant wider impact:
- **Moving Management Services under the Assistance Executive Director for Resource Management and Chief Financial Officer** brought together services such as finance and administration which are frequently combined in country offices and facilitated oversight of corporate processes such as travel.
  - **Initial seed funding for the Financial Framework Review in 2013** paved the way for further investments and significant changes in WFP's Financial Framework.

- **A minor investment in upgrading the Management Plan** led to major changes in the budget-setting process across WFP.
  - **A small investment enabled WFP to meet the transparency standards laid down by the International Aid Transparency Initiative (IATI).**
  - **An investment in new reporting tools to improve accountability** provided help to country offices to develop more effective performance measures.
  - **A senior adviser to the Executive Director on innovative financing** carried out preparatory work which ultimately led to the development of the Food Security Climate Resilience facility (FoodSECuRE) launched at the 2015 Paris Climate Conference (COP21).
131. Direct actions and one-off investments in the period 2015–2016 addressed two of the six focus areas (Programme Design Processes, Platforms and Systems, and Evidence-Based Decision-Making; and Flexibility in Funding and Efficient Resource Usage) and other key issues:
- **Further structural changes** to improve resource management through closer alignment of information technology, finance and performance management within the Resource Management Department.
  - **Continuing the evolution of WFP’s financial architecture**, including through communication and evidence-based advocacy to improve the flexibility and predictability of funding, and development of a standardized approach to resource-based planning across WFP, including the concept for a future “country portfolio budget”
  - **Enhancing WFP’s ability to collect and use evidence for improved decision-making** by completing the development of systems that allowed WFP to manage information and knowledge systematically, and that support analysis and evaluation of outputs and outcomes
  - **Support for decentralized evaluations** to improve the system by empowering country offices and providing standards and guidance for country offices and the regional bureaux.
132. The main focus of Fit for Purpose investments in the Accountability and Funding dimension was to provide support for the Financial Framework Review and address objectives 7 and 8 to focus energy and resources on priorities, and provide evidence and accountability for results. Fit for Purpose also helped WFP to improve the transparency of its financial reporting through membership of the IATI.
133. The current financial framework is demonstrably not fit for purpose; its focus on inputs and its lack of links between resources used and results achieved constrain decision-making authority in field offices and hamper accountability for results. In its current form, the financial framework would be unable to support implementation of the country strategic planning framework. The Financial Framework Review (Box 1) seeks to maximize operational effectiveness through realistic financial planning, enhanced accountability, streamlined processes and harmonized financial and results frameworks.

### **Box 1: Fit for Purpose paved the way for the Integrated Road Map**

One quarter of Fit for Purpose investments – USD 18 million – were used to develop the Integrated Road Map<sup>40</sup> approved by the Board in November 2016. These investments addressed three of the road map’s four pillars: country strategic plans, the Financial Framework Review and the Corporate Results Framework

Support for *country strategic plans* – USD 5 million – helped 18 country offices to facilitate strategic reviews for the new approach; nine offices produced country strategic plans.

Support for the *Financial Framework Review* – USD 5.85 million – funded pilot testing and stakeholder reviews of new methods for resource management in country offices:

- WFP began testing resource-based planning in nine countries in September 2015.
- The macro-advance financing concept was developed in 2015 and country offices prepared requests for piloting the concept in 2016. The Executive Director approved USD 100.7 million in macro-advance financing to five country offices with seven operations. These advances are being repaid.
- WFP completed a review of its budget structure; the resulting country portfolio budget structure was developed in eight country offices, in two phases.

Support for strengthening performance management included developing a new *Corporate Results Framework* – USD 6.5 million.

134. The Financial Framework Review was one of the investments subject to external review and a detailed report can be found in Annex C. The review commented that:

- The Financial Framework Review is seen as leading WFP in a fiscally responsible direction to ensure programme or activity managers are more cognisant of the financial impact of what they do to control their budget, and to encourage managers to tailor their implementation to be more effective. While this change can have a strong impact on daily work both in Headquarters and the field – specifically through increased flexibility for country offices and easier extraction of budget information for donors – the shift will need to be accompanied by the efficient allocation of people and skills, the redefinition of responsibilities, and reconfiguration of existing tools and platforms. Country directors will require skills encompassing strategy, planning, resource management and finance.
- There remains apprehension about how budget operations will change in practice. While some countries have been exposed to the test environment, others require clarification of operational doubts. The Financial Framework Review has involved horizontal and vertical dialogue between Headquarters, regional bureaux and country offices. Learning has included technical support and support to key staff in regional bureaux and country office best practices have been shared at country level. Assuring sufficient technical support during the roll-out period will require transferring and replicating the knowledge of skilled resources involved at the prototype stage.

### **7.3. Progress demonstrated through management results**

135. Since 2013 WFP has been tracking progress on the Accountability and Funding Management Result Dimension against four management results and related KPIs:

- Predictable, timely and flexible resources obtained (Result 5.1)

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<sup>40</sup> The Integrated Road Map aligns WFP’s strategy, programme structure, financial management and planning, monitoring and reporting mechanisms with the 2030 Agenda for Sustainable Development.

- Strategic, transparent and efficient allocation of resources (Result 5.2)
  - Accountability frameworks utilized (Result 5.3)
  - Effective management of resources demonstrated (Result 5.4)
136. The 2015 APR showed strong progress for two of the four management results and some progress on the other two results. Highlights in management performance reported in the APRs include:
- **Record levels of voluntary contributions** during the period reflecting the generosity of donors in difficult economic circumstances.
  - **A significant growth in multi-year contributions** which were two and half times higher in 2015 than they were in 2011.
  - **A regrettable fall in the proportion of multilateral funding.** WFP received 11 percent of its contributions in multilateral funding in 2012 and only 8.3 percent in 2015.
  - **Increases in the transparency and efficiency of resource allocation** attributable to Fit for Purpose investments to develop rigorous performance informed budgets.
  - **Strengthening of internal control and risk management frameworks, policies and approaches.**
  - **More rigorous and prompt follow up of oversight body recommendations** reducing the numbers of recommendations outstanding.
  - **More effective personal performance management.** The PACE programme is WFP's performance-assessment tool and a driver of many career decisions. In 2011 WFP reported that only 50 percent of staff had completed PACE by the due date, but actions in the past four years to improve the timeliness and quality of PACE led to a 90 percent completion by the deadline in 2015.<sup>41</sup>
  - **A wider focus on reducing greenhouse gas emissions** across all aspects of WFP's work.

#### ***7.4. Other investments that have strengthened WFP in line with Fit for Purpose goals***

137. In 2012, WFP was already an acknowledged leader among United Nations agencies in the stewardship of resources. For example, no new investments were needed to implement International Public Sector Accounting Standards, which were put in place in 2008. WFP has built on its reputation for stewardship by upgrading its internal control standards and processes in 2015, and fully implementing the risk-management practices adopted in 2011. WFP has also established a new Evaluation Policy and charter to embed evaluation into the heart of its culture of accountability and learning.

#### ***7.5. Value for Money***

138. Regarding value for money, it is expected that savings of USD 122.3 million will be generated from Fit for Purpose between 2013 and 2019, the majority –

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<sup>41</sup> Note that the Internal Review paper on people states a final figure of 97 percent. This reflects completions after the deadline set.

USD 87 million – from changes resulting from the BPR. This is 69 percent more than the budget cost of one-off investments through Fit for Purpose. Estimates of savings have been provided by managers who identified these as one-off or recurring savings. WFP has counted recurring savings only for a period of three years although these may continue well beyond this period.

139. Many managers drew attention to efficiency savings where the number of staff needed to process transactions has fallen. However, it has only been possible to calculate savings in this area through special exercises undertaken as part of the Cost Excellence initiative.<sup>42</sup> In common with other United Nations organizations, WFP lacks a costing system that allows it to automatically calculate the cost of staff resources devoted to business processes operating globally such as the WFP Information Network and Global System (WINGS) and LESS.
140. Some future savings will depend on additional work over the next two years.

## **7.6. Conclusions**

141. The Fit for Purpose response under Accountability and Funding has been crucial in helping WFP meet two of the core objectives of Fit for Purpose: focusing energy and resources on priorities and providing evidence and accountability for results. As noted in Sections 8 and 9 below WFP has made significant progress against both objectives.
142. Perhaps more importantly in the longer term, Fit for Purpose has promoted a major change in the way WFP expects to finance its work that would not have been possible without the extensive pilot testing undertaken at country offices. Several recent evaluations have recommended greater financing flexibility to support the humanitarian-development nexus and the long-term perspective of the 2030 Agenda. However, the Annual Evaluation Report 2015 also cautions that the time lag between system improvements and operational results should not be underestimated.
143. The realistic expectation is that changes in the financial framework approved by the Board in November 2016 will lead to:
  - Improved operational efficiency and effectiveness in the management of resources to enable WFP's assistance to stretch further.
  - The ability to identify cost drivers in activities to help enable managers better manage costs and achieve cost savings.
  - Increased transparency and better communication to donors by demonstrating the results achieved. This could encourage more donors to give multilateral contributions and may encourage resource partners to contribute at higher levels of the budget structure or by thematic area.
144. WFP is however conscious of the need to track progress carefully to ensure that planned benefits are in fact realized. The Integrated Road Map is a crucial tool in that regard as it should ensure that the complex range of actions are taken forward in a cohesive manner.

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<sup>42</sup> In the case of recurring savings so far generated by cost excellence (USD 3.8 million) actual budgets have been reduced to reflect the savings identified and these resources have been reallocated to other priorities.

145. Fit for Purpose has also helped WFP improve the transparency of its financial reporting through IATI membership and WFP has continued to build on its strong reputation for stewardship by upgrading its internal control standards and processes. There has also been a substantial shift of focus to developing better administrative support (more economic travel arrangements, better staff accommodation in the field and more effective security arrangements, etc.) driven mainly by the findings of the Business Process Review<sup>43</sup> but taken forward using other sources of funds.

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<sup>43</sup> See section 5.3.d for details.

## **8. Objective 7: Focusing energy and resources on priorities**

### **8.1. Context**

146. The 2012 Framework for Action underlined that WFP should focus its resources on priorities. WFP has addressed this recommendation in two ways:

- It ensured that all Fit for Purpose investments were directed to the seven themes identified in the Framework for Action and the additional six focus areas approved by the Board in May 2015 to bring the initiative to a conclusion.
- It established a new Management Results Framework in June 2013 based on five priorities, and put in place better performance-informed budgeting processes to ensure that decisions on the use of all WFP's discretionary resources were addressing these priority areas.

### **8.2. Fit for Purpose response**

147. For Fit for Purpose investments, WFP established a framework of priorities under seven themes laid out in the framework for action to guide decisions on the allocation of Fit for Purpose funds in 2013 and 2014. It then supplemented these by establishing six focus areas in 2015 geared to carry forward and accelerate the Fit for Purpose organizational strengthening efforts in 2015 and 2016.

148. The arrangements for managing change adopted for Fit for Purpose ensured that one-off investments were directed to priority areas.

149. Regarding the management of all discretionary funds, WFP has:

- Put in place much stronger processes of performance-based budgeting as part of its management plan process that for the first time covers all such funds – regular PSA, the use of the PSA Equalization Account and all operational and non-operational trust funds.
- Increased the responsibilities of the Strategic Resource Allocation Committee to oversee all discretionary funding.

#### **8.2.a A major shift to performance informed budgeting**

150. Initial small investments under Fit for Purpose and other reallocations of PSA resources laid the ground for a major change in the preparation of the annual Management Plan and a significant shift towards performance informed budgeting. The small FFP investment related to performance informed budgeting was one of the investments subject to external review and a detailed report can be found in Annex C.

151. The external review considered that:

- The introduction of standardized processes and the investment case template has enabled greater prioritization, traceability and accountability.
- The new process for preparing the Management Plan established a way of involving the different actors – the Budget and Programming Division (RMB), budget owners, investment owners, the Strategic Resource Allocation



Committee (SRAC), and the Executive Director – increasing synergies and comparability within the organization.

- The baseline budget is now connected with and driven by the Annual Performance Plans produced by each budget holder, contributing to performance-informed budgeting. The standard format helps the SRAC identify and support investments that are linked to the achievement of Strategic Objectives, or the mitigation of key corporate risks.
- The establishment of a standard template presents an opportunity for WFP to introduce formal reporting on investment performance. This would allow WFP to assess the ability of divisions and offices to deliver on investments when considering future requests. Such a feedback system, based on accountability, can help further improve investment prioritization.

### **8.2.b Better strategic resource allocation**

152. In response to Board requests for greater strategic focus on prioritization of resources, the SRAC was formed in May 2009 to oversee financial management and resource allocation activities in WFP.
153. The Business Process Review recommended changes in the way the SRAC operated and the SRAC was reconstituted in 2014 and is now chaired by the Chief of Staff with the Deputy Executive Director and Assistant Executive Directors completing a smaller five-person committee. The effect has been more focused discussion by SRAC on corporate priorities for funds allocation: the SRAC is now an indispensable part of the management plan process including an annual 2-day meeting in early June where the SRAC focuses on the management plan for the following year, agrees parameters on anticipated income levels, PSA budget ceiling, allocation of PSA to spending units and in particular the priorities for reallocating funds generated by across the board budget reductions (5 percent in 2015 and 2016). The SRAC now maintains a central and prioritized list of potential investment cases allowing for quick decisions should additional resources become available.

### **8.3. *Broader actions that have strengthened WFP in line with Fit for Purpose goals***

154. WFP has also strengthened the management of discretionary funds by:
- creating a new Capital Budgeting Facility which allows it to provide capital loans for projects with the capacity to repay such funds; and
  - continuing to expand the scope of Internal Project Lending.

#### **8.3.a Financing innovations – Capital Budgeting Facility (CBF)**

155. The CBF is a revolving fund that provides upfront financing to capital project(s) that can demonstrate quantifiable economic and efficiency benefits. This simple concept of an internal “bank” makes it possible for managers to fund projects with clear financial payback. The CBF was pilot tested in 2014 and mainstreamed as a new financing tool in 2015.<sup>44</sup> The CBF has improved institutional financial flexibility by

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<sup>44</sup> OED2015/007

introducing a process by which WFP will plan and execute its capital projects according to pre-determined criteria and within an approved budgetary ceiling. Projects repay the allocation in full, through a comprehensive repayment plan which is approved as part of the submission process.

156. The CBF has been used to fund the implementation of LESS in country offices where advances are repaid through a tonnage-based landside transport, storage and handling (LTSH) charge once LESS is operating in a country office. It has also been used for field-based capital repayment schemes to finance improvements to premises. Investing in premises where WFP foresees a long-term presence will improve returns on investments, ensure security and improve operational efficiency. These have resulted in the approved projects to build new office and residential accommodation in five countries, a new humanitarian logistics base in Djibouti and 12 energy-efficiency projects for WFP premises across the world.

### **8.3.b Financing innovations – advances to projects**

157. WFP has continued to expand its use of advance financing of projects through internal project loans and the Immediate Response Account.<sup>45</sup> For example, 120 loans valued at USD 636.1 million were made in 2011 compared to 157 loans valued at USD 777.5 million in 2015. Moreover, better targeting and prioritization plans in the Syrian regional emergency helped to reduce the need for project loans by USD 289 million in 2015 which led to a fall in overall advances from an all-time high of USD 1.092 billion in 2014. WFP has also been pilot testing the use of macro advance financing at a country rather than project level as part of the new financial framework.

### **8.3.c The wider impact of focusing on priorities and “living within its means”**

158. WFP has exerted tight budgetary control of PSA budgets despite a significant 20 percent increase in PSA income over the period 2013–2016. In the past, increases in WFP income levels typically led to the creation of additional permanent posts which often needed to be reduced when income levels fell: a “boom and bust” approach to staffing. Over the period of Fit for Purpose there has been no significant increase in permanent staff positions. Instead there has been a shift to a contingent workforce (staff on short-term or consultancy contracts) to address additional operational support needs that can be more easily managed should future income levels fall.
159. This approach to “living within its means” has helped WFP to use USD 100 million of PSA generated resources to directly support operational projects through:
- The allocation of USD 65 million from the PSA Equalization Account to the Immediate Response Account – resources that can be used as loans or grants to projects.<sup>46</sup>
  - The use of PSA budget in 2017 and beyond to fund country-level costs of operations (such as security and communications costs) incurred for

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<sup>45</sup> See WFP/EB.A/2016/6-1/1\* for the full 2016 report on Advance Financing.

<sup>46</sup> The Board approved a USD 50 million transfer in May 2015 and a further USD 15 million transfer for 2017 in November 2016.

centralized services. This has the direct impact of reducing Direct Support Costs for all operational projects by USD 35.1 million in 2017.<sup>47</sup>

#### **8.4. *Challenges and areas for further attention***

160. WFP is not always successful in giving up old ways of working, and a wider shift in culture is required. For example, some country offices continue to use their own systems, even when new corporate platforms are available.

#### **8.5. *Conclusions***

161. Fit for Purpose has had a significant impact on ensuring that WFP is focusing its energy and resources on priorities.
- The changes to the structure and scope of the Management Plan have led to a new implementation plan based on anticipated funding levels while maintaining the needs-driven nature of WFP's work.
  - WFP has continued to focus on innovative ways of planning and financing WFP activities that provide a clearer link between strategic investments and results, these include a new Capital Budgeting Facility.
  - The more inclusive process for preparing the Management Plan through extensive informal consultations has been welcomed by the Board.
162. The greater focus on priorities aligned with WFP's new approach of "living within its means" has led to the transfer of USD 100 million in PSA resources over the past two years to support operations.<sup>48</sup> This is equivalent to an additional 290 million daily food rations for people in need of food assistance.

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<sup>47</sup> The Board endorsed the recommendation in the 2017 Management Plan to leverage the principle of "living within one's means" by using USD 35.1 million of Programme Support and Administrative budget funding for country-level costs of operations (such as security and communications costs) incurred for centralized services.

<sup>48</sup> This amount has two elements: i) an allocation of USD 65 million from the PSA Equalization Account to the Immediate Response Account – the Board approved a USD 50 million transfer in May 2015 (WFP/EB.A/2015/6-D/1) and a further USD 15 million transfer for 2017 in November 2016 (WFP/EB.2/2015/5-A/1/Rev.1); and ii) use of the PSA budget in 2017 to fund country-level costs of operations, such as security and communication costs, incurred for centralized services – this has the direct impact of reducing direct support costs for all operational projects by USD 35.1 million in 2017 (WFP/EB.2/2016/5-A/1/Rev.2).

## 9. Objective 8: Providing evidence and accountability for results

### 9.1. Context

163. A core principle of the 2012 Framework for Action was the need for WFP to provide evidence of and accountability for results. As Fit for Purpose – WFP’s New Organizational Design noted “*We believe in a culture of learning that enables evidence-based interventions to deliver results in a cost-efficient manner*”.

### 9.2. Fit for Purpose response

164. This objective was addressed through a series of Fit for Purpose investments relating to evidence-based decision-making.

#### 9.2.a Strengthening performance management and evidence-based decision-making

165. Three FFP investments totalling USD 9 million focused on implementing stronger programme design, monitoring and reporting through the development of corporate policies for monitoring and the use of improved processes and systems. WFP sought to address major shortcomings in the corporate approach on monitoring and to put in place three systems to support performance risk management and monitoring.
166. WFP has taken various actions to address the shortcomings in programme monitoring.
- The monitoring function was moved to the Resource Management Department as part of the changes in organizational structure in February 2013.<sup>49</sup>
  - Resources were provided to 25 country offices in 2014 as part of a USD 1 million investment to improve outcome measurement and sustain monitoring at the field level.
  - Support was provided to the work of all six regional bureaux (including the deployment of regional monitoring and evaluation (M&E) advisors, regional COMET and Standard Project Report Intelligent Next Generation tool (SPRING) coordinators, and regional reports analysts) leading to tangible benefits as regards the strengthening of monitoring and reporting systems at a country level.
  - A Corporate Monitoring Strategy was issued in 2015.
  - Third-party monitoring guidelines were issued.
  - The Monitoring and Evaluation Learning Programme was launched in 2014 to strengthen the capacity of WFP staff (more than 120 graduates to date).

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<sup>49</sup> “The functions related to performance monitoring and reporting are currently located both in the Programme Division and the Performance and Accountability Management Division. The new organizational design will include one Performance Management and Monitoring Division reporting to the Assistant Executive Director for Resource Management and Accountability.” Fit for Purpose – WFP’s new organizational design

- Methodologies were developed to improve outcome aggregation from a project to a corporate level, to quantify "indirect" beneficiaries and to calculate the cost per ration for use in the Management Plan and the Annual Performance Report.
167. Regarding support systems, an integrated performance and risk management system (PROMIS) based on an off-the shelf SAP system was developed and rolled out to country offices. However, the system did not prove agile enough to respond to changes in WFP's management results framework. It was decommissioned in 2016. WFP utilized this experience in the development of two further systems:
- The country office tool for managing effectively (COMET) was designed in-house and rolled out in three modules providing time to pilot test and train 200 staff directly and 1,000 staff indirectly in the use of the new system. The system is now operational in all country offices
  - SPRING was developed and rolled-out globally to automate the process of producing Standard Project Reports for projects. Some 110 SPRs were produced using SPRING for 2015, including all L3 operations. WFP expects that all SPRs will be produced using SPRING in 2016.

### **9.2.b Stronger decentralized evaluation**

168. A review of WFP's Decentralized Evaluation Function conducted in 2014<sup>50</sup> found that WFP carried out around 20 decentralized evaluations during the period 2011–2014, at an average cost of USD 106,000. However, the review also noted variations in the quality standards being applied. The Fit for Purpose investment of USD 0.6 million contributed to the arrangements necessary to increase the quality, credibility and utility of decentralized evaluations. The investment helped WFP to develop and test new norms, standards and guidance and establish a help desk for COs to ensure that all decentralized evaluations are of the requisite quality.

### **9.3. *Challenges and areas for further attention***

169. An increased focus on monitoring has been essential in addressing concerns raised by several evaluations of WFP's projects. However, the results of the Synthesis Report of 2015-2016 Operation Evaluations indicate a continued need for enhanced monitoring and analysis, especially to underpin valuable contributions to Sustainable Development Goal and Zero Hunger Challenge targets.
170. WFP has put in place reporting processes that are more evidence-driven to promote stronger accountability to donors on the use and stewardship of the resources entrusted to WFP. The Annual Performance Report for example now provides more extensive comments on the results achieved on cross-cutting issues (gender, protection and accountability to affected populations, and partnerships) and on country and regional trust funds. However, the latest APR also draws attention to those areas where outcome reporting against Strategic Objectives is limited and where insufficient data is available to report on certain management results.

### **9.4. *Conclusions***

171. WFP has made progress in improving the evidence base on which it makes decisions on the best way to address the needs of beneficiaries but more work is needed to

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<sup>50</sup> The BPR Review of WFP's Decentralized Evaluation Function, 2014

improve the quality and utility of corporate results measurement, particularly on outcomes.

172. The evaluations presented in the Annual Evaluation Report 2015 recognize progress in the transition from implementer to enabler. Elements that have helped reinforce this transition include a stronger evidence base for programme design and prioritization, improved measuring of and reporting on results and investments in enhancing assessment and monitoring systems. However, the results of the latest round of country-specific evaluations in 2015 continue to point to the need for strengthened monitoring and analysis, especially to underpin innovations such as cash-based transfers.
173. Further action will be addressed as part of the Integrated Road Map, which is designed to provide a framework that ensures greater transparency in costs and clearer linkages with outcomes through a new Corporate Results Framework.

## **10. Reflections on the Approach to Fit for Purpose**

174. The Secretariat has taken this opportunity to reflect on the lessons learned from the implementation of this ambitious programme to reshape WFP and make the shift from Good to Great.

### **10.1. *The approach to Fit for Purpose***

175. From the outset, WFP decided to manage Fit for Purpose through existing management channels. Rather than creating a separate project team to drive forward change, management focused on the approval of a range of investments aligned with a set of overarching priorities. In the early stages, support for change management was provided to the Chief of Staff. Subsequently, in 2014, a small change team was established under the Deputy Executive Director, which moved to the Innovation and Change Management Division in 2015. However, this did not operate as a project management team with direct powers to intervene on the actions being taken by other WFP managers.
176. The review found that there would have been some benefit in establishing an overall project team: this would have required senior managers to be more explicit about the overall results expected from Fit for Purpose<sup>51</sup> and there would have been more direct control over the funding used. However, the creation of a project team would have diluted line managers' responsibility for achieving the goals of Fit for Purpose, and actions would have been more directly influenced by the resources available, particularly in addressing issues raised by the BPR. Many WFP managers used their own PSA resources to implement policy and process changes recommended in the BPR. The incentive for doing this would not have existed if all actions had been centrally funded and controlled.

### **10.2. *Benefits of the approach adopted***

177. In many respects, the approach to Fit for Purpose matched WFP's way of working: it provided managers with clear incentives and resources to act, and promoted a multifaceted approach in which activities were undertaken in parallel.
178. The shift to six focus areas in May 2015 helped to target action in the critical areas needed to bring Fit for Purpose to a conclusion, and provided direct support for development of the Integrated Road Map.

### **10.3. *Areas that could have been managed better***

179. The review also identified areas where Fit for Purpose actions could have been managed better:
- *Internal communications.* The Secretariat provided the Board with extensive reports on Fit for Purpose actions through annual management plans and Annual Performance Reports.<sup>52</sup> However, WFP staff were not always aware

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<sup>51</sup> Many of the initial Fit for Purpose proposals lacked detailed plans, including milestones. This issue was addressed through a small investment in developing a common approach to the preparation of all WFP's investment cases from 2015.

<sup>52</sup> Fit for Purpose initiatives have been subject to a higher level of transparency and external reporting than past initiatives. Extensive reporting on Fit for Purpose in Annual Performance Reports included detailed reports on each initiative in 2013 and 2015.

of the wide range of actions rooted in Fit for Purpose that were carried out over the past four years. Internal communications at the start of the process were not followed by detailed progress reports, leaving some staff with the impression that the Fit for Purpose initiative had somehow petered out.

- *Reporting on the results of investments.* Under Fit for Purpose, WFP improved the way its investments are justified and presented for approval from the Strategic Resource Allocation Committee; later Fit for Purpose investment cases contain significantly more information about the purpose and intended results of the investment. However, there is still no standard process for reporting to senior management on the results and impacts of individual investments, as distinct from the annual performance and accountability process for all staff and the process for preparing the Annual Performance Report. This issue was also raised in the external review.
- *Scaling back of other work.* Fit for Purpose generated many new priorities for action, including through the BPR recommendations. However, insufficient attention was devoted at all levels to scaling back other work to make space for Fit for Purpose implementation, and some smaller country offices have been overwhelmed by change initiatives.
- *Sequencing.* Some WFP staff members have questioned the sequencing of actions in Fit for Purpose. For example, staff reported that important actions for developing systems for CBTs and automating critical transaction processes could have been initiated sooner.

180. Senior management is examining how these issues can be addressed in future.



## **Annex A: Investments under Fit for Purpose**

1. The one-off investments to support Fit for Purpose were of three kinds:
  - Fit for Purpose work streams and other human resource-related costs connected to the seven Framework for Action themes<sup>53</sup> approved in the Management Plans for 2013–2015 and 2014–2016.<sup>54</sup>
  - A series of Critical Corporate Initiatives approved in the Management Plan (2015-2017).<sup>55</sup>
  - A further series of one-off investments to address the six Focus Areas<sup>56</sup> approved by the Board in May 2015 for use in 2015 and 2016.<sup>57</sup> These were refined in the Management Plan (2016–2018).<sup>58</sup>
2. In addition to these one-off investments, WFP used the budget-setting process to fund recurring Programme Support and Administrative (PSA) costs for critical activities in line with the tenets of Fit for Purpose. These have included:
  - USD 5.8 million in 2014 to ensure adequate funding to support WFP's growing operational activity.
  - Reallocations to support priority activities using savings generated by across the board budget cuts of 5 percent each year.
3. In line with the Framework for Action, WFP presented its investments for 2013 and 2014 under 14 work streams related to the seven themes. From June 2015 it has presented its investments in relation to the six Focus Areas established to accelerate Fit for Purpose implementation.
4. The process for allocating resources to managers from within the overall ceiling and/or specific requests contained in the management plans has evolved over time.<sup>59</sup>
  - The Management Plan (2013–2015): sought overall Board authority to devote USD 20 million to Fit for Purpose in 2013. Decisions on the allocation and use of funds

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<sup>53</sup> The seven themes were: Strategy, Organizational Design, Human Resource Management, Business Processes, Partnerships, Executive Management; and Culture of Commitment, Communication and Accountability.

<sup>54</sup> A supplementary PSA allocation of USD 20 million was approved in the Management Plan (2013–2015) for work streams identified as a result of the Framework for Action as well as in discussions of organizational design and realignment and other processes (WFP/EB.2/2012/5-A/1). The Management Plan (2014–2016) included USD 9.2 million from the PSA Equalization Account for the non-recurring investments needed to achieve the goals of the Fit for Purpose process (WFP/EB.2/2013/5-A/1).

<sup>55</sup> A number of discrete, non-recurring investments totalling USD 9.2 million were approved in the Management Plan (2015–2017) focusing on continuing Fit for Purpose and delivering value-for-money benefits to WFP (WFP/EB.2/2014/5-A/1).

<sup>56</sup> The 2015–2016 Focus Areas are: National Capacity Development; Nutrition Capabilities; Interagency/Intergovernmental Processes and Strategic Partnerships; Efficient Resource Usage and Flexibility in Funding; Programme Design Processes, Platforms and Systems, and Evidence-Based Decision-Making; and Relevant Staff Capabilities and Skillsets.

<sup>57</sup> The Board approved a total of USD 35 million – USD 18 million in 2015 and USD 17 million in 2016 to accelerate the Fit for Purpose organizational strengthening efforts (WFP/EB.A/2015/6-D/1).

<sup>58</sup> WFP/EB.2/2015/5-A/1/Rev.1

<sup>59</sup> This reflects the outcome of a small Fit for Purpose investment to review the budget-setting process in relation to the Management Plan (2014–2016).

## Annex A - Investments under Fit for Purpose

were taken by Deputy Executive Directors, Assistant Executive Director and the Chief of Staff in consultation with the Executive Director.

- The Management Plan (2014–2016): provided the Board with more detailed estimates of the amounts to be invested under Fit for Purpose across the Management Results Dimensions (MRDs). Decisions on the use and allocations of Fit for Purpose funds in 2014 were still supported by decision memoranda approved by the Chief of Staff.
  - As part of the Fit for Purpose process of enhancing the Management Plan preparation process, planning inputs from the Management Plan (2015–2017) onwards reflect investment cases produced in a standard and results-based format. Managers were required to present all their proposals for investment, regardless of the source of funds to be used, as part of the annual budget-setting process. Decisions were made by a reconstituted Strategic Resource Allocation Committee (SRAC) on which investments would be funded through Critical Corporate Initiatives (Fit for Purpose); which would be funded from other sources; and which would not be prioritized for funding
5. In total there were 58 separate one-off investments under the umbrella of Fit for Purpose, representing resources provided to budget holders across WFP for the implementation of agreed actions.

### **Previous reporting to the Board on actions taken under Fit for Purpose**

6. The Executive Director has reported to the Board on actions taken under Fit for Purpose as an integral part of the Annual Performance Report (APR) produced each year. In addition and in response to specific Board requests:
- The APR for 2013 included a detailed annex showing the progress achieved against each of the 14 work streams that had then been put in place to address the Framework for Action.
  - The APR for 2015 provided a report to the Board on a number of Critical Corporate Initiatives approved in the Management Plan (2015–2017) to accelerate organizational improvements focusing on value for money. One-time initiatives were presented to the SRAC as investment cases detailing activities, outputs, key performance indicators and target results. A total of USD 9.2 million in non-recurring investments was approved under all five Management Result Dimensions.
  - The APR for 2015 also reported on USD 8.1 million of savings from the PSA budget that were reallocated to investment cases presented to the SRAC for approval. These PSA-funded investment cases defined activities, outputs, key performance indicators and target results.

### **Current detailed reporting to the Board**

7. This annex provides a detailed report on the budgeted investments made under Fit for Purpose against the relevant internal decision memoranda (2013–2014) and detailed investment cases (2015–2016). In general more consistent information is available in relation to the later investments following a general improvement in the quality of investments cases, itself an outcome of one of the early Fit for Purpose investments made.

## Annex A - Investments under Fit for Purpose

8. The tables below provide:
  - the objectives and rationale for the investment where these can be clearly determined from the earlier decision memoranda;
  - the main activities undertaken; and
  - the outputs and impacts that can so far be determined.
9. To aide comparison with the APR 2013 report on work stream implementation, the table also provides comments on earlier work stream actions that were funded as part of the general implementation support from the former Business Innovation and Support Office – Investment Case 1.1 below.
10. WFP has not provided a detailed report on some of the minor investments flowing from the Business Process Review (BPR) as these are reported in Annex B which shows how all the 57 prioritized recommendations generated by the BPR have been addressed.

Annex A - Investments under Fit for Purpose

**1. Organizational Design and Change Management**

1.1. Support for Organizational Work Streams

**Investment: Support for Organizational Work Streams**  
**USD 1,202,140 (2013) and USD 350,000 (2014) (Note 1)**  
**Status: Completed**

• <b>Objective and rationale</b>	• <b>Main activities</b>	• <b>Output and Impacts</b>
<p><b>Objective:</b> To provide support to dedicated work streams to facilitate organizational strengthening efforts</p> <p><b>Rationale:</b> To support the overall change process for projects including Country Office Resource Management, Business Process Review and Liaison Office Presence Review</p>	<ul style="list-style-type: none"> <li>• In-depth scoping, problem identification and work planning</li> <li>• Collected and analysed baseline data</li> <li>• Liaised with relevant stakeholders and collaborating with work stream owners to develop full workplans</li> <li>• Provided change management advice and direct analytical support</li> <li>• Tracked progress, preparing and organizing Transition Steering Group meeting (2013)</li> <li>• Prepared decision documents/reports related to work stream issues</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination and analytical support to the overall change process (including the management process, communication with staff, making progress on key work streams, implementation) for work streams including               <ul style="list-style-type: none"> <li>○ Organization Design Transition</li> <li>○ Regional Bureaux Organizational Design</li> <li>○ Country Presence Review</li> <li>○ Cost Excellence</li> <li>○ Managers Development, Performance and Accountability</li> </ul> </li> <li>• Integration of results of work streams Country Office resource management and Business Process Review in ongoing WFP processes</li> <li>• Liaison Office Presence Review adopted and formalized</li> </ul>
<p>Note 1: There were four further budget allotments totalling USD 407,000 used to provide general support to Fit for Purpose activities in this period.</p>		

Annex A - Investments under Fit for Purpose

1.1.1 Transition to New Organizational Design

**Investment: Transition to New Organizational Design**  
**Supported as part of investment 1.1 (Note 1)**  
**Status: Completed**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To ensure effective implementation of the new organizational design</p> <p><b>Rationale:</b> The process of introducing a new organizational design requires coordination to ensure a smooth transition</p>	<ul style="list-style-type: none"> <li>• Prepared and implemented the special reassignment process</li> <li>• Defined requirements, established a transition support unit and developed a transition checklist</li> <li>• Institutionalized changes ensuring effective hand-over</li> <li>• Defined requirements, establishment of a transition support unit and development of a transition checklist</li> </ul>	<ul style="list-style-type: none"> <li>• New organizational design implemented and transition completed to empower country offices</li> <li>• Senior staff and staff reassignment completed for 100 senior managers and 450 professional staff</li> <li>• Global relocation tool launched</li> <li>• Learning and feedback used to inform regular reassignments and other HR processes</li> </ul>
<p>Note 1: There was another budget allotment totalling USD 240,000 used to provide GPS Relocation Services in this period.</p>		

Annex A - Investments under Fit for Purpose

1.1.2 Implementation of Organizational Design at Regional Bureaux

<b>Investment: Implementation of Organizational Design at Regional Bureaux</b> <b>Supported as part of investment 1.1</b> <b>Status: Completed</b>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To ensure effective and coordinated implementation of the redefined role of the regional bureaux</p> <p><b>Rationale:</b> Enable the regional bureaux to support WFP operations more effectively by reviewing and adapting operational and organizational structures in the light of regional strategies and Country Office needs</p>	<ul style="list-style-type: none"> <li>• Conducted gap analysis of regional bureaux roles and accountabilities to assess deficiencies</li> <li>• Identified areas for improvement and defined actions to establish the required expertise and capacities (see investment 1.2: Deputy regional director meeting)</li> <li>• Assisted transition planning at workshops for deputy regional directors and developed an action plan for transition</li> <li>• Integrated regional bureaux requirements into the Management Plan (2014–2016)</li> </ul>	<ul style="list-style-type: none"> <li>• Redefined role of regional bureaux implemented, enabling better support to country offices and WFP operations</li> <li>• Standard template for the organizational structure and functions of regional bureaux</li> <li>• Gap analysis conducted and gaps addressed in budget allocations</li> <li>• Regional bureaux transition plans and relevant functions transferred from Headquarters to regional bureaux</li> <li>• 2014 Management Plan and regional bureaux PSA budget informed by the findings of the Gap Analysis</li> <li>• USD 8.4 million (included in the Management Plan) allocated to regional bureaux to address structural gaps in market analyses, vulnerability analysis and mapping (VAM), cash-based transfers, emergency preparedness and other selected programmatic areas.</li> </ul>

Annex A - Investments under Fit for Purpose

1.1.3 Country Office Presence Review

<p align="center"><b>Investment: Country Office Presence Review, Supported as part of investment 1.1 and also received USD 100,000 for travel and other costs (2013) Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To assess WFP's Country Office presence and operating models against the Strategic Plan (2014–2017), hunger and malnutrition trend lines and partnership opportunities</p> <p><b>Rationale:</b> WFP's field presence enables it to address food insecurity by assisting beneficiaries in emergencies and supporting economic and social development. It must match beneficiaries' needs to make WFP's responses efficient and effective</p>	<ul style="list-style-type: none"> <li>• Gathered information about WFP's presence, operating models and resources to establish a baseline</li> <li>• Developed country assessment criteria and frameworks in consultation with internal stakeholders</li> <li>• Developed options for future country presence and operating models on the basis of Phase 2 for the Management Plan (2015–2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Country Office Presence and Operating Model Review developed for annual input into future Management Plans</li> <li>• Standard assessment approach for country presence developed from consultations with internal stakeholders</li> <li>• The results of the review were integrated into the Management Plan (2015–2017)</li> </ul>

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1.1.4 *Improving Resource Management in Country Offices*

<p align="center"><b><u>Investment:</u> Improving Resource Management in Country Offices</b>  <b>Supported as part of investment 1.1</b>  <b><u>Status:</u> Complete</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To improve resource management in country offices to increase efficiency and effectiveness</p> <p><b>Rationale:</b> As the closest presence to beneficiaries, country offices are WFP's centre of gravity and must be empowered to utilize resources appropriately</p>	<ul style="list-style-type: none"> <li>• Gathered baseline data and developed a benchmarking tool</li> <li>• Developed a method for improved efficiency assessment in the largest country offices</li> <li>• Identified pilot projects in selected country offices to compile action plans and a road map for hand-over of the toolkit</li> </ul>	<ul style="list-style-type: none"> <li>• Country offices equipped with methods, tools and resources required to guide more effective and efficient resource management</li> <li>• Pilot projects lead to improved budget utilization</li> </ul>



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1.1.5 Liaison Office Presence Review

<p align="center"><b><u>Investment: Liaison Office Presence Review</u></b>  <b>Supported as part of investment 1.1</b>  <b><u>Status: Completed</u></b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To review liaison and communication offices and develop guidance for optimum performance and value for money</p> <p><b>Rationale:</b> Liaison offices handle donor relations, inter-agency relations and communications under more effective terms of reference. This investment aims to develop guidance for optimum performance and value for money</p>	<ul style="list-style-type: none"> <li>• Developed criteria for assessing liaison offices and applied them</li> <li>• Identified opportunities for improvements</li> <li>• Implemented changes and developed new Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>• Optimized processes in liaison and communication offices for enhanced performance and value for money</li> <li>• Assessment criteria for liaison offices</li> </ul>

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1.2. Deputy Regional Director (DRD) Meeting

<p align="center"><b><u>Investment: Deputy Regional Director (DRD) Meeting</u></b>  <b>USD 35,000 (2013)</b>  <b>Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To provide a platform for deputy regional directors to discuss the transition to the new organizational design</p> <p><b>Rationale:</b> To provide a platform for deputy regional directors to discuss transition to the new organizational design, and the associated implications for each regional bureau in terms of functions, resources and potential gaps, ultimately reaffirming regional bureaux role as frontline support to country offices</p>	<p>The Regional Bureaux Gap Analysis</p> <ul style="list-style-type: none"> <li>• analysed the functions covered in each regional bureau and measured the gaps</li> <li>• determined the approach to be taken to fill those gaps and funding requirements</li> <li>• identified resources to expedite the transition during 2013</li> <li>• determined the way forward to accelerate transfer of resources to regional bureaux</li> </ul>	<ul style="list-style-type: none"> <li>• 2014 Management Plan and regional bureaux PSA budget informed by the findings of the Gap Analysis</li> <li>• USD 8.4 million (included in the Management Plan) allocated to regional bureaux to address structural gaps in market analyses, VAM, cash-based transfers, emergency preparedness and other selected programmatic areas.</li> </ul>

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1.3. Global Change Team

<p align="center"><b>Investment: Global Change Team</b>  <b>USD 244,750 (2014) and USD 349,620 (2015) and USD 359,029 (2016)</b>  <b>Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To establish a Global Change Team to support change efforts across the organization</p> <p><b>Rationale:</b> While several initiatives were pursued under Fit for Purpose in 2013 and 2014, there was no formal mechanism for coordination, monitoring or accountability, meaning that linkages between investments were not well defined and efforts at times duplicated. A dedicated team was needed to ensure coordination and monitoring of all change efforts.</p>	<ul style="list-style-type: none"> <li>• Introduced project planning and past performance in investment case templates and implemented IT solution databank with prefilling of investment cases and performance records</li> <li>• Supported definition of WFP’s Corporate Focus Areas and Outputs. Introduced and supported processes and systems enabling the Leadership Group to steer investments</li> <li>• Designed IT system and process to coordinate initiatives in country offices</li> <li>• Introduced regular updates on project progress to increase accountability for project owners and managers</li> </ul>	<ul style="list-style-type: none"> <li>• A corporate process supported by IT systems supports the entire circle of performance-based budgeting</li> <li>• Solutions and system have clear and effective interfaces and investments are overseen by the Leadership Group safeguarding the corporate value and preventing silos</li> <li>• Clearer, more comprehensive understanding of current investments at corporate level</li> <li>• Improved scoping and expectation-setting for achievements at investment owner and manager level</li> <li>• Enabled performance-based budgeting by capturing achievements of investments</li> <li>• Better coordination between initiatives</li> </ul>

**2. People**

2.1. Review of Human Resources (HR) Processes and Identification of Improvements

<b><u>Investment:</u> Review of Human Resources (HR) Processes and Identification of Improvements</b>		
<b>Supported as part of investment 1.1</b>		
<b><u>Status:</u> Completed</b>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To review recruitment, reassignment and promotion processes with reference to performance management, to enhance personnel management and development processes</p> <p><b>Rationale:</b> The review follows-on from personnel management issues identified in the Fit for Purpose analysis</p>	<ul style="list-style-type: none"> <li>• Reviewed current HR processes</li> <li>• Identified and prioritized opportunities for improvements</li> <li>• Finalized recommendations for HR strategy 2014-2017</li> <li>• Implemented recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Job evaluation framework, leadership development programme, career framework programme, diversity strategy, HR strategy commissioned at the end of 2013</li> <li>• Capacity development for HR staff to support role as business partners</li> <li>• Technology-based systems to improve HR performance planned for 2014</li> <li>• Enhanced promotion exercise positively received reflected in the Global Staff Survey where the area of performance and promotion increased by 8 percentage points compared with 2012</li> <li>• Recommendations for HR strategy in terms of organizational development, employee engagement, talent development and performance management</li> </ul>

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2.2. Transitional Strengthening of HR

<b>Investment: Transitional Strengthening of HR</b> <b>USD 2,821,665 (2013)</b> <b>Status: Completed</b>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To strengthen WFP’s people-related processes and ensure the implementation of organizational strengthening activities for seven specific HR areas</p> <p><b>Rationale:</b> The strategic shift from food aid to food assistance was needed to be fully operationalized by building the required capacity at a corporate level. To this end, it was fundamental to realign organizational design around strategic priorities. To design WFP’s workforce to best serve WFP’s strategy, the Human Resources function needed to undergo a cultural change that positioned the HR function as a strategic adviser to the Executive Director and Executive Management Group, and a trusted business partner.</p>	<ul style="list-style-type: none"> <li>• Analysis of 2012 Global Staff Survey inputs (6,000 staff), facilitation of 8 workshops with 200 employees and visits to the field to inform People Strategy Development.</li> <li>• More than 75 consultations and interviews for development of the Diversity and Inclusion Strategy</li> <li>• Development and launch of INSPIRE women’s leadership and career development programme</li> <li>• Consultation with 130 WFP leaders, analysing WFP strategy, researching best practices in leadership development for creation of Leading for Zero Hunger leadership programme</li> <li>• Ad-hoc reassignment meetings and agreed separation programme established</li> <li>• Consultations in the field and Headquarters across functions with support of external service provider towards design of career frameworks</li> <li>• Performance and Competency Enhancement (PACE) application streamlined and strengthened alignment between performance and strategic objectives</li> <li>• Introduction of new courses and e-learning projects through the Learning Management System (LMS)</li> <li>• Creation of Talent Acquisition, Talent Deployment and further dedicated HR branches</li> </ul>	<ul style="list-style-type: none"> <li>• The People Strategy provides a blueprint for how WFP intends to reinforce, build, retain and recruit its workforce, and create a more people-centred organization</li> <li>• Strengthened HR function (through e.g. enhanced talent acquisition practices) will help WFP deliver on its evolving mandate through continuous improvement in different areas</li> <li>• Created women’s leadership and career development programme INSPIRE and “Leading for Zero Hunger” leadership programme</li> <li>• First career frameworks developed to identify required competencies and improve talent deployment processes</li> <li>• Improved timeliness and quality of PACE exercise</li> </ul>

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2.3. Launch of National Staff Transfer Project and Review

<p align="center"><b><u>Investments: Launch of National Staff Transfer Project and Review</u></b>  <b>USD 1,308,125 (2013) USD 1,300,000 (2014)</b>  <b><u>Status: Complete</u></b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To provide an enhanced unified contractual framework for locally recruited staff serving in the field</p> <p><b>Rationale:</b> To transfer over 3,400 locally recruited field staff members across 80 countries from appointments governed by the United Nations Staff Regulations and Rules to ones governed by FAO Staff Rules and Regulations, in compliance with WFP General Regulation on administration of staff</p>	<ul style="list-style-type: none"> <li>• Established a cross-organizational working group which collaborated on the project design and implementation phases</li> <li>• Held extensive consultations in WFP regional bureaux, country offices, HR branches, other Divisions in Headquarters and with staff representatives</li> <li>• Reviewed and redesigned processes and optimized business workflows including payroll, provision of services on medical insurance and pension fund administration</li> <li>• Converted eligible long-serving Fixed Term Appointment holders to Permanent Appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Critical contribution to the implementation of the People Strategy imperative of 'shifting the focus' to national staff</li> <li>• Local Staff Transfer Project (LSTP) transformed into a Process Upgrade for local staff administration, implementing new processes (including simplification of processes and leveraging of technology to facilitate the administration of staff, improvement of data quality) across three United Nations agencies (FAO, the United Nations Development Programme (UNDP) and the United Nations Joint Staff Pension Fund (UNJSPF))</li> <li>• Conditions of service of all staff categories harmonized through one legal framework, improving processes and services received from UNDP and FAO</li> <li>• WFP HR manual incorporating provisions to administer all categories of staff, including locally recruited field staff worldwide</li> </ul>

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2.4. Locally Recruited Staff Project (Continuation of National Staff Transfer Project)

<p align="center"><b>Investment: Locally Recruited Staff Project (Continuation of National Staff Transfer Project)</b>  <b>USD 1,106,355 (2015)</b>  <b>Status: Ongoing</b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To continue the process of governing all staff through one set of rules and regulations to ensure equal treatment and efficient management of benefits</p> <p><b>Rationale:</b> Following the 2014 implementation of harmonized conditions of service for locally recruited staff in field offices, this investment enabled continuation of the process through expansion to all administrative processes and collaboration between HR and finance.</p>	<ul style="list-style-type: none"> <li>• Quality workforce analytics made available for all staff categories to enable strategic decision-making and analysis</li> <li>• Steps taken in financial management to ensure costs recognized and assets proactively secured to cover costs, in line with WFP 15-year funding plan</li> <li>• Global training on policy rules and regulations to country offices through workshops and webinars, including continuous global support to the field by Headquarters divisions</li> </ul> <p><i>Improvements in medical insurance coverage</i></p> <ul style="list-style-type: none"> <li>• All 3,400 locally recruited staff and family members enrolled with new medical insurance coverage</li> <li>• Alternative solutions were proposed for country offices with direct claim reimbursements from Allianz, which were adversely affected by existing banking restrictions/regulations</li> </ul> <p><i>Inter-agency collaboration</i></p> <ul style="list-style-type: none"> <li>• Cooperation with FAO, UNDP and UNJSPF to review and map pension fund and compensation processes</li> <li>• Collaboration with FAO and UNDP to streamline processes</li> </ul> <p>WFP Payroll, HR and UNDP Global Payroll Services worked to fully support insured staff members in transition to new medical scheme</p>	<ul style="list-style-type: none"> <li>• Implementation of the new Medical Insurance Coverage Scheme for locally recruited staff led to FAO extending the plan to newly recruited local staff and insurer offering a further discount leading to increased savings</li> <li>• Substantially increased availability of correct local staff data will enable better organization of skills development and workforce planning, including planning for nationalization of leadership roles in country offices</li> <li>• Alignment of local staff administrative processes with other staff categories paves the way for the expansion of WFP Self Service to local staff in the field</li> <li>• Possibility to bring local staff onto the corporate payroll thus increasing economies of scale and opening other avenues for servicing staff administrative processes</li> <li>• Quality analytics providing a strong basis for analysis and decision-making in strategic WFP undertakings</li> </ul>

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2.5. Learning Transformation Project

<p align="center"><b>Investments: Learning Transformation Project</b>  <b>USD 1,454,725 (2014) USD 800,000 (2015) USD 1,885,000 (2016)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      To develop the strategy for a sustainable, professional, coordinated learning capability with the supporting infrastructure to equip all staff with the required skill sets to meet the evolving WFP mandate and strategic priorities</p> <p><b>Rationale:</b>                      Learning and development of WFP's large and dispersed workforce staff has previously been uncoordinated, non-standardized, inconsistent among the offices and with varying quality. The need for a systemic, professional, accountable approach to provide learning to all of WFP's staff has been repeatedly confirmed by feedback from leadership and staff, organizational analyses and formal audit recommendations</p>	<ul style="list-style-type: none"> <li>• Significant research, benchmarking and piloting with staff to ensure relevance and user interest towards expansion of LMS (2015)</li> <li>• 6,778 national staff completed over 26,000 learning courses (2016) surpassing corporate priority target of 3,000 national staff</li> <li>• Conducted research, benchmarking and three pilot programmes for development of leadership programme. 10 sessions delivered in 2015 for 265 leaders; 10 sessions delivered in 2016 for 250 leaders</li> <li>• Provided leadership and management e-learning, supported by live webinars, targeted to senior leadership and completed by 93 percent of leaders in Headquarters and the field</li> <li>• Collaborated with key stakeholders in WFP to develop the strategy</li> <li>• More than 1,000 National Staff reached since the beginning of 2016 with online language learning tool</li> <li>• Defined and shared a toolkit of standards, tools and approaches across topics towards professionalizing the expertise profile of those delivering and managing training. Structured process of best practice sharing internally and externally.</li> </ul>	<ul style="list-style-type: none"> <li>• WFP Learning Strategy has been confirmed with a supporting leadership governance established, ensuring a sustainable and coherent way of learning in WFP</li> <li>• Expanded LMS has become the single source of learning and contains a wide range of learning resources. Strong increase in utilization seen through a 150 percent increase in course completions since the expansion</li> <li>• Improved support to staff through the Rosetta Stone Online Learning Tool and to leaders through the "Harvard Manage Mentor" learning offering and the "Leading for Zero Hunger" programme</li> <li>• Strong cross-functional collaboration to increase impact of functional training and ensure coordinated global offer</li> </ul>



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2.6. Programme Staff Skills Development

<p align="center"><b>Investments: Programme Staff Skills Development</b>  <b>USD 181,000 (2013) USD 319,000 (2014) USD 1,000,000 (2015) USD 1,028,000 (2016)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen programme officers' capacity to design and implement effective strategies and projects to reduce hunger.</p> <p><b>Rationale:</b> The 2013 Business Process Review identified Programme Policy staff skills development as a priority area, and funded the "WFP Programme Learning Journey: Investing in Programme Excellence" in 2014, which was the first phase of a learning initiative for senior programme policy officers in the field. This initiative responds to calls for a consolidated 'general practitioners' programme training that synthesises the available general and technical knowledge into an effective learning tool for middle management. It also addresses the need to systematically include national programme officers into programme policy staff development plans.</p>	<ul style="list-style-type: none"> <li>• A global Learning Needs Assessment (LNA) involving all country offices and regional bureaux that led to the design of the "WFP Programme Learning Journey: Investing in Programme Excellence", a blended learning programme designed for WFP Programme Leaders in consultation with HR.</li> <li>• Adapted trainings for country directors, deputy country directors, Emerging Programme Leaders</li> <li>• Since 2014, 200 staff members have participated, including 24 country directors and deputy country directors, 131 heads of programme and other senior programme policy officers (including national officers), and 46 emerging programme leaders (at the P2/P3 levels, including national officers). National officers represented 31 percent of overall participants.</li> </ul>	<ul style="list-style-type: none"> <li>• The current Programme Learning Journey focuses on emergency programming and strategic and policy engagement with governments. Phase 2 of the programme is under design, to be delivered in 2017 in addition to the current phase. Phase 2 will support WFP programme leaders in their roles to design and implement country strategic plans and support countries' efforts to achieve Zero Hunger. The two phases to be delivered in 2017 will target 5 cohorts, 110 staff members (including national officers).</li> <li>• Staff members acquired relevant knowledge and skills to aid jobs and achieve greater impact in reducing hunger through designing and implementing effective strategies and programmes.</li> <li>• Contributed to developing full potential of national programme officers through development and targeted implementation of professional development opportunities.</li> <li>• Participants shared learning with teams and interested staff at their duty stations and beyond resulting in further interest in the training.</li> <li>• Additional and continued investments in the Programme Learning Journey are expected to support to organizational efforts to implement the Integrated Road Map.</li> <li>• Pilot initiative "National Officers Stretch Assignment" to be implemented in early 2017, providing tailored temporary duty assignment (TDY) opportunities to national officers.</li> </ul>

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2.7. Cash and Voucher Training

<p align="center"><b>Investment: Cash and Voucher Training</b>  <b>USD 1,800,000 (2015)</b>  <b>Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To equip field staff with the skills and capabilities needed to make the best use of cash-based transfers</p> <p><b>Rationale:</b> Corporate and multi-functional training is considered a prerequisite for the effective deployment of the Cash-Based Transfer Platform in 2016. Capacity development of field staff represents one of the main pillars of the strategy to ensure timely, efficient and effective food assistance</p>	<ul style="list-style-type: none"> <li>• Cross-functional face-to-face training rolled out for 2,300 WFP staff and 150 external partners in 73 countries</li> <li>• A cash-based transfers (CBTs) e-learning course developed and published and taken by some 2,500 staff</li> <li>• Developed external e-learning course and trained external partners in cash-based transfers</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate and multi-functional training on cash and voucher transfers implemented for staff across functions</li> <li>• COs enabled to make the best use of in-kind, cash or voucher transfer modalities and scale up CBT programming (if selected)</li> <li>• The training contributes to:               <ul style="list-style-type: none"> <li>○ Preparing staff for the use of three different transfer modalities, especially in emergencies</li> <li>○ Making decisions on the appropriateness and feasibility of different cash-based transfer options</li> <li>○ Creating awareness and building capabilities for the application of new tools, technology and innovation in delivery mechanisms and information management systems</li> <li>○ Increasing familiarity with monitoring and evaluation issues specific to cash-based programmes</li> </ul> </li> <li>• The training has contributed to positioning WFP in a leading role in CBT capacity development in the humanitarian sector and led to requests from external partners for WFP expertise in developing training and workshops</li> </ul>

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2.8. Diversity and Inclusion Strategy

**Investment: Diversity and Inclusion Strategy**  
**USD 810,000 (2015)**  
**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      To achieve gender balance (50/50) in international professional staff on all levels by 2018, and to promote Zero Discrimination</p> <p><b>Rationale:</b>                      2011 evaluation of the Gender Policy outlines the need to increase the pace of progress towards achieving its gender parity target as only incremental increases had been made at WFP without reaching the target of 50 percent. The project to operationalize Diversity and Inclusion represents a fundamental step to formalize management's commitment to ensure that the right talent management strategies and programmes, and cultural shift, are in place to address this issue.</p>	<ul style="list-style-type: none"> <li>• More than 75 consultations and individual interviews during development of the Strategy</li> <li>• Launched INSPIRE Women Leadership and Career Development Programme and INSPIRE network</li> <li>• Strong communications in support of gender diversity on social media such as LinkedIn and Facebook, and working closely with hiring managers to promote gender-balanced candidate slates</li> <li>• Gender and diversity embedded in promotion and reassignment discussions</li> <li>• Parental Leave reviewed with proposals to make changes based on diversity and gender equality</li> <li>• A Diversity and Inclusion e-learning course has been developed to provide all WFP staff with a basic education about the need for inclusive behaviour in WFP overall and will help strengthen engagement, especially among female staff which are 5 percent less engaged than male staff (according to the 2015 Global Staff Survey results)</li> </ul>	<ul style="list-style-type: none"> <li>• INSPIRE Women's Leadership and Career Development Programme and network launched to contribute to increasing the representation of women in leadership positions and achieve the goal of gender parity, delivered nine times in Rome Headquarters, Johannesburg, Cairo and Dakar regional bureaux – with 68 percent of eligible women (165 trained out of 242 eligible) participating</li> <li>• Positive impact on WFP's ability to attract, hire and retain diverse female talent, especially national staff</li> <li>• Women represented 57 percent of new international professional hires in 2015</li> <li>• Talent management infrastructure to drive a diverse talent pipeline, as well as the development and deployment of corporate policies and communication guidelines to ensure balanced diversity</li> <li>• Leadership commitment and visibility to support diversity and inclusion</li> </ul>

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2.9. Strategic Sourcing Model

<p align="center"><b>Investment: Strategic Sourcing Model</b>  <b>USD 500,000 (2016)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen the talent acquisition process towards creating a workforce to best serve WFP's strategy</p> <p><b>Rationale:</b> WFP needs to access alternative sources of recruitment to get the best people it can, and to move towards an automated recruitment system</p>	<ul style="list-style-type: none"> <li>• Developed and implemented an e-recruitment system based on inputs received from some 200 stakeholders from the field and Headquarters</li> <li>• Implemented talent acquisition toolkit, partnering with external recruitment outsourcing firm, increasing outreach to candidates by leveraging social media as a recruitment tool and focusing on engaging qualified women candidates and candidates from developing countries</li> <li>• Broad consultations with numerous stakeholders in leadership, field and Headquarters to develop the Employee Value Proposition (EVP) to enhance WFP's competitiveness in the employment market</li> <li>• Developed the Emergency Consultant Roster and Emergency Functional Leadership Roster to address gaps not filled by the current Emergency Roster and increase WFP's agility to respond to emergencies</li> <li>• Building of channels to quickly and effectively prepare and deploy talent, particularly in emergencies</li> </ul>	<ul style="list-style-type: none"> <li>• WFP's competitiveness on the employer market further enhanced however still to be confirmed as the EVP is still under development</li> <li>• Gender parity objectives 2015 achieved (documented in the key performance indicator (KPI) submission) through recruiting a more diverse workforce</li> <li>• Engaged and motivated workforce embedding WFP's common values and behaviours (expected and to be verified through future Global Staff Surveys)</li> <li>• Improved emergency preparedness and response due to roll out of two new emergency rosters</li> </ul>

### 3. Partnerships

#### 3.1. Developing a Corporate Partnership Strategy

**Investment: Developing a Corporate Partnership Strategy**  
**USD 150,750 (2013)**  
**Status: Completed**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b>                      To develop a Corporate Partnership Strategy to guide the development of partnerships at country offices, regional bureaux and Headquarters</p> <p><b>Rationale:</b>                      WFP's ability to achieve its Strategic Objectives depends on establishing and maintaining sound relationships and effective partnerships with a variety of partners (including governments, other United Nations agencies, international and regional organizations, non-governmental organizations, civil society, academia and the private sector)                      The Corporate Partnership Strategy (CPS) provides a vision and a corporate approach for WFP's work partners, with the ultimate goal of building partnerships that will have an optimal impact on the people we serve</p>	<ul style="list-style-type: none"> <li>• Established the principles and practices to govern partnering arrangements and guide partner selection for approval by the Board</li> <li>• Developed an implementation plan for WFP's traditional partnerships (i.e. governments, other United Nations agencies, international non-governmental organizations (NGOs)) augmented by partnerships with regional organizations, local NGOs, commercial companies and philanthropic foundations</li> <li>• Identified actions to enhance existing partnerships and build new ones, particularly at the field level</li> </ul>	<p>WFP Corporate Partnership Strategy (2014–2017) developed and approved by the Board (2014).</p> <p>Key features include:</p> <ul style="list-style-type: none"> <li>• a single definition of Partnerships and a statement of WFP's unique value proposition</li> <li>• a partnering approach to all WFP relationships</li> <li>• a continuum of relationships from transactional to full partnership that promotes cost-effective collaboration with existing and potential partners</li> <li>• a partnership culture informed moulded by partnering principles and reinforced by a clear understanding of WFP's Unique Value Proposition</li> <li>• a strategic approach to partner selection, maintenance and implementation through the corporate review of engagement strategies with key partners</li> <li>• a management structure, performance management and field support systems that promote effective partnering</li> <li>• a robust monitoring and evaluation framework with relevant and measurable indicators to demonstrate the impact and value added of WFP's partnerships</li> </ul> <p>Action was taken to create a Partnership Resource Centre which received additional Fit for Purpose funding in 2015 and 2016 (see investment number 3.3)</p>

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3.2. Partnership Assessment Tool

<b>Investment: Partnership Assessment Tool</b> <b>USD 60,000 (2013)</b> <b>Status: Completed</b>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To develop a tool that enables WFP to assess the value of capacity development partnerships with the private sector.</p> <p><b>Rationale:</b> Management tools to assess the value of a partnership were targeted towards valuing cash and in-kind donations without allowing WFP to estimate the value of capacity development partnerships. WFP therefore committed to developing a tool that would enable such an assessment.</p>	<ul style="list-style-type: none"> <li>• Consultation workshops with internal WFP stakeholders, including the Private Sector Partnerships Division (PGP), functional units, regional bureaux and country offices</li> <li>• Consultation workshops with partners, including DSM, Sodexo, MasterCard and Pepsi</li> <li>• Developed a Partnership Value Estimator Tool in collaboration with INSEAD</li> <li>• Tested use of preliminary tool on existing partnerships on a pilot phase</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership Assessment Tool available to all staff as part of the Partnership Resource Centre</li> <li>• An extended version of the tool for PGP's use in the development of large-scale global partnerships with a significant capacity development element</li> <li>• The tool helps WFP develop capacity development partnerships that are more strategic and provide greater value to the organization. It also helps staff assess partnership opportunities and identify whether they constitute a good use of WFP resources or not.</li> </ul>

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3.3. Partnership Resource Centre

<p align="center"><b>Investments: Partnership Resource Centre</b>  <b>USD 300,000 (2015) USD 300,000 (2016)</b>  <b>Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To provide guidance and support to all offices in identifying, building, nurturing and reviewing effective partnerships</p> <p><b>Rationale:</b> There is a gap in WFP's strategic framework in understanding and communicating what constitutes a partnership. The role and value added of actors needs to be better defined, partnerships strategically selected, and mutual accountability strengthened to ensure that collaboration delivers results.</p>	<ul style="list-style-type: none"> <li>Collected, developed and made available tools, guidance, case studies and other resources to guide all aspects of the partnership process, including: <ul style="list-style-type: none"> <li>guidance on assessing potential partners</li> <li>lessons learned from successful partnerships</li> <li>partnership evaluation tools</li> <li>technical support options</li> <li>a central database with updated comprehensive information about key partners</li> </ul> </li> <li>Consolidated organizational contacts for key partnerships</li> <li>Corporate engagement to ensure complementarity with Programme, Legal, Communications and the Operations Services Department.</li> </ul>	<p>Online Resource Centre serving as a global knowledge management and guidance function, enabling the establishment and review of effective partnerships</p> <p>Enhanced knowledge management around partnership and partnering</p> <p>Training and advisory services throughout the CPS implementation (as of December 2016) reached:</p> <ul style="list-style-type: none"> <li>A total of 1,571 staff in 77 country offices through general awareness-raising and training activities. Of these: <ul style="list-style-type: none"> <li>265 staff through Partnership and Advocacy Coordination Division (PGC)-facilitated training</li> <li>618 staff in partnerships-related training by other divisions</li> </ul> </li> </ul> <p>A global network of regional partnership focal points and a Headquarters-based Partnership Working Group connecting functional units around partnership issues.</p> <p>PGC and the Contractual and Constitutional Law Branch (LEGC) produced guidance to facilitate more efficient preparation, negotiation and conclusion of agreements with partners, and coherence and consistency in the application of agreements across the organization</p> <p>The Partnership Topic page on the new WFPGo as new home of the Resource Centre</p>

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3.4. Key Intergovernmental Processes

**Investment: Summits and Key Intergovernmental Processes**

**USD 500,000 (2016)**

**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To ensure hunger and malnutrition are incorporated as top priorities in the global agenda, and that WFP is recognized as a key partner in solving them</p> <p><b>Rationale:</b> In 2016, several global summits continue to set the stage for the international development and humanitarian agenda. These global events will have an impact on how WFP works. At the same time, WFP needs to start implementation of the Sustainable Development Goals while the new Quadrennial Comprehensive Policy Review is approved in December 2016 and the related reform processes continue</p>	<ul style="list-style-type: none"> <li>• Reinforced advocacy efforts to include food security, nutrition and Zero Hunger in outcome documents and related communications from key 2016 global summits</li> <li>• Seconded a WFP staff member to the secretariat of the World Humanitarian Summit</li> <li>• Regularly reported on the outcome of key intergovernmental processes to the Leadership Group and the Executive Board</li> </ul>	<ul style="list-style-type: none"> <li>• WFP's vision of hunger and malnutrition incorporated as top priorities in the global agenda as evident by inclusion in targeted outcome documents, including:               <ul style="list-style-type: none"> <li>○ Third United Nations World Conference on Disaster Risk Reduction (2015)</li> <li>○ Third International Conference on Financing for Development (2015)</li> <li>○ General Assembly's plenary that adopted the 2030 Agenda and the Sustainable Development Goals (2015)</li> <li>○ 21st Conference of the Parties of the United Nations Framework Convention on Climate Change (2015)</li> <li>○ World Humanitarian Summit (2016) and its commitments towards the Secretary-General's "Agenda for Humanity", including the Grand Bargain</li> <li>○ High-Level Summit on Refugees and Migrants (2016)</li> <li>○ United Nations Conference on Housing and Sustainable Urban Development – Habitat III (2016)</li> </ul> </li> <li>• WFP held a relevant role in the Grand Bargain process (including as lead agency on the cash-based transfers work stream) and is one of seven members of the Facilitation Group that will lead the process until October 2017</li> </ul>



**4. Processes and Systems**

4.1. Scoping Business Process Review (BPR)

**Investments: Scoping Business Process Review (BPR)**  
**Supported as part of investment 1.1**  
**Status: Complete**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To align core business processes with the new organizational design</p> <p><b>Rationale:</b> Need to address gaps and misalignments in current processes</p>	<ul style="list-style-type: none"> <li>• Identified areas for improvement at process optimization workshops</li> <li>• Identified areas requiring further study and extended process review to cover administrative and HR processes</li> <li>• Implemented improvements</li> </ul>	<ul style="list-style-type: none"> <li>• 38 opportunities for improvements presented to the Executive Management Group (EMG) with 13 prioritized (Supply Chain Management, Programme Cycle Management, Resource Management, Monitoring, Reporting and Evaluation)</li> <li>• HR, Operations, Administration and Security included in Phase 2 of the BPR</li> </ul>

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4.2. Business Process Review Phase 1 and Phase 1a

**Investments: Business Process Review Phase 1 and Phase 1a**  
**USD 495,597 (2013) USD 381,600 (2014)**  
**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To conduct a global consultation and review of core process areas of WFP</p> <p><b>Rationale:</b> To identify initiatives to address quick, but significant opportunities for process improvements, highlighting key efficiency areas and items for alignment with core WFP processes</p>	<ul style="list-style-type: none"> <li>• Identified and prioritized business process alignments driven by the new organizational design</li> <li>• Examined issues and opportunities in programme, supply chain, resource management, monitoring and reporting, HR operations, security and administrative process areas of WFP</li> <li>• Conducted interviews with more than 300 operational managers in WFP across all process areas using a globally inclusive methodology. This served to enable cross-functional and field/Headquarters dialogue across different areas</li> <li>• Proposed process improvement options and quick wins</li> <li>• Agreed 53 process-area specific improvement recommendations corporately at the end of Phase 1a, with four cross-cutting recommendations for improvements across all process areas</li> </ul>	<ul style="list-style-type: none"> <li>• Recommended new initiatives, or strengthened existing ones, that operationalize the Strategic Plan including the Financial Framework Review, assessing needs for seed funding for small country offices and multiple-indicator cluster surveys (MICs), intensification of corporate reporting and monitoring, and strengthening the deployment of supply chain optimization initiatives.</li> </ul> <p>Due to the large number of change initiatives to be prioritized and aligned, the project set the stage for formalizing the WFP change management function</p>

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4.3. Assignment of BPR Earmarked Funds to Prioritized Initiatives

4.3.1 *Expand AskHR*

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**

**Investments: Expand AskHR**

**USD 450,000 (2014)**

**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To enable expansion of AskHR as a primary information platform</p> <p><b>Rationale:</b> HR-related information is not readily available to WFP staff and managers globally to effectively guide the workforce and enable decision-making on people-related matters and processes</p>	<ul style="list-style-type: none"> <li>• Audit of existing HR-related information</li> <li>• User experience assessments carried out across functional areas grade and location</li> <li>• Review of existing HR forms</li> <li>• Process revamp, design and layout of portal platform</li> <li>• Work conducted in collaboration with IT, HR policy and legal</li> </ul>	<ul style="list-style-type: none"> <li>• HR-related information repository designed and implemented</li> <li>• Self-service HR portal designed and launched</li> <li>• AskHR ticketing tool upgraded to facilitate the creation of a Knowledge Base and Customer Portal for WFP employee requests globally</li> <li>• Initial work on self-service HR portal and e-forms paved way for WFP Self Service project</li> </ul>

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4.3.2 Simplify and Improve Budget Preparation and Revision

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**  
**Investments: Simplify and Improve Budget Preparation and Revision**  
**USD 96,000 (2014)**  
**Status: Complete**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To simplify and improve budget preparation and revision with increased field capacity for resource management</p> <p><b>Rationale:</b> Budget approval processes were deemed to be inefficient requiring, amongst others, the completion of overly complex budget templates and costing information. There was also a duplication of effort in the budget review process between Headquarters and regional bureaux.</p>	<ul style="list-style-type: none"> <li>• Strengthened resource management analysis at field level</li> <li>• Reviewed budget preparation and review processes to support country directors with improved processes and tools for resource management and programme delivery</li> <li>• Simplified budget templates to accompany the decentralization</li> </ul>	<ul style="list-style-type: none"> <li>• Provided a key foundation of the resource-based budgeting approach and exploration of further decentralization of resource-management activities</li> <li>• Introduced decentralized budget reviews under regional director delegated authority</li> <li>• Resource-based planning gradually introduced and incorporated in the overall Financial Framework Review (FFR)</li> <li>• PRIMO (Project Resource Information Management Overview) resource management overview tool implemented</li> </ul>

4.3.3 Security Risk Management (SRM) Fully Integrated Within WFP

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**  
**Investments: Security Risk Management (SRM) Fully Integrated Within WFP**  
**USD 200,000 (2014)**  
**Status: Complete**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To improve SRM integration into project design implementation processes</p> <p><b>Rationale:</b> WFP programmes are often designed without, with severely delayed or incomplete security input, and Regional and Field Security Officers (RSO/FSO) are often not empowered to engage in and support the process</p>	<ul style="list-style-type: none"> <li>• Institutionalized involvement of security staff and SRM methodology in enabling and supporting programme design and implementation process at field and Headquarters levels</li> <li>• Introduced key changes to processes, tools, documents; training for clients; and started a culture shift to improve collaboration between stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Shift of decision-making authority to field offices</li> <li>• Shift of responsibilities from Headquarters to regional bureaux by increasing responsibility of RSO</li> <li>• Enhanced capacity of RSOs to support decision-making process at regional bureau and country office level</li> <li>• Increased application of SRM in project design, planning and implementation</li> <li>• Institutionalization and proactive involvement of security in programme development and implementation, and security awareness of personnel, leading to cost savings of post-factum security measures, security actions and programme adjustments</li> </ul>

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4.3.4 *Develop Staff Capacity in Monitoring and Evaluation*

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**  
**Investments: Develop Staff Capacity in Monitoring and Evaluation**  
**USD 140,000 (2014)**  
**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen the skills and competencies of country level monitoring and evaluation (M&amp;E) staff</p> <p><b>Rationale:</b> Strengthening of monitoring and evaluation capacities to improve WFP evidence base</p>	<ul style="list-style-type: none"> <li>• Update the full suite of corporate M&amp;E guidance</li> <li>• Design an M&amp;E learning programme</li> <li>• Develop training materials and deliver training</li> </ul>	<ul style="list-style-type: none"> <li>• Improved M&amp;E capacity and practices at country level</li> <li>• Improved evidence of WFP operational results</li> <li>• Operationalization of Pillar One of the Corporate Monitoring Strategy (establishment of standard procedures, normative guidance and tools for M&amp;E)</li> <li>• M&amp;E learning programme expansion to additional audiences (Programme Officers, Field Monitors, Cooperating Partner staff) allows for further knowledge dissemination within WFP and strengthened external partnerships</li> </ul>

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4.3.5 Improve Corporate Reporting

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**

**Investment: Improve Corporate Reporting**

**USD 215,000 (2014)**

**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To streamline WFP's internal, donor and United Nations system reporting</p> <p><b>Rationale:</b> To formulate a new corporate reporting model enabling WFP to better meet the information needs of all stakeholders</p>	<ul style="list-style-type: none"> <li>• Map and cost of reporting requirements</li> <li>• Conduct a benchmark study on donor reporting</li> <li>• Consult with field staff on findings</li> </ul>	<ul style="list-style-type: none"> <li>• The redesigned WFP reporting systems will reflect Country Portfolio Budgets and country strategic plans in the move to the Integrated Road Map</li> <li>• Comprehensive mapping, review and costing of current reporting required by WFP offices</li> <li>• Identification of gaps, redundancies and suggested improvements</li> <li>• Improvements to the Standard Project Report (SPR) process and design</li> </ul>

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4.3.6 Improvement of Country Office/Regional Bureau-led Evaluations

**Assignment of BPR Earmarked Funds to Prioritized Initiatives**  
**Investment: Improvement of Country Office/Regional Bureau-led Evaluations**  
**USD 315,000 (2014)**  
**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen capacity and systems to support field-level evaluations and improve WFP's evidence base of operational results</p> <p><b>Rationale:</b> Field offices were not enabled nor adequately supported to evaluate their operations due to unclear requirements and standards, limited evaluation capacity, guidance, training, support, and financial constraints. The Multilateral Organization Performance Assessment Network (MOPAN) assessment and interim report of the Organisation for Economic Co-operation and Development–Development Assistance Committee (OECD–DAC) Peer Review of WFP's Evaluation Function confirmed this and highlighted the urgency of a corporate reflection</p>	<ul style="list-style-type: none"> <li>• Mapped field-level evaluations capacities and systems</li> <li>• Assessed gaps and needs in consultation with field staff</li> <li>• Defined options for a management decision on way forward</li> <li>• Set standards for all field-level evaluations, guidance and instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened capacity and systems for field-level evaluations to meet the need for accountability for and learning from operational results in line with the Fit for Purpose evidence requirements</li> <li>• Programmatic impact increased through improved evidence-based programme design, bolstering efficiency and effectiveness in the use of resources and the increase in capabilities and skillsets, over the longer term to strengthen WFP's contribution to ending global hunger (contributing to at least two of WFP's six priority areas)</li> <li>• Top priority to supporting country offices can lead to the systematization of the decentralized evaluation function</li> <li>• Advancing WFP's commitments in Strategic Plan results while enabling WFP staff at the point nearest to programme decision-making</li> </ul>



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4.4. System for Project Approval and Programme Review Committee

<p align="center"><b><u>Investment:</u> System for Project Approval and Programme Review Committee</b>  <b>USD 149,475 (2014)</b>  <b><u>Status:</u> Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen the project approval process and corresponding programme support</p> <p><b>Rationale:</b> The decision to revise the old WFP Programme Review Committee (PRC) process required additional resources to strengthen the office staffing capacity to ensure: i) the design of a new programme approval process, and ii) the provision of programme support through the System for Project Approval (SPA)</p>	<ul style="list-style-type: none"> <li>• Maintaining and updating the SPA and troubleshooting activities.</li> <li>• Adjusting the SPA technical requirements to meet the requirements of the 2-pillar process.</li> <li>• Gap analysis of the old PRC process and the subsequent delivery of a new project review and approval process, through an internal consultative process</li> <li>• Draft new Programme Review Process (PRP) terms of reference (TOR)</li> <li>• Draft new Executive Director Circular on the revised approval process.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of revised project review and approval process, including enhanced regional bureau capacities to implement revised PRP processes (assessed as part of the 2015 Management Plan and PSA process)</li> <li>• A strengthened PRC process which also ensures that regional bureaux have the required staffing capacity to implement revised PRP processes</li> <li>• Strengthened PRP process includes: <ul style="list-style-type: none"> <li>○ Timely posting of documents in SPA</li> <li>○ Scheduling of PRP meetings</li> <li>○ Timely provision of PRP Notes for the Record (NFRs)</li> <li>○ Revised programme approval process</li> </ul> </li> <li>• New PRP TOR, periodically updated</li> <li>• Issuance of Operations Management Department (OM) Directive on Revised Programme Review and Approval Process (2014), which established a 2-pillar process for the review and approval of project documents</li> <li>• Investment case to strengthen PRP function in the regional bureaux (Management Plan (MP) 2015)</li> </ul>

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4.5. Streamlining of Goods and Services Procurement

**Investment: Streamlining of Goods and Services Procurement**  
**USD 500,000 (2014)**  
**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To streamline purchasing processes and improve supplier relationship management</p> <p><b>Rationale:</b> Procurement processes are too cumbersome (i.e. tools and instruments are outdated, rules and regulations too rigid) and the balance between financial and operational risk considerations is lost. There is also limited Delegation of Authority (DoA) for Supply Chain Management (SCM) and, where it exists, it is outdated, further adding to inefficiencies.</p>	<ul style="list-style-type: none"> <li>• Mapped, processed, identified opportunities for increased efficiency and redesigned selected processes</li> </ul>	<ul style="list-style-type: none"> <li>• Micro Purchase Order (MPO) process delegated to field offices to alleviate processes for frequent low-value items</li> <li>• Post-factum approval aligned with procurement authorities to streamline the process</li> <li>• Spent Analysis for Goods and Services completed and key categories identified</li> <li>• E-signature on MPOs introduced</li> <li>• Reverse auction module in in-Tend</li> <li>• Contributed towards meeting the target of 10 percent annual value savings (within two years from the completion of implementation - i.e. by end of 2015)</li> <li>• Contributed to a process-time reduction of up to 40 percent through redesigned processes, to be realized over time</li> <li>• Procurement of Mobile Storage Units expected to generate further savings</li> </ul>

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4.6. Strengthening WFP Integrated Supply Chain Management

<p align="center"><b><u>Investment: Strengthening WFP Integrated Supply Chain Management</u></b>  <b>USD 1,236,087 (2015)</b>  <b><u>Status: Ongoing</u></b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To establish dedicated capacity to strengthen integrated supply chain management</p> <p><b>Rationale:</b> Planning, sourcing and delivery processes that enable in-kind, cash and voucher-based food assistance account for the bulk of the organization’s activities and resources, and therefore present both the greatest risks and opportunities. Supply chain economy, efficiency and effectiveness is not being realized to the fullest extent due to a lack of common supply chain strategic vision and goals, a reactive vs planning-based approach, insufficiently integrated end-to-end processes, a fragmented decision-making process, and limited visibility and control which hampers strategic decentralization</p>	<ul style="list-style-type: none"> <li>• Supported the merger of WFP's Procurement and Logistics Divisions which resulted in the creation of a new Supply Chain Division, which provides a platform for supply chain integration and the transformational changes required to support WFP's Strategic Plan</li> <li>• Provided operational and analytical support through supply chain management working groups for all L3 emergencies and complex operations</li> <li>• Produced a Supply Chain Management Dashboard for every working group meeting to provide operational visibility and support decision-making</li> <li>• Facilitated a sourcing and delivery planning process and implemented it through the Supply Chain Management Task Team</li> <li>• Developed a Supply Chain Optimization Toolbox (including a nutrition and supply chain optimization tool)</li> <li>• Enhanced tools with additional functionalities, including SCIPS, SC Maps and BI Warehouse systems</li> <li>• Periodic global planning through a cross-functional platform (budget and programming, procurement, shipping and logistics)</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain management working groups established for all L3 emergencies</li> <li>• New Supply Chain Management Dashboard</li> <li>• Automated Supply Chain Management Dashboards developed and ready for field roll out</li> <li>• New tools for integrated supply chain management</li> <li>• Partnership with Quintiq (planning and optimization expert) to implement a sourcing and delivery planning solution</li> </ul>

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4.7. Specialized Nutritious Foods (SNF) Supply Chain Capacity Development

<p align="center"><b><u>Investments: Specialized Nutritious Foods (SNF) Supply Chain Capacity Development</u></b>  <b>USD 644,745 (2015) and USD 590,066 (2016)</b>  <b><u>Status: Ongoing</u></b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To enable WFP to respond efficiently and effectively to increasing demand for Special Nutritious Foods (SNF) in the context of limited global production capacity</p> <p><b>Rationale:</b> The rapid scale-up in the use of Special Nutritious Foods combined with the high value and inherent complexity of these products created an urgent need to strengthen SNF supply chain management with a focus on three specific challenges: i) availability of SNF products for beneficiaries to be improved; ii) management of SNF supply chain to be simplified and costs and lead time for delivery reduced; and iii) government and partners capacities to manage SNF supply chain enhanced.</p>	<ul style="list-style-type: none"> <li>• Developed detailed manual for SNF supply chain management in collaboration with humanitarian, development, and private sector partners</li> <li>• Conducted cross-functional consultation (nutrition, VAM, quality, procurement and logistics) to increase standardization in SNF management</li> <li>• Developed and delivered cross-functional training on supply chain management of SNF to Headquarters and regional practitioners</li> <li>• Developed supply chain planning, optimization and visibility capabilities for SNFs</li> <li>• Conducted periodic global analysis of SNF demand, sourcing and delivery</li> <li>• Developed Supply Chain Assessment for National Governments (SCAN) and piloted in two countries</li> </ul>	<ul style="list-style-type: none"> <li>• The SCAN approach has been extended beyond SNF products and is now applicable for any type of product</li> <li>• Operationalization of SNF supply chain standards</li> <li>• Optimization of SNF supply chain management</li> <li>• Enhanced government supply chain capacity</li> </ul>

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4.8. Corporate Platform for Cash-Based Transfers

**Investment: Corporate Platform for Cash-Based Transfers**  
**USD 8,900,000 (2015)**  
**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      WFP to emerge as a leader in global dialogue on financial inclusion and humanitarian assistance through empowerment, with WFP’s System for Cash Operations (SCOPE) as the beneficiary management platform for all modalities</p> <p><b>Rationale:</b>                      To enable WFP to have the scale and reach to leverage both cash-based and in-kind food assistance as and when required, and the capability to rapidly switch between modalities. The continued application of rigorous controls and a risk-management approach to WFP’s global cash-based transfer portfolio ensures that the organization’s and donors’ resources and reputation are safeguarded</p>	<ul style="list-style-type: none"> <li>• Continued support to the day-to-day work of country offices in response analysis and selection of the appropriate transfer modality</li> <li>• Significant progress in developing and rolling out corporate tools and guidelines across all functional areas (90 percent as of Sept 2016)</li> <li>• Identified emerging risks and opportunity areas related to WFP’s cash-based transfer portfolio through measuring and analysing growth, efficiency and effectiveness</li> <li>• Identified areas for strategic leadership and partnerships with other humanitarian actors and governments</li> <li>• Consolidated and maintained technical service support to the field across all stakeholder functions</li> <li>• Reviewed and guided the design and implementation of cash transfers across the corporate programme of work</li> <li>• Measured, analysed and reported on the scale, efficiency, effectiveness, and value optimization of cash-based transfers across WFP’s programme of work</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the platform to result in increasing independence in country offices and regional bureaux in CBT operations, with more self-sufficiency and expertise in operationalizing CBT programmes among staff as the organization moves towards an increase of CBT operations by 10 percent per year, in a fashion that ensures that standard processes and controls are maintained.</li> <li>• Roll-out of SCOPE – WFP’s platform for beneficiary management – to an increasing numbers of country offices (49 as of December 2016). As part of the project, the ‘Beneficiary Information Management’ project aims at registering 18 million beneficiaries in SCOPE by the end of 2016 with many millions more to be registered over subsequent years. Having everything in one place means that information can be shared seamlessly and securely among humanitarian actors, enhancing target quality and preparedness, while reducing room for error. Knowing the real needs of our beneficiaries means we can craft appropriate, customized assistance.</li> <li>• Development of the Global Beneficiary Payment solution, a network of pre-selected Financial Service Providers (FSPs) with substantial coverage to offer CBT in a faster and safer manner. Seven FSPs have already been selected and their contracting is currently under way. At the same time, standard templates for country offices wishing to contract local FSPs have been developed.</li> <li>• Creation of the CBT Special Account (SAVC) that enables WFP to facilitate CBT transfers on behalf of other humanitarian actors in a transparent and efficient manner.</li> <li>• Launch of ARIF (Automated Real-Time Information Feed) – WFP VAM + Leiden University digital monitoring and analysis tool to increase</li> </ul>

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		<p>accountability towards affected populations and donors by gaining insight from large volumes of e-card transaction data.</p> <ul style="list-style-type: none"> <li>• Release of the 'CBT Manual – Financial Management' to guide country offices through financial processes related to CBT and minimize financial risks.</li> <li>• Release of Macro Financial Assessment (MaFa) e-Learning (in English, French, Spanish and Arabic) and Micro Financial Assessment e-Learning (available in English and currently developing versions in other languages) on LMS.</li> <li>• Translation of the CBT Manual into Spanish and French to reach global audiences.</li> <li>• Launch of the Retailer Onboarding and Contracting App helping to score the quality of retailers.</li> <li>• Establishment of an emergency and preparedness CBT support team to be rapidly deployed and assist country offices in preparing for an emergency.</li> </ul>
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4.9. Business Continuity Management Programme

**Investment: Business Continuity Management Programme**  
**USD 277,000 (2014)**  
**Status: Complete**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To establish a Business Continuity Management (BCM) programme</p> <p><b>Rationale:</b> To establish a Business Continuity Management (BCM) programme as per the conclusions and recommendations of the Joint Inspection Unit's (JIU) report "Business Continuity in the United Nations System" (2011), and subsequent Executive Director's Circular (OED2012/014), which set out the principles, scope, organization and management of a WFP programme</p>	<ul style="list-style-type: none"> <li>• Review of WFP's Global Headquarters business processes to determine those critical to WFP</li> <li>• Established a business continuity plan based on review of business processes</li> <li>• Conducted BCM training and validation exercise</li> <li>• Established a regime for validation exercises, maintenance and review</li> </ul>	<p>The BCM and the related maintenance and exercise regime (scheduled to start in 2017) increases WFP's organizational resilience with a focus on capacity to keep critical processes operating following disruptive events.</p> <ul style="list-style-type: none"> <li>• Ensured WFP's alignment with the United Nations Organizational Resilience Management System policy effective 1 December 2015</li> <li>• Laid groundwork for Global Headquarters Business Continuity Implementation following a roll-out to all regional bureaux and Headquarters, and the "go-live" of related IT systems</li> </ul>

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4.10. System Security Management of Critical Transactions Initiative

**Investment: System Security Management of Critical Transactions Initiative**  
**USD 850,000 (2014)**  
**Status: Ongoing**

• Objective and rationale	• Main activities	• Output and Impacts
<p><b>Objective:</b>                      To implement a SAP Governance Risk and Compliance platform and introduce all elements needed to manage Segregation of Duties (SoD) Risks within the WFP Business Process Mapping System (BPMS)</p> <p><b>Rationale:</b>                      IT audit exercises recommended a hardcoded governance mechanism to identify risks at business process level and mitigate them through the enforcement of a Segregation of Duties Matrix, and resulting in a global recalibration of WINGS authorizations for daily transactions</p>	<ul style="list-style-type: none"> <li>• Process mapping of WINGS-enabled functional areas</li> <li>• Conducted a risk analysis of business processes</li> <li>• Mapped Segregation of Duties Risks and identified mitigating strategies</li> <li>• Delivered a fully functional Proof of Concept of SAP Governance, Risk and Compliance (GRC, Access Control 10) and evaluated the solution capabilities to assess if audit recommended standards could be met by the adoption of such a system</li> </ul>	<ul style="list-style-type: none"> <li>• Fully automated WINGS access and authorization provisioning/de-provisioning processes as well as Segregation of Duties compliance checks on WINGS through introduction of the GRC platform</li> <li>• Paper forms, e-mail validations and manual implementation of accesses will be substituted by a web-based, SoD compliant, self-service mechanism that will automatically route access requests to supervisors and role owners</li> <li>• The embedded WFP SoD Matrix will be enforced by the platform by means of live, on-access-request compliance checks. The e-Guide platform will serve as a Business Process Mapping browser, letting the users understand the assignments and responsibilities of their business roles</li> <li>• This capability provides opportunities to extend the GRC controls to other information management systems, ensuring a consistent, enterprise-wide approach to internal controls, SoD and delegation of authority.</li> </ul>



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4.11. Developing a Comprehensive Knowledge Management Strategy

<p align="center"><b><u>Investment:</u> Developing a Comprehensive Knowledge Management Strategy</b>  <b>USD 500,000 (2016)</b>  <b><u>Status:</u> Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      Develop a corporate knowledge management strategy to lay the blue print for a strengthened and cohesive knowledge management (KM) approach in WFP</p> <p><b>Rationale:</b>                      WFP has strong corporate knowledge, but this is mainly based within individual's experience. Without an overarching knowledge management strategy or single source of information access there is a substantial risk of loss of knowledge.</p>	<ul style="list-style-type: none"> <li>• Conducted a benchmark exercise to understand knowledge management systems across United Nations agencies/NGOs</li> <li>• Conducted consultations with 5 regions to get their input on the draft strategy</li> <li>• Drafted a KM strategy, which was endorsed by the EMG</li> <li>• Developed recommendations on the role of people, processes and systems in Knowledge Management</li> </ul>	<ul style="list-style-type: none"> <li>• A corporate strategy will form the basis for a well-functioning KM approach where knowledge management will be available to all parties</li> <li>• Combine WFP's local and regional knowledge and allow sharing and distribution across the organization and with partners</li> <li>• Launched three Community of Practice pilots</li> <li>• Improving effectiveness and efficiency of programmes through learning from past experiences</li> <li>• Assigned accountability for information management and enhanced existing systems</li> <li>• Significant staff time savings in Headquarters and the field due to reduced time spent by staff in searching for knowledge products</li> <li>• Lower barriers to knowledge-sharing among all offices</li> </ul>

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4.12. IT Systems for Documents Information Management

<p align="center"><b>Investment: IT Systems for Documents Information Management</b>  <b>USD 1,887,000 (2016 and 2017)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To establish improved enterprise content management systems and search engines to enable modern information and knowledge management for evidence-based decision-making</p> <p><b>Rationale:</b> WFP's current documents management system Docustore is outdated and unable to fulfil the business requirements for taxonomy implementation. The current search engine embedded in WFPGo is equally outdated and no longer supported by the provider. Critical features for efficient information retrieval such as metadata-based sorting of search results, related queries and expert search functions are not available in the current search engine. Staff time is wasted due to inefficient searching, ignorance of existing guidance and re-inventing materials</p>	<ul style="list-style-type: none"> <li>• Internal and external market research for identification of adequate systems</li> <li>• Consultation with IT on procurement for and development of new document management system</li> <li>• IT system review and intranet user experience research</li> <li>• Development of a document storage system and search engine in-house</li> <li>• Establishment of a governance structure for managing the taxonomy process for the document storage system</li> </ul>	<ul style="list-style-type: none"> <li>• Necessary replacement of existing outdated and no longer supported IT system</li> <li>• Core engine for the storage and distribution of Executive Board and other key WFP documents</li> <li>• Expected reduced staff time spent searching for work-related information (up to 200 minutes per week per employee, according to a Staff Survey)</li> <li>• Expected reduced support requests on the Enterprise Content Management System (eCMS)</li> <li>• Expected increased percentage of staff knowing where to find examples of good practices and learn from colleagues</li> </ul> <p>The project is ongoing and still in development. There has been a soft launch, so these benefits are expected but not yet realized. Executive Board documents will be included as of Spring 2017.</p>

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4.13. Invoice Tracking System

<b>Investment: Invoice Tracking System</b> <b>USD 100,000 (2016)</b> <b>Status: Ongoing</b>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To invest in a new Invoice Tracking System (ITS) platform enabling global roll-out</p> <p><b>Rationale:</b> An improved Invoice Tracking System was required to address concerns related to the high level of annual recurring costs in the form of licencing, expensive scalability and maintainability of the pilot solution. A more robust and reliable solution with less demand on bandwidth was necessary for scale up.</p>	<ul style="list-style-type: none"> <li>• Developed a new Invoice Tracking System in-house, which went live in Headquarters, Pakistan, Jordan, the Syrian Arab Republic and Chad in October 2016</li> <li>• Develop additional improvements into the platform to address functional issues associated with the previous product, including enhanced integration with WINGS</li> </ul>	<ul style="list-style-type: none"> <li>• The new ITS is a web-based application, a light technology framework which can be deployed over the internet, reducing bandwidth requirements, increasing reliability and performance, and rendering the solution scalable to a large number of countries</li> <li>• The new technology is compatible with multi-platform utilization, e.g. tablets and smartphones, with minimal further investment</li> <li>• The new ITS platform overcomes the technical and functional problems associated with the previous software solution and reduces external cost components by switching to a product that was built in-house</li> <li>• ITS is a prerequisite for the introduction of changes in processes aligned with cost excellence; it is to be expected that requests for changes can originate as business transformation progresses</li> <li>• New solutions, such as the introduction of the Global Payment Factory services, can take advantage of the ITS platform to support automated invoice management workflows</li> </ul>

**5. Programme**

5.1. Operationalizing the Strategic Plan

**Investment: Operationalizing the Strategic Plan,**  
**Supported as part of investment 1.1**  
**Status: Completed**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      To identify and remove obstacles that prevent WFP from fully implementing the Strategic Plan</p> <p><b>Rationale:</b>                      WFP experienced a proliferation of new initiatives for developing new tools in line with the strategic shift from food aid to food assistance. These initiatives have not always introduced a number of new tools to implement the shift towards food assistance. These initiatives have not always been synchronized with the needs identified in the field and are not consistently integrated into core business processes.</p>	<ul style="list-style-type: none"> <li>• Analysis and development of recommendations through a workshop for regional directors and consultations with country directors to analyse and develop recommendations for investments needed at the regional and country levels. Presentation of findings to the EMG for approval.</li> <li>• Support to the transition, in coordination with other change processes in WFP. Consideration of approved recommendations during preparation of the Management Plan (2014–2016) and establishment of a QCPR Reference Group document.</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in meeting the Strategic Objectives assessed</li> <li>• Recommendations aligned with further actions, including the necessary investments</li> <li>• Inputs to the Management Plan (2014–2016) made as necessary</li> <li>• Lessons learned to assist implementation of the new Strategic Plan gathered</li> </ul>

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5.2. Quadrennial Comprehensive Policy Review (QCPR) Reference Group

<p align="center"><b>Investment: Quadrennial Comprehensive Policy Review (QCPR) Reference Group</b>  <b>USD 243,985 (2013)</b>  <b>Status: Completed</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To establish an internal WFP Quadrennial Comprehensive Policy Review (QCPR) Reference Group</p> <p><b>Rationale:</b> Following the adoption of the QCPR in December 2012, the responsible departments in WFP were assigned to cascade the QCPR to country directors, ensuring they are equipped with a common foundation in their interaction with resident coordinators, UN Country Teams, and Member States. Reinforced communication and coordination efforts were needed to support this goal.</p>	<ul style="list-style-type: none"> <li>• Sharing of updates and coordinating responsibilities regarding the QCPR within WFP</li> <li>• Providing OM input to the United Nations Development Group (UNDG)</li> <li>• Preparing regular updates for the EMG</li> <li>• Acting as a focal point and filtering function for all requests coming from the UNDG regarding the QCPR/Delivering as One (DaO) processes</li> <li>• Development of a QCPR implementation matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Reports were instrumental in supporting EMG decision-making in issues around QCPR and facilitated WFP engagement with the QCPR process</li> <li>• The reference group senior coordinator acted as the departmental focal point for the 2013 World Humanitarian Summit, and laid the groundwork for similar engagement with the 2016 World Humanitarian Summit</li> <li>• The senior coordinator was also in a position to produce regular updates to the EMG on the DaO initiative</li> </ul>

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5.3. Improving Staff Understanding of the Strategic Plan and the APR

<p align="center"><b>Investment: Improving Staff Understanding of the Strategic Plan and the APR</b>  <b>USD 120,000 (2013)</b>  <b>Status: Completed</b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To improve the understanding of WFP's staff and external stakeholders of the rationale behind and the goals of the Strategic Plan (2014–2017)</p> <p><b>Rationale:</b> Communicating WFP's Strategic Plan is essential to ensure that: i) staff approach their work with the same understanding of organizational goals; ii) expectations of partners and other United Nations agencies are managed; and iii) Board members understand how WFP is deploying its resources</p>	<ul style="list-style-type: none"> <li>• Developed new resources to speak to different target audiences: staff, Board members, donors, partners, other United Nations agencies, and host countries, including translation of selected materials</li> <li>• Developed tools to enable staff to communicate effectively with the media, donors, government, partners, beneficiaries or other staff members</li> <li>• Developed, offered and conducted on-line and off-line media and communications skills training for WFP staff</li> <li>• Collaborated with Performance Management and Monitoring to identify the most useful, salient, timely information from APRs for staff</li> <li>• Identified ways in which the APR can be viewed as a useful collection of data as opposed to a required corporate reporting exercise</li> </ul>	<ul style="list-style-type: none"> <li>• Staff have increased understanding of the Strategic Plan and how to communicate it to target audiences</li> <li>• Tools provided through training to enable staff to achieve maximum value from opportunities to communicate WFP messages and issues</li> <li>• Profile of key WFP operations and hunger issues raised, while managing WFP's brand, public awareness and reputational risk</li> </ul>

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5.4. Country Strategic Plans

<p align="center"><b>Investment: Country Strategic Plans</b>  <b>USD 1,000,000 (2015) and USD 4,000,000 (2016)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> Targeted investments in focus countries through country strategic plans</p> <p><b>Rationale:</b> To best position WFP to contribute to national actions to eliminate hunger</p>	<ul style="list-style-type: none"> <li>• WFP started to pilot country strategies in 2009 to determine how it can best position itself to contribute to national actions to eliminate hunger.</li> <li>• Independent reviews and evaluations confirmed the importance of the approach while highlighting the need to improve the process through full WFP investment and greater corporate support at country level.</li> <li>• The Business Process Review recommended establishing an improved framework for the development and approval of strategies to integrate strategic and operational planning and present a coherent WFP country approach to the Executive Board, while developing a realistic resourcing and internal capacity augmentation plan to facilitate implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 country strategic plans developed</li> <li>• 19 countries have initiated or completed strategic reviews.</li> <li>• Position WFP globally and in-country as a food assistance agency competent in fostering and delivering long-term solutions to hunger, including in emergency contexts</li> <li>• Country offices can determine the optimal combination of WFP operations that would contribute the most to achieving national Zero Hunger targets, global food security and country-specific nutrition priorities</li> <li>• Country offices can build an evidence-base and programme approaches for effective support to national capacities for eradicating hunger</li> <li>• Use of country strategic planning to select the most appropriate modus operandi has provided a rationale for WFP support to a country and enhanced dialogue with governments, helping to ensure endorsement of WFP's country strategic plan and support, including financial</li> <li>• Future investments can benefit from lessons learned and become more effective and efficient</li> </ul>

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5.5. Upgrade WFPGo

<p align="center"><b>Investment: Upgrade WFPGo</b>  <b>USD 300,000 (2015)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      To rebuild WFPGo based around usability, improved functionality, and expanded access to content development</p> <p><b>Rationale:</b>                      Existing WFPGo content development requires technical understanding and training, meaning access is limited and content is controlled by a minimal group. A new content management system would enable 'owners' of certain sections to upload content, and revamping the information architecture would make finding information easier for all staff</p>	<ul style="list-style-type: none"> <li>• Conducted extensive research with staff to identify top needs</li> <li>• Agreed a new approach and principles for WFPGo and launched a new site, which improves findability of information and allows access from mobile devices</li> <li>• Designed new WFPGo strategy and received approval</li> <li>• Selected new content management system</li> <li>• Developed prototype site and started migration and content upgrade</li> <li>• Created new Intranet Editor's Guide</li> <li>• Piloted new standards with Headquarters services site</li> <li>• Identified training needs and trained staff</li> </ul>	<ul style="list-style-type: none"> <li>• Improved knowledge-sharing capability</li> <li>• Integrated internal and externally driven information, better preparing staff to enact WFP Strategic Plan</li> <li>• A tool to connect all staff in all locations, moving away from the existing Headquarters-centred approach and enabling improved communication globally</li> <li>• Enable employees to become active ambassadors for WFP</li> </ul>



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5.6. Upgrade of WFP.org

<p align="center"><b>Investment: Upgrade of WFP.org</b>  <b>USD 495,500 (2015)</b>  <b>Status: Ongoing</b></p>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To upgrade WFP's external corporate website</p> <p><b>Rationale:</b> WFPGo was originally developed in 2011 when the site received two million visits per year. In 2016, this number had increased to five million and the site requires a rebuild to avoid security risks and to ensure it can highlight WFP's key messages</p>	<ul style="list-style-type: none"> <li>• Upgraded website to the most recent version of the Drupal Content Management System</li> <li>• Conducted extensive User Experience research and analysis of priority audiences' needs</li> <li>• Redesigned public-facing User Interface of the site to provide a better user experience</li> <li>• Streamlined the Administration User Interface of the site to make it simpler and easier for colleagues in the field to publish content, taking into account bandwidth limitations</li> </ul>	<ul style="list-style-type: none"> <li>• Redesigned site will be able to accommodate a localized and decentralized content strategy, leverage more fundraising and engagement opportunities, and handle increases in traffic during emergencies</li> <li>• Site equipped to handle increased global media and social media interest in WFP humanitarian work, especially in the context of high-profile emergencies and increasing demand for donor visibility</li> </ul>

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5.7. External Awareness and Branding

<p align="center"><b>Investment: External Awareness and Branding</b>  <b>USD 200,000 (2015)</b>  <b>Status: Completed</b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To raise awareness of WFP among the constituents most likely to have an impact and influence on WFP's work</p> <p><b>Rationale:</b> There is a view among management and donors that external awareness of WFP is low relative to its size and scope. To communicate WFP's core purpose, provide a framework for different levels of knowledge and intervention, and a reason for external audiences to provide support, there needs to be a new approach to branding and external awareness</p>	<ul style="list-style-type: none"> <li>• Hired external communications creative agency to support the development of new tools</li> <li>• Conducted a 12-month umbrella campaign One Future#Zero Hunger</li> <li>• Leverage partners to amplify WFP messages and influence on hunger and malnutrition, and support external public awareness and branding campaigns</li> <li>• Stakeholder research report completed</li> <li>• Initiation of development of Communications Strategy and Branding</li> </ul>	<p>The 12-month campaign positioned Zero Hunger as a necessary condition for future progress and targeting on-line advocates, potential donors and key influencers. The campaign involved:</p> <ul style="list-style-type: none"> <li>• Facebook posts reaching 1.3 million users in month one (one post reaching +2,000 percent of an average post)</li> <li>• Tweets registered impressions at +200 percent of a daily average</li> <li>• Campaign featured at EXPO MILAN 2015 and a special event with celebrity endorsement</li> </ul>

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5.8. Nutrition

**Investment: Nutrition**  
**USD 500,000 (2016)**  
**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b>                      To help WFP strengthen nutrition in emergencies, build nutrition capacity, enhance partnerships and launch into new programmatic areas, particularly nutrition-sensitive programming</p> <p><b>Rationale:</b>                      To help WFP launch into new programmatic areas, such as nutrition-sensitive programming, it is necessary to support the development of key programmatic guidance, as well as knowledge transfer and capacity development efforts through training at global and regional level. In addition, to support the strengthening of the corporate knowledge management system to improve, capture and transfer nutrition learning and nutrition information.</p>	<ul style="list-style-type: none"> <li>• Participated in country strategic planning missions (at Headquarters and regional bureau level) to ensure inclusion of nutrition priority areas into all relevant new country strategies</li> <li>• Supported update to the Corporate Results Framework (CRF) and developed technical guidelines on nutrition M&amp;E</li> <li>• Piloted analytical process “Fill the Nutrient Gap” to identify barriers to consumption of adequate nutritious diets and support decision-making in three country strategic planning (CSP) countries</li> <li>• Enhanced the Nutrition Academy to increase learning opportunities for nutrition in partnership with HR.</li> <li>• Established a partnership with the International Food Policy Research Institute (IFPRI) and developed indicators, guidance and an outline of impact pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened WFP’s response for nutrition in emergencies</li> <li>• Developed corporate guidance and indicators for nutrition-sensitive programming and key nutrition-sensitive actions</li> <li>• Developed tools for nutrition-specific situation analysis (fill the nutrient gap tool and cost of diet instrumental in helping to inform and guide country strategies)</li> <li>• Strengthened partnerships with key partners, including                         <ul style="list-style-type: none"> <li>○ Enhanced coordination with the United Nations Children’s Fund (UNICEF), the Nutrition Cluster and other organizations to prioritize and improve delivery of multi-sectoral services to address malnutrition in emergencies</li> <li>○ Partnerships with key units built and developed to incorporate nutrition – i.e. mobile VAM (mVAM) for nutrition</li> </ul> </li> </ul>

**6. Accountability and Funding**

6.1. Cost Excellence (including Review)

**Investment: Cost Excellence (including Review)**  
**USD 139,800 (2014) and USD 800,000 (2016)**  
**Status: Ongoing**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To find ways to reduce costs and improve efficiencies while sustaining investments in key strategic priorities</p> <p><b>Rationale:</b> In a changing context WFP must respond to increased demand for its services while responding to emerging challenges. To ensure WFP continues to be best positioned to meet global humanitarian needs, it must adapt by continually looking at better ways to work, including new technologies and approaches.</p>	<ul style="list-style-type: none"> <li>• Reviewed payroll costs through a service centre feasibility review</li> <li>• Reviewed opportunities for process transformation and optimization to deliver financial savings, improve service delivery and free offices to focus on more significant work</li> <li>• Reviewed non-payroll (i.e. global support) costs to identify potential savings opportunities</li> <li>• Established a Cost Excellence Advisory Group</li> <li>• Provided support to global support cost owners to implement selected cost optimization opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Shift in focus of efforts away from a service centre following a feasibility review towards process transformation and optimization work</li> <li>• Overall financial savings and improvements in service delivery and mission focus at field and Headquarters level arising from process transformation work</li> <li>• Identification of USD 3.8 million in PSA savings through a global support cost review – savings reinvested (USD 1.9 million to a contingency fund for country offices and USD 1.9 million to other strategic priority areas). Savings expected to reoccur annually</li> </ul>

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6.2. Financial Framework Review – Initial Work

**Investment: Financial Framework Review – Initial Work**  
**USD 250,000 (2013)**  
**Status: Completed**

Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To improve resource management at country offices to increase efficiency and effectiveness</p> <p><b>Rationale:</b> WFP's strategic shift from food aid to food assistance has changed the cost composition of projects and the current funding structure is an impediment to transparency and manager's ability to manage costs effectively and efficiently to maximize the impact for beneficiaries</p>	<ul style="list-style-type: none"> <li>• Analysed cost drivers and conducted a cost benchmarking exercise in Afghanistan, Chad, the Democratic Republic of the Congo and Myanmar to explore how WFP could improve transparency and identify cost-saving opportunities</li> <li>• Conducted a review of WFP's financial and operating model</li> <li>• Developed a high-level approach to increasing transparency and operational flexibility</li> <li>• Presented a plan on the steps necessary to implement a realigned financial framework that will improve cost management and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• The investment laid the groundwork for the next phase of the Financial Framework Review to transform how the organization plans and budgets operations within a country and to empower manager's decision-making at country office level with increased flexibility and accountability</li> <li>• A review of WFP's financial and operating model to support the development of the next phase of the Financial Framework Review</li> <li>• High-level approach to addressing current impediments identified three components: increasing predictability, improving flexibility and improving accountability</li> </ul>

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6.3. Upgrade of Management Plan Process

**Investments: Upgrade of Management Plan Process**  
**USD 136,595 (2013)**  
**Status: Completed**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To support the preparation of the Management Plan (2014–2016)</p> <p><b>Rationale:</b> To support the work stream for the operationalization of the Strategic Plan and to increase accountability by moving WFP closer to performance-informed budgeting, triennial budgeting and capital budgeting</p>	<ul style="list-style-type: none"> <li>• Commenced introduction of an investment case template to capture anticipated benefits of PSA allocations</li> <li>• Managed database of requested PSA allocations so as to be able to prioritize (later) for extra-budgetary funding those which were not supported by the Leadership Group (LG) for PSA</li> </ul>	<ul style="list-style-type: none"> <li>• The direction set in the Management Plan (2014–2016) has been carried on in the following years, up to current Plan focus on the prioritized plan of work (PPoW) and of added value for the Executive Board</li> <li>• The process for the Management Plan (2014–2016) led to the key extracts of the Plan being presented to the Executive Board in advance of the last Informal Consultation, which has resulted in an improved Management Plan consultative process</li> <li>• A Management Plan which begins mapping PSA investments to KPIs</li> <li>• A Management Plan which begins the move towards triennial budgeting, with ability to remove oldest year, adjust remaining two years and adding a third year into the future</li> <li>• Introduction of a planning prioritization exercise for 2014, beginning to address the gap between projected operational requirements and forecast contributions</li> <li>• A Management Plan which improves beneficiary metrics, including introduction of costs per beneficiary and improvement on definition and measurement of beneficiaries</li> <li>• Created goodwill from the Board on WFP's willingness to address the issue of "the gap" and find ways of better presenting information in the Management Plan</li> </ul>

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6.4. Decision-Making Tools and International Aid Transparency Initiative (IATI) Compliance

**Investment: Decision-Making Tools and IATI Compliance**  
**USD 56,175 (2013)**  
**Status: Completed**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen WFP's public accountability</p> <p><b>Rationale:</b> Upon becoming a signatory to the International Aid Transparency Initiative (IATI) and publication of the first set of data in 2013, WFP signalled commitment to transparency and agreed common, open international standards in the publication of data. Additional data needed to be published to fulfil the transparency commitment.</p>	<ul style="list-style-type: none"> <li>• Prepare and publish additional transactional data (including activity budget and incoming funds)</li> <li>• Publish activity details (including results or outcomes and reference to relevant project documents)</li> </ul>	<ul style="list-style-type: none"> <li>• New IATI transparency indicator (launched December 2015) ranks WFP first among more than 450 participating organizations</li> <li>• WFP seen as leader regarding transparency and accountability in the humanitarian world</li> <li>• 2013: approved project budgets published for all active operations</li> <li>• 2014: IATI compliant contribution income data (incoming funds) published; more frequent/timely data published; activity results published</li> <li>• 2015: increased IATI compliance by including Trust Funds and PSA expenditures; publishing in a new IATI standard</li> </ul>

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6.5. Support to Meet European Union Reporting Requirements

<b>Investment: Support to meet European Union Reporting Requirements</b> <b>USD 125,571 (2014)</b> <b>Status: Completed</b>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> Expand reporting capacity with additional staffing capacity and training</p> <p><b>Rationale:</b> The beginning of the new European Union (EU) financial cycle and framework included new contract templates and reporting requirements, in addition to an assessment of WFP's corporate systems and procedures and negotiations with EU institutions on contractual and programming issues, for which expanded capacity was required</p>	<ul style="list-style-type: none"> <li>• Created and rolled-out a guidance toolkit and templates to field staff so as to meet standards set out by the EU</li> <li>• Supported country offices in negotiations with EU delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality and timeliness of the contractually mandated reports, resulting in increased donor confidence</li> <li>• Enhanced communication with WFP country offices</li> <li>• Increased knowledge in WFP country offices on how to report, how EU partners are chosen, monitored and audited.</li> <li>• WFP's alignment with the new EU financial framework</li> <li>• EU verifications supported</li> </ul>



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6.6. Innovative Financing Consultant

**Investment: Innovative Financing Consultant**  
**USD 108,996 (2014)**  
**Status: Completed**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To appoint a consultant to act as Senior Advisor to the Executive Director on Innovative Financing</p> <p><b>Rationale:</b> As part of an External Service assignment from the World Bank Group/International Finance Corporation (IFC), the consultant was appointed to assist WFP in convening and leading a partnership across the public, private, and civil society sectors to prompt the participation of financial markets in food assistance, food security and humanitarian relief</p>	<ul style="list-style-type: none"> <li>• Analyse existing innovative financing mechanisms (within WFP, the United Nations and the private sector) to finance food assistance</li> <li>• Identify and explore innovative financing mechanisms not previously considered by WFP</li> <li>• Identify opportunities to engage the private sector and foundations in scaling up and/or leveraging existing and/or new financing mechanisms employed by WFP</li> <li>• Identify and secure participation (including financial and human resources) of external partners to join this effort</li> <li>• Create an internal brain trust and an external advisory group to support concept development for financing food assistance</li> <li>• Deliver concept note for discussion at the Executive Board</li> <li>• Develop Action Plan for concept implementation, allocation of responsibilities and organizational structure required</li> <li>• Organize partnership launch at World Economic Forum and support outreach for World Leaders Dinner</li> </ul>	<ul style="list-style-type: none"> <li>• The Food Security Climate Resilience facility (FoodSECuRE), launched at COP21, is WFP’s first institutional mechanism to use climate forecasts to trigger anticipatory action at community level before climate shocks occur</li> <li>• Goal to raise USD 400 million to establish a permanent funding mechanism to support anticipatory action</li> <li>• WFP well placed in the humanitarian and development arenas on issues relating to anticipatory action</li> </ul>

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6.7. Strengthening Performance Management in WFP and Enablement of Evidence-Based Decision-Making (COMET)

<p align="center"><b>Investment: Strengthening Performance Management in WFP and Enablement of Evidence-Based Decision-Making (COMET)</b>  <b>USD 6,500,000 (2015) and USD 1,500,000 (2016)</b>  <b>Status: Ongoing</b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To strengthen WFP's ability to provide evidence and accountability for results</p> <p><b>Rationale:</b> Over the past years WFP has developed and introduced several new processes and systems, which facilitate effective planning, monitoring and reporting on results. These processes and systems now need to be integrated into the Integrated Road Map.</p>	<ul style="list-style-type: none"> <li>• Mainstreamed Performance and Risk Management and Monitoring (PRMM) in daily business activities through updated guidance and tools</li> <li>• Supported regional bureaux to strengthen monitoring and reporting systems at country level</li> <li>• Developed a Normative Framework for Monitoring</li> <li>• Developed the 2015–2017 Corporate Monitoring Strategy and third-party monitoring guidelines</li> <li>• Developed methodologies to improve outcome aggregation, quantify "prospective" beneficiaries and calculate the Cost per Ration</li> <li>• Developed staff capacity to internalize and apply PRMM concepts in designing, planning, implementing, monitoring, evaluating and reporting on results of WFP's programmes</li> <li>• Rolled out IT tools WFP-wide, including COMET, SPRING and PROMIS. (PROMIS subsequently decommissioned following the initial roll out and testing in two regions. Ongoing review showed the system was not flexible enough to support the changing management environment and variables existing at Headquarters/regional bureau/country office levels and the constant redesigning to accommodate these variables would be too costly).</li> </ul>	<ul style="list-style-type: none"> <li>• Global availability of COMET helps to streamline best practices in the project approval process, partnership management, monitoring and recording of results, and commodity reconciliation</li> <li>• Towards the 2017–2021 Strategic Plan period, improved processes will help to improve efficiency, effectiveness and accountability and allow decisions to be taken as close to the field as possible with rigorous systems to monitor and demonstrate results</li> <li>• Cost reduction as a result of less investment in home-grown IT systems in the field</li> <li>• Focus on programme implementation and reduced staff time on PRMM processes and data collection, analysis and reporting</li> <li>• Improved monitoring and performance management supported the work to implement the Enterprise Risk Management (ERM) framework</li> </ul> <p><i>PRMM system development and roll-out</i></p> <ul style="list-style-type: none"> <li>• COMET design and implementation modules developed and rolled-out globally to 80 country offices with more than 200 users trained and 1,000 users through Training of Trainers approach</li> <li>• SPRING (Standard Project Report Intelligent Next Generation Tool) developed and rolled-out globally</li> <li>• Re-alignment of monitoring processes, systems, tools and guidance to the new 2030 Agenda/WHS environment and the new Strategic Plan, Country Strategy Plan and Country Programme Budget (started in 2016)</li> <li>• Performance Report Improvement project in consultation with country offices, regional bureaux and donors to revise the SPR structure .</li> </ul>

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6.8. Financial Framework Review (FFR) – Support to Increase Financial Accountability and Flexibility in Operations Management

<b>Investment: Financial Framework Review (FFR) – Support to Increase Financial Accountability and Flexibility in Operations Management</b> <b>USD 3,100,000 (2015)</b> <b>Status: Ongoing</b>		
<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To increase financial accountability and promote flexibility in the management of WFP operations</p> <p><b>Rationale:</b> WFP's financial framework has become an impediment to country offices' ability to maximize impact for beneficiaries. The investment in the FFR was channelled to three prioritized work streams: resource-based planning, macro-advance financing and budgeting for operational effectiveness</p>	<ul style="list-style-type: none"> <li>• Conduct extensive consultation with stakeholders and Member States to build support and understanding of the FFR</li> <li>• Formed a working group (country offices, regional bureaux and Headquarters) to identify requirements for future budget structure to reduce internal fragmentation, simplify processes and maximize transparency and accountability</li> </ul> <p><i>Resource-based planning work stream</i></p> <p><b>Phase 1:</b> Review the various approaches and models informally adopted by country offices to align funding with operational implementation</p> <p><b>Phase 2:</b> Analyse business requirements and assess risk</p> <p><b>Phase 3:</b> Assist pilot country offices in the development of resource-based implementation plans</p> <p><i>Macro-advance financing work stream</i></p> <p><b>Phase 1:</b> Develop risk models</p> <p><b>Phase 2:</b> Define process and procedures</p> <p><b>Phase 3:</b> Develop an accountability framework</p> <p><b>Phase 4:</b> Conduct baseline assessments</p> <p><i>Budgeting for operational effectiveness work stream</i></p> <p><b>Phase 1:</b> Review the current budgeting structure and processes</p> <p><b>Phase 2:</b> Review the financial architecture of UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR) and other United Nations agencies as well as some NGOs</p> <p><b>Phase 3:</b> Identify future requirements</p> <p><b>Phase 4:</b> Develop options for a budget structure that supports all food assistance interventions and modalities</p>	<ul style="list-style-type: none"> <li>• Resource-based planning pilots in nine countries from September 2015</li> <li>• Macro-advance financing concept developed and selected country offices prepared to allow piloting in 2016. Two preliminary budget types developed and tested in five countries.</li> <li>• Country-led testing informed the design of a country portfolio budget structure which was prototyped in 2016</li> <li>• See investment case no 6.9: Financial Framework Review – Evolution of WFP's Financial Architecture</li> </ul>

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6.9. Financial Framework Review – Evolution of WFP’s Financial Architecture

<p align="center"><b>Investment: Financial Framework Review – Evolution of WFP’s Financial Architecture</b>  <b>USD 2,500,000 (2016)</b>  <b>Status: Ongoing</b></p>		
Objective and rationale	Main activities	Output and Impacts
<p><b>Objective:</b> To build a new financial architecture to ensure that WFP operations are equipped to respond to humanitarian and protracted crises and WFP continues to be a reliable partner of choice in the implementation of activities in the fight against hunger</p> <p><b>Rationale:</b> WFP’s current financial architecture was designed for food aid delivery; in recent years only minor modifications have been made to reflect the shift to food assistance. The project-based structure is fragmented with multiple budget envelopes and does not provide a clear line of sight from strategy through activities to results and costs. The investment in FFR was channelled to three prioritized work streams: resource-based planning, macro-advance financing and budgeting for operational effectiveness</p>	<p><i>Resource-based planning</i> 2015: Nine country offices developed 2016 resource-based implementation plans. Lessons learned refined the approach and platform. As part of the development of the Management Plan (2017–2019), each Country Office prepared a resource-based implementation plan for 2017. The plans were aggregated to create the global Prioritized Plan of Work.</p> <p><i>Macro-advance financing</i> The macro-advance process and risk model was developed and the Executive Director and the Strategic Resource Allocation Committee approved USD 100.7 million in macro-advance financing to five country offices (seven operations).</p> <p><i>Budgeting for Operational Effectiveness</i> Proposed Country Portfolio Budget structure prototyped in eight country offices in two phases. Phase 1 refined the 'vertical' aspects of the structure to create the desired 'line of sight' from strategy through activities to costs. Phase 2 simulated the budget structure to inform the solution design for areas including: definition of cost-accounting procedures; application of full-cost recovery; treatment of emergencies and regional operations; identification of governance requirements; and alignment to donor funding lines. Minimum business requirements for the IT system solution for the first wave of pilot Country Portfolio Budgets was finalized. On-boarding missions to the eight first wave countries completed. Extensive donor engagement was conducted in 2016.</p>	<ul style="list-style-type: none"> <li>• FFR pilots new ways to help country offices make the most of resources</li> </ul> <p>FFR aims to deliver:</p> <ul style="list-style-type: none"> <li>• Macro-advance financing pilots in at least two operations, developing the processes for macro-advance financing developed and refining the proof of concept through pilots</li> <li>• Resource-based planning in at least two operations and standardized platform developed and rolled-out to all operations</li> <li>• Operational budget structure reviewed, including Country Portfolio Budget options</li> <li>• As a key component of the Integrated Road Map, the Financial Framework Review will deliver a Country Portfolio Budget structure aligned to the country strategic plan framework, support the operationalization of the Strategic Plan and create links between resources obtained and results achieved to improve performance management and reporting through the Corporate Results Framework</li> </ul>

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6.10. Strengthened Decentralized Evaluation

**Investment: Strengthened Decentralized Evaluation**  
**USD 600,000 (2015)**  
**Status: Completed**

<b>Objective and rationale</b>	<b>Main activities</b>	<b>Output and Impacts</b>
<p><b>Objective:</b> To strengthen WFP's existing Evaluation Function and empower country offices</p> <p><b>Rationale:</b> Part of WFP's commitment to embed evaluation into its culture of accountability and learning (in line with the new Evaluation Policy) and to follow up on recommendations from the UNEG-DAC Peer Review of WFP's Evaluation Function (2008–2013) and related Business Process Review of Decentralized Evaluation (DE)</p>	<ul style="list-style-type: none"> <li>• Provide standards and guidance to country offices and regional bureaux</li> <li>• Provide technical, demand-led, help-desk advice to country offices and regional bureaux</li> <li>• Design system for quality assessing Decentralized Evaluations</li> <li>• Design upgraded intranet/internet</li> <li>• Increase input into the strategic Programme Review Process (sPRP) to support use of evidence in programme planning</li> <li>• Initiate design of Evaluation Function Reporting (EFR) framework and Management Information System (MIS)</li> <li>• Embed decentralized evaluation into the new Evaluation Policy and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to WFP priority areas set by the EMG for 2015/2016: programmatic impact increased through improved evidence-based programme design, bolstering efficiency and effectiveness in the use of resources and the long-term increase in capabilities and skillsets to strengthen WFP's contribution to ending global hunger</li> <li>• Systematization of the decentralized evaluation function through priority to supporting country offices, while protecting a credible centralized evaluation function</li> <li>• Advance WFP's commitments in the next Strategic Plan results while enabling and empowering WFP staff at the point nearest to programme decision-making</li> <li>• Initial strengthening of decentralized function</li> <li>• Norms, Standards and Guidance developed, tested, and made available to country offices</li> <li>• Helpdesk established for country offices and regional bureaux</li> <li>• Systems for Quality Assessment and broader Evaluation Function Reporting</li> </ul>

## **Annex B: Progress in Addressing Business Process Review Recommendations**

This Annex provides an inventory of all 57 actions recommended under the two phases of the Business Process Review (BPR).

Phase 1 examined scope for improvements in four areas:

- Programme Cycle Management (PCM), including country strategy and project approval process
- Resource management, allocation and utilization (RMAU)
- Supply chain management (SCM)
- Monitoring, reporting and evaluation (MRE)

In addition, four cross-cutting areas were also identified in Phase 1.

Phase 1(a) examined scope for improvements in three more areas:

- Administration
- Human resource operations
- Security

The inventory is grouped by areas and provides for each BPR recommendation:

- A description of the recommendation.
- The likely impact.
- Whether Fit for Purpose (FFP) funding was provided.
- An overall conclusion on whether the recommendation has been addressed.
- Cross references to the FFP investment case as listed in Annex A where the results to date of the investment can be seen.
- A short commentary where action has been taken without Fit for Purpose funding.
- Indications of any savings arising.

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## Phase 1 Recommendations

### Programme Cycle Management (PCM), including country strategy and project approval process

	Recommendation	Description	Likely Impact and FFP Funding	Comments/Outcome
<b>PCM Longer-Term Improvements</b>				
1	Improved strategic performance management	<ul style="list-style-type: none"> <li>Identify clear, quantifiable indicators to measure WFP's impact at the strategic level</li> <li>Have indicators cascade down from the corporate vision to the Strategic Plan to regional strategies, country strategies and projects</li> </ul>	<ul style="list-style-type: none"> <li>Better defined, problem-focused strategies</li> <li>Ability to measure impact on hunger and learn from successes and challenges</li> <li>Increased accountability for performance</li> <li><b>USD 102,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>WFP has increased the quality and depth of indicators to measure WFP's impact as reported each year in the APR.</p> <p>This initial investment was a precursor to later and larger support to improve performance management.</p> <p><u>For further details see Annex A Investment Case 6.7 – Strengthening Performance Management in WFP.</u></p>
2	New framework for strategies and projects	<ul style="list-style-type: none"> <li>Establish an improved framework for the development and approval of strategies and project documents</li> <li>Review current framework and make recommendations to clarify, standardize and simplify the process of creating, reviewing and approving strategic and project documents</li> </ul>	<ul style="list-style-type: none"> <li>Clear, light and more logical development and approval process</li> <li>More coherent and strategic country portfolios</li> <li>Better overview for Executive Board of WFP's work in a country and improved strategic oversight</li> <li><b>USD 5 million</b> (2015 and 2016)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>The development of the new approach to Country Strategic Planning addresses this recommendation.</p> <p><u>For further details see Annex A Investment Case 5.4 – Country Strategic Plans.</u></p>
3	Improved Project Review Committee (PRC) process	<ul style="list-style-type: none"> <li>Create a PRC process that ensures high quality projects in an efficient and timely matter</li> </ul>	<ul style="list-style-type: none"> <li>Better quality project documents</li> <li>A streamlined process resulting in time and cost-efficiency gains</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Investment led to a new PRC Process.</p>



Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
		<ul style="list-style-type: none"> <li>Identify main bottlenecks in the current process and propose improvement solutions. Recommend appropriate allocation of resources, technical expertise and delegated authority</li> </ul>	<ul style="list-style-type: none"> <li><b>USD 149,475</b> (2014)</li> </ul>	<p>For further details see <a href="#">Annex A Investment Case 4.4</a> – System for Project Approval and Programme Review Committee.</p>
4	Programme staff skills	<ul style="list-style-type: none"> <li>Strengthen programme officers' capacity to design and implement effective strategies and projects to reduce hunger</li> <li>Consolidate 'general practitioners' programme guidance and training into a simple and manageable tool</li> <li>Develop strategy to recruit and retain 'specialists'</li> </ul>	<ul style="list-style-type: none"> <li>Improved quality of project design and implementation and greater impact on hunger reduction</li> <li>Programme staff have greater job satisfaction</li> <li><b>USD 181,000</b> (2013), <b>USD 319,000</b> (2014), <b>USD 1 million</b> (2015), <b>USD 1.028 million</b> (2016)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>WFP has made a significant investment in improving Programme Staff skills.</p> <p>For further details see <a href="#">Annex A Investment Case 2.6</a> – Programme Staff Skills Development.</p>
<b>PCM Quick Wins</b>				
5	Capacity development guidance	<ul style="list-style-type: none"> <li>Provide corporate guidance on how to structure capacity development and service provision projects</li> <li>Review new opportunities offered by changes in the Strategic Plan and the financial framework and develop appropriate suggestions for country offices</li> </ul>	<ul style="list-style-type: none"> <li>Greater clarity for country offices on how to structure capacity development and service provision projects</li> <li><b>USD 70,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>New guidance issued in 2015.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
6	Guidance on United Nations Development Assistance Framework (UNDAF) and Country Programme Action Plan (CPAP) processes	<ul style="list-style-type: none"> <li>• Provide clear corporate guidance on WFP's engagement with national planning, UNDAF and CPAP processes</li> </ul>	<ul style="list-style-type: none"> <li>• More effective WFP engagement in these processes for achieving hunger reductions</li> <li>• <b>USD 30,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>A further review indicated that specific WFP guidance was not needed because the United Nations Development Group (UNDG) already had formulated relevant guidance. Instead of issuing WFP specific guidance material, links to relevant UNDG guidance were inserted into the WFP Programme Design Manual.</p>
7	Partnership agreement templates	<ul style="list-style-type: none"> <li>• Create standard agreement templates for WFP's partnerships with governments, United Nations agencies, academic institutions and the private sector</li> <li>• Identify current models for agreements and develop a standardized set of templates</li> </ul>	<ul style="list-style-type: none"> <li>• Time and cost savings when establishing partnerships</li> <li>• Less confusion and delays for partners when working with WFP</li> <li>• <b>USD 55,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Partnership legal agreements, guidelines and templates developed and made available to all WFP staff to facilitate efficient preparation, negotiation and conclusion of agreements, and coherence and consistency in the application of agreements across the organization.</p>

**Resource Management, Allocation and Utilization (RMAU)**

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
8	Simplify and improve budget preparation and revision	<ul style="list-style-type: none"> <li>Review processes and tools to simplify and speed up the budget preparation and revision, including simplified templates, streamlined approval process and routing (delegated authorities)</li> <li>Review of gap between needs and resource projection</li> </ul>	<ul style="list-style-type: none"> <li>Better and more focused utilization of capacity (e.g. more time spent on analysing rather than reviewing budgets)</li> <li>Clarity on how to manage gap at project level between needs and resource-based projections</li> <li><b>USD 96,000</b> (2014)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Resource-based planning has been gradually introduced.</p> <p>Decentralized budget reviews are now carried out under regional director delegated authority.</p> <p><u>For further details see Annex A Investment Case 4.3.2 – Simplify and Improve Budget Preparation and Revision.</u></p> <p>This investment was also selected for review by the External Consultancy. <u>See Annex C for the results of the External Review.</u></p>
9	Standardize procedures for Country Office Trust Funds	<ul style="list-style-type: none"> <li>Standardize procedures for Country Specific Trust Funds to improve management implementation and reporting (including bilateral operations), reviewing delegation of authority for approval and ensuring standard documentation and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Streamlined and standard approval and implementation processes for country specific trust funds and bilaterals; shorter approval process and better response time to donor and government requests</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>New process established for the approval and management of Trust Funds through ED Circular OED2016/006 issued 4 May 2016.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
10	Strengthen forecasting and increase volume and accessibility of advances	<ul style="list-style-type: none"> <li>• Increase the volume and access to advances by introducing trend analysis in addition to forecasted collateral as basis, reviewing financing risk assessment methodologies to consider new type of forecast and the possibility of advancing to trust funds</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of operations with adequate level of funding, allowing for a more predictable income and resource management</li> <li>• Maximize utilization of WFP working capital [Working Capital Facility (WCF) and Forward Purchase Facility (FPF)] and Immediate Response Account (IRA)</li> <li>• <b>No FFP funding.</b> But the Financial Framework Review examined aspects of Macro Advance Financing</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Volume of advances has increased. Increases in levels of WCF.</p> <p>The Financial Framework Review is pilot testing the concept of Macro Advance Financing.</p>
11	Review Corporate Resource Allocation processes to increase transparency and regional directors' participation	<ul style="list-style-type: none"> <li>• Improve the communication of the Strategic Resource Allocation Committee (SRAC) criteria and process (e.g. sharing Notes for the Record), including the possibility to add regional directors as SRAC committee members</li> <li>• Develop corporate process for extra-budgetary allocations</li> </ul>	<ul style="list-style-type: none"> <li>• Full buy-in by regional directors</li> <li>• Transparent corporate process for extra-budgetary allocations</li> <li>• <b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Major changes in the composition of the SRAC and the scope of resource decisions addressed by the Committee. Chief of Staff nominated to chair committee meetings.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
12	Strengthen project resource management in country offices	<ul style="list-style-type: none"> <li>Improve resource management by empowering the country director and clarifying the country director's overall accountability, strengthening and elevating the Resource Management (RMA) function (regional bureaux and country offices) and designing and rolling-out a corporate resource management tool based on best practice in regional bureaux and previously used Monthly Financial Analysis Reports (MFARs)</li> </ul>	<ul style="list-style-type: none"> <li>More efficient utilization of available resources, including reduction of pipeline shortfalls and unspent balances, easier project closure and resource transfer and augmented visibility on project and contribution resource usage status (end balance)</li> <li><b>FFP funding</b> as part of work stream support from the Business Innovation and Support Office (RMI) (2013–2014)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Methodology developed and pilot tested in two countries.</p> <p><u>For further details see Annex A Investment Case 1.1.4 – Improving Resource Management in Country Offices.</u></p>
13	Review the financial framework to increase operational flexibility and efficiency	<ul style="list-style-type: none"> <li>Review of current financial framework platform to create and enhance operational flexibility (e.g. through single budgetary control for all current cumulative posts and overall flexibility across components; including reviewing the way we define rates)</li> </ul>	<ul style="list-style-type: none"> <li>Greater decision-making authority for country offices over operations and budgets, enabling WFP to accurately track implementation costs and allowing lighter and less frequent budget revisions</li> <li><b>USD 250,000 (2103), USD 2.5 million (2015), USD 3.1 million (2016)</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>The Financial Framework Review (FFR) has been a major focus of Fit for Purpose and a key part of the Integrated Road Map approved by the Board in November 2016.</p> <p><u>For further details See Annex A Investment Cases 6.2, 6.8 and 6.9 on the work undertaken on the Financial Framework.</u></p> <p>The FFR was also selected for review by the External Consultant. <u>See Annex C for the results of the External Review.</u></p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
14	Review the Expenditure Certification Process (ECP)	<ul style="list-style-type: none"> <li>Review ECP responsibilities and processes (including prioritization criteria) and ensure that it is run with adequate frequency to improve the response to operational needs</li> </ul>	<ul style="list-style-type: none"> <li>More timely management information for field offices to monitor the utilization of individual donor grants and ensure country office project activities funded under the grants are implemented on time</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>The Resource Management Department (RM) acted to review ECP responsibilities and processes, but not all the new tools anticipated have been developed.</p>
15	Roll-out corporate Invoice Tracking System (ITS)	<ul style="list-style-type: none"> <li>Optimize the “procure to pay” processes by automating the handling, validation and tracking of invoices across the different units and users involved</li> </ul>	<ul style="list-style-type: none"> <li>Increased process efficiency, time savings in filling in and printing unnecessary documents and reduced exposure to risks associated with invoice loss and invoice fraud</li> <li>Prerequisite for shared service centre</li> <li><b>USD 100,000 (2016) + USD 502,000 additional funding (2016)</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>New Invoice Tracking System developed. ITS countries reported a 50 percent decrease in time required for invoice processing, and Headquarters Accounts Payable has absorbed a 30 percent increase in invoice volumes with no increase in staff. This has resulted in a time saving of 30+ full-time employees (FTEs) across Headquarters, Pakistan, Jordan and Chad in invoice management, payment and disbursement.</p> <p><u>For further details see Annex A Investment Cases 4.13 – Invoice Tracking System</u></p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
16	Introduce active contribution receivable management	<ul style="list-style-type: none"> <li>Promote active contribution management by implementing invoicing and soft reminder procedures to enhance contribution collection, management and reporting and, where appropriate, by establishing a direct liaison with the donor's finance counterpart for any follow-up actions</li> </ul>	<ul style="list-style-type: none"> <li>Avoid losses and reduce reputational risk due to enhanced collection of contributions, more accurate and up-to-date information on contributions receivable and a more direct relationship with the donor finance counterpart</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>Following The Boston Consulting Group (BCG) study on WFP's forecasting system, a technical team established by the Government Partnerships Division has revised the existing guidance and enhanced forecasting processes. In early 2016, interim guidance on contribution forecasting was finalized and shared with Government Partnership Officers.</p>
17	Review contribution clearance and management processes	<ul style="list-style-type: none"> <li>Improve guidance and documentation of clearance and registration process by sharing information on corporate, public and private business processes, deciding on roles and responsibilities and clearly defining non-negotiable and unacceptable conditions in negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Less remedial actions required as a result of badly drafted agreements, quicker clearance process for agreements and more accurate contribution registration</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Not Addressed</b></p>
18	Implement corporate Customer Relationship Management (CRM)	<ul style="list-style-type: none"> <li>Implement a CRM system similar to the tool used in the private sector, develop a fundraising training strategy and roll it out from Headquarters to regional bureaux to field and put in place a system for ensuring uniform and pertinent usage of the CRM</li> </ul>	<ul style="list-style-type: none"> <li>Improved relationship with donors, accessible information on donors available to the organization, with potential increase in contributions due to integrated assessment of needs and communication with donors</li> <li><b>USD 50,000 (2013)</b></li> </ul>	<p><b>Recommendation Addressed (2017)</b></p> <p>This will be implemented in 2017 as the initiative has recently been resubmitted and awarded funding.</p>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
19	Ensure full participatory resource mobilization strategies	<ul style="list-style-type: none"> <li>Ensure corporate resource mobilization strategies take into account specific requests and issues from the field; making sure planning is linked to budgets, that there is a distinct strategy for multi-year funds to country programmes and donor's funding performance is measured</li> </ul>	<ul style="list-style-type: none"> <li>A fully articulated and nuanced resource mobilization strategy will position WFP more appropriately in a changing and variable fundraising environment, as will the clarification of the location and responsibility for fundraising</li> <li><b>No FFP funding</b></li> </ul>	<b>Recommendation Not Addressed</b>
20	Assess needs for seed funding specifically for innovative projects in middle-income countries (MICs) and small country offices	<ul style="list-style-type: none"> <li>Carry out case study to categorize and classify the start-up investment requirements in MICs and small country offices and raise funds for complex proposal writing</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness by small country offices of where to go/what are the procedures to get funds for launching an initiative, WFP able to obtain leverage from small investments and maintain portfolio in MICs</li> <li><b>No FFP funding</b></li> </ul>	<b>Recommendation Not Addressed</b>
21	Resource mobilization skills inventory integration in job profiles, recruitment and training	<ul style="list-style-type: none"> <li>Create and train a global network of Donor Relations Officers (DROs) with the adequate skills</li> </ul>	<ul style="list-style-type: none"> <li>Increased unity of action when interacting with donors, better knowledge and skill retention during reassignments and increased negotiation capacity for WFP</li> <li><b>No FFP funding</b></li> </ul>	<b>Recommendation Partially Addressed</b> Initiative partially implemented as skills inventory integration has been included as part of the general revision of all WFP job profiles however, no specific training for Donor Relations Officers has taken place.



### Supply Chain Management (SCM)

	Recommendation	Description	Likely Impact and FFP Funding	Comments/Outcome
22	Institutionalize Supply Chain (SC) Management across WFP	<ul style="list-style-type: none"> <li>Establish a SC Strategy including a vision, SC definitions and standards, as well as a structure for integrated SC management across WFP</li> <li>Develop and mainstream SC tools, standard operating procedures and manuals</li> <li>Augment staff capacity, training on skills and SC mindset</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency and effectiveness gains for support to beneficiaries. The return was greater than the investment</li> <li>Better service to country offices, timely and better decision-making</li> <li>Readiness and agility for foreseen scenarios.</li> <li>Holistic SCM overview facilitates country office and regional bureau decision-making</li> <li><b>USD 50,000 (2013), USD 1.2 million (2015)</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Improvement of Supply Chain Management was a key component of Fit for Purpose.</p> <p><u>For further details see Annex A Investment Cases 4.6 – Strengthening WFP Integrated Supply Chain Management.</u></p> <p>This investment was also selected for review by the External Consultant. <u>See Annex C for the results of the External Review.</u></p>
23	Develop a WFP Commodity Sourcing and Delivery Strategy	<ul style="list-style-type: none"> <li>Develop a Supply – Sourcing and Delivery – strategy across all levels, including shipping and transport to first delivery point and with commodity-specific strategies based on geographical regions</li> <li>Development of market intelligence and expertise, and updated tools and instruments to cut lead times</li> </ul>	<ul style="list-style-type: none"> <li>Higher return on existing funding and capital, targeted 10 percent value savings to re-inject into WFP capital</li> <li>Reduction in lead times</li> <li>Increased local purchases and connecting of smallholder farmers to commercial supply chains</li> <li>Decision Memorandum notes that no FFP funding was provided as other sources were available</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b> using other sources of funds.</p> <p>The 2015 APR reported that WFP's four-year Global Procurement Business Plan issued in 2013 set targets for reduced process times, increased purchases from smallholder farmers, food safety and quality, and generating value savings.</p> <p>WFP achieved savings in food procurement of USD 30 million in 2015 and USD 77 million since 2013, an average of 3 percent of annual purchases. It achieved this through:</p> <ul style="list-style-type: none"> <li>Seasonal purchasing – buying foods after harvest when they are plentiful and prices are low: 40 percent of WFP's annual food purchases are seasonal in nature;</li> </ul>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
				<ul style="list-style-type: none"> <li>• Use of market intelligence tools to purchase large quantities of food at optimal prices when markets are favourable; and</li> <li>• Using the best contract types such as food supply agreements to obtain bulk-purchase discounts.</li> </ul>
24	Streamline food procurement processes	<ul style="list-style-type: none"> <li>• Streamline procurement processes in four main areas: i) rules; ii) tools and instruments; iii) processes; iv) talent management</li> <li>• Once the first three are addressed and a Supply Strategy is endorsed, customize delegation of authority to country offices</li> </ul>	<ul style="list-style-type: none"> <li>• Decision-making as close as possible to the point of implementation</li> <li>• Further reductions in lead times</li> <li>• <b>USD 50,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Minor FFP funding allocated for a review of rules and regulations. ED Circular OED2013/023 “Delegated Authority for Food Procurement” issued in December 2013 increasing decision-making at the field level. Other sources of funds used to streamline processes.</p> <p>A new circular expanding authority of country offices is currently being drafted and will be issued at the beginning of 2017.</p>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
25	Revamp goods and services procurement	<ul style="list-style-type: none"> <li>Formulate Goods and Services strategy with clear definition of roles and responsibilities (Rome, Dubai and the United Nations Humanitarian Response Depot (UNHRD))</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making as close as possible to the point of implementation</li> <li>Reduction in processing of transactions in Headquarters, releasing resources for strategic sourcing</li> <li><b>USD 270,000</b> (2013), <b>USD 500,000</b> (2014)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Micro Purchase Order Process delegated to field offices to alleviate processes for purchase of low value items.</p> <p>Post-Factum approval aligned with procurement authorities to streamline the process. Spent analysis for Goods and Services completed and key categories identified. Contributed towards: meeting the target of 10 percent annual value savings and a process-time reduction of up to 40 percent through redesigned processes (to be realized over time).</p> <p><u>For further details see Annex A Investment Case 4.5 – Streamlining of Goods and Services Procurement.</u></p>
26	Strengthen pipeline operational management	<ul style="list-style-type: none"> <li>Implement pipeline standards; deploy standard tool, guidance materials, standard operating procedures and terms of reference</li> <li>Maintain multiple ‘end-use’ linkages for use of pipeline information, but strengthen the operational use of pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Better support to operations planning and management (critical information to country offices, Forward Purchase Facility, Fundraising, Supply Chain Management)</li> <li>Structured decision-making; e.g. on operational issues and resources allocation</li> <li><b>USD 80,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>ED Circular OED2014/006 “Pipeline Management Information and Funding Requirements” issued in May 2014. Furthermore, with the roll-out of the Logistics Execution Support System (LESS), the operational use of the pipeline has been strengthened even further.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
27	Integrate Cash and Vouchers (C&V) into SCM	<ul style="list-style-type: none"> <li>• Develop an implementation plan and delivery structure for the operationalization of C&amp;V hybrid solutions, including tools, instruments and staff capacity to take on the defined roles at scale</li> <li>• Provide requested guidance on operational challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity leveraged for deployment. Improved hybrid implementation and stronger comparative advantage</li> <li>• Reduction in costs and increased effectiveness</li> <li>• C&amp;V scale up targets achieved</li> <li>• <b>USD 180,000</b> (2013)</li> <li>• Part of <b>USD 8.9 million investment</b> (2015)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Preparatory policy work to implement plan and delivery structure for the operationalization of the cash-based transfer (CBT) strategy. Led to much larger FFP investment on CBT in 2015.</p> <p><u>For further details see Annex A Investment Case 4.8 – Corporate Platform for Cash-Based Transfers.</u></p>
28	Strengthen the deployment of new initiatives	<ul style="list-style-type: none"> <li>• Develop an action plan to address the set of operational issues specifically for the Forward Purchase Facility (FPF) and specialized nutritious food (SNF), establishing timelines for each measure</li> <li>• Update processes and manuals for these new initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Improved capacity to deploy FPF and SNF</li> <li>• Expansion to other zones facilitated</li> <li>• Potential cost savings and reduction in losses</li> <li>• <b>USD 50,000</b> (2013)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p><u>For further details see Annex A Investment Case 4.7 – SNF Supply Chain Capacity Development.</u></p>

**Monitoring, Reporting and Evaluation (MRE)**

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
29	Intensify corporate monitoring and evaluation commitment	<ul style="list-style-type: none"> <li>The monitoring and evaluation (M&amp;E) strategy will be revised to ensure and protect implementation of assessments, monitoring and evaluation at all levels of the organization</li> </ul>	<ul style="list-style-type: none"> <li>A well communicated global standardized approach for monitoring</li> <li>Covered in other budget allocations.</li> </ul>	<b>Recommendation Addressed</b> Corporate Monitoring and Review Strategy issued in 2015.
30	Develop staff capacity in monitoring and evaluation	<ul style="list-style-type: none"> <li>Updating and further development of M&amp;E guidance, development of a dedicated learning programme and roll-out of training</li> </ul>	<ul style="list-style-type: none"> <li>Operationalizing the corporate monitoring strategy</li> <li><b>USD 140,000</b> (2014)</li> </ul>	<b>Recommendation Addressed</b> Guidance updated. Funded roll out of M&E learning programme. <u>For further details see Annex A Investment Case 4.3.4 – Develop Staff Capacity in Monitoring and Evaluation.</u>
31	Improve field-level evaluation	<ul style="list-style-type: none"> <li>Providing a set of budgeted options to the Executive Management Group to decide on the most appropriate way forward for strengthening the evaluation function at field level</li> </ul>	<ul style="list-style-type: none"> <li><b>USD 315,000</b> (2014) + <b>USD 222,000</b> additional funds</li> <li>There was a further <b>USD 600,000</b> FFP investment for Strengthened Decentralized Evaluation in 2015</li> </ul>	<b>Recommendation Addressed</b> There has been a significant improvement in the quality of decentralized evaluations. <u>For further details see Annex A Investment Case 6.10 – Strengthened Decentralized Evaluation.</u>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
32	Improve corporate reporting	<ul style="list-style-type: none"> <li>Comprehensive mapping, review and costing of current reporting (including content, to whom, frequency, time required, cost) required by WFP offices (especially country offices) both externally and internally in order to identify gaps and redundancies and suggest improvements</li> </ul>	<ul style="list-style-type: none"> <li>More meaningful and coherent corporate reporting, i.e. reporting that meets donor needs as well as management needs without creating unrealistic burden for country offices</li> <li><b>USD 215,000</b> (2014)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Investment led to the development of a new tool for developing Standard Project Reports (SPRs). The Standard Project Report Intelligent Next Generation Tool (SPRING) was developed and rolled-out globally to automate the process of producing Standard Project Reports for projects. Some 110 SPRs were produced using SPRING for 2015, including all L3 operations. WFP expects that all SPRs will be produced using SPRING in 2016.</p> <p><u>For further details see <a href="#">Annex A Investment Case 4.3.5 - Improve Corporate Reporting</a>.</u></p>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments/Outcome</b>
33	Revisit performance and risk management processes	<ul style="list-style-type: none"> <li>Through field consultations the initiative will focus on the current performance and risk management (PRM) processes in different types of WFP offices and identify simplification and integration points, suggest revisions and improvements that will enable the achievement of the stated objective</li> </ul>	<ul style="list-style-type: none"> <li>Enable managers to better manage performance and risks in their day-to-day business</li> <li>Addressed through a major investment of <b>USD 6.5 million</b> in 2015 to Strengthen Performance Management in WFP</li> </ul>	<p><b>Recommendation Addressed.</b></p> <p>Realignment of monitoring processes, systems, tools and guidance to the new After 2030/World Humanitarian Summit environment and the new Strategic Plan, Country Strategy Plan and Country Programme Budget started in 2016.</p> <p>For further details see <a href="#">Annex A Investment Case 6.7</a> – Strengthening Performance Management in WFP and Enablement of Evidence-Based Decision-Making (COMET).</p>
34	Strengthen communication on performance management	<ul style="list-style-type: none"> <li>Develop targeted communication that is clear and concise – Updating and making available of PRM guidance through web resources as well as paper-based manuals and guidelines and making maximum use of existing communication tools and activities (Programme Guidance Manual (PGM), TWS, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Common understanding and awareness of performance requirements and ways to improve performance</li> <li>Major investment of <b>USD 6.5 million</b> in 2015 to strengthen Performance Management in WFP</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>M&amp;E Learning Programme launched to strengthen the capacity of WFP staff (more than 120 graduates to date). Monitoring has become a prominent function within WFP, with investment in monitoring as a corporate priority.</p> <p>For further details see <a href="#">Annex A Investment Case 6.7</a> – Strengthening Performance Management in WFP and Enablement of Evidence-Based Decision-Making (COMET).</p>

## Cross-Cutting Issues

	Recommendation	Issues	Current and Proposed Action July 2013	Comments
35	Improve information and knowledge management (KM)	<ul style="list-style-type: none"> <li>Information and knowledge not gathered in a uniform, easy-accessible way (web-based portals, databases, systems, tacit knowledge)</li> </ul>	<p>Current and previous activities:</p> <ul style="list-style-type: none"> <li>The Boston Consulting Group (BCG) pilot for KM on cash and vouchers</li> </ul> <p>Proposed action:</p> <ul style="list-style-type: none"> <li>Develop KM strategy based on review of users' needs and requirements for information and knowledge management</li> <li>Develop information strategy</li> <li><b>USD 500,000</b> (2016)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Work has started on developing a comprehensive Knowledge Management Strategy.</p> <p><u>For further details see Annex A Investment Case 4.11 – Developing a Comprehensive Knowledge Management Strategy.</u></p>
36	Implement corporate change management	<ul style="list-style-type: none"> <li>Lack of coordination, prioritization and standardized approaches in the implementation of new initiatives, on corporate level affecting the field</li> </ul>	<p>Current and previous activities:</p> <ul style="list-style-type: none"> <li>Chief of Staff Coordination of Organizational Strengthening supported by the Resource Management Department</li> <li>Strategic Plan implementation group</li> <li>Multiple project management offices</li> </ul> <p>Proposed Action:</p> <ul style="list-style-type: none"> <li>Assess corporate change management needs and options across WFP (e.g. develop a common portfolio approach)</li> <li>FFP funds used to support Global Change Team. <b>USD 244,000</b> (2014), <b>USD 349,000</b> (2015), <b>USD 359,000</b> (2016), <b>USD 368,000</b> (2017)</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>FFP funds used to support Global Change Team. New Innovation and Change Management Division created in January 2014.</p> <p><u>For further details see Annex A Investment Case 1.3 – Global Change Team.</u></p>



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37	Improve accountability	<ul style="list-style-type: none"> <li>Lack of accountability for ineffective management towards results, staff not being held accountable for not achieving results</li> </ul>	<p>Current and previous activities:</p> <ul style="list-style-type: none"> <li>HR organizational strengthening work streams</li> <li>Unit performance management process (Annual Performance Plan)</li> <li>Work stream for managers' performance and accountability</li> </ul> <p>Proposed Action:</p> <ul style="list-style-type: none"> <li>Feedback on lack of accountability to be reflected in HR work streams</li> <li><b>Funded through other HR investments</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>The initiative has partially been implemented through various initiatives starting with the management plan, the revision of key HR policies on performance issues and with the creation of the Global Change Team overseeing progress of initiatives. However, it is generally believed that more could be achieved in this area and further improvements realized.</p>
38	Guidelines, manuals, delegations of authority	<ul style="list-style-type: none"> <li>Manuals and guidelines are too detailed, too cluttered and lack the accessible essentials including increases in delegations of authority to empower field staff</li> </ul>	<p>Current and previous activities:</p> <ul style="list-style-type: none"> <li>Different manual initiatives (PGM, Financial Resource Management Manual (FRMM), etc.)</li> <li>Comprehensive Inventory of Delegations of Authority (DoAs) by Legal and Resource Management</li> </ul> <p>Proposed Action:</p> <ul style="list-style-type: none"> <li>Develop a common, standardized and streamlined approach to manuals, guidelines, DoAs</li> <li><b>No FFP funding.</b></li> </ul>	<p><b>Recommendation Not Addressed</b></p> <p>While guidelines, manuals and delegations of authority have been updated on a regular basis, through other projects the anticipated overhaul of all guidelines, manuals and delegation of authority did not take place. WFP is however improving its system for documents management. <u>For further details see Annex A Investment Case 4.12 – IT Systems for Documents Information Management.</u></p>

## Phase 1a Recommendations

### Administration

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
39	Establish Administration as a strategic partner	<ul style="list-style-type: none"> <li>Set a clear strategic direction for Administration and its role as a strategic partner within and outside of WFP, including: a) developing a mission statement; b) establishing a RACI model and corporate key performance indicators (KPIs); c) reviewing of Delegations of Authority; d) establishing and communicating ownership of processes; e) developing and publishing updated official Administrative manual; f) creating a Global Administration Information Platform</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened partnerships within WFP and humanitarian community; expanded geographic footprint leading to increased process efficiency</li> <li>A more coherent, unified and efficient approach to all administrative processes worldwide, leading to improved efficiency, resource management and quality of services provided</li> <li>Better access to information related to Administration also saves staff time</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Creation of three Regional Administrative Officer positions leading to strengthened regional administration strategies and teams. Increased recognition of administrative roles and bolstering country office administrative communities through temporary duty assignments (TDYs) and regional meetings.</p>
40	Enhance technical expertise in support to the field	<ul style="list-style-type: none"> <li>Raise the quality of technical services provided to the field. The scope of the project covers: a) enhanced technical expertise for oversight in construction and specific equipment procurement; b) introduction of technical capacity units, where required [light vehicles, Occupational Health and Safety (OHS), Environmental Management, etc.]</li> </ul>	<ul style="list-style-type: none"> <li>Reduced fuel consumption of up to 12 percent (~USD 3.6 million/year) and reduced greenhouse gas (GHG) emission</li> <li>Improved access to technical expertise leads to savings in contract values due to increased efficiency and less errors</li> <li>Improved safety and well-being of staff through enhanced risk management</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Enhanced capacity to reach people in need, through development of WFP Engineering as a key corporate service. The unit has evolved to a global team of engineering professionals working across 81 countries and implementing 115 projects with a strong focus on regional support.</p>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
41	Strengthen administrative responses in emergencies	<ul style="list-style-type: none"> <li>Clarify the mandate of Administration in emergencies; develop Standard Operating Procedures and communicate them to staff worldwide</li> </ul>	<ul style="list-style-type: none"> <li>Reduced deployment lead time for administrative personnel in emergencies</li> <li>Staff able to benefit from conducive working and living environment even at the early stages of emergency – leading to improved physical and psychological health</li> <li>Improved WFP’s overall emergency response capabilities</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b> through case by case responses.</p> <p>For example, WFP created a specialized travel unit to provide full security tracking for staff deployed in the Ebola emergency in West Africa. Centralized air ticketing issued 375 tickets and the hotel programme was used to book 2,085 hotel rooms during the epidemic.</p>
42	Establish minimum standards for WFP-provided accommodation	<ul style="list-style-type: none"> <li>Develop the minimum standards delivered through a corporate policy, guidance to support consistent delivery at the country office level, and monitoring mechanisms to confirm conformance to corporate policy and monitor impacts on staff</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced living environment for WFP staff in the field</li> <li>Improved physical and psychological health of staff and consequently increased staff productivity</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>WFP developed the Accommodation Standards Directive and upgraded 32 guesthouses (almost half of the total network) in 6 countries, providing suitable accommodation for WFP staff in remote and difficult locations.</p>
43	Develop a facility acquisition strategy	<ul style="list-style-type: none"> <li>Develop strategic policy for purchase/leasing/capital investments into facilities and infrastructure.</li> <li>Disseminate a user-friendly guidance to all offices to support decision-making, including a facility acquisition checklist and cost-benefit analysis tool (with step-by-step instructions).</li> <li>Integrate facilities’ data system to ensure validity of baseline data and consistency in identification and reporting of facilities worldwide, will be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring value-for-money for WFP facilities worldwide</li> <li>Identified cost savings realized, if reinforced through the corporate policy</li> <li>Improved staff productivity through enhanced working and living conditions for staff, especially in the country offices with a long-term WFP presence</li> <li><b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>A strategic policy was developed as envisaged using regular PSA including a facilities capital investment plan with the planned impact and benefit.</p>

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	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
44	Strengthen travel management	<ul style="list-style-type: none"> <li>• Address current inefficiencies in travel management in the organization, including the implementation of a user-friendly software with proactive workflow to allow easy approval and reconciliation of travel.</li> <li>• Publish an official WFP Travel Manual. Transparency and communication will be enhanced by publishing changes in policy and service provision tips on managing compliance as well as the travel saving measures</li> </ul>	<ul style="list-style-type: none"> <li>• Improved travel software will lead to expected savings of USD 620,000 based on 40 percent reduction in processing time for 77,537 trip documents raised worldwide</li> <li>• Improved and simplified travel processes will also lead to staff time savings</li> <li>• Increased understanding of policy and procedures</li> <li>• <b>No FFP Funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>WFP has signed a global travel contract with the BCD Travel Management Company with improved standards of travel services. The BCD global services include a 24/7 ticketing service for all travellers worldwide booking through BCD, mobile phone apps for travel alerts, and security tracking of staff. Travel policy changes implemented by the Executive Director in 2012, reduced expenditure specifically related to the global support cost category. The savings gained between 2013 and the end of 2015 from the introduction of the Monthly Subsistence Living Sum (MSLS) to field offices are estimated at USD 12.9 million. A further USD 10 million was saved over the same period with the reduction of the lump sum for staff entitlement travel.</p>

**Human Resource Operations**

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
45	Simplify, automate and standardize processes	<ul style="list-style-type: none"> <li>Review resource and time-heavy processes and workflows, e.g. education grant, timekeeping</li> <li>Develop standardized HR workflows, e-forms and e-signature to simplify the process</li> <li>Clarify business roles (HR, managers, and finance) and facilitate business execution by further integrating IT tools (e.g. WINGS, Employee Self-Service (ESS), Manager Self-Service (MSS))</li> <li>Empower employees and managers through use of ESS and MSS to submit requests on time</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced speed by reducing number of approvals and processing hand-off actions thereby improving turnaround times, and reduced complexity in HR actions organization-wide, achieving efficiencies, better staff satisfaction and more appropriately invested staff time</li> <li>Improved corporate HR data accuracy and integrity</li> <li>Improved system performance to bolster the concept of IT and business integration</li> <li>Save in manpower/transactional processing; optimized HR structure</li> <li>Enabled employee self-service in a multi-language environment</li> <li><b>FFP funding through cost excellence and Strategic Sourcing Model</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>This is a major focus of cost excellence as part of the ongoing initiative to be continued in 2017.</p> <p>WFP has also introduced a new e-recruitment system. <u>For further details see Annex A Investment Case 2.9 – Strategic Sourcing Model.</u></p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
46	Decentralize processes	<ul style="list-style-type: none"> <li>Extend delegation of authority (HR and Finance) to expand roles of regional bureaux and country offices (e.g. benefits and entitlements – entitlement travel/transfers/requests for entitlements, contracts) after processes have been automated, standardized and clearly identified</li> <li>Build and enhance capacity of regional/national HR</li> <li>Optimize cost efficiency</li> </ul>	<ul style="list-style-type: none"> <li>A more efficient and effective HR operation achieved through extended delegation of authority of both HR and Finance and bringing HR support closer to the field</li> <li>Greater accountability through decentralization</li> <li>A better balance of HR’s priorities and resources</li> <li>A global HR expertise and a “light and lean field-oriented Rome Headquarters” focused on “setting strategy, policy and standards/providing corporate oversight/ensuring accountability”</li> <li><b>No specific FFP funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>Initiative only partially implemented as the only component enacted was the decentralization of waiver approval for shortening or postponing the break in service for consultants and Special Service Agreement (SSA) contract holders. This was delegated to Headquarters directors and regional directors.</p>
47	Establish health care monitoring process in emergencies and hardship stations	<ul style="list-style-type: none"> <li>Review and analyse best United Nations practice regarding health care in emergencies</li> <li>Expand pre-deployment health practices to better prepare staff for emergencies</li> <li>Develop and test methods to monitor the health and well-being of staff selected for the Emergency Response Roster (ERR)</li> </ul>	<ul style="list-style-type: none"> <li>Fit, motivated, resilient, deployable workforce in hardship duty stations</li> <li>Decreased costs related to medical travel and evacuations, sick leave hospitalizations, and service-incurred injuries (estimated at USD 2 million)</li> <li>Reduced liabilities and improved risk management</li> <li><b>No specific FFP funding.</b> New Wellness Programme Fund established in May 2015</li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Action takes as part of new Wellness Strategy with specific funding from the Wellness Programme Fund created in 2015. These have included funding for Staff Counsellors in the Southern Africa Regional Bureau (RBJ) and the Latin America and Caribbean Regional Bureau (RBP), financial support for RBP Zika virus prevention programmes, and funding for the Ethiopia Somali Region Roving Medical Teams to provide primary health care in the field and the South Sudan Employee Vaccination campaign.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
48	Expand AskHR as a Primary Information Platform	<p>Expand AskHR scope and empower AskHR by:</p> <ul style="list-style-type: none"> <li>• Extending AskHR to all staff (including locally recruited staff)</li> <li>• Developing HR knowledge base for the use of both staff members and HR</li> </ul>	<ul style="list-style-type: none"> <li>• A consolidated HR-related information repository in a searchable manner that is accessible to all staff including national staff</li> <li>• Enhanced organization-wide recognition of AskHR as a supportive information medium</li> <li>• Self-service HR portal put in place that enables faster response time</li> <li>• Standard and consistent information provided to staff</li> <li>• <b>USD 450,000</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>HR-related information repository designed and implemented. Self-service HR portal designed. AskHR ticketing tool upgraded to facilitate the creation of a Knowledge Base and Customer Portal for WFP employee requests globally.</p> <p><u>For further details see Annex A Investment Case 4.3.1 – Expand AskHR.</u></p>
49	Improve employee data management	<ul style="list-style-type: none"> <li>• Investigate requirements and corresponding options to expand staff data beyond the needs of HR operations and improve the reporting/access mechanisms through liaising with other functions</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate and up-to-date cross-functional staff information is available</li> <li>• Enabling prompt decision-making with shortened response time at times of emergencies</li> <li>• More efficient support on staff safety and security available in various functional areas</li> <li>• <b>No FFP funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>The initiative was not tackled as a separate project, however action was taken in other initiatives such as WFP Self-Service, e-Recruitment and the extension of the Local Staff Transfer Project to streamline, standardize and automate processes for managing local staff in the field.</p>

## Security

	Recommendation	Description	Likely Impact and FFP Funding	Comments
50	Analyse and develop accountable, needs-based WFP field security budget	<p>Develop a budget to meet WFP's field security needs by:</p> <ul style="list-style-type: none"> <li>Assessing current security spending across WFP and the United Nations Department of Safety and Security (UNDSS)</li> <li>Working with RM to determine a funding mechanism and design a budget model</li> <li>Creating tools to help country offices budget accurately</li> </ul>	<ul style="list-style-type: none"> <li>Develop an understanding of how much WFP spends on field security (across WFP and at UNDSS) and what drives those costs</li> <li>Develop a budget model with the flexibility to shift security resources across WFP according to needs</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>A security budget database was initiated in Regional Bureau for Asia and the Pacific (RBB) and used to produce a funding report for all the country offices in the region 2014. The model was then rolled out to the other regional bureaux during 2015</p>
51	Develop security expertise and a career management process for the Field Security Division (RMQ)	<ul style="list-style-type: none"> <li>Build a learning programme so that all WFP staff understand their security responsibilities and the changing role of RMQ</li> <li>Provide a career management process for RMQ staff to ensure they are equipped to support WFP operations</li> </ul>	<ul style="list-style-type: none"> <li>All WFP staff have the security risk management awareness and the skills development to effectively design and implement operations</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>A gap analysis for security officer training undertaken however, activities related to career path has not progressed significantly beyond initial career mapping.</p>
52	Restructure the Field Security Division (RMQ) information management for end users	<ul style="list-style-type: none"> <li>Redesign the current RMQ information management structure and products to better support client needs and operations, and to better reflect current information flows across WFP</li> </ul>	<ul style="list-style-type: none"> <li>Staff have the accurate, timely, and relevant contextual information and analysis they need to make operations decisions</li> <li>Security-related information flows across WFP reflect needs and are not duplicative</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Partially Addressed</b></p> <p>The activities related to "assess information flows", options for structure/reports and "consulting stakeholder" were started but not fully implemented because of staff shortages and other priorities.</p>



Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
53	Improve Security Risk Management (SRM) integration into project design /implementation process	<ul style="list-style-type: none"> <li>Adjust the programme design and implementation process at key steps to ensure security staff and SRM methodology are enabled to positively contribute at country office, regional bureau, and Headquarters levels</li> </ul>	<ul style="list-style-type: none"> <li>Improve programme design, implementation and outputs by ensuring security and programme staff collaborate closely on operations</li> <li>Reduce delays and constraints in programme design and in the implementation process</li> <li><b>USD 200,000 (2014) + USD 195,000 additional</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Decision-making authority has been delegated from Headquarters to regional bureaux giving the Regional Security Officers increasing responsibility for the decision-making process at regional bureau and country office level.</p> <p>Application of SRM is now an integrated part of the project cycle and has led to cost savings from reduced post-factum security measures, security actions and programme adjustments.</p>
54	Develop communications plan to broaden awareness of SRM	<ul style="list-style-type: none"> <li>Build a WFP-wide communications strategy so that all staff understand their security responsibilities, how to use SRM methodology and the changing role of RMQ.</li> </ul>	<ul style="list-style-type: none"> <li>A WFP-wide “culture of security” to further mitigate risks and support better and safer operation.</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Strengthening the Security Assistance Missions (SAMs) in terms of approach and frequency to help implement Security Risk Management at field office level.</p>
55	Assess and enhance security-related liaison capacity at Headquarters/New York	<ul style="list-style-type: none"> <li>Create a single point of responsibility for all WFP security-related liaison, in order to strategically position WFP within the Department of Peacekeeping Operations (DPKO) and the UNDSS, to impact policy/decision-making and improve accountability</li> </ul>	<ul style="list-style-type: none"> <li>Clear ownership and responsibility for security-related liaison to ensure WFP is “at the table” to influence policies and programmes at cross-agency forums</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>Enhanced partnerships with external parties on humanitarian access negotiation (e.g. UNHCR, the International Committee of the Red Cross (ICRC), and Médecins Sans Frontières (MSF) to enhance WFP’s knowledge in humanitarian access and to strengthen WFP’s role as one of the leading organizations in humanitarian access.</p>

Annex B - Progress in addressing BPR Recommendations

	<b>Recommendation</b>	<b>Description</b>	<b>Likely Impact and FFP Funding</b>	<b>Comments</b>
56	Conduct external review of current WFP security practices	<ul style="list-style-type: none"> <li>Hire an external firm to assess how private sector organizations in similar circumstances to WFP protect their staff and assets, and to identify improvements for WFP</li> </ul>	<ul style="list-style-type: none"> <li>WFP's security practices are up-to-date with current standards and innovations</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Not Addressed</b></p> <p>Initiative not implemented because of funding constraints.</p>
57	Strengthen preparation for staff in high-risk duty stations	<ul style="list-style-type: none"> <li>Develop political and cultural training for staff heading to high-risk duty stations so that they are adequately prepared for the challenges they will face</li> </ul>	<ul style="list-style-type: none"> <li>Staff have the skills and context they require to design and deliver safe and effective programmes</li> <li><b>No FFP funding</b></li> </ul>	<p><b>Recommendation Addressed</b></p> <p>A consultant was recruited who reviewed and revised existing training material and prepared new material based on a needs analysis The report was then handed over to HR for inclusion via the Learning Management System (LMS) in their on-boarding and reassignment pages.</p>

## Annex C: Findings of the External Review

### Introduction

In November 2016, Ernst & Young (EY) carried out an External Review by investigating three Fit for Purpose investments and exploring views and opinions of key stakeholders.

In particular, the objectives were to analyse data collected through interviews, focus groups and documentary reviews to draw up a report for each focus area.

Based on the 58 Fit for Purpose Investments, EY selected 3 different sized investments (Medium, Low, and High), according to the following criteria:

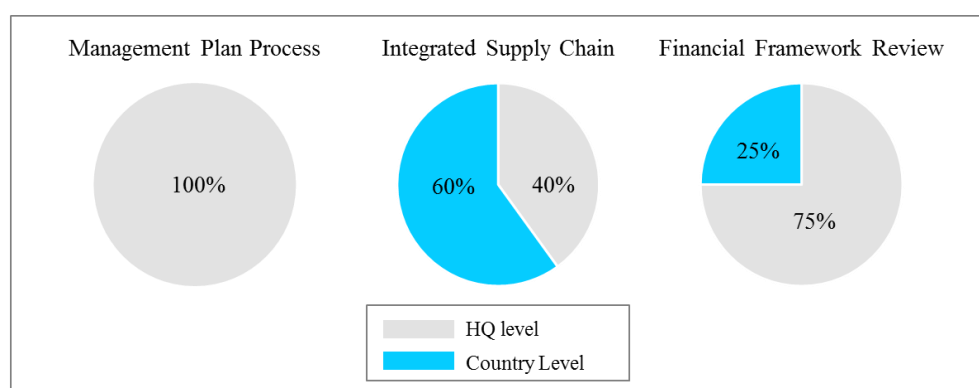
- selection of investments within the two most significant Management Results Dimensions (MRDs) in terms of investment coverage: Accountability and Funding, and Processes and Systems, which represent 26 and 30 percent of total investments, respectively;
- selection of at least one wide-ranging project, in terms of people impacted; and
- selection of projects focusing on topics in which EY has expertise, but has not previously supported WFP on.

After preliminary discussions with WFP concerning the above-mentioned criteria, the following investments were selected:

- “Upgrade of Management Plan Process” – low investment with wide impact;
- “Strengthening WFP Integrated Supply Chain Management” – medium investment in an area where EY has strong experience; and
- “Financial Framework Review” – high investment.

During the engagement, the External Review team:

- carried out over 25 interviews with key actors involved in and impacted by the three investments, from Headquarters, regional bureaux and country offices. The figure below shows the balance between Headquarters and country-level staff interviewed for each investment;



- conducted an interactive workshop for each review focus area aimed at consolidating and sharing findings gathered during the interviews. During these interactive group sessions participants exchanged their experiences, expectations, perceptions, beliefs, ideas, and points of view. To avoid bias because of group dynamics, individual participants were encouraged to share their own opinions and experiences;
- analysed the findings from each interview/workshop, alongside other documentation available.

The following pages provide a summary of the findings of the external review.

## ***Focus Area 1: Upgrade of the Management Plan Process***

### **Introduction**

The investment of USD 136,595 was requested to support the preparation of the Management Plan (2014–2016) which would begin the operationalization of the Strategic Plan (2014–2016) and continue to implement the next phase of Fit for Purpose. The objective was to improve accountability by moving WFP closer to performance-informed budgeting, triennial budgeting and capital budgeting.

### **Context**

Before the investment, WFP lacked a single process for the corporate review of proposals for investment. Proposals presented during the management planning process were reviewed by senior management for PSA funding. This review was separate from discussions on the use of extra-budgetary funds. Moreover, investment requests for PSA funding were provided in many different, non-standardized formats and did not always contain the necessary information to enable effective end-to-end investment management.

This Fit for Purpose investment aimed to rationalize this process by gathering standardized investment information through standardized investment cases, which were prioritized by divisions. This would allow for the prioritization of investment by senior management and promote efficient investment management irrespective of the eventual source of funding.

### **Main outcomes of the investment:**

- Introduction of a standard Investment Case Template for all funding requirements submitted to WFP’s Senior Management and the Strategic Resource Allocation Committee (irrespective of the source of funds) and a standardized Management Plan Process (including timelines).
- Introduction of an enhanced Management Plan featuring a Prioritized Plan of Work based on anticipated funding available.
- A major shift to performance-informed budgeting.

### **Main findings**

- The Investment Case Template introduces a standard format for all investments seeking funding and represents a valuable tool to inform senior managers’ decision-making based on comparable information. The introduction of standardized processes and the Investment Case Template has enabled greater:
  - Prioritization
  - Traceability
  - Accountability
- The new process for preparing the Management Plan established a way of involving the different actors – the Budget and Programming Division, budget owners, investment owners, Strategic Resource Allocation Committee (SRAC), and the Executive Director — increasing synergies and comparability across the organization. The baseline budget is now connected with and driven by the Annual Performance Plans produced by each budget holder, contributing to performance-informed budgeting. The standard format helps the SRAC identify and support investments that are linked to the achievement of Strategic Objectives, or the mitigation of key corporate risks.

- The establishment of a standard template presents an opportunity for WFP to introduce formal reporting on investment performance. This would allow WFP to assess the ability of divisions and offices to deliver on investments when considering future requests. Such a feedback system, based on accountability, can help further improve investment prioritization.
- While there has been a clear change in the mindset of staff in preparing investments, more guidance is needed. Formulating and using appropriate Key Performance Indicators (KPIs), reporting on Return on Investment and greater budget responsibility are key elements of a structured Management Plan process which includes performance-informed budgeting, and are concepts that the organization is learning progressively. It is important to continue making an effort in communication and training to sustain this change.

**Tangible aspects:**

***Increasing accountability by moving closer to performance-informed budgeting***

**Achievements:**

- The accountability and traceability of investments has increased thanks to the introduction of the Investment Cases.
- The Management Plan is now connected with the Annual Performance Plans of Divisions and Offices, contributing to performance-informed budgeting.
- The Annual Performance Report has included some reporting on the outcome of investment cases related to Fit for Purpose in 2013 and 2015.

**Possibilities for improvement:**

- Currently, the Management Plan does not include a review of ongoing and past investments as the timing of the preparation of the Management Plan (i.e. six months before the end of the year) makes this impractical. WFP should consider including systematic reporting on the outcome of investments in the Annual Performance Reports.
- Monitoring activities for investments are not adequately structured or standardized. There is an opportunity to define periodic reporting for the divisions that receive funds, to keep track of money spent in relation to the achievement of objectives.
- There is an opportunity to improve the structure of the Investment Case Template by giving visibility to staff costs thereby enabling divisional planning and tracking of staff costs.

***Prioritization***

**Achievements:**

- Investment requests are initially prioritized through the division submissions.
- Divisions are requested to build 5 percent “churn” into their budgets at the outset of the planning process; these funds are then used to fund activities prioritized by Senior Management.
- Investment proposals are examined by the Strategic Resource Allocation Committee, before being submitted to the Executive Director for final approval.

***Triennial Budgeting***

- Triennial budgeting, accompanied by a good funding forecasting ability is a plus for the organization.

### ***Improving the quality of the Management Plan (2014–2016) and process***

#### **Achievements:**

- The Management Plan process has been standardized with a more structured involvement of Senior Managers through the Strategic Resource Allocation Committee.
- The Management Plan now presents a more realistic forward-looking plan of work with the inclusion of a Prioritized Programme of Work based on anticipated funding. This provides a more realistic basis for assessing how Strategic Objectives will be reached.
- The introduction of further consultation steps with the Executive Board during the Management Plan preparation process throughout the year helped to increase the involvement of the Board on key planning decisions before detailed drafting commences. This has therefore helped to minimize the work involved in revising the planning document.

#### **Possibilities for improvement:**

- Training and preparation for submission of inputs to the Management Plan could be improved through more regular communication.

#### **Stakeholder reactions**

**Impact on day-to-day work:** Although the preparation of the investment cases is a time-consuming activity, there is a common understanding by stakeholders that the new approach helps to improve the Management Plan process in terms of time and efficiency. Before the introduction of the Investment Case Template and related guidelines, information provided by the divisions was unstructured and did not contain the necessary information to prioritize the investments or indicators that enable monitoring;

**Perception of added-value:** Given the relatively small size compared to the average of the investments under Fit for Purpose and the fact that the achievements of the investment were mainly intangible, the change it has brought is felt to be very wide and ranges from the staff members of budget holding divisions involved in the preparation of budget request submissions, to the SRAC deciding on the prioritization of investments;

**Communication/training:** Resource Management Department (RM) held Budget Holder Information Sessions to take divisions through the new Management Plan Process, and both RM Budget and Programming and RM Performance Management and Monitoring staff were available to support with issues on a one-to-one basis as needed. Communications were made throughout the organization announcing the beginning of the process and the related deadlines. Nevertheless, stakeholders interviewed considered that guidance on the preparation of investment cases could be improved through more support throughout the completion process.

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## ***Focus Area 2: Strengthening WFP Integrated Supply Chain Management***

### **Introduction**

The investment of USD 1.2 million aimed at setting up a dedicated capacity to drive the strengthening of WFP's integrated Supply Chain Management (SCM). Planning, sourcing and delivery processes account for the bulk of the organization's activities and resources, and therefore present both the greatest risks and opportunities. The key challenges faced in managing WFP's Supply Chain (SC) can be summarized as follows: i) a lack of common SC strategic vision and goals; ii) a reactive versus planning based approach to the management of SC operations; iii) insufficiently integrated end-to-end SC processes; iv) a fragmented and sequential decision-making process that does not foster collaboration and accountability; v) limited visibility and control over SC hampers decentralization to country offices in a strategically coherent way.

### **Context**

- The institutionalization of SC management in WFP originated from the outcomes of the Business Process Review (BPR). Seven recommendations were developed related to different areas of SC management. The Logistics Development Unit (LDU) was mandated to support the Assistant Executive Director for Operation Services in implementing the BPR recommendation 'Institutionalization of Supply Chain Management', by focusing on the development of a strategy, structural platforms and tools to support evidence-based decision-making and a collaborative mindset. The vision for integrating SC from the strategy, structure, process and people perspectives resulted in the establishment of a Supply Chain Division and merging of the Logistics and Procurement functions.
- The Supply Chain Management Working Group (SCM-WG) for L3 emergencies brings together the senior managers and technical experts from key functions (Programme, Budget and Programming, the Global Commodity Management Facility (GCMF), Donor Relations, Procurement and Logistics). Under the leadership of the Assistant Executive Director for Operation Services and most senior leaders at the country office and regional bureau level, this cross-functional team supports country offices and regional bureaux in planning and coordinating L3 operations. For several years, LDU has been providing advanced analytics and secretariat support to the SCM-WG in all L3 emergencies.

The collaborative cross-functional, forward-looking and evidence-based approach to SCM through the SCM-WG, demonstrated tangible benefits in L3 emergency contexts: SC lead times were cut, the use of advance financing maximized efficiency and costs were reduced. The approach to L3 emergencies served as a template for the institutionalization and integration of SCM in WFP.

In line with BPR outcomes and as part of SC organizational redesign, LDU carried out a supply chain capability review and identified main gaps. A key recommendation was to implement Sales and Operations Planning to WFP operations. This led to the development and incubation of WFP's SC planning capabilities under LDU's lead (process, tools, planning unit, planner profiles and skills). Similarly, performance management was identified as a major capability gap. A Supply Chain Performance Management Framework was therefore developed and key SC KPIs identified.

In order to facilitate SC planning, visibility and optimization, several SC solutions have been developed and incubated by the LDU (most notably: SCM Dashboard, Optimus, and the Supply Chain Import Parity System (SCIPS). A pro-bono partnership with Quintiq, a leading planning and optimization software firm, was kicked off in 2016 to roll out an advanced operational planning solution over three years.



Over the period of the investment case, extensive support was provided to regional bureaux and country offices to set-up regional SCM-WG structures, build local capabilities and skills, support operational planning and drive advanced SC analytics and optimization initiatives (for example optimization missions in the Syrian Arab Republic, Iraq, Yemen, Mali and Ethiopia, and planning support to WFP's Regional Bureaux in Cairo, Johannesburg, Dakar and Nairobi). To support corporate scaling up of nutrition-based interventions, a manual for SC management of specialized nutritious food (SNF) was developed across functions and disseminated to all WFP offices, including partners in other organizations. A specialized nutritious food training of trainers programme was delivered to participants from all regional bureaux.

**Main outcomes of the investment:**

Integrated SCM brought a new operational approach, supported by evidence-based decision-making tools and platforms such as the SCM-WG that brings together senior managers from the key functions in WFP.

**Main findings**

Thanks to the increased integration between functional areas, a cross-functional approach to SC management, the design of SC tools and cross-functional SC operational support, country offices have become the core point of the SC process. Furthermore, by enabling joint planning and operations management, the SCM-WG demonstrated major performance improvements.

Innovative tools have been developed to support SC visibility, planning and optimization. Through the SCM Dashboard, information is aggregated from country offices and functional units in Rome Headquarters – Programme, Resource Management, Donor Relations, Procurement, and Logistics – to provide the end-to-end overview of a L3 emergency and support senior management operational decision-making.

- The LDU has developed the SC KPI framework and dashboard using the industry standard Supply Chain Operations Reference (SCOR) model. One challenge for the organization is to fully implement an SC performance management system. This requires an integrated data management platform. Availability of high quality data will allow to bring SC performance and advanced analytics to scale.

LDU activities influenced the collaborative mindset within SCM: cross-functional collaboration was achieved through the SCM-WG, planning group and other collaborative cross-functional platforms. The tools developed in support of integrated SCM demonstrated how a collaborative and end-to-end approach to SCM supports operational objectives. For example, the SCM Dashboard for an L3 emergency requires inputs and collaboration from key business functions. The fact that the SCM Dashboard was institutionalized as a corporate tool for SCM in L3 operations and its automation requested by the executive, senior and technical levels shows the acceptance and recognition of a cross-functional collaborative mindset. Furthermore, the institutionalization of the SCM-WGs across corporate levels, cross-functional groups for global SC planning and the established role of LDU as a facilitator demonstrate the impact the new concept and approach to SCM had on the organization.

**Box 1: Syria case**

- Before applying an integrated approach to SC, lead time variability for WFP's Syria operation was high ranging from 2 to up to 14–16 weeks. Through the SCM-WG, Procurement gained visibility on demand, and on exact needs. This enabled Procurement to establish innovative agreements and partnership with suppliers. Together with Shipping and Logistics forward-looking operational plans could be designed, allowing to reduce lead times first to 8 weeks, then to 6 weeks and in some cases to 4 weeks. The end-to-end SC integration provided visibility, availability of data and intelligence, enabled advanced analytics and optimization of food baskets and the delivery network resulting in significant reduction in lead time variability and approximately USD 20 million were saved.

**Box 2: Iraq case**

- LDU developed and piloted an optimization solution to help design food assistance interventions and SC networks. The Optimus solution's powerful algorithms allow to simultaneously optimize food baskets (nutritional value, choice of commodities and ration sizes), transfer modalities (in-kind food deliveries, cash-based transfers, hybrid responses) within supply chain (lead times, capacities) and budget constraints. Optimus helps to simulate programme scenarios from an SC perspective to continuously improve WFP's design responses and to subsequently maximize the impact of every dollar invested. The tool was deployed in Iraq to identify the most cost-effective food baskets in a situation of funding shortfalls. Savings of USD 1.1 million per month based on cost reduction of USD 2.24 per beneficiary per month (equivalent to a cost reduction of 17 percent) were implemented as a result of the SC optimization while the nutritional value of the food basket was maintained.

**Tangible aspects:**

***Supply Chain strategic integration***

**Achievements:**

- Improved collaboration between core functions and corporate levels thanks to the institutionalization of the SCM-WG.
- LDU acts as 'integrator' by supporting cross-functional teams across corporate levels to optimize operations through advanced analytics and coordination.
- Supported the creation of a Supply Chain Division, vision, strategy, objectives and KPIs. Incubated the SC Planning Service within WFP's new Supply Chain Division.

**Possibilities for improvement:**

- Procurement and shipping integration is in progress.

### ***Supply Chain process and systems***

#### **Achievements:**

- Newly developed planning and optimization tools (Optimus and Quintiq) support country offices in designing the most cost-effective SC plans and networks;
- Institutionalization of the SCM Dashboard in L3 emergencies and automation of the solution to empower all country offices.

#### **Possibilities for improvement:**

- Data management is improvable. An SC master data project needs to be kicked off if WFP intends to sustain and scale up evidence-based management of its operations;
- Cost savings or lead time deduction calculations are currently not available;
- Integration between SC IT tools with other IT tools.

### ***Supply Chain staff development***

#### **Achievements:**

- SCM-WG fosters a collaborative mindset, transparency, and enables operational planning and implementation across functions and levels;
- Built and incubated planning and advanced analytical skills in Headquarters and selected regional bureaux.

#### **Possibilities for improvement:**

- Operational staff need more time to work on integration, in terms of learning and development.

### ***Cross-functional Supply Chain operational support***

#### **Achievements:**

- Advanced analytics enable evidence-based decision-making for operational design and implementation.
- Single source of information provided by the SCM-WG and the SCM Dashboard provide a clear picture of operations and improve decision-making.
- Improved decision-making and accountability for food procurement through the SCIPS tool.
- Thanks to better demand and operational visibility, long-term agreements could be established for the Syria operation (defined price, low risk, no upfront investment).
- Optimization missions in the Syrian Arab Republic and Iraq led to significant cost reductions.

#### **Possibilities for improvement:**

- Lack of funds/resources to scale up the approach corporately and further empower country offices.

### **Perceptions of the stakeholders**

**Impact on day-to-day work:** The perception is that this investment has facilitated and improved vertical and horizontal collaboration creating synergies and collaboration. The creation of cross-functional teams through the institutionalization of the SCM-WG has brought together senior leaders from all functions, regional bureaux and country offices, enabled joint planning and better operations management.

**Perception of added-value:** The investment has changed the way of managing and leveraging the information for operational decision-making and introduced new tools and platforms for SC end-to-end management. Currently, the use of advanced analytics enables effective decision-making, bringing time and costs savings mainly through improved planning and visibility.

**SC mindset and skills:** There is a general perception that there is still an effort to be made in developing SC people. In fact, the effective implementation of communication and training represents one of the key challenges to strengthen integrated SC management across WFP.

### ***Focus Area 3: Financial Framework Review***

#### **Introduction**

The objective of the Financial Framework Review (FFR) is to maximize operational effectiveness through realistic financial planning, enhanced accountability, streamlined processes and harmonized financial and results frameworks. A total of USD 10.85 million (of which USD 5.85 million was funded by Fit for Purpose: Accountability and Funding) has been invested in the Financial Framework Review through three streams:

- 2013: USD 250,000 for Managers’ Performance and Accountability;
- 2015: USD 3.1 million for FFR Component 3: Accountability;
- 2016: USD 7.5 million for Financial Framework Review (USD 2.5 million funding by Fit for Purpose and USD 5 million from the Strategic Resource Allocation Committee).

The investments and the expected outcomes are in line with the Fit for Purpose objectives including: putting the people we serve at the centre; providing evidence and accountability for results; and providing transparency, providing value for money and accountability for all resources.

#### **Context**

The old financial framework did not make WFP demonstrably “Fit for Purpose” as decision-making authority in field offices was constrained and accountability for results was hampered due to the input-oriented nature of the structure and the absence of links between resources obtained and results achieved. Its form did not effectively support the implementation of the Country Strategic Plan Framework.

The complexity of this framework leads to lack of coherence among the planning, management, costing and expenditure of operations. Outside WFP, it creates perceptions of lack of transparency in identifying cost drivers and articulating results.

The new financial framework delivered a country portfolio budget structure in 2016 to support operationalization of the Strategic Plan (2017–2021) in the field through country strategic plans. The resource-based planning work stream rolled out the resource-based implementation plan template and platform to all country offices in 2016. Macro-advance financing was piloted and any potential gains in efficiency will be assessed in 2017.

During its Second Regular Session in November 2016, the Executive Board approved the principles to guide the introduction of pilot Country Portfolio Budgets in 2017 and the finalization of the country portfolio budget structure.

#### **Main expected outcomes of the investment**

##### **Budgeting for operational effectiveness**

- Reduce internal fragmentation, simplify processes and maximize transparency, flexibility and accountability. It will deliver the Country Portfolio Budget (CP Budget) structure and is aligned with the country strategic planning approach.
- Enables cost savings via a process improvement or increased productivity.
- Evaluates positively the Country Portfolio Budget (flexibility, informative, transparent, and easy to retrieve/extract data).
- Country Portfolio Budget addresses donors’ requirements and increases transparency for donor reporting on activities.

### **Resource-based planning**

- Standardizes implementation plans – previously called resource-based plans – at the country office level to improve planning and performance management.
- The new cost structure will enable managers to view detailed costs items according to the harmonized United Nations cost categories. This will facilitate joint planning, reporting and clearer comparison with other organizations.
- If implemented/approved, roles like budget and programming transferred from Headquarters to country office level simplifying country office work (before programming and expenditure reporting done at Headquarters level). Currently only programming is delegated.

### **Macro-advance financing:**

- Macro-advance financing provides aggregated budget authority for country offices early in the process to reduce the effects of fragmented funding streams, increase the predictability of resources and maximize efficiency and effectiveness.
- Activities to strengthen WFP's management culture and align its funding structures, staffing and resources towards maximum beneficiary impact.

### **Perceptions of the stakeholders**

#### **Added-value:**

The overall perception is that this change is leading WFP in a fiscally responsible direction. In fact, the new Financial Framework will “force” programme or activity managers to be more conscious of the financial impact of what they do to control their budget. In the past this was not emphasized and the risk of inefficient expenditure management was high. With the new structure of the budget, managers will have to tailor their implementation to be more effective.

#### **Challenges:**

- Open-mindedly assessing and learning from issues that might arise with the countries piloting the new Financial Framework from March 2017.

### **Impact on day-to-day work**

***The people we serve and country offices at the centre:*** The change will have a strong impact on daily work both at Headquarters and at country level: activities will be delegated to country level, putting country offices at the centre of WFP's work. This is perceived as a great opportunity in terms of increased flexibility for the country offices. In fact, the new Country Portfolio Budget structure allows to move funding amongst cost components without a budget revision.

***Reporting activities versus donors:*** The new structure of the budget will allow to easily extract relevant information to report to donors, improving transparency and eventually increasing their commitment.

**Challenges:**

- Accompanying the change with efficient people skills allocation and responsibility redefinition. In particular, managers in country offices will require a new set of skills encompassing strategy, planning, resource management and finance. Currently, WFP is defining a strategy to cover such necessities.
- Reconfiguring the existing tools and platforms to enable the defined blueprint.

**Driving the change:**

**Communication/training:** The overall perception is that the change was implemented through a horizontal and vertical dialogue between Headquarters, regional bureaux and country level. Learning was multi-directional: Headquarters engaged with a team of consultants to provide technical support, along with key trained staff at the regional bureaux. Best practices belonging to country offices were being shared with other countries.

**Challenges:**

- Assessing the new skillset required by the different managers in country offices and providing tailored training.
- In order to assure sufficient technical support during the roll-out period, it is crucial to find the best way of transferring and replicating knowledge of skilled resources involved on the prototypes.
- System configurations: there is widespread apprehension about how budget operations will actually change (e.g. Jordan). Some countries have been exposed to the test environment, but others (e.g. Bangladesh) still have a need to clarify operational doubts.

**Box 3: Zimbabwe case**

- For several years, Zimbabwe has used the “old” corporate budgeting system and faced a number of challenges and issues around the system itself. During the prototype, Budgeting for Operational Effectiveness (BOE) was implemented successfully through a bottom-up approach. A team from Headquarters went to the country office and assessed the office’s necessities by gathering its opinions on how the corporate framework should be designed. From there on, the whole structure started developing. Three positive aspects clearly stood out:
  - Headquarters was able to provide adequate technical capacity.
  - Presence of a very talented and competent national staff.
  - Strong staff motivation and engagement.
- There was awareness that the BOE would enable the country to eliminate one of the factors relating to resource constraints: lack of transparency impacting negatively on donors’ perception.
- **Transparency and reduction of reputational risk and skills development:** Zimbabwe is one of the countries with the most stringent operating environment. Even if donors are contributing, they are very sensitive with regard to how contributions are utilized. It is crucial to ensure that donor contributions are actually delivered in a way that donors would feel satisfied. The new framework enabled:
  - To demonstrate to donors the ability to deliver, and that the operations were cost effective;
  - Staff to develop their skillset and harness their potential in a new context.
    - **Opportunities:**
  - Development of **management and leadership skills** to complement the technical skills available.
  - **Tools development:** the system has to be configured to allow the blueprint to function.
  - **Macro-advanced financing:** 75 percent of in-kind contribution makes it difficult for Zimbabwe to apply macro-advanced financing. The development of a country strategic



## **List of Acronyms**

<b>APR</b>	Annual Performance Report
<b>BCM</b>	Business Continuity Management
<b>BOE</b>	Budgeting for Operational Effectiveness
<b>BPR</b>	Business Process Review
<b>C&amp;V</b>	cash and vouchers
<b>CBF</b>	Capital Budgeting Facility
<b>CBT</b>	cash-based transfer
<b>COMET</b>	WFP's country office tool for managing effectively
<b>CPAP</b>	Country Programme Action Plan
<b>CPS</b>	Corporate Partnership Strategy
<b>CRM</b>	Customer Relationship Management
<b>CSP</b>	country strategic plan
<b>DoA</b>	delegation of authority
<b>DPKO</b>	Department of Peacekeeping Operations
<b>DRO</b>	donor relations officer
<b>DRR</b>	disaster risk reduction
<b>ECP</b>	Expenditure Certification Process
<b>EMG</b>	Executive Management Group
<b>EMOP</b>	emergency operation
<b>ESS</b>	Employee Self Service
<b>ETC</b>	emergency telecommunications cluster
<b>EU</b>	European Union
<b>EVP</b>	Employee Value Proposition
<b>EY</b>	Ernst & Young
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FFP</b>	Fit for Purpose
<b>FFR</b>	Financial Framework Review
<b>FLA</b>	Field-level Agreement
<b>FoodSECuRE</b>	Food Security Climate Resilience facility

<b>FSP</b>	Financial Service Provider
<b>GCNF</b>	Global Child Nutrition Forum
<b>GRC</b>	Governance Risk and Compliance
<b>GSS</b>	Global Staff Survey
<b>HR</b>	Human Resources
<b>IASC</b>	Inter-agency Standing Committee
<b>IATI</b>	International Aid Transparency Initiative
<b>IFAD</b>	International Fund for Agricultural Development
<b>IRM</b>	Integrated Road Map
<b>IT</b>	information technology
<b>ITS</b>	Invoice Tracking System
<b>KM</b>	knowledge management
<b>KPI</b>	key performance indicator
<b>LDU</b>	Logistics Development Unit
<b>LESS</b>	Logistics Execution Support System
<b>LMS</b>	Learning Management System
<b>LNA</b>	Learning Needs Assessment
<b>LTSH</b>	landside transport, storage and handling
<b>M&amp;E</b>	monitoring and evaluation
<b>MIC</b>	middle-income country
<b>MP</b>	Management Plan
<b>MPO</b>	Micro Purchase Order
<b>MRD</b>	Management Results Dimension
<b>MRE</b>	monitoring, reporting and evaluation
<b>MSLS</b>	Monthly Subsistence Living Sum
<b>MSS</b>	Managers Self Service
<b>mVAM</b>	mobile vulnerability analysis and mapping
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NGO</b>	non-governmental organization
<b>ODR</b>	Organizational Design and Realignment

<b>ODT</b>	Organizational Development Team
<b>OM</b>	Operations Management Department
<b>PACE</b>	Performance and Competency Enhancement
<b>PCD</b>	Partnership for Child Development
<b>PCM</b>	programme cycle management
<b>PG</b>	Partnership, Governance and Advocacy Department
<b>PGC</b>	Partnership and Advocacy Coordination Division
<b>PGM</b>	Communications Division
<b>PGP</b>	Private Sector Partnerships Division
<b>PRC</b>	Partnership Resource Centre
<b>PRC</b>	Programme Review Committee
<b>PREP</b>	Preparedness and Response Enhancement Programme
<b>PRM</b>	performance risk management
<b>PRMM</b>	Performance and Risk Management and Monitoring
<b>PROMIS</b>	Performance Risk Organizational Management Information System
<b>PRP</b>	Programme Review Process
<b>PRRO</b>	Protracted Relief and Recovery Operation
<b>PSA</b>	Programme Support and Administrative (budget)
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBA</b>	Rome-based Agency
<b>RMAU</b>	resource management, allocation and utilization
<b>RMB</b>	Budget and Programming Division
<b>RMQ</b>	Field Security Division
<b>ROA</b>	Rapid Organizational Assessment
<b>RSO</b>	regional security officer
<b>SABER</b>	Systems Approach for Better Education Results
<b>SC</b>	supply chain
<b>SCIPS</b>	Supply Chain Import Parity System
<b>SCM</b>	supply chain management

<b>SCOPE</b>	System for Cash Operations
<b>SDG</b>	Sustainable Development Goal
<b>SNF</b>	specialized nutritious food
<b>SoD</b>	Segregation of Duties
<b>SPA</b>	Strategic Partnership Agreement
<b>SPA</b>	System for Project Approval
<b>SPR</b>	Standard Project Report
<b>SPRING</b>	Standard Project Report Intelligent Next Generation tool
<b>SRAC</b>	Strategic Resource Allocation Committee
<b>SRM</b>	Security Risk Management
<b>TOR</b>	terms of reference
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNDSS</b>	United Nations Department of Safety and Security
<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNJSPF</b>	United Nations Joint Staff Pension Fund
<b>UN SWAP</b>	United Nations System-Wide Action Plan on Gender Equality and Empowerment of Women
<b>VAM</b>	vulnerability analysis and mapping
<b>WCF</b>	Working Capital Facility
<b>WINGS</b>	WFP Information Network and Global System