



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Briefing on the COSMOS Critical Corporate Initiative

Executive Board Informal Briefing

2024 March

Contents



Context and background



Global Teams model

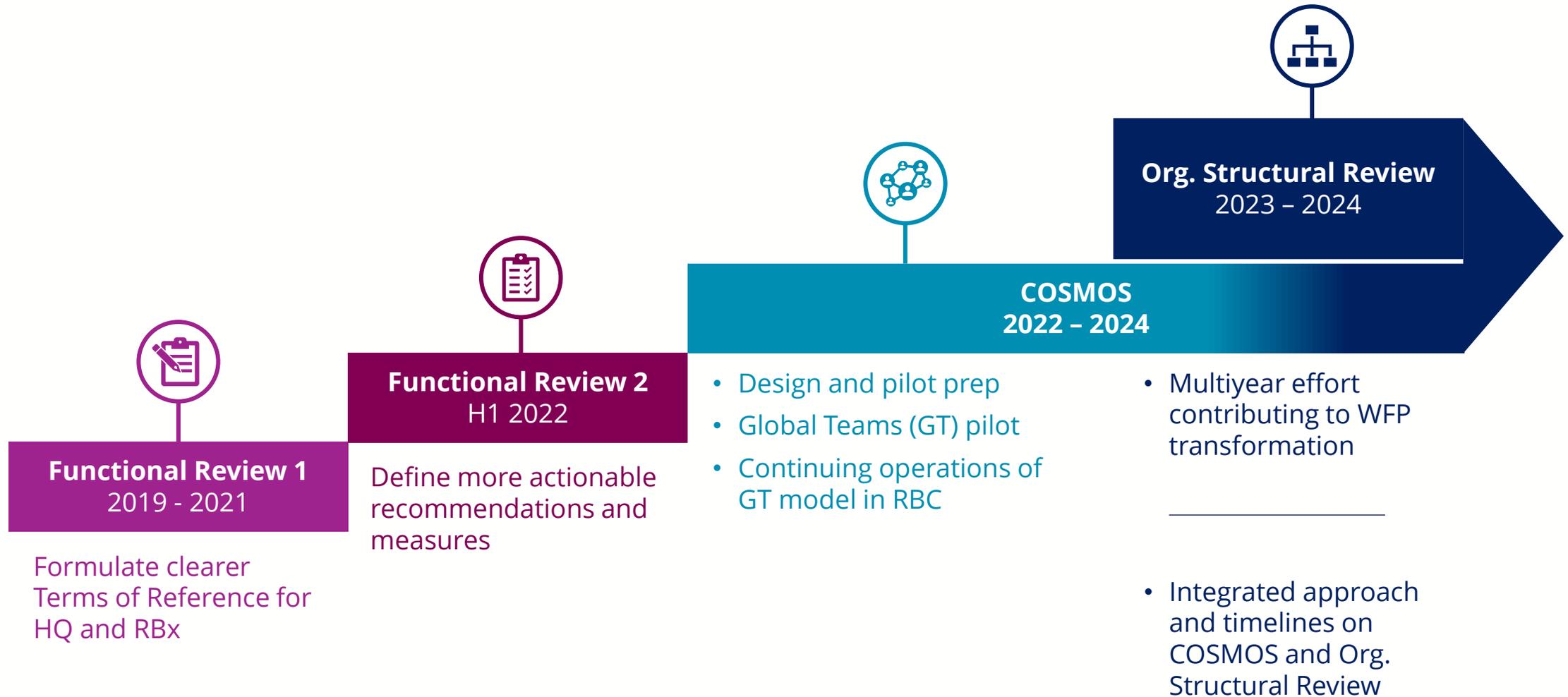


Pilot results and learnings



Next steps

Context and background



Objective

Propose and test an organizational model to provide more effective support to country offices through singular accountability for support being with global support functions

Guiding principles

- CSPs are at the centre to serve beneficiaries and are the primary driver
- Single accountability must be identified at all organizational levels
- Activities should be done once by one (set of) resource, in the right location at the right time

Issues that prompted the initiative

Pain points and challenges being addressed

COSMOS

Overlaps geographically (vertical) & between functions (horizontal)

Ambiguity in focal points, accountabilities and support offering

Complex processes and uncoordinated activities

Unclear accountability, including split between HQ and RBx

Organization Structural Review

Fragmentation, duplication, lack of coordination and ineffective governance

Lack of clarity of roles and responsibilities

Increased bureaucracy and lack of agility

Suboptimal allocation of resources across the organization

Unclear vision and prioritization of activities

Global Functions

Accountabilities:

- Accountable for support and ensuring optimal distribution of capacity
- Comprised of Global Teams and led by Functional Director with overall accountability for functional support

Features:



Global Teams



Focal Points



Catalogues



Functional Advisors

Expected outcomes and achieved outputs

Expected Outcomes

- Country offices access and receive direct and effective support
- Clear accountabilities
- CSP driven planning
- RDs strategic focus
- Maximized global capacity and agility

Achieved Outputs

- Simplifying access to support
- Upfront, defined functional accountability/offerings (support catalogues)
- Eliminating functional horizontal and vertical silos
- Reducing duplication and bureaucracy



COSMOS Pilot



- **Initiated in 2023**
- Three participating functional areas:
 - **Cash-Based Transfers**
 - **Technology**
 - **Supply Chain Operations**
- **15 country offices** in the Regional Bureau for the Middle East, Northern Africa and Eastern Europe (**RBC**)
- **Independent pilot assessment** by CPP¹

Pilot results and learnings

Simplified support structure

- Country offices, Global Team (GT) staff, and senior management are **benefitting** from the new model.
- Functions and GT are extremely positive about how the model **connects Country Offices to experts** and **reduces layers of bureaucracy**.
- Heads of Units, Country Office Leadership, and Functional Advisors see **improvements during emergencies** related to the GT model¹.

Clarification of accountabilities

- **Accountability lines were not always clear** for GT and RB staff.
- Questions raised at RB level about whether the **Functional Advisory role** would work better if the **accountability line ran to the RB** instead of the function.

Improved functional support planning

- **Functional support planning has likely improved** during the pilot, but more time and data is needed to assess the impact further.
- **Some evidence of cost-saving and cost-saving opportunities** as a direct result of the new model.

A man is seen from the back, wearing a dark blue vest with the World Food Programme logo and text. He is holding a stack of cardboard boxes wrapped in clear plastic. The background shows a clear blue sky and some green foliage. The text 'Pilot results and learnings: RBC' is overlaid on the image.

Pilot results and learnings: RBC

Pilot results and learnings: Pilot functions



CBT

Cash-Based Transfers

- More effective joint support in emergencies
- Direct availability of latest thinking and tools to COs
- Efficiencies (e.g., singular management structure)
- Higher quality and tailored normative guidance
- Single accountability improves assurance
- Smaller COs benefitting



SCO

Supply Chain Operations

- Greater strategic focus
- Enhanced agility
- More contextualized support
- Increased standardized explanation of guidance
- Harmonized and streamlined workplans
- Reduced direct support cost



TEC

Technology

- Delivery on functional accountabilities enabled
- Better support provision
- Improved understanding of CO contexts
- More insightful and tailored CO support
- Opportunities identified can be scaled globally
- Support needs and resource allocation trends

Additional pilot results and learnings

- Foster adherence to endorsed **guiding principles** for corporate initiatives
- Promote **outcome-based, single accountability**
- Reinforce **output-based planning framework**
- Build on synergies, **coherent management** of corporate initiatives
- Enhance **corporate Knowledge Management**
- Exploring **potential efficiency gains** and **resource optimization**

Next steps

- **COSMOS** results and learning to be a **major input** into the recently launched **Regional Review**
- An **integrated approach** is to be taken with COSMOS and the Organization Structural Review
- **2024 continuation** of the Global Teams model in RBC region **addressing the results and lessons learned** (accountability, reporting lines, capacities)

Thank you

Any comments or questions?

