ANNEX IV-B: REPORTING ON CRITICAL CORPORATE INITIATIVES

In 2015, the Executive Board of WFP endorsed the use of allocations from the PSA equalization account and the General Fund for CCIs. Since then, WFP has used critical corporate initiatives to strengthen its systems and workforce and improve the delivery of services for food-insecure people.

1. This annex outlines progress under the eight CCIs that were active in 2024.[1] Significant progress was made in various initiatives aimed at optimizing and enhancing organizational efficiency and effectiveness.

2. Table 1 presents a comprehensive list of all the CCIs active in 2024, detailing their cumulative budgets from the start of their implementation, along with a breakdown of the available budget and expenditures for 2024. The total amount of actual expenditures in 2024, including the commitments that were still open at the end of the year, across all CCIs, reached USD 73.1 million, with USD 34.6 million carried forward into 2025 for completing the targeted deliverables of the respective CCIs. The partial utilization of the funds available to CCIs in 2024 has been linked to various factors, including the need for project extensions to ensure the successful adoption and stabilization of initiatives, the impacts of the ongoing corporate reorganization and recruitment freeze, and delays in competitive tendering and procurement processes. These factors are elaborated on in the reports on individual CCIs in this annex.

Table 1: **Critical corporate initiative expenditures compared with approved budgets, 2024 and cumulative** *(USD million)*
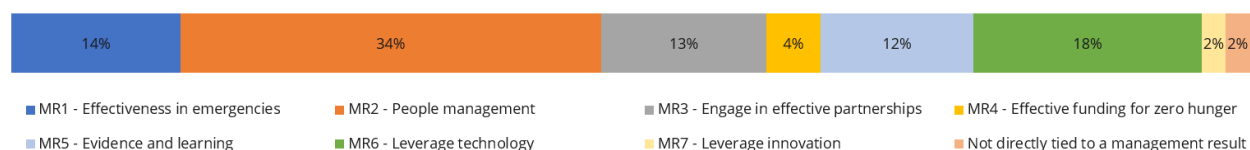
CCI title	Start year	Total budget from the start of the CCI until the end of 2024	Cumulative expenditures prior to 2024	2024 utilization*	2024 year-end balance
Termination indemnity fund	2021	10.0	1.3	1.5	7.2
Investing in WFP people	2022	79.3	48.0	20.4	10.9
Implementation of strategic plan and corporate results framework	2022	29.0	12.3	14.3	2.4
COSMOS	2023	6.2	2.0	2.5	1.7
UNSDG efficiency road map	2023	12.4	5.6	5.2	1.6
Monitoring, identity management and traceability	2024	20.8	-	12.2	8.6
Corporate process optimization	2024	12.4	-	10.9	1.5
Fit for future in a changed funding landscape	2024	6.9	-	6.1	0.8
Total		**177.0**	**69.2**	**73.1**	**34.7**

* Actuals include the amounts of outstanding commitments at the end of the year.

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[1] This annex focuses on the progress made in 2024; a report on progress made in previous years can be found in annex IV-B of the annual performance report for 2023.
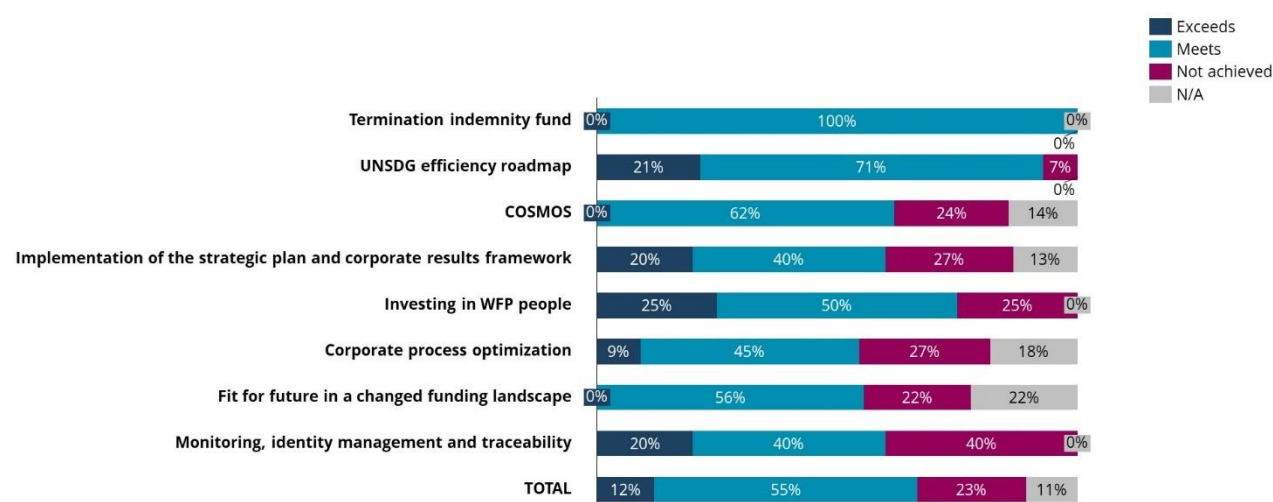
3.   During the planning phase, CCI activities and their respective budgets are each linked to one or more management result. Figure 1 illustrates the distribution of total CCI expenditures across the management results, showing their respective percentages of total CCI expenditures.

Figure 1: Shares of total critical corporate initiative budget utilization by management result

| 14% | 34% | 13% | 4% | 12% | 18% | 2% | 2% |

■ MR1 - Effectiveness in emergencies   ■ MR2 - People management   ■ MR3 - Engage in effective partnerships   ■ MR4 - Effective funding for zero hunger
■ MR5 - Evidence and learning   ■ MR6 - Leverage technology   ■ MR7 - Leverage innovation   ■ Not directly tied to a management result

4.   The overall performance of CCIs in achieving their specific objectives, as measured by the assigned KPIs, is illustrated in figure 2. The targets of 67 percent of the 84 KPIs were reported as being met or exceeded, while the targets of 23 percent were not met, based on the applied KPI assessment methodology.[2] The remaining 10 percent of KPIs have been revised and are marked as "delayed" because they are to be assessed after 2024 – the activities related to those targets will continue through 2025. The respective sections under each CCI in this report provide a comprehensive list of the related KPIs, including targets, year-end values, and relevant explanatory notes.

Figure 2: Status of key performance indicators for critical corporate initiatives, year-end values

Legend:
- Exceeds
- Meets
- Not achieved
- N/A

	Exceeds	Meets	Not achieved	N/A
Termination indemnity fund	0%	100%	0%	0%
UNSDG efficiency roadmap	21%	71%	7%	0%
COSMOS	0%	62%	24%	14%
Implementation of the strategic plan and corporate results framework	20%	40%	27%	13%
Investing in WFP people	25%	50%	25%	0%
Corporate process optimization	9%	45%	27%	18%
Fit for future in a changed funding landscape	0%	56%	22%	22%
Monitoring, identity management and traceability	20%	40%	40%	0%
TOTAL	12%	55%	23%	11%

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[2] Performance against KPIs is measured using a three-scale approach in which each KPI result is assigned a rating, indicating whether it *exceeds* the target – when the indicator value is at least 2.5 percent above the target; *meets* it – when the value is within a 2.5 percent deviation from the target; or *fails* to meet it – when the value is more than 2.5 percent below the target. KPIs with revised targets that are set to be measured later than 2024 are given a *delayed* status, while KPIs that are no longer relevant or that did not have an initial target for 2024 are not included.

Links to individual CCI performance updates in 2024:

1. COSMOS
2. Corporate process optimization
3. Fit for future in a changed funding landscape
4. Implementation of the strategic plan and corporate results framework
5. Investing in WFP people
6. Monitoring, identity management and traceability
7. Termination indemnity fund
8. UNSDG efficiency road map

1. COSMOS

Owner	**Department:** Deputy Executive Director and Chief Operating Officer **Division:** Deputy Executive Director and Chief Operating Officer Front Office						
Link to WFP corporate results framework for 2022–2025 management results	Effectiveness in emergencies	People management	Engage in effective partnerships	Effective funding for zero hunger	**Evidence and learning**	Leverage technology	Leverage innovation
	☐	☐	☐	☐	✔	☐	☐

Summary overview[3]

5.   The COSMOS initiative was formulated to optimize and simplify the support model for country offices by establishing single accountability for each output, and enhancing the design and delivery of CSPs. Built on WFP's best practices, the initiative has the aim of eliminating duplications and ambiguous accountabilities at the global headquarters level, thereby maximizing the effectiveness of support and resources for country offices. The global teams model was introduced to provide direct operational support to country offices, shifting accountability from regional directors and bureaux to a single accountable owner.

6.   In 2024, the scope of COSMOS was adjusted in line with the organizational structural review. Key changes included extending the timelines for implementing the COSMOS global teams model to synchronize them with those of the organizational review, postponing some of the global teams roll-out activities to 2025, and using part of the COSMOS CCI funding to accelerate phase 3 of the organizational review. WFP continued to implement the global teams model in the Middle East, Northern Africa and Eastern Europe region throughout 2024.

Budget utilization *(USD million)*

2024 key deliverable*	2024 available budget	Utilization (including open commitments)	Balance**
COSMOS	**2.9**	**1.3**	**1.6**
1: Fine-tuning of the global teams model within specific functions	0.5	0.1	0.4
2: Regional bureau readiness	0.4	-	0.4
3: Performance and success measurement	0.1	-	0.1

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[3] A report on progress under this CCI in previous years can be accessed here.

2024 key deliverable*	2024 available budget	Utilization (including open commitments)	Balance**
4: Change management and communication	0.3	-	0.3
5: Solution coherence and coordination of the initiative – by the Secretariat	0.2	0.1	0.1
6: Knowledge management and lessons learned	0.2	-	0.2
12: Target model validation	1.2	1.1	0.1
Business operation and organization strategic transformation (BOOST) project	**1.3**	**1.2**	**0.1**
7: Headquarters governance review	0.3	0.3	-
8: Implementation of division-level organizational structure	0.2	0.2	-
9: Definition of roles and responsibilities at central headquarters and the regional bureaux	0.5	0.4	0.1
10: Archetypes of regional bureau organizational structure	0.2	0.2	-
11: Country presence analysis phase 1 – desk review	0.1	0.1	-
Total	**4.2**	**2.5**	**1.7**

* The list of deliverables differs significantly from that in the management plan for 2025–2027 in order to incorporate activities linked to the transformation of WFP's organizational structure, referred to as the "business operation and organization strategic transformation (BOOST) project".

** Some deliverables have been delayed until 2025 in line with the implementation of the broader "one integrated global headquarters" model. The budget and deliverables have been adjusted accordingly.

Main achievements

7. The COSMOS initiative has made significant strides in refining the global teams model, incorporating lessons learned from the pilot phase, and compiling key insights and guidance to support decision making and inform subsequent phases of implementation. These refinements have ensured that the model is better aligned with broader organizational changes. In addition, the COSMOS initiative has been integrated into the organizational review process, adjusting timelines and approaches to support the corporate restructuring process and planning of the regional office configuration. Implementation planning has commenced, focusing on the development of a comprehensive plan for the roll-out of the "one integrated global headquarters" model.

8. Under COSMOS, robust governance and implementation structures have been designed, and performance measurement efforts have been enhanced through the revision of the results framework, based on feedback from pilot country offices and the findings of an efficiency analysis. Communication has been a key focus, and materials have been developed to ensure that stakeholders are kept informed throughout the pilot phase.

9. Following the diagnosis and field consultation phase with the six regional bureaux during the first two quarters of 2024, and the design of the target operating model for a coordinated global headquarters in the third quarter, the final quarter of 2024 was dedicated to handing over the consolidated deliverables and documentation of the BOOST project to the Change Management and Engagement team. These materials include a detailed final report on phase 3 of the

COSMOS initiative, providing information on the background, purpose, scope and approach of the initiative, and the outcomes of the diagnostic and design phases. The report also outlines the suggested implementation timeline and associated change management strategies; high-level terms of reference for the one global headquarters structure; clear rules of engagement between central headquarters and the regional bureaux; refined organizational structures for the regional bureaux, tailored to regional contexts; governance and coordination mechanisms; and terms of reference for functional offices, with clear divisions of labour between central headquarters and the regional bureaux. The comprehensive documentation aims to support the Change Management and Engagement team in effectively advancing the BOOST project into its next phases in 2025.

Status of key performance indicators

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: Fine-tuning of the global teams model within specific functions			
1 Expansion and completion of the target model based on the lessons learned from initial pilots	Fully achieved	Fully achieved (Meets)	The target model has been fully designed and has informed the design of the broader organizational one integrated global headquarters model, as announced by the Executive Director
2 Design of the model for all regional bureaux, along with implementation-readiness activities for pilot functions	2 regional bureaux	Not initiated (Delayed)	
3 Design of initial global teams models and implementation-readiness activities for new functions	1 function	1 (Meets)	
Deliverable 2: Regional bureau readiness			
4 Number of regional bureaux briefed by the management team and provided with onboarding support from the Secretariat	6	Not initiated (Delayed)	Engagement with the regional bureaux on the implementation of the one integrated global headquarters model was to be initiated in the first quarter of 2025 as part of the implementation plan
5 Number of regional bureaux with all readiness criteria met	6	Not initiated (Delayed)	
Deliverable 3: Performance and success measurement			
6 Updating of results framework	Fully achieved	Fully achieved (Meets)	
7 Tracking and operational reporting on identified KPIs	Fully achieved	Partially achieved (Fails to meet)	High-level outcomes for the one integrated global headquarters model have been defined. The next steps involve defining the results framework for ongoing reporting and implementation

Key performance indicator		2024 target	Value at end of 2024	Comments
Deliverable 4: Change management and communication				
8	Development of a change management approach and plan for its roll-out	Fully achieved	Partially achieved (Fails to meet)	The next steps in, and approach to, overall change management need to be defined for the implementation of the one integrated global headquarters model
9	Development of high-level essential change management guidelines and tools, and sharing with participating regions and functions	Fully achieved	Fully achieved (Meets)	
10	Development of essential reference and communications materials, and sharing with participating regions and functions	Fully achieved	Fully achieved (Meets)	
Deliverable 5: Solution coherence and coordination of the initiative – by the Secretariat				
11	Development of implementation plan	Plan developed	Partially achieved (Fails to meet)	Implementation planning was initiated in the fourth quarter of 2024 and was expected to be completed by April 2025
12	Coherence and alignment – with the principles of the organizational restructuring – of the functional and regional roll-out; identification of interdependencies; "escalation" and resolution of issues	Fully achieved	Partially achieved (Fails to meet)	Findings from the COSMOS initiative have been integrated into the "direction of travel" announced by the Executive Director. The design and establishment of structures and governance bodies for implementation are under way
Deliverable 6: Knowledge management and lessons learned				
13	Development of guidelines and a knowledge base to support the broader roll-out – by the Secretariat	Fully achieved	Partially achieved (Fails to meet)	The COSMOS knowledge base has been developed. The next steps in, and approach to, knowledge management and implementation are to be defined
14	Lessons learned used to inform management decisions	Fully achieved	Fully achieved (Meets)	
Deliverable 7: Headquarters governance review; and deliverable 8: Implementation of division-level organizational structure				
15	Optimization of the committee structure	Fully achieved	Fully achieved (Meets)	
16	Communication of the updated organizational chart	Fully achieved	Fully achieved (Meets)	

Key performance indicator		2024 target	Value at end of 2024	Comments
Deliverable 9: Definition of roles and responsibilities at central headquarters and regional bureaux; and deliverable 10: Archetypes of regional bureau organizational structure				
17	Assessment and revision of roles and responsibilities at headquarters and regional bureaux	Fully achieved	Fully achieved (Meets)	
18	Archetypes of regional bureau organizational structure	Fully achieved	Fully achieved (Meets)	
Deliverable 11: Country presence analysis phase 1 – desk review				
19	External analysis: country context assessment	Fully achieved	Fully achieved (Meets)	
20	Internal analysis: viability test and operating model	Fully achieved	Fully achieved (Meets)	
Deliverable 12: Target model validation				
21	Presentation of outcomes to senior management for decision making on the continuation to WFP-wide roll-out	Fully achieved	Fully achieved (Meets)	

2. Corporate process optimization

Owner	Department: Deputy Executive Director and Chief Operating Officer Division: Deputy Executive Director and Chief Operating Officer Front Office						
Link to WFP corporate results framework for 2022–2025 management results	Effectiveness in emergencies ✓	People management ✓	Engage in effective partnerships ☐	Effective funding for zero hunger ☐	Evidence and learning ☐	Leverage technology ✓	Leverage innovation ✓

Summary overview

10. This initiative aims to improve the efficiency and effectiveness of business processes, strengthen controls and reduce risks through greater standardization, automation and integration of corporate processes.

11. Through its leading deliverable, the CCI has the purpose of improving the way in which procurement services are requested and provided in WFP. The CCI allows the organization to deploy a corporate end-to-end procurement solution that is responsive to current needs and scalable for the future. Additional deliverables focus on streamlining the process for requesting services through the global service management portfolio, and streamlining the processing of global travel and trip documents.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget	Utilization (including open commitments)	Balance*
1: End-to-end procurement optimization	9.9	9.6	0.3
2: Global travel solution	1.1	0.8	0.3
3: Global service management digitalization	0.5	0.4	0.1
4: Enabling activities that support implementation	0.9	0.1	0.8
Total	**12.4**	**10.9**	**1.5**

* Owing to delays in certain activities, the deliverables for travel and global service management have been carried forward. Enabling activities will continue in 2025 in order to support procurement, and the digitalization of global travel and global service management. Efforts will also be made to ensure coherence with other corporate change initiatives.

Main achievements by deliverable

Deliverable 1: End-to-end procurement optimization

12. Through this deliverable WFP aims to digitalize and streamline procurement processes by introducing an end-to-end procurement solution that facilitates expedited and more informed procurement. In 2024, WFP launched several modules of the solution at headquarters, one regional bureau and four country offices. These modules facilitate comprehensive processes for sourcing goods and services, negotiating contracts, and managing and optimizing interactions with suppliers. More than 200 tenders were being managed within the system by the end of the year. Another module supports a system for creating purchase requests using electronic catalogues, automated workflows and receipt confirmations, with improved tracking of purchases from request to order. This system was launched in five business units at central headquarters in December 2024 and resulted in the successful management of more than

30 purchase orders within the first month. The global roll-out of the system will be completed in 2025.

Deliverable 2: Global travel solution

13.   The aim of the global travel solution is to integrate existing systems, streamline and simplify corporate travel policies and leverage digital technology in order to enhance employees' experience of arranging duty travel and to ease the administrative burden. WFP has approved the global travel strategy and efforts are currently under way to operationalize it. The first global travel performance report was issued in 2024 with the aim of promoting sustainable, efficient and effective travel through a culture of data-informed decision making and compliance with standard procedures. The policy review road map has come into effect, with 11 travel policies currently under cross-functional revision before their final implementation. Six changes to travel policy were adopted in order to streamline and simplify travel management.

14.   In addition, the implementation of a payment solution for managing travel costs is leading to the centralization of travel payment processes, significantly reducing reconciliation efforts in field offices. The launch and implementation of this service were planned for the first quarter of 2025.

Deliverable 3: Global service management digitalization

15.   The objective of this deliverable is to digitalize global service management through the introduction of a one-stop solution for selected management services. These efforts include the development of a virtual assistant, AskMSD, powered by artificial intelligence and designed to provide WFP employees with information, guidance and support regarding management services. Initially developed for United Nations mobility services, AskMSD is set to expand to provide additional services in 2025. The first half of 2024 saw the consolidation of technical requirements and the start of procurement processes. The tool's acceptance by users was successfully tested, and a pilot was subsequently launched within a small group of users. This initial roll-out aimed to train the artificial intelligence and address any issues, ensuring smooth implementation and effective support for WFP's employees.

Status of key performance indicators

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: End-to-end procurement optimization			
1 Percentage of WFP offices provided with access to the five core procurement analytics – spend under management, cost saving, contract coverage, supplier segmentation, and business spend by category	50%	35% (Fails to meet)	The initial plan was to roll out the remaining two of the five analytical tools to country offices in December 2024. However, this timeline has been adjusted, and the roll-out will now occur in two phases, in June and November 2025. The percentage of offices with access to the three available analytical tools was only 35 percent by the end of 2024

Key performance indicator		2024 target	Value at end of 2024	Comments
2	Percentage of WFP procurement spending for which the global procurement function has visibility over the contracting process, through global risk and compliance analytics	60%	50% (Fails to meet)	
3	Percentage of cost savings achieved through better visibility over spending, access to market intelligence, and improved supplier onboarding processes	0.5%	N/A (Delayed)	
4	Percentage of overall WFP procurement spending undertaken by business units, rather than the procurement function, through a new online user-friendly, self-service system	40%	25% (Fails to meet)	No significant progress was made owing to the limited number of business units with access to the module – only five at the end of 2024. The launch of the module at central headquarters in February 2025 is expected to result in the target being reached
5	Percentage of global procurement categories that are managed globally	60%	64% (Exceeds)	
Deliverable 2: Global travel solution				
6	Development of a new WFP travel strategy for 2024–2028	100%	100% (Meets)	
7	Number of travel policies revised and fine-tuned	7	6 (Meets)	
8	Launch of request for proposals from which to identify a new travel management company	100%	100% (Meets)	
Deliverable 3: Global service management digitalization				
9	Number of selected services involved in the piloting of digitalized service management	1	1 (Meets)	Pilot for United Nations mobility services launched
Deliverable 4: Enabling activities that support implementation				
10	Coordination of implementation, including the definition of overall milestones, identification of interdependencies, and escalation and resolution of issues	Fully achieved	Fully achieved (Meets)	
11	Results framework defined and used to measure the impacts of solutions	Framework defined	In progress (Delayed)	

3. Fit for future in a changed funding landscape

Owner	**Department:** Partnerships and Innovation **Division:** Partnerships Coordination Service						
Link to WFP corporate results framework for 2022–2025 management results	**Effectiveness in emergencies** ✔	**People management** ✔	**Engage in effective partnerships** ✔	**Effective funding for zero hunger** ✔	Evidence and learning ☐	Leverage technology ☐	**Leverage innovation** ✔

Summary overview

16. This initiative promotes additional efficiency and effectiveness gains in the partnership function by enabling relevant units in headquarters, regional bureaux and country offices, to lead resource mobilization initiatives and invest in the identification of new partnerships and resourcing opportunities. The CCI empowers global partnership officers with tools that enable them to be effective in their roles through the expansion of the corporate tool for managing information on donors and forecasting known as the Salesforce platform, thereby harmonizing WFP's management of core donors, contributions and contribution agreement processes. Efforts also focus on obtaining access to innovative financing opportunities and developing a menu of mechanisms, such as debt swaps and blended finance, that can be readily applied in WFP operations.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget	Utilization (including open commitments)	Balance*
1: Development of a cadre and capabilities	3.1	2.8	0.3
2: Technology-based tools and systems	1.2	0.8	0.4
3: Functional reorganization	1.1	1.1	-
4: Ready-to-use climate funding proposals and prioritized innovative financing solutions	1.5	1.4	0.1
Total	**6.9**	**6.1**	**0.8**

* Despite the preparatory engagement in 2023, competitive tendering encountered delays in 2024, resulting in overall delays for all the subsequent implementation steps in this CCI.

Main achievements by deliverable

Deliverable 1: Development of a cadre and capabilities

17. An onboarding package, aligned with the new partnerships and innovation framework, was finalized and posted on the corporate platform. The working group established to improve corporate knowledge management in the Partnerships and Innovation Department completed the revision and updating of the partnerships and innovation toolbox. Guidelines and templates for the partnering and resourcing strategy were developed and shared through the toolbox, along with guidelines and resources for work with the private sector, which are now fully integrated into the toolbox, providing easier access for all partnership officers globally. The aim is to ensure continuous updating of the toolbox with new guidance, training materials and other useful resources as they become available.

Deliverable 2: Technology-based tools and systems

18.   Through this deliverable, WFP aims to develop a platform for the end-to-end management of resource partners, contributions and contribution agreements. It will provide partnership officers and employees responsible for complying with legal obligations with access to a repository of the agreements that relate to the reports submitted to donors. At the end of 2024, negotiations with the vendor of the tool were completed, and the design of the technical architecture was due for review in early 2025. A feasibility study and technical plan for harmonizing contribution and donor management were also developed, with the implementation of the plan approved and its launch planned for mid-2025.

Deliverable 3: Functional reorganization

19.   The functional reorganization planned as part of this CCI was implemented in conjunction with the corporate organizational review that resulted in the establishment of a restructured Partnerships and Innovation Department, aimed at enabling a robust partnerships and innovation function, strengthening the alignment, effectiveness and accountability of the function, and optimizing the support provided to field offices. WFP has also started the business process review for grants registration and management, focusing on assessing current processes and identifying areas for improvement through the mapping of existing workflows and processes, the clarification of roles and responsibilities, and the identification of potential overlaps. Cross-functional interviews and consultations were conducted with colleagues from central headquarters, global offices, regional bureaux and country offices. A benchmarking exercise was also carried out, comparing WFP's practices with those of other United Nations entities.

Deliverable 4: Ready-to-use climate funding proposals and prioritized innovative financing solutions

20.   The aim of this deliverable is to prepare a pipeline of feasible proposals for climate-related funding ready for submission as opportunities arise, and to create a central database and library of agreements to facilitate the negotiation and management of climate funding proposals. An updated investment pipeline for such funding was shared with donors, yielding positive results such as a USD 5.6 million grant agreement with the Government of Denmark for supporting innovative approaches using AI, anticipatory action and climate risk financing in three east African countries. Efforts in the area of carbon finance included setting up a technical working group and engaging with country offices on a variety of projects.

21.   Significant progress was made in traditional and commercial debt swap arrangements, including the conclusion of a debt swap agreement among Egypt, Germany and WFP, equivalent to USD 15.1 million and enabling governments to allocate more resources to food security initiatives. Efforts in blended finance and value chain financing involved working closely with various partners to address programme needs and opportunities and secure loans for innovative food systems. WFP also strengthened its process for designing catastrophe bonds, with substantial financial commitments, and continued discussions with potential donors.

Status of key performance indicators

	Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: Development of a cadre and capabilities				
1	Number of regions satisfied with new guidance and its accessibility	6	N/A (Delayed)	
2	Updated package of onboarding materials provided	1	1 (Meets)	
3	Number of global training sessions and workshops provided	1	1 (Meets)	
Deliverable 2: Technology-based tools and systems				
4	Percentage of contributions managed through the comprehensive database	100%	N/A (Delayed)	
Deliverable 3: Functional reorganization				
5	Number of cross-departmental teams established within a cohesive change management plan	3	3 (Meets)	The CCI provided the initial impetus and environment for rearranging groups of business units into inter-divisional collaborative teams that support partnerships and innovation and are aligned with the new organizational structure. The teams established in 2024 were in the areas of strategic coordination, business management, and innovative operations
Deliverable 4: Ready-to-use climate funding proposals and prioritized innovative financing solutions				
6	Number of vetted climate solution proposals in the pipeline at the country office, regional bureau and headquarters levels	10	8 (Fails to meet)	
7	Number of new innovative financing agreements signed – debt swaps, blended finance, food security bonds	4	4 (Meets)	
8	Number of new innovative finance vehicles launched – Changing Lives Transformation Fund, co-financing mechanisms, First 1,000 Days fund	2	2 (Meets)	This includes allocations from the Changing Lives Transformation Fund for Ghana, Nicaragua and the United Republic of Tanzania, and blended finance facilities
9	Number of new innovative finance resources raised in 2024–2025 – with a target of USD 100 million over the two-year duration of the CCI	USD 35 million	USD 20.8 million (Fails to meet)	

4. Implementation of the strategic plan and corporate results framework

Owner	**Department:** Chief Financial Officer
	Division: Corporate Planning, Budgeting and Reporting Service

Link to WFP corporate results framework for 2022–2025 management results	**Effectiveness in emergencies** ✓	People management ☐	**Engage in effective partnerships** ✓	**Effective funding for zero hunger** ✓	**Evidence and learning** ✓	**Leverage technology** ✓	**Leverage innovation** ✓

Summary overview[4]

22.   This multi-year CCI on the implementation of the strategic plan and corporate results framework for 2022–2025 focuses on WFP's commitment to strengthening and modernizing its corporate performance planning, reporting systems and processes while providing enhanced programme support for country offices, including through thematic and cross-cutting programmes. In 2024, efforts focused on enhancing resources-to-results planning and reporting, coordinating the implementation of the strategic plan, completing work initiated in 2023 on cross-cutting priorities, enhancing thematic fundraising, and supporting critical initiatives for enhanced evidence generation, field monitoring, and cooperating partner management.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget*	Utilization (including open commitments)	Balance**
1: Realignment of financial, donor and corporate reporting, beneficiary counting systems and platforms	0.9	0.8	0.1
2: Full alignment and upgrade of planning and reporting by all country offices, and full alignment with the new strategic plan and corporate results framework *(completed in 2023)*	0.2	0.2	0.0
3: Optimization and upgrade of planning, budgeting and reporting to enhance the resources-to-results chain	5.9	5.4	0.5
4: Project support and change management	2.0	0.9	1.1
5: Mainstreaming of cross-cutting priorities within WFP operations	4.1	3.7	0.4
6: Strengthening of evidence generation, field monitoring and cooperating partner management	3.6	3.3	0.3
Total	**16.7**	**14.3**	**2.4**

* The available budget differs from the projections in the management plan for 2024–2026 because the opening balance exceeded the initial estimates.
** Funds were not fully utilized owing to the need to extend the project so as to ensure the successful adoption and stabilization of solutions. In addition, the ongoing corporate reorganization and the recruitment freeze delayed several activities. The remaining balance will be redistributed in 2025 among the deliverables, based on the activities that have yet to be completed.

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[4] The progress report on previous years of this CCI can be accessed here.

Main achievements by deliverable

Deliverable 1: Realignment of financial, donor and corporate reporting, beneficiary counting systems and platforms

23.   WFP introduced several tools that facilitate and enhance real-time monitoring and decision making, supporting leadership. These tools were developed through cross-functional collaboration and offer near-real-time tracking, predictive analytics and automated insights, improving financial oversight and enabling data-driven operational decisions. To strengthen WFP's data foundation structure and classification, various datasets were developed for beneficiary tracking and needs-based planning. These datasets, which include the adjusted beneficiary numbers, track each of the individuals receiving assistance and monitor the assistance provided at different levels, improving impact assessment and allowing the tracking of quarterly assistance levels globally. Datasets for tracking financial and funding flows were also enhanced to ensure comprehensive financial oversight.

Deliverable 3: Optimization and upgrade of planning, budgeting and reporting to enhance the resources-to-results chain

24.   Under this deliverable, several decision tools were introduced to enhance monitoring and decision making by budget and programming officers. The budget and programming officers' console, launched in December 2024, consolidates financial data and provides proactive alerts for key budgetary indicators, reducing manual reconciliation time. The tool for monitoring grants and funds in the country portfolio budget, available since March 2024, supports the near-real-time tracking of grants and funds, optimizing expenditure and allocation strategies. In addition, the funding allocation model uses data-driven algorithms to prioritize funding allocations, ensuring that resources are allocated where they are most needed. A cost monitor, launched in July 2024, tracks assessment, monitoring and evaluation costs, ensuring compliance with minimum monitoring requirements in all WFP operations.

25.   The year also saw significant progress in the automation of financial and budgeting processes. Critical workflows were digitalized, eliminating manual inefficiencies and enabling faster, better-informed decision making. Through the advance financing request workflow, the end-to-end request process was digitized, reducing approval time, and improving tracking, monitoring and analytics. The pre-allocation workflow, allows budget and programming officers to indicate how and when unprogrammed funds are expected to be allocated, improving forecasting accuracy. In May 2024, the grant programming automation initiative was implemented, automating budget allocations and significantly reducing manual errors and processing time for more than 30,000 budget transactions per year.

26.   Key tools under this deliverable also include the resources-to-results digital platform, which integrates performance planning, budget planning, monitoring and reporting processes at the corporate level; the management console, which provides centralized KPI tracking and summaries generated by AI; and the operational outlook, which analyses funding gaps and operational risks. In the last quarter of 2024, WFP piloted the resources-to-results platform, which was ready for full roll-out in the first quarter of 2025 in order to support corporate performance and budget planning for 2026. Additional new datasets will strengthen WFP's data foundation structure and classification, including datasets that track planned budgets and the achievement of KPIs.

Deliverable 4: Project support and change management

27. In 2024, all the pillars of the streamlined CSP architecture were implemented, and CSP policy guidance was updated, based on evaluation recommendations and lessons learned. Consultations on, and the development of, terms of reference, guidance, standard operating procedures, and proposals for streamlining the budget revision process were advanced.

28. The country capacity strengthening (CCS) cell provided technical advice on the integration of CCS into 13 new CSPs. Guidance on the mapping of capacity needs and the transformation cycle was produced for the CCS toolkit, and six country offices applied CCS tools and tested methodologies, generating lessons for sharing across WFP. As part of implementation of the strategic workforce plan, the job profiles of programme policy officers were reviewed, the programme and policy learning channel was completed with resources from the programme learning journey, and 40 programme leaders completed the programme learning journey.

Deliverable 5: Mainstreaming of cross-cutting priorities within WFP operations

29. The framework and tool for enhancing accountability for results in the areas of gender, protection and inclusion were finalized and integrated into the streamlined CSP development process for use by country offices developing new CSPs to be submitted to the Board from its 2025 second regular session onwards. This will help country offices to develop and track concrete results, budgets and performance metrics for the cross-cutting areas of gender, protection and inclusion. Four evidence-building studies were completed, building evidence that links gender, protection and inclusion results to food security and nutrition outcomes. A pilot approach to mitigating gender-based violence through income-generating activities for women was launched in Colombia and the Democratic Republic of the Congo. The dashboard for the nutrition data visualization platform, NutriPulse, was enhanced so as to support decision making with comprehensive, user-friendly and data-driven insights for addressing nutrition challenges. Key upgrades included modules on the IPC, a dedicated demographic health survey module, alignment with the specialized nutritious foods dashboard for detailed supply chain data, and a redesigned output indicator module for easier monitoring of programme performance.

30. The conflict sensitivity mainstreaming strategy saw significant achievements in 2024, with the inclusion of strengthened assessments of conflict sensitivity risks in high-risk operations, the establishment of a roster of approximately 30 deployable experts in conflict sensitivity, and the launch of a paper on humanitarian dilemmas and best practices. The new corporate conflict sensitivity indicator was rolled out, and conflict sensitivity was mainstreamed into the job profiles of country directors and deputy country directors, and into cooperating partner management cycles, including through the development of dedicated toolkits and the training of trainers. Support for the application of environmental and social safeguards was provided through online and in-country missions and regional workshops, with progress recorded in the integration of environmental and social safeguards into corporate processes, tools, templates and guidance. As part of the road map for thematic funding, seven proposals and concept notes were submitted to prospective donors, securing at least USD 17 million in funding. Five in-country programme and partnerships missions were conducted, and four regional intensive training sessions were held to enhance the partnering and resourcing capacity of 130 participants from more than 50 country offices. Two new partnership mapping tools were developed, and online training on proposal development was delivered.

Deliverable 6: Strengthening of evidence generation, field monitoring and cooperating partner management

31.   In 2024, surveys for standard process monitoring were launched in Arabic, English, French and Spanish, and face-to-face training sessions and 17 global webinars were conducted. Tools and templates were developed and shared, and support was provided to country offices for their testing, issue resolution, and adoption. The system for escalating process monitoring issues, SugarCRM, was rolled out in 15 high-risk country offices, with implementation initiated in Afghanistan, the Central African Republic and Myanmar. The integration of SugarCRM into the mobile data collection tool, MoDA, enabled offline data recording and the automatic escalation of issues, eliminating the need for manual entries.

32.   The global roll-out and adoption of the corporate partnership management system, Partner Connect, continued, reaching approximately 2,800 active users in 28 country offices, including many with large operations and 22 with high-risk operations. Support was provided for scaling up the use of Partner Connect, standard operation procedures were formulated to ensure sustainable use. Continuous improvements were made to the system and data, based on feedback. The social protection team advanced their strategy by providing technical support to regional bureaux and country offices, co-hosting a global forum on social protection in fragile and conflict settings, partnering with the Global Shield against Climate Risks initiative and the World Bank on the launch of the disaster risk finance for adaptive social protection programme, and supporting the inclusion of a CRF indicator in CSP logical frameworks so as to better capture the reach to and coverage of indirect beneficiaries.

Status of key performance indicators[5]

Key performance indicator		2024 target	Value at end of 2024	Comments
Deliverable 1: Realignment of financial, donor and corporate reporting, beneficiary counting systems and platform				
1	Percentage of systems and platforms realigned with the new strategic plan and CRF	100	100 (Meets)	
2	Percentage of countries where WFP uses and/or contributes to the UN INFO platform	100	97 (Meets)	
Deliverable 3: Optimization and upgrade of planning, budgeting and reporting to enhance the resources-to-results chain				
3	Percentage of country offices adopting new budgeting tools	100	N/A (Delayed)	
4	Percentage of country offices with resources-to-results chains	100	100 (Meets)	
5	Percentage of country offices releasing pipeline updates by the deadline	80	100 (Exceeds)	

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[5] The table does not include the KPIs that were fully achieved in 2023.

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 4: Project support and change management			
6 Number of country offices supported with tailored guidance on the strengthening of country capacity through field missions	5	6 (Exceeds)	
7 Number of strategic workforce planning priority actions implemented	5	N/A (Delayed)	
Deliverable 5: Mainstreaming of cross-cutting priorities withing WFP operations			
8 Percentage of the planned organizational structure for environmental and social safeguards established at headquarters and regional bureaux	100	65 (Fails to meet)	Options for a sustainable environmental and social safeguards structure at headquarters and regional bureaux are being presented to WFP's senior management with a view to implementing the structure by 2026
9 Number of evidence studies on the mainstreaming of cross-cutting priorities published	3	4 (Exceeds)	
10 Action plan for phased system modifications developed and rolled out	100	97 (Meets)	
11 Percentage of short-term changes from the road map rolled out at the headquarters level*	90	90 (Meets)	
Deliverable 6: Strengthening of evidence generation, field monitoring and cooperating partner management			
12 Percentage of new household survey-based corporate results framework indicators integrated into the Codebook system	100	100 (Meets)	
13 Number of country offices using SugarCRM for process monitoring	20	15 (Fails to meet)	The roll-out to an additional five high-risk country offices is expected in the first half of 2025, according to the revised implementation plan
14 Percentage of high-risk country operations utilizing the corporate digital solutions for partnerships management with cooperating partners	85	70 (Fails to meet)	The actual value for 2024 refers to 22 of the 31 high-risk operations – 70 percent. The remaining nine high-risk operations were expected to be utilizing the systems by the first quarter of 2025

	Key performance indicator	2024 target	Value at end of 2024	Comments
15	Number of country offices with second- and third-generation CSPs that include plans and budgets for work on context-specific social protection	37	31 (Fails to meet)	The 2024 target was not achieved owing to changes in the CSP programme of work, with some CSPs being postponed to future Board sessions in 2025

* New tools and guidance have been developed on implementing changes to specific thematic collaborative fundraising models; capacity and tools for the identification of funding opportunities and outreach to donors; and mechanisms for the development and review of proposals. Tools and guidance have been disseminated to 130 participants from 50 country offices through four regional intensive training sessions.

5. Investing in WFP people

Owner	**Department:** Workplace and Management						
	Division: Workplace and Management Front Office						
Link to WFP corporate results framework for 2022–2025 management results	Effectiveness in emergencies	**People management** ✓	Engage in effective partnerships	Effective funding for zero hunger	Evidence and learning	Leverage technology	Leverage innovation

Summary overview [6]

33.   This CCI is a four-year, one-time initiative designed to drive transformative change throughout WFP's workforce and workplaces. As part of a broader investment, it supports cross-functional improvements through five key deliverables. Focused on excellence in people management, it emphasizes the four priority areas of WFP's people policy: nimble and flexible, performing and improving, diverse and inclusive, and caring and supportive. The initiative has involved 25 offices and divisions worldwide, implementing 92 new activities.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget*	Utilization (including open commitments)	Balance**
1: Proactive management of structures and positions	5.2	3.3	1.9
2: Acquisition and retention of diverse talent	4.2	3.0	1.2
3: Capability and capacity development	9.1	6.3	2.8
4: Development of respectful and inclusive workplaces	8.5	4.4	4.1
5: Employees' safety, health and well-being	4.3	3.4	0.9
Total	**31.3**	**20.4**	**10.9**

* The available budget differs from the projections in the management plan for 2024–2026 because the actual year-end balance exceeded the initial estimates.
** Funds were not fully utilized owing to the need to extend the project in order to complete critical activities that were delayed by the ongoing organizational changes and budget realignments, ensure the successful fulfilment of the CCI, and provide the necessary resources to maintain momentum in implementing regionally-led initiatives focused on enhancing excellence in people management.

Main achievements by deliverable

Deliverable 1: Proactive management of structures and positions

34.   Activities under this deliverable were aimed at enhancing organizational structures and managing employee positions tailored to organizational needs, including by guiding regional and country office managers on people management, implementing workforce planning, and executing actions identified through reviews of organizational structures. Significant progress was made in enhancing workplace culture through initiatives such as training in conflict resolution, cultural engagement activities, and women's networking sessions. A model of knowledge management maturity was developed, setting strategic priorities for country offices

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[6] The progress report on this CCI in previous years can be accessed here.

and forming the foundation of WFP's corporate knowledge management strategy. This process included workshops, the creation of a learning channel, and pilot initiatives powered by AI which significantly reduced the time required to produce knowledge.

35. Structural reviews were conducted with a view to enhancing operational efficiency in challenging settings. For example, a mission to the Syrian Arab Republic supported a strategic shift from emergency response interventions towards nutrition, school meal and livelihoods programming, with training for human resources officers. A comprehensive review was conducted in response to funding constraints and to ensure robust support for employees. Validation missions in Egypt and Lebanon reviewed organizational alignment, while the Armenia country office integrated workforce planning into its structural review. Capacity-strengthening initiatives equipped human resources officers to lead organizational alignment missions and workforce planning, ensuring the long-term sustainability and readiness of the workforce.

Deliverable 2: Acquisition and retention of diverse talent

36. This deliverable is focused on effective and diverse talent acquisition, addressing deployment bottlenecks and promoting gender diversity and capability development. Corporate and division-level initiatives engaged 490 participants globally in knowledge and skills building activities. Surge missions supported country offices, and training in competency-based interviewing enhanced recruitment capabilities. A series of talks highlighted the importance of workforce development and innovation, while campaigns promoted the transformation of workplace culture.

37. Recruitment efforts included attending the Budapest career fair and publishing success stories. Guidelines on the recruitment of consultants were updated and aligned with the human capital management system, Workday, incorporating multilingual versions and enhanced reporting capabilities. Workday dashboards were developed to provide reliable workforce data for smarter decision making. Initiatives included live webinars, training and weekly engagements with more than 100 data analysts in headquarters and country offices.

38. Regional efforts focused on leadership development, talent diversity and operational efficiency. Other initiatives included leadership training, coaching programmes and activism against gender-based violence. Programmes also supported gender parity and career growth for women employees. In the Regional Bureau for Latin America and the Caribbean, the time required for recruitment was reduced by 47 percent through streamlined talent acquisition processes. Efforts to improve communication and branding were prioritized, with revamped materials designed to attract diverse talent. Innovative recruitment strategies included sponsoring global change-makers for internships, and promoting vacancies through stories broadcast via radio in Indigenous languages.

Deliverable 3: Capability and capacity development

39. This deliverable emphasizes cross-functional learning and development aimed at mitigating the corporate-level risk of workforce misalignment. Efforts focus on enhancing employees' skills through coordinated initiatives in inclusion, leadership, management, language skills, cross-functional training, global coaching, mentoring, and technical support. The Security Division delivered various training events throughout 2024, helping to raise awareness of and adherence to guiding principles such as the importance of context-specific and people-centred programme design, risk-informed decision making, and evidence-driven reporting on impacts. These interventions aimed to strengthen capabilities and harmonize practices in areas such as accountability, digitalization, partnerships, reporting, operations support, human resources

support, and professional development through the core courses in the United Nations Security Management System.

40.   The "critical skills academy" was established to deliver development interventions aligned with the future skill requirements identified in the strategic workforce planning exercise. Twelve critical skills programmes were developed, ten of which were available in French and Spanish as well as English. In 2024, 2,470 individuals registered for these programmes, which recorded high levels of user satisfaction. The career resource centre trained more than 1,000 individuals and reached 14,300 employees through "career energizers", and 735 pairs of employees enrolled in the mentorship programme. Leadership and management development programmes were activated through field missions, with 1,740 employees registered in 2024. In addition to the global pulse check survey, funded through the programme support and administrative budget, employees' engagement was further assessed through listening sessions with employees. Environmental awareness initiatives included webinars, missions and policy evaluations aimed at enhancing the sustainability of these efforts.

Deliverable 4: Development of respectful and inclusive workplaces

41.   This deliverable is aimed at improving WFP's workplace culture. Efforts focus on refining job profiles for engineers and drivers, enhancing the roles of employees in management services and finance through cross-functional collaboration, and a skills mapping initiative aimed at addressing learning needs. Accessibility for employees living with disabilities was advanced through the completion of facility assessments and the planning of improvements for 2025. Inclusive leadership sessions, surveys and awareness-raising events were prioritized with the aim of fostering psychological safety and accountability. Cultural initiatives included the roll-out of the Respect+ initiative, the updating of WFP's organizational values, the development of communications on the duty of care, and missions for enhancing the inclusiveness of workplaces.

42.   Regional initiatives demonstrated significant progress in developing an inclusive workplace culture. Events such as career fairs promoted gender and disability inclusion, while internship programmes were expanded for persons with disabilities. Counsellors were appointed to support field offices, and safe and inclusive workplaces were promoted through capacity-strengthening sessions, focus groups for LGBTIQ+ employees, and advocacy campaigns. Successful oversight missions addressed gender dynamics, disability inclusion, and microaggressions, with a view to improving regional workplace practices. Innovative campaigns – including retreats and dedicated activities – promoted WFP's core values, reinforcing collaboration and integrity among employees.

Deliverable 5: Employees' safety, health and well-being

43.   In fulfilling its mandate of saving and changing lives, WFP is committed to operating in complex environments, adhering to a "stay and deliver" and a "no regrets" approach in emergencies. Significant progress was made in expediting employees' medical clearance, improving accommodation and implementing health initiatives, thereby supporting employees' well-being and workplace safety. The Wellness team provided emergency medical support at headquarters and supported regional bureaux during employees' absence through in-person and remote secondments. Key initiatives included regional coordination meetings and research on trends in mental illness. Occupational safety and health initiatives included risk assessments in seven countries and external training to enhance the capacity of employees in the field. The team trained wellness support volunteers, delivered sessions on stress management and resilience for employees, and addressed concerns related to ergonomics in the workplace. Field missions improved the coordination of healthcare, addressed medical evacuation challenges, and

distributed medical kits, taking a holistic approach to the care of employees and workplace safety in all regions.

Status of key performance indicators

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: Proactive management of structures and positions			
1 Percentage of functions and country offices with a workforce action plan	100%	N/A	It is no longer considered feasible to measure this KPI. Action plans based on the global staff survey of 2021 are no longer being monitored, and no global staff survey was conducted in 2024
2 Percentage of the workforce employed on short-term contracts	49%	46% (Exceeds)	
Deliverable 2: Acquisition and retention of diverse talent			
3 Percentage of women among international professional and national employees	44.9%	42% (Meets)	
4 WFP meets or exceeds the standards concerning employment in the entity accountability framework of the UNDIS	Meets	Meets (Meets)	
Deliverable 3: Capability and capacity development			
5 Percentage of offices that have an action plan in place for aligning their people management practices with WFP's people policy and enabling initiatives	95%	N/A	It is no longer considered feasible to measure this KPI, as action plans based on the 2021 global staff survey are no longer being monitored, and no global staff survey was conducted in 2024. More details are provided in annex IV-A
6 Performance and competency enhancement compliance rate	100%	84% (Fails to meet)	
7 Percentage of employees completing mandatory training on the prevention of fraud and corruption, PSEA at WFP, and the prevention of and response to abusive conduct at WFP	95%	98% (Exceeds)	
Deliverable 4: Development of respectful and inclusive workplaces			
8 WFP meets or exceeds the standards concerning accessibility in the entity accountability framework of the UNDIS	Meets	Meets (Meets)	
Deliverable 5: Employees' safety, health and well-being			
9 Percentage compliance with WFP's security management policy and framework of accountability	95%	95% (Meets)	

Key performance indicator		2024 target	Value at end of 2024	Comments
10	Percentage of occupational safety and health field focal points trained to recognized standards	95%	73% (Fails to meet)	Over the past three years, 261 WFP employees globally have attained certification from the Institute of Occupational Safety and Health, achieving a 96 percent certification rate among occupational safety and health focal points in 2024. Due to the rotational nature of focal point roles at the country office level, only 73 percent of current focal points are certified. This dynamic has also increased the number of country-level employees who are not occupational safety and health focal points but who have the Institute of Occupational Safety and Health certification and are actively leading occupational safety and health practices and fostering WFP's safety culture

6. Monitoring, identity management and traceability

Owner	**Department:** Programme Operations
	Division: Programme Operations: Strategic Coordination and Assistant Executive Director Office

Link to WFP corporate results framework for 2022–2025 management results	**Effectiveness in emergencies** ✓	People management ☐	Engage in effective partnerships ☐	Effective funding for zero hunger ☐	Evidence and learning ☐	**Leverage technology** ✓	Leverage innovation ☐

Summary overview

44.   WFP's operational environment continues to evolve in terms of both complexity and needs. The organization's ability to effectively and efficiently procure and distribute food commodities for beneficiaries, and to implement appropriate reporting and monitoring mechanisms is crucial. The Office of the Executive Director has established a cross-departmental task force to develop an action plan for comprehensively addressing recurrent issues related to monitoring and identity management. This initiative has been incorporated into the overall action plan.

45.   This CCI facilitates the seamless, end-to-end tracking of the in-kind food purchased by WFP, while piloting remote processes for output and outcome monitoring activities in emergency operations. Systematic remote surveys enable beneficiaries to provide post-distribution feedback on the adequacy of the assistance received or on any difficulties they experience that may negatively affect the desired outcomes of the assistance programme.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget	Utilization (including open commitments)	Balance*
1: Remote process and outcome monitoring	6.5	1.9	4.6
2: Feasibility study on an integrated monitoring ecosystem for programme monitoring	1.2	0.6	0.6
3: Minimum assurance standards for in-kind food operations, including improvements in community feedback mechanisms	9.1	7.7	1.4
4: Traceability road map and enhancement of information flow and data standardization	2.8	1.4	1.4
5: Scanning technology for automated receipt and dispatch management and improved warehouse management	1.2	0.6	0.6
Total	**20.8**	**12.2**	**8.6**

* The partial utilization of funding in 2024 was owing to the phased implementation of the CCI, as endorsed by the high-level task force in July 2024. This approach focused on enhancing the strategic foundation and systems for the initiative in early 2024, with higher expenditures planned for 2025 aimed at ensuring efficient resource allocation and long-term sustainability. Activities related to the remote process and outcome monitoring system under deliverable 1 focused on establishing a technical foundation and standardizing approaches, leading to lower initial expenditures in 2024. Onboarding sessions were provided for eight high-risk country operations in 2024, with sessions planned for seven more high-risk operations in 2025. The track and trace component project under deliverables 4 and 5, which began in April 2024, resulted in the design of QR codes and demonstrations to suppliers. Despite initial delays, the project remains on track, with additional pilots planned in order to ensure scalability and full-scale implementation in 2025.

Main achievements by deliverable

Deliverable 1: Remote process and outcome monitoring

46.   In July 2024, an Executive Director's circular on minimum monitoring requirements, and assurance standards for community feedback mechanisms was published to guide the implementation of deliverables 1 and 3 of this CCI. The senior management of country offices, and technical teams at the country and regional levels were engaged in ensuring alignment across WFP operations. The implementation of a corporate remote approach for programme monitoring marked a milestone in corporate-level monitoring, with investments in the design and systematization of data collection tools improving visibility over the management of unconditional cash and food transfers. Global teams worked closely with country offices to enhance remote monitoring capacity, linking the data collected to data from previous distribution rounds and final distribution points, enabling the monitoring teams at country offices to meet coverage requirements while aligning with minimum monitoring requirements, community feedback mechanism standards and the benchmarks set for the global assurance project.

47.   By the end of 2024, the remote programme monitoring approach had been rolled out to seven high-risk country offices, each equipped with standardized tools, contracted call centres and trained operators. Five additional high-risk country offices participated in onboarding sessions in preparation for the further roll-out in 2025. The development of data pipelines progressed, with support from vendors, and further improvements were identified for 2025. Analytical tools were enhanced so as to display the findings of process and outcome monitoring and to classify issues using the process monitoring escalation system. Efforts are under way to integrate face-to-face monitoring results into the data pipeline, with a view to enhancing efficiency through the use of standardized tools and semi-automated data pipelines, and improving the coverage of country offices' monitoring exercises, data quality, and the timeliness of programme insights.

Deliverable 2: Feasibility study on an integrated monitoring ecosystem for programme monitoring

48.   Work under this deliverable includes conducting an assessment and feasibility study to identify gaps in monitoring systems, particularly in relation to output monitoring, and provide recommendations on the integration and interoperability of existing systems. Building on field research and analysis, headquarters teams collaborated on identifying opportunities to enhance interoperability in programme monitoring. These sessions generated innovative ideas, which were refined into high-level requirements. Key stakeholders were consulted, resulting in a comprehensive road map for interoperability.

49.   Initial activities were designed to test and inform the implementation of the road map, laying a solid foundation for progress. The team is finalizing and prioritizing the road map while taking funding constraints into consideration. The road map will be shared with field teams for their inputs, ensuring a collaborative and inclusive approach to its implementation.

Deliverable 3: Minimum assurance standards for in-kind food operations, including improvements in community feedback mechanisms

50.   The aim of this deliverable is to create minimum assurance standards for in-kind food operations, and to centralize and digitalize community feedback mechanism standards, tools and processes, facilitating the systematic use of community data in decision making. To achieve this, headquarters teams provided tailored support to high-risk country offices in Afghanistan, Pakistan, South Sudan, the Sudan and Zimbabwe. The support included data analysis, dashboard development, community feedback mechanism assessments, the creation of

standard operating procedures, and the digitalization of in-person data collection channels. In addition, support for community feedback mechanisms was extended to the State of Palestine country office during emergency response operations.

51.   The 2024 annual community feedback mechanism survey revealed that 83 percent of country offices reported having a functional community feedback mechanism, a slight increase from the previous year. However, only 70 percent of high-risk country offices met community feedback mechanism assurance standards and global assurance project benchmarks, highlighting the need for further standardization in 2025. Twelve high-risk country offices received onboarding support for the standard community feedback mechanism digital system, SugarCRM, and the preparatory work for an additional three country offices – the Central African Republic, the Democratic Republic of the Congo and Uganda – was completed, with onboarding scheduled for January 2025. The development of a joint digital solution that integrates process monitoring and community feedback mechanism data was a significant milestone, with a pilot launched in Myanmar in January, and full roll-out planned for the first quarter of 2025.

52.   Advanced innovative approaches to identity management were implemented, including a self-registration application in the State of Palestine, which enabled 1.5 million individuals to update their data remotely, reducing security risks. In the Sudan, a fully remote response system facilitated the registration of 500,000 individuals and enabled rapid cash transfers in famine-affected areas. A photo-based deduplication solution piloted in Mali and the Sudan significantly reduced the timelines of deduplication efforts. The data service provided more than 30 country offices with support for operational assurance, data quality and governance, enhancing dashboards for reconciliation and the flagging of anomalies in various locations. Automated beneficiary data processing and secure assistance transfer methods strengthened accountability in multiple countries. The global reconciliation initiative standardized reconciliation solutions for high-risk operations, deploying a self-service reconciliation tool in numerous operations, and ensuring mandatory reconciliation for specific transfers. A learning laboratory on identity management in emergencies engaged 29 country offices and regional bureaux through a multi-functional support tool.

Deliverable 4: Traceability road map and enhancement of information flow and data standardization

53.   In line with the objective of this deliverable, a comprehensive road map for traceability and data standardization has been developed, prioritizing "first-mile" tracking and ensuring data accuracy throughout supply chain operations. The road map is aligned with corporate objectives on enhancing the flow of information, thereby improving overall operational efficiency and accountability.

Deliverable 5: Scanning technology for automated receipt and dispatch management and improved warehouse management

54.   The objective of this deliverable is to incorporate new scanning technologies, such as QR codes, that significantly improve operational efficiency through benchmarking against industry best practices, collaboration with experts, and the use of advanced warehouse infrastructure to streamline processes and optimize overall warehouse performance. Efforts to implement scanning technology for automated receipt and dispatch management progressed, significantly improving warehouse management in the "middle and last mile". A request for proposals for scanning technology solutions was launched, with piloting of the use of scanning technologies scheduled for early 2025. Key milestones included the design of the warehouse model, and initiation of the piloting of a cooperating partner stock management solution in Ethiopia. The solution provides cooperating partners with access to stock from WFP, and enables them to

verify physical stock and assign distribution quantities in order to ensure the timeliness, quality and quantity of distributions in advance. Feedback from the pilot will guide future refinements. In addition, the roll-out of the module on in-kind assistance to be included in SCOPE continued in 31 high-risk country operations, and digital enhancements were introduced, including digital stack cards for stock counting, the inclusion of QR codes on waybills, and commodity handling solutions.

55.   Further advancements included a project for launching a large-scale location resolution tool aimed at standardizing WFP's geographic data and laying the groundwork for defining standard names for the geographic and administrative areas where WFP operates. Information was requested from 13 companies with a view to identifying potential track and trace solutions. The capabilities of suppliers and partners were mapped to ensure their readiness for track and trace solutions, and standard business support systems for registration and expense tracking beyond cooperating partners were developed. Geographic standards refer to efforts carried out by the headquarters teams jointly with regional and country offices to define a standard reference for geographic names and administrative areas where WFP operates.

Status of key performance indicators

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: Remote process and outcome monitoring			
1 Number of high-risk operations with remote process and outcome monitoring	8	7 (Fails to meet)	Owing to changes in the roll-out plan, by the end of 2024, the remote programme monitoring approach had been rolled out to seven high-risk country offices, and another five had participated in onboarding sessions in preparation for further roll-out in 2025
Deliverable 2: Feasibility study on an integrated monitoring ecosystem for programme monitoring			
2 Feasibility study on an integrated and interoperable ecosystem for programme monitoring completed or signed by relevant divisions and regional bureaux	Completed	Completed (Meets)	
Deliverable 3: Minimum assurance standards for in-kind food operations, including improvements in community feedback mechanisms			
3 Establishment of minimum assurance standards for in-kind food assistance	Completed	Ongoing (Delayed)	The final draft of the standards is awaiting management's review and feedback
4 Percentage of high-risk operations that have implemented the global assurance project benchmarks for identity management	85%	77% (Fails to meet)	The target was not reached owing to continuing challenges in regular in-kind reconciliation while automated systems are fully rolled out as planned in 2025

	Key performance indicator	2024 target	Value at end of 2024	Comments
5	WFP's community feedback mechanism assurance standards are launched, and comprehensive guidance is available for establishing and maintaining those standards	Completed	Completed (Meets)	
Deliverable 4: Traceability road map and enhancement of information flow and data standardization				
6	Number of suppliers integrated into automated information flows	N/A	N/A	As outlined in the management plan for 2024–2026, these activities are scheduled to span over two years, with the ultimate KPI targets set for 2025. The implementation of activities contributing to the achievement of these KPIs is currently on track
7	Number of working hours on data entry saved	N/A	N/A	
Deliverable 5: Scanning technology for automated receipt and dispatch management and improved warehouse management				
8	Timeline for identifying and tracing a commodity along the entire supply chain	N/A	N/A	As outlined in the management plan for 2024–2026, these activities are scheduled to span over two years, with the ultimate KPI targets set for 2025. The implementation of activities contributing to the achievement of these KPIs is currently on track
9	Number of standard operating procedures that incorporate scanning technology developed	N/A	N/A	
10	Number of major storage locations with enhanced tracking technology	N/A	N/A	
11	Warehouse space optimization	N/A	N/A	

7. Termination indemnity fund

Owner	**Department:** Workplace and Management **Division:** Human Resources						
Link to WFP corporate results framework for 2022–2025 management results	Effectiveness in emergencies ☐	**People management** ✓	Engage in effective partnerships ☐	Effective funding for zero hunger ☐	Evidence and learning ☐	Leverage technology ☐	Leverage innovation ☐

Summary overview [7]

56.   The termination indemnity fund, established under the WFP management plan for 2021–2023, has the aim of supporting WFP in achieving organizational change. Organizational alignment exercises, initiated in 2018, continue in country offices with a view to ensuring that the offices have the appropriate structure, workforce and skills to deliver on their current and upcoming CSPs. This CCI supports such efforts, particularly when exceptional employee separations arise following the implementation of alignment exercises to stabilize the workforce of a country office.

Budget utilization *(USD million)*

Deliverables	2024 available budget	Utilization (including open commitments)	Balance*
Deliverable 1: Termination indemnity payments	8.7	1. 5	7.2
Total	**8.7**	**1. 5**	**7.2**

* CCI funds are used in response to requests from country offices throughout the year.

Main achievements by deliverable

Deliverable 1: Termination indemnity payments

57.   In 2024, the CCI covered the cost of termination indemnities for national employees affected by budget reductions and restructuring in country offices. The full cost of termination indemnities was met through a combination of funding sources, including this CCI, country portfolio budgets, accrual benefits and the country office safety net. During the year, 1,470 employees in 22 country offices received funding from the CCI.

Status of key performance indicators

Key performance indicator		2024 target	Value at end of 2024	Comments
Deliverable 1: Termination indemnity payments				
1	Use of funds for the number of abolished positions for which termination indemnity funds were requested and approved	100%	100% (Meets)	

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[7] The progress report on this CCI in previous years can be accessed here.

8. UNSDG efficiency road map

Owner	Department: Workplace and Management
	Division: Management Services

Link to WFP corporate results framework for 2022–2025 management results	Effectiveness in emergencies	People management	Engage in effective partnerships	Effective funding for zero hunger	Evidence and learning	Leverage technology	Leverage innovation
	☐	☐	✓	☐	☐	☐	☐

Summary overview[8]

58. The Business Innovation Group continued its efforts to meet the efficiency targets established by the United Nations Secretary-General in 2017, including the commitment to achieving efficiencies of USD 310 million per year through a variety of inter-agency, agency and bilateral initiatives. The revised efficiency road map for 2022–2024 extended to 2025 the timeframe for the implementation of key activities under the United Nations development system reform.

59. This CCI aims to ensure that WFP has the capacity to prepare for, respond to and – where appropriate – lead United Nations development system reform efforts. The CCI includes activities related to the key targets set by the Secretary-General for achieving planned efficiencies.

Budget utilization *(USD million)*

2024 key deliverable	2024 available budget*	Utilization (including open commitments)	Balance**
Deliverable 1: UNSDG activities	1.8	1.5	0.3
Deliverable 2: United Nations booking hub	1.8	1.1	0.7
Deliverable 3: Global payment solution	2.5	2.3	0.2
Deliverable 4: Funding allocation for the United Nations Development Coordination Office	0.7	0.3	0.4
Total	**6.8**	**5.2**	**1.6**

* The available budget differs from the projections in the management plan for 2024–2026 because the actual year-end balance exceeded the initial estimates.

** The unspent balance will be used to support ongoing reform initiatives of the Secretary-General and to ensure WFP's capacity to lead and respond to inter-agency efforts, enhancing efficiency and achieving the broader goals of the United Nations efficiency agenda.

Main achievements by deliverable

Deliverable 1: UNSDG activities

60. Activities under this deliverable are focused on the following four areas:

➢   *Common premises:* As of December 2024, 55 percent of the 467 WFP office premises within the scope of the deliverable were in common premises. The CCI team provided support to country offices for the establishment of common premises at the country and field office levels, with revision of business cases, memoranda of understanding, lease agreements and space planning for a total of 77 premises. Major common premises

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[8] The progress report on previous years for this CCI can be accessed here.

projects were finalized in Bangladesh and Uganda. The team has also delivered six regional webinars on common premises in the context of the corporate real estate portfolio.

➢ *Business operations strategy (BOS):* To support BOS, in 2024, WFP developed a comprehensive online training module on its cost–benefit analysis process. This module, now available on the corporate learning platform, guided BOS "champions" through the process during the 2024 annual review of the BOS. WFP also organized a series of webinars aimed at updating and refreshing the knowledge of the champions. WFP's active participation in quarterly meetings of the BOS inter-agency task teams has resulted in valuable contributions to the revised guidance on the BOS, which has been endorsed by the Business Innovation Group and disseminated to all BOS champions worldwide. WFP established a dedicated task force to verify data submitted by country offices, focusing on 24 common services in 14 countries, representing 74 percent of WFP's total cost avoidance under the BOS during the period 2023–2025. The task force was set to complete its report by the end of February 2025. Under the BOS, the proportion of United Nations common services managed by WFP has seen a significant increase, from a baseline of 30 percent to 52 percent in 2024. These achievements underscore WFP's commitment to enhancing common operational efficiency and effectiveness through strategic initiatives and capacity-strengthening efforts.

➢ *Common back office:* Teams at central headquarters provided support to country offices in accordance with the inter-agency roll-out plan for common back offices, with a primary focus on the smooth implementation of a common back office in the United Republic of Tanzania, officially launched in 2024, and preparation of the proposal for a common back office in Zimbabwe. The team is also actively engaged in inter-agency forums and collaboration with country office management to support the roll-out in a second wave of countries, including Bangladesh, Colombia, Indonesia, Pakistan, Thailand and Zimbabwe, which have been identified for the launch of common back offices in 2025.

➢ *Global shared services:* WFP currently offers other United Nations entities the services of the United Nations fleet and the United Nations booking hub for accommodation, mobility, clinic services and United Nations facilities. In addition, in 2024, three business cases were submitted to the steering group of the Business Innovation Group for inter-agency scale-up: the United Nations hotel programme, digital disposal and auction services, and the road safety academy. If endorsed, WFP will operationalize these services within the global shared services portfolio and roll them out for inter-agency use. WFP also coordinated with the Business Innovation Group steering group on updating information on prioritized WFP services for 2024, including on the focal points and timelines for the provision of shared services, the support required by the steering group, lists of current and potential clients, and advocacy on the scale-up of services provided by WFP.

Deliverable 2: United Nations booking hub

61.   United Nations mobility has significantly expanded its reach and now serves 1,005 office locations in 109 countries, with more than 8,800 vehicles and approximately 4.5 million passengers, including 1.9 million in 2024 alone. The efforts of the roving United Nations mobility task force on carpooling have resulted in the signing of 43 carpooling service agreements with operation management teams, and 35 carpooling missions to enhance country offices' vehicle-sharing capacity.

62.   The carpooling network has expanded further, launching operations in Rwanda and integrating various United Nations entities into carpooling operations in Liberia, Mozambique, Namibia, the Niger, Senegal, South Africa, South Sudan, the United Republic of Tanzania and Zambia. A new shuttle feature has been launched to streamline and advance carpooling on common routes, further enhancing the efficiency of the network.

Deliverable 3: Global payment solution

63.   The global payment system aims to consolidate approximately 70 percent of WFP's accounts payable functions in a single location. This consolidation is intended to alleviate the workload of country offices, allowing them to focus on core mission activities. The host country agreement and related supplementary agreement were signed in 2024, providing free office space and direct operational costs – other than those for staff and IT systems – for an initial period of 15 years for accommodating the global payment system in the WFP global business service centre in Budapest. A service gateway portal was developed to consolidate requests for invoice and payment processing from headquarters and field offices, and will be managed by the global payment system with KPI tracking and reporting capabilities.

64.   In the first half of 2024, all headquarters accounts payable functions had shifted to the global payment system. The service gateway was successfully piloted in six countries – Chad, Egypt, Kenya, Libya, Tunisia and the United Republic of Tanzania. The roll-out continued in the Regional Bureau for Eastern Africa in November 2024, and was to be extended to the other regional bureaux in February 2025. These efforts underscore WFP's commitment to enhancing operational efficiency and effectiveness through strategic consolidation and technological advancements.

Deliverable 4: Funding allocation for the United Nations Development Coordination Office

65.   The United Nations Development Coordination Office coordinates UNSDG activities, enhancing collaboration and streamlining reporting in various United Nations initiatives with the aim of driving progress towards efficiency targets. In 2024, WFP contributed to the United Nations Development Coordination Office through the secondment of a senior staff member. This support, along with funding from members of the Business Innovation Group, aims to achieve efficiency targets under the Secretary-General's 2017 agenda.

Status of key performance indicators

	Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 1: UNSDG activities				
1	Percentage of WFP offices* sharing common premises with other United Nations entities	55%**	55.2% (Meets)	
2	Percentage of WFP offices receiving requested support	100%	100% (Meets)	
3	Percentage of country offices receiving training in the United Nations development system reform	100%	100% (Meets)	Refresher training sessions were held in the last quarter of 2024, including induction training for new management services officers
4	Number of webinars and articles related to common premises***	6 webinars and 4 articles	6 webinars and 1 article (Meets)	
5	Percentage of guidance materials and tools revised and adjusted to the new reporting systems	100%	100% (Meets)	
6	Number of global and regional training events and webinars on BOS	6	6 (Meets)	
7	Percentage of country offices where at least USD 1 million in potential savings has been reviewed through the BOS annual review exercise	100%	100% (Meets)	
8	Percentage of common services managed by WFP	50%****	52% (Exceeds)	WFP managed 89 of the 172 common services in 69 countries
9	Number of countries with the UNSDG efficiency road map rolled out	4*****	4 (Meets)	The implementation of common back offices has encountered delays in the first wave of countries. The task team is now defining wave 2 countries, and proposes to implement common back offices in 20 countries by the end of 2028
10	Number of global shared services scaled up and provided externally by WFP	5	5 (Meets)	These services are the United Nations fleet; the United Nations booking hub and United Nations mobility; medical and wellness services; accommodation services; and United Nations facilities
Deliverable 2: United Nations booking hub				
11	Number of missions supporting the start-up of carpooling arrangements	33	35 (Exceeds)	
12	Number of WFP country offices with carpooling agreements signed (cumulative)	40	43 (Exceeds)	

Key performance indicator	2024 target	Value at end of 2024	Comments
Deliverable 3: Global payment solution			
13	Shift of headquarters accounts payable functions to the global payments solution	100%	100% (Meets)	
14	Number of regions where country offices have received onboarding sessions on the global payments solution (consolidation of field offices)	2	1 (Fails to meet)	All the country offices in the Eastern Africa region have received onboarding support, and a gradual roll-out to the country offices in other regions is planned for 2025 and beyond

* "Percentage of WFP offices" replaces "Percentage of WFP country offices" to reflect the calculation methodology, which is now based on the total number of WFP offices – rather than of only country offices – excluding warehouses, guesthouses, governmental offices, central headquarters and global offices, and offices located in cities where there are no co-location opportunities.

** The 2024 target was adjusted from 50 to 55 percent. WFP exceeded the initial 50 percent target in 2023, and the original objective for 2024 was to maintain, and possibly increase, the percentage achieved in 2023.

*** This new KPI was introduced in order to align the KPIs for this CCI with the 2024 annual performance plan of the Management Services Division.

**** The target was revised in line with the initial baseline and the targets set in previous years.

***** The 2024 target was revised from 50 to 4 countries at the inter-agency level to account for the delays resulting from an underestimation of the time, resources and political support required to change the existing business model and practices.