

ANNEX IV B: REPORTING ON CRITICAL CORPORATE INITIATIVES

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

1. This annex outlines the annual progress under the 12 CCIs that were active in 2025.¹ 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 2025, detailing their cumulative budgets from the start of their implementation, along with a breakdown of the available budget and expenditures for 2025. The total amount of actual expenditures on all CCIs in 2025 – including commitments that were still open at the end of 2025 – reached USD 55.4 million. Only five CCIs active in 2025 will continue their activities in 2026, based on their approved timeframes; the remaining seven reached their objectives in the reporting year and will be phased out following the closure of the open commitments they had at the end of 2025. Strengthened oversight of the financial performance of CCIs significantly reduced the share of unspent balances in 2025 compared with previous years, as shown in figure 1.

Table 1: CCI expenditures compared with approved budgets, 2025 and cumulative (USD million)*

CCI title	Start year	Total budget since the beginning of the CCI until the end of 2025	Cumulative expenditures prior to 2025	2025 utilization**	2025 year-end balance
Adoption of IPSAS standards	2025	2.91	-	2.14	0.77
Digital integration and modernization	2025	7.77	-	5.77	2.00
Duty of care and inclusion	2025	3.15	-	2.25	0.90
Positioning WFP to unlock diverse fundings	2025	2.06	-	1.43	0.63
Monitoring, identity management and traceability	2024	26.67	12.24	9.81	4.62
Corporate process optimization	2024	21.03	11.04	9.99	-
Fit for future in a changed funding landscape	2024	7.92	5.95	1.88	0.09

¹ This annex focuses on progress achieved in 2025; progress from earlier years for CCIs initiated before 2025 can be found in annex IV-B of the APR for 2023 and annex IV-B of the APR for 2024.

CCI title	Start year	Total budget since the beginning of the CCI until the end of 2025	Cumulative expenditures prior to 2025	2025 utilization**	2025 year-end balance
COSMOS***	2023	6.25	4.55	0.21	1.49
UNSDG efficiency roadmap	2023	13.41	10.84	2.57	-
Implementation of strategic plan and CRE	2022	29.01	26.57	2.44	-
Investing in WFP people	2022	79.31	68.63	10.29	0.39
Termination indemnity fund	2021	10.00	2.75	6.67	0.58
Total		209.49	142.57	55.45	11.47****

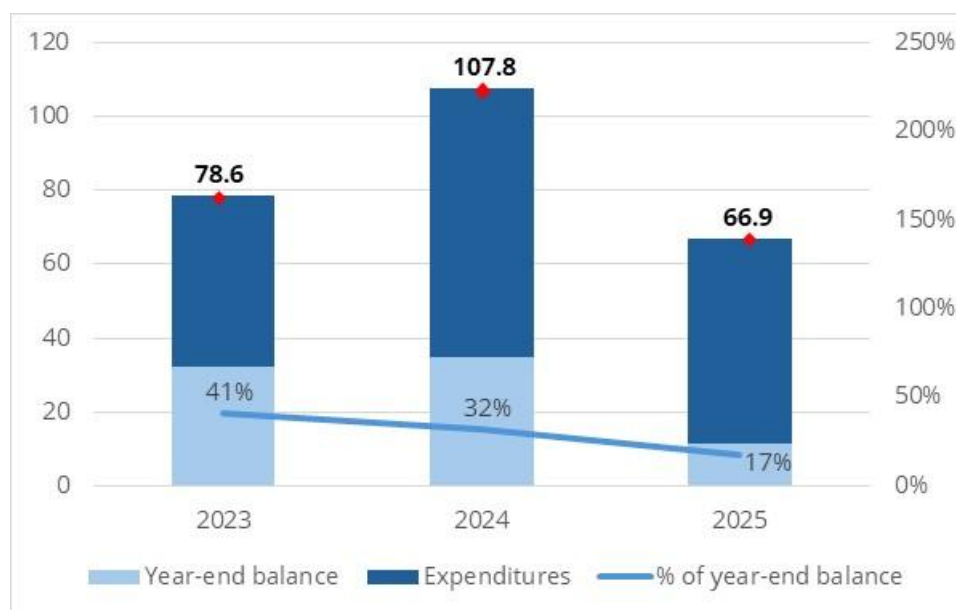
* The CCIs are listed in order of their starting year, from newest to oldest. The Monitoring, identity management and traceability CCI started in 2024 and will continue in 2026. The CCIs listed from Corporate process optimization onwards are initiatives that were planned to conclude in 2025.

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

*** In December 2025, the global budget committee approved a limited extension of the COSMOS CCI into 2026, with USD 0.5 million carried forward to be expended by mid-2026 on achieving the remaining deliverables; the rest of the 2025 balance was surrendered back into corporate reserves.

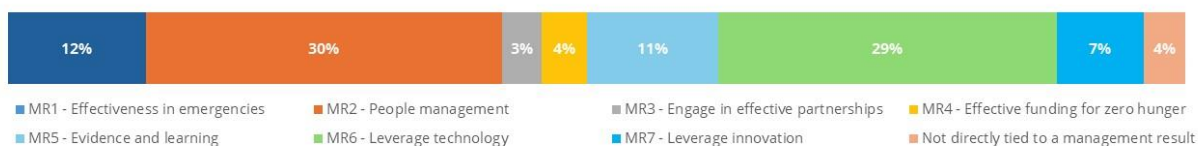
**** Aligned with the 2025 financial report, and excluding unutilized commitments from previous years.

Figure 1: Total CCI annual budgets, expenditures and year-end balances, 2023–2025 (USD million)



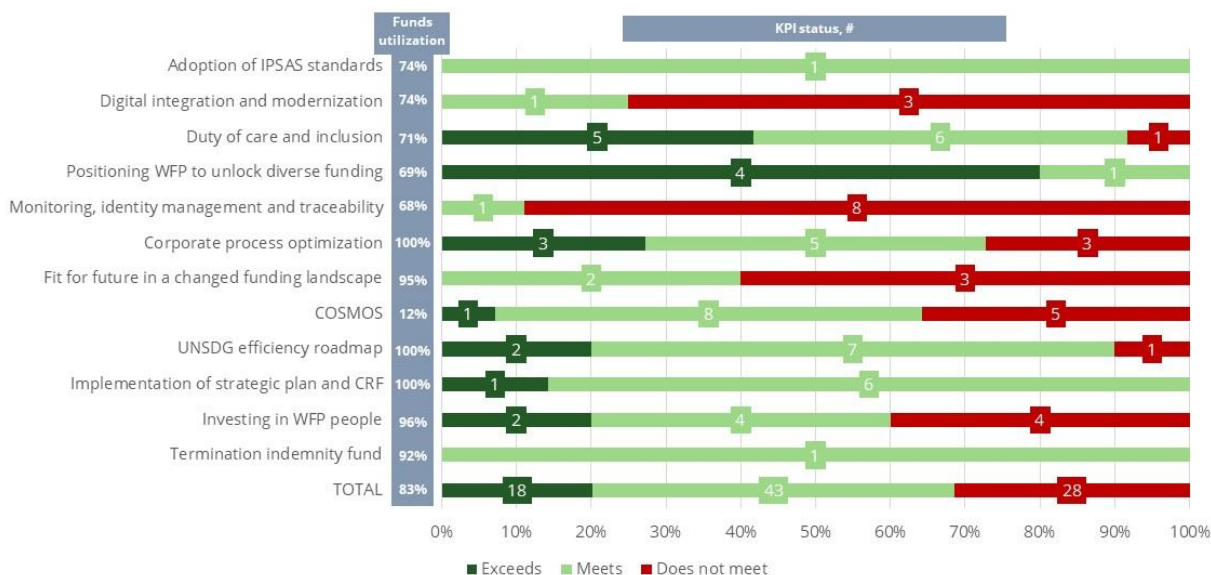
- CCI activities and their respective budgets were linked to one or more management result. Figure 2 illustrates the percentage distribution of the total planned budget for CCIs across the seven management results.

Figure 2: Shares of total critical corporate initiative budget by management result, 2025



- The overall performance of CCIs in achieving their specific objectives, as measured in terms of the key performance indicators (KPIs) assigned to them, is illustrated in figure 3. Of the 89 KPIs covering the CCIs, the annual targets of 69 percent were reported as having been met or exceeded, while the targets of 31 percent were not met based on the KPI assessment methodology.² 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 3: Status of key performance indicators for critical corporate initiatives, and fund utilization, 2025



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 annual 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.

Links to individual CCI performance updates in 2025:

1. [Adoption of IPSAS standards](#)
2. [Digital integration and modernisation](#)
3. [Duty of care and inclusion](#)
4. [Positioning WFP to unlock diverse fundings](#)
5. [Monitoring, identity management and traceability](#)
6. [Corporate process optimization](#)
7. [Fit for future in a changed funding landscape](#)
8. [COSMOS](#)
9. [UNSDG efficiency roadmap](#)
10. [Implementation of strategic plan and CRF](#)
11. [Investing in WFP people](#)
12. [Termination indemnity fund](#)

1. Adoption of IPSAS standards (2025–2026)

Owner	Department: Executive Director Division: Chief Financial Officer						
Links to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input checked="" type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input checked="" type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

- WFP prepares its audited financial statements in conformity with International Public Sector Accounting Standards (IPSAS). There are currently six new standards issued by the board of IPSAS and due for mandatory adoption by WFP on their respective start dates: IPSAS 43–46 came into effect in 2025, and IPSAS 47–48 will do so in 2026.³ Implementation of these standards is mandatory for WFP and failure to adopt them would lead to non-compliance with IPSAS and therefore a qualified audit opinion, which would represent a severe risk. The objective of this CCI is to ensure the full implementation of IPSAS 43–46 in the audited financial statements for 2025, and IPSAS 47–48 in those for 2026.
- Implementation is cross-functional and has a direct impact on the processes and systems that support the operational activities of WFP executed in country and regional offices, and the corporate activities of headquarters functions. Selected country offices are implementing the changes through pilot projects. All country and regional offices and headquarters functions have been mandated to comply with IPSAS 43–46 by the end of 2025 and IPSAS 47–48 by the end of 2026.

Budget utilization (USD million)

2025 and 2026 deliverable	2025 available budget	Utilization	Balance
1. Review and full implementation of IPSAS 43–46 in the 2025 audited financial statements	2.91	2.14	0.77
2. Review and full implementation of IPSAS 47–48 in the 2026 audited financial statements	-	-	-
Total	2.91	2.14	0.77

Main achievements by deliverable

- In 2025, WFP made substantial progress in all IPSAS implementation workstreams. Under IPSAS 43, significant steps were taken to review and classify all lease-related arrangements, including those for premises, warehouses, aviation charters, shipping services, vehicle fleets and other service contracts. The collection of data from country offices and headquarters was completed, supported by quality assurance measures to ensure consistency and accuracy. Integration between WFP's corporate facilities-management platform, Archibus, and the enterprise resource planning system, WINGS, was advanced, and the updating of databases was

³ IPSAS 43 on leases; IPSAS 44 on non-current assets held for sale and discontinued operations; IPSAS 45 on property, plant and equipment; IPSAS 46 on measurement; IPSAS 47 on revenue measurement and recognition under agreements with donors and for service provision; and IPSAS 48 on transfer expenses in relation to cooperating partners, non-governmental organizations and government partners.

completed. Progress was also made in the development of the facilities management modules on the corporate platform. In preparation for 2025 IPSAS requirements, an interim tool for calculating subleases was created, with full system integration planned for 2026. Updated accounting policies were issued, training sessions were delivered in country offices and headquarters, and guidance was provided to facilitate upcoming changes in the procurement-related elements of WFP's enterprise systems. Work continued throughout the year on processing opening balances, current-year entries and year-end adjustments, for inclusion in the 2025 financial statements and external audit.

8. For IPSAS 44, 45 and 46, the work included the development of a database and the analysis of heritage assets, including the culturally or historically significant items held by WFP, and of the fair value disclosures applied to inventories and financial instruments. The technical analyses and revision of related WFP accounting policies were completed and endorsed by the Chief Financial Officer and shared with the external auditors. These standards are considered fully adopted.
9. While implementation of IPSAS 47 and 48 is the main component of deliverable 2 in 2026, deliverable 1 covered some of the preparatory work that was carried out in 2025 in order to enable the timely and effective adoption of IPSAS 47 and 48 in 2026. Assessment criteria for IPSAS 47 were developed and applied to distinguish binding from non-binding arrangements in the contributions portfolio. Cost flow analyses were prepared for binding agreements, and a review of the end-to-end contributions lifecycle – from grant registration to programming and reporting – was completed and discussed with the external auditors. For IPSAS 48, the accounting model for transfer expenses was finalized, and a specific scenario involving a government acting as a cooperating partner was analysed following a query from the internal auditors, with the resulting assessment and recommended treatment reviewed with the external auditors.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025 (and rating)	Comments
Deliverable 1: Review and full implementation of IPSAS 43–46 in the 2025 audited financial statements				
1	Number of new IPSAS reviewed and adopted	4	4 (Meets)	

2. Digital integration and modernization (2025–2026)

Owner	Department: Workplace and Management Division: Technology						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input checked="" type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

10. The main objective of this CCI is to modernize and integrate WFP's information technology (IT) and digital infrastructure to enhance its operational efficiency and align it with strategic goals. This comprehensive effort focuses on upgrading enterprise resource planning systems, consolidating payroll systems, developing the data architecture, and integrating artificial intelligence (AI) into WFP's systems.
11. An upgrade of enterprise resource planning is essential for WFP to avoid the end-of-life of its current SAP system in 2027. The proposed upgrade mitigates several corporate risks by ensuring that financial management systems are up-to-date, secure and scalable, thus preventing the loss of critical business functions. The desired future target corporate IT architecture will be established, aligning business processes with the required technology, and developing robust data and AI governance frameworks to align data management with WFP's operational environments. The "one payroll road map" component of the CCI has the aim of integrating the three separate payroll systems currently used by WFP into a single unified system. With the completion of WFP's AI strategy, the development and roll-out of a modern data platform with critical AI capabilities will begin, focusing on the use of data and AI to scale and transform operations for WFP's employees and partners.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. Upgrade of enterprise resource planning	4.80	3.56	1.24
2. Data architecture	0.90	0.74	0.16
3. One payroll	0.25	0.25	-
4. Artificial intelligence	1.82	1.22	0.60
Total	7.77	5.77	2.00

Main achievements by deliverable

Deliverable 1: Upgrade of enterprise resource planning

12. WFP achieved substantial progress in upgrading its enterprise planning and resource system, marking a major step in the modernization of its core operational platform. Following a comprehensive selection process, implementation of the project formally commenced in July 2025. Throughout the rest of the year, the Workplace and Management Department engaged extensively with headquarters, regional director offices and country offices to build awareness and prepare employees for upcoming changes. A dedicated testing environment was established, enabling validation work to begin. Significant foundational work was carried out,

including the updating of business processes, the adaptation of system components to the upgraded environment, and systematic data-cleansing to reduce the volume of information requiring migration. WFP also initiated structured readiness activities, such as workshops on impact assessment, and the development of comprehensive training and testing plans.

Deliverable 2: Data architecture

13. WFP made progress in its enterprise data architecture initiative by establishing a unified framework that strengthens the consistency of data-related practices throughout the organization. A work plan was finalized, a needs statement was issued, and the updated map of data's subject areas was aligned with WFP's standards for metadata. The framework was applied to major corporate initiatives and provided the foundational architecture for the modern data platform and the enterprise deduplication solution, the designs for both of which were endorsed. WFP also defined the future state architecture for data management and integration, and advanced its work on master data management through a pilot project based on location data. The modern data platform was approved for production and is now supporting priority initiatives that are expected to generate significant efficiency gains, including the deduplication of enterprises, the streamlining of identity data, and contributions to UN80 reform activities.

Deliverable 3: One payroll

14. WFP completed the discovery phase for the future one payroll solution. Work included consulting other United Nations entities in order to understand their approaches to payrolls, and reviewing the systems that WFP uses at headquarters and in country offices. Based on this assessment, three options were identified for detailed analysis. A structured feasibility study was then carried out to evaluate the advantages and risks of each option in terms of their implementation and long-term sustainability. The study recommended adopting a SAP-based approach as the most viable path forwards for WFP. An executive summary outlining the review process, indicative costs and the recommended option was presented to senior leadership in early 2026, and the proposal was endorsed with a request for a more detailed cost and benefit assessment to support the investment decision, taking into account potential synergies with broader United Nations reforms.

Deliverable 4: Artificial intelligence

15. This deliverable has the aim of supporting the scale-up of in-house AI pilot projects into global solutions. A total of 21 initiatives were submitted from across WFP, seven of which were recommended for funding under the CCI. These initiatives aim to strengthen the integrity of beneficiary information management, improve food security analysis, and enhance early warning and operational decision-making. Achievements to date include progress in the automated detection of duplicate beneficiary registrations; and the development of prototypes that extract and summarize insights into food security from diverse data sources, tools that support market and price analysis, and models that optimize procurement and pre-positioning. Further work was carried out on the forecasting of crop yields, the detection of irregularities in assistance delivery, and the satellite-based identification of damaged infrastructure and temporary settlements, with several solutions now in the testing or early implementation phase.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: Upgrade of enterprise resource planning				
1	User adoption rate within six months of implementation	N/A	N/A	To be measured after implementation is completed in 2026
2	Reduction of average processing time for critical business processes	N/A	N/A	
3	Average user satisfaction rating in the first year of implementation	N/A	N/A	
Deliverable 2: Data architecture				
4	Number of approved business solutions created by non-IT staff using simplified programming tools that comply with the standards for enterprise architecture	5	1 (Does not meet)	In line with the five-year digital transformation plan, some initiatives were rescheduled to commence in 2026
5	Number of new IT solutions utilizing the new data architecture and/or the modern data platform	10	10 (Meets)	
Deliverable 3: One payroll road map				
6	Finalization of the road map for the payroll integration plan	100%	95% (Does not meet)	The finalization of the roadmap is pending endorsement from the steering committee
Deliverable 4: Artificial intelligence				
7	Percentage of AI piloted use cases scaled up into global solutions	25%	14% (Does not meet)	One pilot out of seven was scaled up into a global solution in 2025

3. Duty of care and inclusion (2025–2026)

Owner	Department: Workplace and Management Division: Workplace and Management front office						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input checked="" type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

16. This CCI aims to reaffirm WFP's duty of care in mitigating the risks facing employees and their families. It strengthens WFP's capacity to stay effective in high-risk environments while upholding standards for well-being, safety and security. The complex operational environment requires WFP to adapt and address broad risks. The CCI investment focuses on employees' safety, transferring risks to the organization, and enhancing accountability. By investing in occupational health and safety, WFP aims to create a safer, more productive work environment, minimizing work-related injuries and fostering an agile workforce.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. Effective occupational safety, health and security management	2.05	1.26	0.79
2. Inclusion and respect for dignity	1.10	0.99	0.11
Total	3.15	2.25	0.90

Main achievements by deliverable

Deliverable 1: Effective occupational safety, health and security management

17. Occupational safety and health capacity were strengthened through assessments conducted in 31 locations in six countries, complemented by reviews of ten additional sites in the Caribbean. A revised occupational safety and health policy and an updated framework for accountability were drafted in accordance with commitments to duty of care and the evolving global headquarters organizational structure. To reinforce field-level expertise, training accredited by the Institution of Occupational Safety and Health was delivered in English, French and Spanish, enabling 38 focal points to enhance their risk management practices and support the implementation of organizational standards for occupational safety and health. The initiative also facilitated the implementation of priority safety recommendations in Ethiopia, Kenya and Chad, building on findings from earlier assessments.

Deliverable 2: Inclusion and respect for dignity

18. WFP continued the digital transformation of its security systems and processes through broad internal engagement, with more than 300 field-based employees contributing to the development of a modernized plan. New digital solutions were designed to strengthen the monitoring of employees' safety, streamline compliance processes, enhance analytical capacity and improve knowledge management, including through the introduction of analytics and onboarding tools supported by AI. The technical development of several key products was completed: a digital monitoring solution for guesthouses managed by WFP is ready for

deployment following the completion of system requirements; automated invoicing for non-WFP guests has been fully implemented into the solution, improving efficiency and accountability; and the upgrading of the living standards assessment tool for guesthouses is nearing completion, with the introduction of automated visualization tools scheduled for early 2026.

19. Progress also continued in embedding inclusion throughout WFP operations. Support from the CCI enabled the global inclusion team to deliver tailored training, provide advice on reasonable accommodation, and retain specialized expertise for implementing corporate commitments. These efforts resulted in the completion and formal endorsement of a new WFP inclusion strategy, marking a significant step towards more inclusive and accessible workplaces throughout the organization.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: Effective occupational safety, health and security management				
1	Number of occupational health and safety risk assessments conducted in field locations	15	31 (Exceeds)	
2	Number of days to prepare and complete a headcount exercise	2	2 (Meets)	
3	Percentage of country offices fully compliant with KPI and framework of accountability compliance tool processes (security)	70%	77% (Exceeds)	
4	Analysis of capabilities: user satisfaction rate of AI automation initiatives (security)	70%	80% (Exceeds)	The KPI has been revised from "Automation of recurrent reporting" to better reflect the impact
5	Knowledge management: average number (per quarter) of times each Security Division user (security professional) accesses the security knowledge manual	5	7.6 (Exceeds)	
6	Average number of days to complete requests for compensation plan benefits and requests for reasonable accommodation	15	15 (Meets)	
7	Number of days to complete requests for United Nations Joint Staff Pension Fund benefits	10	10 (Meets)	
8	Average number of days to reflect policy changes in the human resources manual	≤60	30 (Exceeds)	
9	Completion of system integration	1	1 (Meets)	

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 2: Inclusion and respect for dignity				
10	Completion, approval and implementation of the WFP inclusion strategy	1	1 (Meets)	
11	Percentage of employees who self-identify in diversity categories, with data monitored and reported quarterly	25%	25% (Meets)	
12	Number of workplace culture initiatives supported through training, facilitation and coordination	50	36 (Does not meet)	The initiatives delivered in 2025 were focused on high-value, organization-wide workplace culture efforts that required deep engagement, tailored facilitation and sustained coordination to maintain a strong qualitative impact

4. Positioning WFP to unlock diverse funding (2025–2027)

Owner	Department: Partnerships and Innovation Division: Public Partnerships						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input checked="" type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

20. This initiative helps country offices to diversify their funding sources by enhancing their ability to identify and pursue new partnerships. Through the initiative, direct support is provided for the development of resourcing plans and high-quality value propositions. Country offices are being connected to potential partners through a dedicated platform. High-quality information materials are provided to position WFP as a leader in areas such as preparedness for climate-related events, and social protection. Communication experts are developing evidence-based publications for outreach, and managing reputational risks by conducting due diligence on new partners. The initiative also expands the mapping of donors and partners, addresses barriers to collaboration with diverse partners, and provides training and guidance for field staff.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. New and diverse partners identified, engaged and providing funding	1.36	0.96	0.40
2. WFP positioned as the partner of choice for diverse funding opportunities through multilayered communication activities and support for employees in country operations	0.50	0.36	0.14
3. Country offices able to pursue new multisectoral resource mobilization partnerships	0.20	0.11	0.09
Total	2.06	1.43	0.63

Main achievements by deliverable

Deliverable 1: New and diverse partners identified, engaged and providing funding

21. In 2025, WFP adopted its first corporate guidance on access to climate finance, and produced accompanying tools for strengthening country offices' capacity. Support was expanded in the field through the deployment of a regional climate finance specialist, and three proposals, totalling USD 52 million, were submitted for funding through the Rome Process;⁴ two proposals – valued at USD 34 million – were approved, and efforts to gain access to the related financing facility are under way. WFP also supported South Sudan's first submission of a proposal to the Green Climate Fund, for a USD 50-million project that was endorsed in October. The pipeline of proposals for investments in climate-related and resilience initiatives grew to more than

⁴ The Rome Process is a strategic partnership launched by the governments of Italy and the United Arab Emirates and aimed at addressing migration, promoting development and fostering economic growth in Africa and the Mediterranean.

60 concepts, totalling about USD 1.8 billion. Additional achievements included the development of 13 new proposals by 11 country offices, the mapping of donors, the deployment of specialized personnel to strengthen resource mobilization, and the delivery of an eight-week training course on funding diversification for more than 50 employees in the field, in partnership with the United Nations System Staff College.

Deliverable 2: WFP positioned as the partner of choice for diverse funding opportunities through multilayered communication activities and support for employees in country operations

22. Flagship communication campaigns and products significantly enhanced WFP's visibility through data-driven storytelling, wide-reaching media partnerships, and engagement with trusted global influencers, generating millions of views across regions and reinforcing WFP's position as a partner of choice. Collaboration with country and regional offices enabled the development of tailored communication plans, with 12 initiatives focused on storytelling, engagement with influencers, visibility, and capacity strengthening. High-profile regional communications, including through television features, interactive web-based products, and partnerships with well-known public figures further strengthened WFP's credibility with governments, donors and wider audiences. Sustainability beyond the duration of the CCI is being ensured through the development of scalable digital products, reusable communication materials, long-term media-based relationships, and the integration of storytelling tools into strategies for donor engagement, fundraising and partnerships.

Deliverable 3: Country offices able to pursue new multisectoral resource mobilization partnerships

23. Capacity in innovative finance was strengthened through the training of more than 160 employees at headquarters in Rome and in regional and country offices, expanding their understanding of the instruments that can unlock new sources of funding. Direct technical support promoted debt-swap transactions in several countries, including a bilateral conversion of USD 56 million in Mozambique, while new opportunities for South-South cooperation were explored with interested governments. Country offices received tailored guidance on identifying and prioritizing innovative finance solutions to address gaps in the funding for country strategic plans (CSPs), including through the development of a dedicated strategy for the Rwanda country office, and advisory support for the country teams in Bangladesh, the Congo, Pakistan and Sri Lanka. Progress was also made in engaging in blended finance partnerships linked to the Lobito corridor,⁵ and designing financial facilities for risk sharing and value chains, including work on an innovative mechanism for home-grown school feeding in Senegal.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: New and diverse partners identified, engaged and providing funding				
1	Percentage increase in country offices that approached new partners or planned for new partnership types	25	60 (Exceeds)	In 2025, 64 country offices created two or more new funding opportunities by approaching new partners worth at least USD 0.5 million, up from 40 country offices in 2024

⁵ The Lobito corridor is a rail-based logistics route connecting Angola's port of Lobito to the mineral-rich copper belt regions of the Democratic Republic of the Congo and Zambia.

Key performance indicator		2025 target	Value at end of 2025	Comments
2	Percentage increase in country offices that diversified their funding sources	10	16 (Exceeds)	In 2025, 36 country offices received more than 10 percent of their contributions from new donors, up from 31 country offices in 2024
Deliverable 2: WFP positioned as the partner of choice for diverse funding opportunities through multilayered communication activities and support for employees in country operations				
3	Number of communication initiatives undertaken across all country offices to enable positioning for diversified funding	10	12 (Exceeds)	
Deliverable 3: Country offices able to pursue new multisectoral resource mobilization partnerships				
4	Number of country offices supported in designing or implementing innovative finance transactions, such as debt swaps, blended finance or thematic bonds	12	13 (Meets)	
5	Number of country office employees trained or directly supported in innovative finance tools and approaches, such as debt swaps, blended finance or thematic bonds	30	161 (Exceeds)	In 2025, 161 employees received training in innovative finance through the funding diversification programme and an internal webinar

5. Monitoring, identity management and traceability (2024–2026)

Owner	Department: Programme Operations						
	Division: Programme Operations front office						
Links to WFP CRF 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
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary overview

24. This CCI enhances WFP's ability to deliver safe and uninterrupted food assistance, and provide accountability for doing so, by strengthening key systems and processes for end-to-end visibility and assurance over operations and the delivery of assistance. It focuses on three main areas: monitoring and community feedback mechanisms (CFMs); the digitization of, and assurance from, identity management; and scanning technology for supply chains and the early development of a track-and-trace system. The initiative promotes collaboration among departments and organizational levels of WFP on building a unified assurance framework.
25. Started in 2024 and originally planned for completion in 2025, the initiative has been extended by one year, on a no-cost basis, in the management plan for 2026–2028 so as to support the smooth adoption of tools in WFP's operations. During the extension, work will focus on expanding standardized monitoring tools, increasing the coverage of remote programme monitoring, strengthening support for high-risk country offices, and enhancing digital integration for informed, risk-aware decision-making, including through the roll-out of the integrated system for managing cases identified from CFMs and process monitoring, by "escalating" them to the appropriate level of WFP's management for resolution.

Budget utilization (USD million)

2025 deliverable*	2025 available budget	Utilization	Balance
1. Remote process and outcome monitoring	3.90	2.53	1.37
3. Minimum assurance standards for in-kind food operations, including improvements in community feedback mechanisms	1.06	0.85	0.21
4. Traceability road map, data standardization and scanning technology for warehouse management	3.87	3.72	0.15
6. Support for implementation of the global assurance framework in all country offices	5.60	2.71	2.89
Total	14.43	9.81	4.62

* Deliverable 2 was completed in 2024; the original deliverables 4 and 5 – "Traceability road map and enhancement of information flow and data standardization" and "Scanning technology for automated receipt and dispatch and improved warehouse management" – are consolidated into the reformulated deliverable 4; and deliverable 6 is new.

Main achievements by deliverable

Deliverable 1: Remote process and outcome monitoring

26. By the end of 2025, all 15 targeted high-risk country offices had fully operationalized remote programme monitoring within a standardized information management ecosystem, and had integrated it into their multilayered monitoring portfolios. Monitoring coverage expanded

substantially, with more than 50,000 interviews conducted with beneficiaries, and a 44 percent increase in the number of sites covered, strengthening compliance with minimum monitoring requirements and maintaining oversight in locations where access was constrained. The automation of data pipelines and upgraded dashboards improved the real-time processing and visualization of data, while remote interviews enabled the faster gathering of actionable insights in several operations. A review of consolidated lessons learned confirmed gains in speed, cost-efficiency and the detection of fraud risks, with some country offices reporting reductions of 20 to 30 percent in their monitoring costs. Strong institutional uptake was demonstrated, with more than ten country offices allocating their own resources to maintaining remote programme monitoring beyond the CCI period, marking its transition from a project intervention to an institutionalized component of WFP's global monitoring architecture.

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

27. Accountability systems were strengthened through the roll-out of an expanded CFM toolkit that incorporates lessons from the field and updated procedures for operationalizing assurance standards. Country offices now meet 80 percent of CFM-related benchmarks, up from 52 percent in 2024, reflecting clearer workflows and more robust processes. Twenty-eight country offices are using the standard CFM system, nearly twice as many as in 2024, and 14 have deployed the integrated issue escalation and case management system, linking data from CFMs and process monitoring. These improvements have enhanced oversight, case management and responsiveness to affected communities in diverse operational environments.
28. Country offices also received tailored technical support, including missions to Ethiopia, Kenya and Somalia; reviews of standard operating procedures and data analysis practices; and targeted assistance for inter-agency CFMs in eight operations. In 2026, lessons from these engagements will be consolidated into a guidance note aimed at strengthening future inter-agency CFM efforts.

Deliverable 4: Traceability road map, data standardization and scanning technology for warehouse management

29. Significant progress was made in strengthening WFP's end-to-end track-and-trace architecture, with a suite of digital solutions enhancing accountability, operational efficiency and data standardization along the supply chain. New tools provide real-time visibility on commodity movements, standardized reporting from cooperating partners, and more accurate record-keeping in warehouses, including in environments with low connectivity to IT networks, while the tracing of non-food items was expanded through dedicated tracking solutions and upgraded analytics platforms. Upstream – procurement and shipping – and downstream – in-country logistics, “last-mile” delivery, and distribution – processes were further digitized through the adoption of standardized packing lists and barcode- or QR-based scanning, reducing manual errors and accelerating the verification process. Harmonized business processes and data structures improved interoperability and consistency in global reporting, and updated governance frameworks strengthened compliance and laid the foundation for the sustained adoption of digital traceability throughout WFP's operations.

Deliverable 6: Support for implementation of the global assurance framework in all country offices

30. Substantial progress was made in mainstreaming the global assurance framework by providing targeted oversight, technical assistance and capacity strengthening for improving assurance in all functional areas. Corporate guidance was issued to support the integration of the framework

throughout WFP; the procedures for oversight missions were updated; assurance indicators were incorporated into the performance reviews of senior managers; and follow-up was reinforced by a dedicated cross-functional task force. Regional teams supported high-risk operations with verification exercises, management oversight missions, and the integration of assurance elements into routine reviews, while also advancing the roll-out of digital assurance tools, strengthening monitoring and CFM systems, improving targeting and supply chain assurance, and delivering capacity-strengthening support. These combined efforts enhanced internal controls, expanded the use of standardized tools, and improved traceability, accountability and risk-aware decision-making in country offices.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: Remote process and outcome monitoring				
1	Number of high-risk operations with remote process and outcome monitoring – remote programme monitoring	15	15 (Meets)	Afghanistan, Bangladesh, Burkina Faso, Cameroon, Colombia, the Democratic Republic of the Congo, Egypt, Ethiopia, Haiti, Mali, Mozambique, Nigeria, the Syrian Arab Republic, Uganda, Zimbabwe
Deliverable 3: Minimum assurance standards for in-kind food operations, including improvements in community feedback mechanisms				
2	Percentage of high-risk operations that have implemented the global assurance benchmarks for identity management	85	80 (Does not meet)	A compliance rate of 80 percent reflects steady improvements driven by standardized guidance, targeted support, and the roll-out of the integrated issue “escalation” and case management system. The compliance rate is expected to reach 85 percent by the end of 2026
Deliverable 4: Traceability road map, data standardization and scanning technology for warehouse management				
3	Number of suppliers integrated into automated information flow*	20% of suppliers	1 supplier as part of the pilot (Does not meet)	A procurement pilot has been launched to automate data absorption, and alternative scanning technologies are being assessed for piloting. Work on the mapping of data and process flows aimed at the end-to-end streamlining of operations is also advancing
4	Number of working hours on data entry saved**	Reduction of 30%	N/A (Does not meet)	
5	Timeline for identifying and tracing a commodity along the entire supply chain***	Less than 5 days	N/A (Does not meet)	Awaiting the piloting of the scanning technology
6	Number of standard operating procedures that incorporate scanning technology developed	4	N/A (Does not meet)	
7	Number of major storage locations with enhanced tracking technology	30	N/A	

Key performance indicator		2025 target	Value at end of 2025	Comments
			(Does not meet)	
8	Warehouse space optimization****	20% of warehouse capacity	N/A (Does not meet)	Warehouse assessment is ongoing
Deliverable 6: Support for implementation of the global assurance framework in all country offices				
9	Percentage of country offices meeting WFP's global assurance standards*****	100	71 (Does not meet)	Targeted support is being provided to the country offices that partially meet global assurance standards so that they can reach full compliance in 2026

* Less than 1 percent of active suppliers account for 50 percent of WFP's procurement expenditure. The value measured will be in line with the number of transactions that are automated.

** This KPI applies to the time saved per document type over periods of 3, 6 and 12 months.

*** Previously, food tracing – such as for incident-related recalls – took between 14 days and several months. The introduction of a five-day target aims to reduce this time by approximately 90 percent.

**** This is calculated as the volume of the inventory as a percentage of the warehouse storage capacity. It is tracked as a measure of the efficient use of space in which the inventory accounts for a targeted percentage of the total warehouse storage capacity.

***** This KPI replaces the original KPI, “Number of high-risk country offices that meet global assurance project benchmarks for more than 80 percent of their unconditional resource transfers”, as assurance has since been mainstreamed in all country offices. The new KPI is fully aligned with the CRF cross-cutting assurance indicator, ensuring consistency in measuring country offices' compliance with global assurance standards, and enabling the tracking of performance in assurance at the enterprise level.

6. Corporate process optimization (2024–2025)

Owner	Department: Deputy Executive Director and Chief Operating Officer Division: Deputy Executive Director and Chief Operating Officer front office						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input checked="" type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

31. This initiative aims to improve the efficiency and effectiveness of business processes, strengthen controls and reduce risks through the increased standardization, automation and integration of corporate processes.
32. Through its leading deliverable, the CCI has the purpose of improving the way in which procurement services are requested and delivered 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 the processing of global travel and trip documents.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1: End-to-end procurement optimization	8.79	8.79	-
2: Global travel solution	0.27	0.27	-
3: Global service management digitalization	0.15	0.15	-
4: Enabling activities that support implementation	0.78	0.78	-
Total	9.99	9.99	-

Main achievements by deliverable

Deliverable 1: End-to-end procurement optimization

33. In 2025, a digital solution – SmartSourcing – that connects data from different systems and enables teams to track the entire procurement process from end to end was rolled out in all regions, with more than 70 country offices now using all the modules, and ten receiving targeted support for optimizing adoption. Implementation was supported by a structured knowledge transfer process that moved ownership of the system from external providers to internal WFP teams. Three major enhancements were designed and incorporated into the global roll-out plan during the year – advanced contract management functions, capabilities in category-based procurement planning,⁶ and functions for the management of demand and requests, further strengthening the standardization and efficiency of procurement processes.

⁶ “Procurement categories” are sets of similar goods or services from across WFP that have common procurement needs and whose supply markets are either global or regional.

Deliverable 2: Global travel solution

34. The global headquarters travel hub was rolled out to all regions in 2025 and now manages approximately 20 percent of travel arrangements for global headquarters personnel, with improved processing times and strengthened internal controls. The “lodge card” payment solution, fully implemented for all headquarters travel in December 2025, automates the payment of charges for travel services, and the related reconciliation work, and is already used for nearly half of WFP’s global travel transactions by value. Together, these systems have reduced the manual workload, enabled automated vendor payments, and improved the accuracy and oversight of WFP’s travel management processes.

Deliverable 3: Global service management digitalization

35. The virtual assistant for the management of United Nations accommodation was released in December 2025 for a limited group of users as part of a phased change management approach, with plans to introduce full access for all United Nations entities – along with additional features – in early 2026. A virtual assistant, powered by AI and available in three languages, is now supporting three services by providing guidance on policies and procedures for selected tasks, such as booking, cancelling or modifying reservations.

Deliverable 4: Enabling activities that support implementation

36. Efforts under this deliverable were primarily directed to supporting and coordinating the implementation of CCI activities, thereby ensuring their successful completion in 2025. These activities included the coordination of implementation through the definition of overall milestones; the identification of interdependencies; the escalation of issues to the appropriate level of management for resolution; and the establishment of a results framework for measuring the impact of the solutions delivered.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	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, business spend by category	50	66 (Exceeds)	The SmartSourcing solution is now live in 5 regions, covering 72 of WFP’s 86 country offices
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	63 (Exceeds)	
3	Percentage of cost savings achieved through better visibility over expenditures, access to market intelligence, and improved supplier onboarding processes	1.5	0.62 (Does not meet)	In 2025, a consolidated approach was developed and applied in 62 initiatives, resulting in USD 12.9 million in measurable savings, equivalent to 0.65% of annual expenditures

Key performance indicator		2025 target	Value at end of 2025	Comments
4	Percentage of overall WFP procurement expenditure undertaken by business units, rather than the procurement function, through a new online, user-friendly self-service system	40	25 (Does not meet)	The percentage is expected to increase in 2026 with the progressive adoption of the systems in country offices
5	Percentage of global procurement categories that are managed globally	80	64 (Does not meet)	Of the 813 categories, 522 are identified as global and are managed by a global team in headquarters
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	7 (Meets)	
8	Launch of a request for proposals from which to identify a new travel management company	Fully achieved	Fully achieved (Meets)	
Deliverable 3: Global service management digitalization				
9	Number of selected services involved in the piloting of digitalized service management	1	3 (Exceeds)	
Deliverable 4: Enabling activities to 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 impact of solutions	Completed	Completed (Meets)	

7. Fit for future in a changed funding landscape (2024–2025)

Owner	Department: Partnerships and Innovation Division: Partnerships Coordination Service						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input checked="" type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input checked="" type="checkbox"/>	Leverage innovation <input checked="" type="checkbox"/>

Summary overview

37. This initiative aims to drive additional efficiency and effectiveness gains in the partnership function by enabling all levels of relevant units 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, which harmonizes WFP's management of core donors and contributions and its 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)

2025 deliverable*	2025 available budget	Utilization	Balance
2: Technology-based tools and systems	0.89	0.88	0.01
4: Ready-to-use climate funding proposals and prioritized innovative financing solutions	1.08	1.00	0.08
Total	1.97	1.88	0.09

* Deliverables 1 and 3 were completed in 2024.

Main achievements by deliverable

Deliverable 2: Technology-based tools and systems

38. In 2025, significant progress was achieved on the new tools for managing contracts throughout their duration and harmonizing the management of donors and contributions. Notably, templates and workflows for standard agreements have been completed, data have been aligned across platforms, and extensive testing by users has been conducted with global and field teams. Both of the new tools are now integrated into corporate systems and processes and have passed the required governance reviews. Their deployment in early 2026, combined with ongoing reviews to ensure that they continue to deliver the intended results, will support their long-term sustainability. The business processes enabled by these systems are anchored on the Executive Director's circular on the management of contribution agreements, and the directive on forecasting and contribution management.

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

39. WFP advanced its innovative finance and debt-swap agenda in 2025 by reaching major milestones in global advocacy, including by co-convening a global roundtable on debt swaps, and contributing to the launch of the Global Hub on Debt for Development Swaps, which promotes best practices and technical support for countries engaging in debt swap arrangements. Momentum among creditors strengthened, with new commitments and large-scale relief measures, while WFP supported and expanded concrete transactions such as a second-phase swap for Cuba, a joint agreement between Spain and Jordan, and work on commercial conversions backed by substantial credit guarantees.
40. Progress also accelerated on climate-related instruments, including the development of a USD 100 million catastrophe bond for food security. Structured finance partnerships were advanced through the launch of a major co-financing initiative, and continued engagement in blended finance opportunities that are expected to yield results in 2026. Exploratory mechanisms also moved forward, including the launch of WFP's first channel for fundraising in cryptocurrency, and early work on the design of outcome-based financing models aimed at attracting new categories of donors.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 2: Technology-based tools and systems				
1	Percentage of contributions managed through the comprehensive database	100	0 (Does not meet)	This target will be met following the launch of the new platforms in 2026
Deliverable 4: Ready-to-use climate funding proposals and prioritized innovative financing solutions				
2	Number of vetted climate solution proposals in the pipeline at the country office, regional office and headquarters levels	5	5 (Meets)	In 2025, proposals for climate solutions were developed and incorporated into the climate and resilience investment pipeline, with a total of more than 60 concept notes and an accumulated value of USD 1.8 billion
3	Number of new innovative finance agreements signed- debt swaps, blended finance, food security bonds	4	4 (Meets)	
4	Number of new innovative finance vehicles launched	2	1 (Does not meet)	
5	Value of new innovative finance resources raised in 2024-2025 (USD million)	65	3.8 (Does not meet)	Efforts are under way to secure further funding from innovative finance through multiple opportunities valued at USD 130 million

8. Country office support model optimization and simplification – COSMOS (2023–2025)

Owner	Department: Workplace Management						
Link to WFP CRF for 2022–2025 management results	Division/unit: Change Management Service						
	Effectiveness in emergencies	People management	Engage in effective partnerships	Effective funding for zero hunger	Evidence and learning	Leverage technology	Leverage innovation
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary overview

41. The COSMOS initiative aims to advance WFP’s shift towards a simplified support model based on single lines of accountability for delivering effective assistance to country offices in the design and implementation of their CSPs. The model draws on existing good practices and reduces the duplication of efforts while clarifying roles at the global headquarters level, maximizing the efficiency and quality of the support provided to country offices. 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.
42. In December 2025, the global budget committee approved a limited extension of the COSMOS CCI into 2026, with a partial carry-forward of USD 0.5 million to be expended by mid-2026, and the rest of the balance at the end of 2025 to be surrendered back into corporate reserves. The funding from the partial carry-forward will be used to finalize the service catalogue model, carry out capacity strengthening activities, and finalize the guidance materials.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. Fine-tuning of the global teams model with specific functions	0.10	0.01	0.09
2. Regional office readiness	0.27	0.06	0.21
3. Change management and communication	0.29	0.14	0.15
4. Solution coherence and coordination of the initiative – by the Secretariat	0.37	-	0.37
5. Knowledge management, lessons learned and success measurement	0.67	-	0.67
Total	1.70	0.21	1.49

Main achievements by deliverable

Deliverable 1: Fine-tuning of the global teams model with specific functions

43. Starting on 1 May 2025, WFP moved to a two-tiered organizational structure, with headquarters in Rome and the former regional bureaux integrated into a “one global headquarters” model, establishing a new operational basis for providing global support to country offices. Following the transition, work focused on operationalizing and stabilizing the two-tiered model. All global

headquarters functions developed functional consolidation plans setting out how the model would be applied in practice, including through the updating of organizational structures, roles and ways of working. The plans identified efficiency opportunities and provided a clear, function-owned basis for implementation of the model from 2026.

Deliverable 2: Regional office readiness

44. Readiness activities for regional directors and the functional staff based in regional offices included supporting the transition of employees into global teams, carrying out formal briefings, and maintaining engagement with management teams.

Deliverable 3: Change management and communication

45. Offices' readiness for implementation and employees' understanding of the new organizational structure were prioritized. Senior management and directors were engaged through regular briefings and dialogue, with information disseminated to employees throughout the organization. Communications and reference materials for employees were developed and maintained, including a dedicated space on the intranet, and the incorporation of updates into management communications and engagements with all employees.

Deliverable 4: Solution coherence and coordination of the initiative – by the Secretariat; and deliverable 5: Knowledge management, lessons learned and success measurement

46. Guidance was provided to support the consistent application of the two-tiered model, including through alignment of the language and terminology used in organizational guidance; the clarification of organizational structures; and the provision of practical directions that supported functions as they adjusted their ways of working and interfaces. The organizational structures for global headquarters in 2026 were developed and published, – reflecting the future operating model, and were formalized through corporate circulars and supporting communications, including standardized organizational acronyms.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: Fine-tuning of the global teams model with specific functions				
1	Expansion and completion of the target design based on the lessons learned from initial pilots	Completed	Completed (Meets)	The design of the model was completed and informed the development of a broader organizational model
2	Design of the models for all regional offices, along with implementation-readiness activities for pilot functions	2	2 (Meets)	The design of the models for all the functions, in addition to the original pilot functions, was completed
3	Design of initial global teams model and implementation-readiness activities for all functions	1 function	11 functions (Exceeds)	Owing to the acceleration of the initiative in February 2025, the models for all the 11 functions with regionally based staff were completed

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 2: Regional office readiness				
4	Number of regional office management teams briefed and provided with onboarding support from the Secretariat	5	5 (Meets)	
5	Number of regional offices with all readiness criteria met	5	5 (Meets)	
Deliverable 3: Change management and communication				
6	Development of a change management approach and plan for its roll-out	Completed	Completed (Meets)	
7	Development of high-level essential change management guidelines and tools, and sharing with participating regions and functions	Completed	Completed (Meets)	The consolidation and compilation of materials related to the COSMOS initiative were completed
8	Development of essential reference and communication materials, and sharing with participating regions and functions	Completed	Partially completed (Does not meet)	An engagement plan for 2026 will be finalized and rolled out
Deliverable 4: Solution coherence and coordination of the initiative - by the Secretariat				
9	Development of implementation plan	Completed	Completed (Meets)	Consolidation plans have been received from all functions and have been approved by the Executive Director. Global headquarters structures have also been approved and published
10	Coherence and alignment - with the principles of the organizational restructuring - of the functional and regional roll-out; identification of interdependencies; and "escalation" and resolution of issues	Completed	Partially completed (Does not meet)	Engagement with functions is under way with a view to finalizing the organizational structures in 2026
Deliverable 5: Knowledge management, lessons learned and success measurement				
11	Development of guidelines and a knowledge base to support the broader roll-out - by the Secretariat	Completed	Completed (Meets)	
12	Lessons learned used to inform management decisions	Completed	Partially completed (Does not meet)	A document on the initial lessons learned from WFP's organizational realignment is being finalized

Key performance indicator		2025 target	Value at end of 2025	Comments
13	Results framework updated	Completed	Partially completed (Does not meet)	The results framework has been updated, and continuous monitoring of the updated KPIs is being finalized
14	Tracking of, and ongoing reporting on, the identified key performance indicators	Completed	Partially completed (Does not meet)	

9. United Nations Sustainable Development Group (UNSDG) efficiency road map (2023–2025)

Owner	Department: Workplace Management Division: Management Services						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input checked="" type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input checked="" type="checkbox"/>

Summary overview

47. 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. This CCI aims to ensure that WFP has the capacity to prepare for, respond to and – where appropriate – lead efforts under the United Nations development system reform initiative. The CCI includes activities related to the key targets set by the Secretary-General for achieving the planned efficiencies.
48. The revised efficiency road map for 2022–2024 extended the original timeframe of the CCI to allow the implementation of key United Nations reform activities in 2025, and added a new deliverable aimed at consolidating WFP’s internal service delivery through the establishment of a shared services model and the centralized delivery of services.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. United Nations Sustainable Development Group activities	0.99	0.99	-
2. United Nations booking hub	0.57	0.57	-
3. Service delivery and financing model for shared services	1.01	1.01	-
Total	2.57	2.57	-

Main achievements by deliverable

Deliverable 1: United Nations Sustainable Development Group activities

49. Activities under this deliverable are focused on the following four areas:
 - *Common premises:* In 2025, WFP completed the global common premises matchmaking exercise, which made information on the availability of space in United Nations premises, and the associated costs, visible to all United Nations agencies through a dashboard, enabling more informed decisions regarding the sharing of locations. The provision of support to country offices continued throughout the year, including guidance on relocation, consolidation planning and feasibility assessments for multiple locations. The demand for support for co-location remained high, as reflected in the 274 field support tickets that were managed during the year, of which about 100 related to common premises. Progress was also made in capacity-strengthening efforts, with more than 60 facility focal points trained in the last quarter of 2025 to enhance country-level implementation under the United Nations reform agenda.

- *Business operation strategy (BOS):* WFP continued to play a leading role in the provision of United Nations common services, managing 106 of the 189 services provided by United Nations entities in 69 of the 132 countries implementing the BOS, and demonstrating strong commitment and progress in delivering high-impact common services. In preparation for the 2026 annual review of BOS implementation, WFP designated a representative for the BOS sprint team, and updated the BOS accountability framework. WFP is expected to report an estimated USD 10.6 million in cost savings for the January to March 2026 review period, driven primarily by engagement in high-impact common services, including support for initiatives related to common premises.
- *Common back office:* The common back office initiative advanced in 2025, with headquarters supporting country offices through data analysis, project management and technical advisory services to help consolidate shared operational functions under the United Nations reform agenda. The United Republic of Tanzania country office continued to serve as the main reference point for the common back office model, preparing to expand its service offering in 2026 while addressing challenges related to service uptake and cost-sharing. The Zimbabwe country office prepared to configure the supply chain services hosted by WFP by combining them with an on-demand delivery model designed to reduce financial exposure. Progress was also made in other country offices implementing wave 2 or the exploratory phase of the initiative, informed by early lessons learned and contributing to more efficient and harmonized support structures that enable the savings made in administrative work to be redirected for use in programme delivery.
- *Global shared services:* A global costing exercise for shared travel services was completed at headquarters in Rome and in all regional offices, providing the basis for consolidating travel management into a unified model in 2026. Analyses carried out as part of this work demonstrated that shifting vendor management to a global service hub could yield savings of about 10 percent on air travel by improving WFP's leverage in price negotiations, standardizing service delivery, and reducing fragmentation. This assessment forms the foundation for a global strategy for vendor consolidation, and supports the development of more efficient, cost-effective and scalable travel services for WFP operations.

Deliverable 2: United Nations booking hub

50. United Nations mobility expanded significantly in 2025, reaching more than 1,180 office locations in 127 countries and managing more than 9,700 vehicles with 6.5 million passenger movements. Service integration continued, with 55 operation management teams signing carpooling service agreements, and AI-based mobility optimization being pilot tested in three countries. New digital functions were introduced, including for the booking of non-passenger transport, and the initiation of carpooling arrangements by drivers, improving the accuracy of reporting, data completeness, and operational efficiency. While the targets for this deliverable have been suspended because of the organization-wide suspension of travel activities, capability in travel services continues to be transferred to country offices through training and demonstrations, with digital tools being incorporated into standard governance structures to ensure sustainability beyond the CCI period.

Deliverable 3: Service delivery and financing model for shared services

51. In 2025, the travel hub at headquarters in Rome continued to transform the delivery of travel services by introducing a standardized, data-driven model that streamlines workflows and strengthens performance management, reducing processing time by approximately 50 percent and laying the foundation for the future development of shared services. Rolled out to all

regional offices and two departments at headquarters in Rome, with roll-out to the final department scheduled for early 2026, the hub now provides a consistent end-to-end travel service. Analysis of vendor management in all regions confirmed the potential for significant efficiencies through the consolidation of vendors at the global level, and lessons learned from the roll-out are informing the design of a global strategy for travel services and the next phase of the global shared services workstream.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: United Nations Sustainable Development Group 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)	
4	Percentage of country offices where at least USD 1 million of potential savings has been reviewed through the BOS annual review exercise	100	100 (Meets)	
5	Percentage of common services managed by WFP	50	59 (Exceeds)	WFP managed 113 of the 191 common services in 74 countries
6	Number of countries with the United Nations Sustainable Development Group efficiency road map rolled out	4	4 (Meets)	
7	Number of global shared services scaled up and provided externally to WFP	5	5 (Meets)	Accommodation, mobility, medical, facilities, and online auction services
Deliverable 2: United Nations booking hub				
8	Number of missions supporting the start-up of carpooling arrangements	6	0 (Does not meet)	This target has been suspended in line with the organization-wide suspension of travel activities
9	Number of WFP country offices with carpooling agreements signed (cumulative)	44	55 (Exceeds)	
Deliverable 3: Global payment solution				
10	Number of services for which centralized management has been piloted	1	1 (Meets)	

* "Percentage of WFP country offices" has been updated to "Percentage of WFP offices" to reflect the calculation methodology.

10. Implementation of the strategic plan and corporate results framework (CRF) (2022–2025)

Owner	Department: Executive Director						
	Division: Chief Financial Officer						
Links to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input type="checkbox"/>	Engage in effective partnerships <input checked="" type="checkbox"/>	Effective funding for zero hunger <input checked="" type="checkbox"/>	Evidence and learning <input checked="" type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

52. This CCI aims to strengthen, modernize and improve WFP's corporate performance planning, reporting systems and processes, while providing enhanced programme support to country offices, including for thematic and cross-cutting programmes. The initial phase, completed in 2022, focused on the most urgent modifications and changes needed to meet the immediate requirements for CSP design, implementation and reporting. In 2023, the next phase of the CCI aimed to streamline and modernize processes and systems for resources-to-results analysis and reporting, paving the way for the achievement of current and future organizational goals. In 2024, the second phase focused on revamping the planning, budgeting and reporting processes and tools that are most frequently used at headquarters and in country offices, along with enhancing programme guidance, delivering on the cross-cutting priorities, advancing thematic fundraising, and strengthening evidence generation, field monitoring and cooperating partner management.
53. An extension of the CCI into 2025 on a no-cost basis was approved by the global budget committee in order to support the development of WFP's strategic plan for 2026–2029 and ensure the smooth roll-out of the CCI's products.

Budget utilization (USD million)

2025 deliverable*	2025 available budget	Utilization	Balance
3. Optimization and upgrade of planning, budgeting and reporting to enhance the resources-to-results chain	0.94	0.94	-
4. Project support and change management	0.82	0.82	-
5. Mainstreaming of cross-cutting priorities within WFP operations	0.36	0.36	-
6. Strengthening of evidence generation, field monitoring and cooperating partner management	0.32	0.32	-
Total	2.44	2.44	-

* Deliverables 1 and 2 were completed in 2024.

Main achievements by deliverable

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

54. In 2025, significant progress was achieved in strengthening corporate planning, the visibility of expenditures, and results-based management throughout WFP. The expenditure planning solution for CSPs was fully rolled out to all country offices, providing a unified, data-driven view

of projected expenditure, funding availability and cost coverage that supports more informed decisions on funding allocations, and stronger financial risk management. Further enhancements to the monitor tool for tracking the costs of assessments, monitoring and evaluations improved country offices' ability to track the utilization of funds and monitor compliance with corporate targets, while the global headquarters resources-to-results platform was enhanced with the introduction of global quarterly performance reviews feeding into the annual corporate performance report.

55. Work also continued on developing a corporate ontology of WFP concepts and categories, expanding the shared data foundation used by field operations and at headquarters. A prototype was developed for mapping key corporate documents on to the ontology and enabling the AI-supported navigation of their contents, laying the groundwork for more coherent, integrated and intelligent knowledge management.

Deliverable 4: Project support and change management

56. Implementation of the strategic workforce plan for programmes and policies progressed with the development of a harmonized menu of services for managing the roster of consultants, and migrating programme rosters to the corporate human resources platform, supporting more consistent and transparent workforce practices. The programme learning journey was fully redesigned into seven online modules and five “deep-dive” workshops for roll-out in 2026, and the streamlined CSP architecture was completed. Job profiles continued to be reviewed to bring them into line with the organizational restructuring.
57. Country capacity strengthening efforts also expanded, with a new intermediate country capacity strengthening course delivered to more than 60 participants from 33 country offices, supported by strong post-training results and preparations for the conversion of material into an e-learning module for launch in early 2026. Core guidance on country capacity strengthening was translated into French and Spanish to improve accessibility. Country offices continued to be supported through missions, classroom sessions and training of trainers events, and onboarding sessions on the escalation of issues identified from process monitoring and community feedback were delivered to multiple country offices. Joint dashboards were developed to improve data use in decision-making, and iterative co-creation with field teams helped to ensure the practical uptake and sustained application of the new tools.

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

58. In 2025, WFP strengthened the mainstreaming of environmental and social safeguards through the provision of targeted support to 11 country offices, including technical reviews of safeguarding instruments, refresher training, and regional and global level webinars. Country-level capacity to apply safeguards independently was reinforced through tailored guidance, updated tools, and the development of terms of reference for consultants. At the corporate level, work advanced on updating WFP's environmental and social safeguards, strengthening the environmental and social risk screening tool, and developing thematic guidance on ensuring the integration of safeguards into core systems. Collaboration with technical teams continued, with the embedding of safeguards into programme and engineering guidance contributing to more consistent and risk-aware implementation in operations.

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

59. Evidence generation and field monitoring capacity continued to be strengthened in 2025 through the accelerated cohort-based roll-out of SugarCRM,⁷ bringing to 27 the total number of country offices operating the platform in full, with the onboarding of an additional 14 country offices under way. Joint dashboards for programme monitoring and community feedback mechanisms enhanced the use of data in decision-making, while ongoing enhancements and support structures are enabling greater country-level ownership of tracking and monitoring processes and reducing country offices' reliance on headquarters. Engagement in social protection intensified through global advocacy efforts, participation in high-level events, and the provision of technical support at the country level, reinforcing WFP's role in linking humanitarian assistance to resilient, nationally owned systems. Country offices were supported through targeted missions, peer-to-peer learning sessions and co-creation processes that strengthened the practical uptake of new tools and approaches.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 3: Optimization of field budget processes to enhance resources-to-results reporting				
1	Percentage of country offices adopting new budgeting tools	100	100 (Meets)	The global roll-out of the CSP expenditure planning process and support tool was completed in December 2025
2	Percentage of country offices with resources-to-results chains	100	100 (Meets)	
3	Percentage of country offices releasing pipeline updates by the deadline	100	100 (Meets)	
Deliverable 4: Project support and change management				
4	Number of strategic workforce planning priority actions implemented	2	2 (Meets)	
Deliverable 5: Mainstreaming of cross-cutting priorities into WFP operations				
5	Percentage of the planned organizational structure for environmental and social safeguards established at headquarters in Rome and regional offices	100	100 (Meets)	

⁷ SugarCRM is a corporate digital case management platform used to record, track and manage issues related to programme monitoring and cases arising from community feedback, providing a structured workflow, integrated data storage and real-time dashboards that support consistent follow-up and evidence-based decision-making.

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 6: Strengthening of evidence generation, field monitoring and cooperating partner management				
6	Number of country offices using SugarCRM for process monitoring	20	27 (Exceeds)	
7	Number of country offices with second- and third-generation CSPs that include planning and budgeting for context-specific social protection work	6	6 (Meets)	All of the CSPs – for Ethiopia, Indonesia, Rwanda, Sierra Leone, Timor-Leste and Uganda – approved by the Board in November 2025 include social protection indicators in their logical frameworks

11. Investing in WFP people (2022–2025)

Owner	Department: Workplace Management						
	Division: Workplace Management front office						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input checked="" type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

60. This CCI is part of a holistic and wide-ranging investment in a transformative change in WFP's workforce and workplace. The initiative has enabled headquarters in Rome, regional offices and more than 70 country offices to plan and pursue local priorities that enable change, in accordance with WFP's people policy, through the implementation of about 100 ongoing activities throughout the organization. The plans and activities are integrated into corporate exercises, including the global staff survey, the global health survey and the management review of significant risk and control issues. Initially scheduled for completion in 2024, the CCI was extended into 2025 on a no-cost basis to allow the completion of activities delayed or adjusted as a result of organizational changes, while maintaining the initiative's focus on strengthening WFP's capacity to establish and absorb corporate, cross-functional practices that advance excellence in people management.

Budget utilization (USD million)

2025 deliverable	2025 available budget	Utilization	Balance
1. Proactive management of structures and positions	0.92	0.81	0.11
2. Acquisition and retention of diverse talent	1.30	1.26	0.04
3. Capability and capacity development	4.30	4.24	0.06
4. Development of respectful and inclusive workplaces	1.88	1.79	0.09
5. Employees' safety, health and well-being	2.28	2.19	0.09
Total	10.68	10.29	0.39

Main achievements by deliverable

Deliverable 1: Proactive management of structures and positions

61. In 2025, WFP advanced organizational alignment and workforce planning in the regions and at headquarters in Rome, supporting country offices undergoing restructuring, downsizing or major operational shifts. Strategic workforce planning and organizational alignment exercises were completed or incorporated into multiple operations, improving the alignment of staffing structures with CSPs and funding conditions. The coordination of staffing played a central corporate role, facilitating reassignment rounds, internal sourcing mechanisms and more than 200 career and redeployment consultations aimed at mitigating capacity gaps. Governance frameworks for structure validation and change management were strengthened, enhancing transparency, the clarity of roles, and workforce stability throughout the organization.

Deliverable 2: Acquisition and retention of diverse talent

62. Talent acquisition and inclusion efforts progressed through gender-based and disability inclusion initiatives, strengthened recruitment capacity at the regional level, and targeted support for country offices with significant needs. Several offices shifted their CCI-funded posts to locally funded models, sustaining diverse pipelines. Efforts at the regional level included the strengthening of roster management, training in competency-based interviewing, and focused support for operations with high recruitment demands. Programmes for young people and people in the early stages of their careers were implemented in multiple countries, contributing to the development of national staff and a better gender balance in field roles. Together, these actions supported more equitable, diverse and sustainable talent management throughout WFP.

Deliverable 3: Capability and capacity development

63. The learning and development of employees remained a core priority, with 47 centrally funded initiatives focused on leadership, people management and technical skills, achieving consistently high satisfaction scores from participants. Key programmes were delivered in blended and instructor-led formats, while several initiatives were converted into self-paced and reusable training materials to ensure sustainability beyond the duration of the CCI. Capability in people analytics was strengthened with the launch of four global online modules, and regional offices expanded their own learning strategies, long-term agreements and technical upskilling initiatives.

Deliverable 4: Development of respectful and inclusive workplaces

64. WFP strengthened its respectful workplace practices through assessments of the “climate” in teams, reaching approximately 900 employees who were supported by follow-up coaching and team-level interventions. Accessibility was improved in more than 25 facilities globally, with several achieving level 1 certification. Regional initiatives promoted shared values and ethical conduct, contributing to healthier and more inclusive office environments. These combined actions reinforced psychological safety, strengthened leadership practices, and embedded accessibility considerations into facilities management.

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

65. Safety and well-being capacity continued to expand in the regions, with the upgrading of practices and protocols for ensuring the safe supply and use of electricity in several high-risk duty stations, and comprehensive health and psychosocial support delivered through assessments, counselling and preventive initiatives. Hundreds of employees were certified through key security training, strengthening their readiness for deployment in high-risk environments. Mechanisms for supporting wellness, including through the deployment of volunteers, wellness committees and team-support initiatives, expanded their reach, helping to embed sustainable, field-driven well-being practices. Collectively, these efforts ensured a stronger foundation for delivering on WFP's duty of care throughout headquarters and field operations.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 1: Proactive management of structures and positions				
1	Percentage of functions and country offices with a workforce action plan	100	93 (Does not meet)	
Deliverable 2: Acquisition and retention of diverse talent				
2	Percentage of women among international professional and national staff	46.5	42 (Does not meet)	
3	WFP meets or exceeds the standards concerning employment in the entity accountability framework of the United Nations disability inclusion strategy	Meets	Meets (Meets)	
Deliverable 3: Capability and capacity development				
4	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	90 (Does not meet)	The target was narrowly missed because of the ongoing organizational restructuring, and funding constraints in a limited number of offices, which delayed the formal consolidation or validation of people management action plans within the reporting period
5	Performance and competency enhancement compliance rate	100	82 (Does not meet)	
6	Percentage of employees completing mandatory training on prevention of fraud and corruption, protection from sexual exploitation and abuse at WFP, and the prevention of and response to abusive conduct at WFP	95	98 (Exceeds)	
Deliverable 4: Development of respectful and inclusive workplaces				
7	Percentage of offices that have implemented corporate prevention of abusive conduct – harassment, sexual harassment, abuse of authority and discrimination – and outreach tools for employees	90	100 (Exceeds)	
8	WFP meets or exceeds the standards concerning accessibility in the entity accountability framework of the United Nations disability inclusion strategy	Meets	Meets (Meets)	

Key performance indicator		2025 target	Value at end of 2025	Comments
Deliverable 5: Employees' safety, security, health and well-being				
9	Percentage of compliance with WFP's security management policy and framework of accountability	95	95 (Meets)	
10	Percentage of field focal points for occupational safety and health trained to recognized standard	95	95 (Meets)	

12. Termination indemnity fund (2021–2025)

Owner	Department: Executive Director Division: Chief Financial Officer						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input type="checkbox"/>	People management <input checked="" type="checkbox"/>	Engage in effective partnerships <input type="checkbox"/>	Effective funding for zero hunger <input type="checkbox"/>	Evidence and learning <input type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

66. The termination indemnity fund, established under the WFP management plan for 2021–2023, has the aim of supporting WFP in achieving organizational change. Initiated in 2018, organizational alignment exercises 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)

2025 deliverable	2025 available budget	Utilization	Balance
1. Termination indemnity payments	7.25	6.67	0.58
Total	7.25	6.67	0.58

Main achievements by deliverable

Deliverable 1: Termination indemnity payments

67. In 2025, 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, more than 30 country offices received funding from the CCI as part of special measures for national employees.

Status of key performance indicators

Key performance indicator		2025 target	Value at end of 2025	Comments
1	Use of funds for the number of abolished positions for which termination indemnity funds were requested and approved	100%	100% (Meets)	