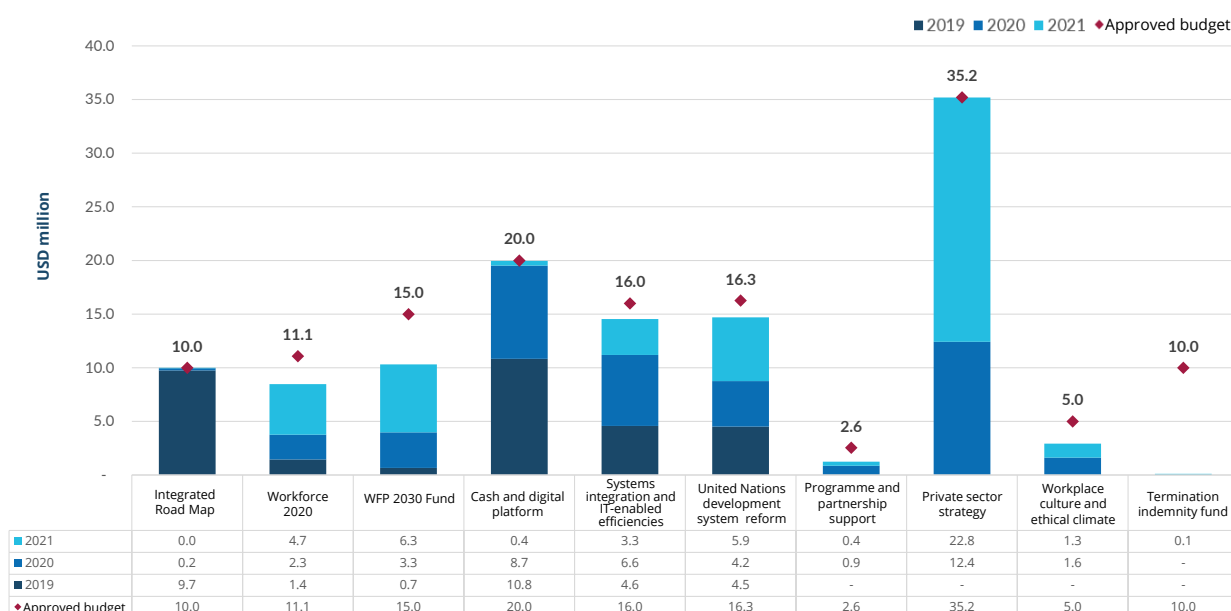


ANNEX III-B: REPORTING ON CRITICAL CORPORATE INITIATIVES

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

- The following table lists the critical corporate initiatives (CCIs) and their corresponding budgets approved in the management plans for 2019–2021, 2020–2022 and 2021–2023. In 2021, USD 32.2 million was approved as part of the second tranche of funding for continuing implementation of the private sector strategy and for the creation of a termination indemnity fund to cover country offices' organizational realignment. Several CCI had carry-over balances at the start of the year as some projects experienced delays due to the COVID-19 pandemic. Total 2021 expenditures on CCIs were USD 45.3 million.

Figure 1: Critical corporate initiatives, expenditures compared with approved budgets, 2019–2021



- Details on all active critical corporate initiatives, including those funded in 2019 with ongoing activities in 2021, are provided in the following table. Please refer to the section on Management performance in part III of the annual performance report for an overall summary of CCIs.

Quick links to critical corporate initiatives:

[Integrated Road Map \(completed in 2019\)](#)

[Workforce 2020](#)

[WFP 2030 Fund](#)

[Cash and digital platform](#)

[Systems integration and information technology-enabled efficiencies](#)

[United Nations development system reform](#)

[Programme and partnership support](#)

[Private sector strategy](#)

[Workplace culture and ethical climate](#)

[Termination indemnity fund](#)

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CRITICAL CORPORATE INITIATIVES

Workforce 2020



Summary overview

Corporate change objective

Workforce 2020 is a multi-year initiative of the Human Resources Division approved for a duration of 2.5 years. Strategic workforce planning (SWP) helps to strengthen WFP's organizational capacity to deliver on the strategic plan by taking a proactive approach to learning what skills and capacities WFP requires and planning how to acquire those skills. SWP will ensure that WFP's workforce is nimble and flexible, one of the four priorities of the people policy.

More specifically, the initiative aims to build WFP's ability to:

1. proactively anticipate future workforce needs and plan how to meet those needs in the short and long terms;
2. systematically identify and develop the skills required to deliver on WFP's mandate; and
3. leverage data, analytics and technology in support of workforce planning, people management processes and related decision making.

A critical component of the CCI is the procurement and implementation of an integrated human capital management (HCM) platform that will support the streamlining of people management processes and provide access to the good-quality data and analytics needed for workforce planning and decision making. The HCM platform will foster efficient and effective people management, human resource services and data-driven people management decisions.

CCI funding allocated to the HCM project in 2021 was for the procurement of software and implementation services, set up of the project, training of the project team and subject matter experts and implementation of the project planning stage.

Linked to WFP enablers¹	<input type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Workforce <input type="checkbox"/> Funding <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Evidence <input type="checkbox"/> Innovation		
Responsible WFP division	Human Resources Division	Project lifespan (single or multi-year)	Multi-year (2019–2020)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	0.9	Staff costs	0.8
Non-staff costs	6.4	Non-staff costs	3.9
Total 2021 budget	7.3	Total 2021 costs	4.7

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Project set-up and planning stage, implementation by WFP	2.2	1.27
2 Contracts for software licences and change management	1.5	1.16
3 Contract for implementing partner and planning stage implementation by Workday	1.7	0.75
4 Global strategic workforce plan completed	0.08	0.08
5 Functional strategic workforce plans completed	0.35	0.35
6 Country office strategic workforce plans	0.05	0.05
7 Programme learning journey	1.4	1.1
Total	7.3	4.7

¹ Previously WFP's six corporate priorities, the enablers were approved by the Executive Board in November 2021 as a part of WFP's new strategic plan for 2022–2025.

2021 deliverables and key performance indicators		
Deliverable 1: Project set-up from vendor selection to approval of the implementation and financing plan, recruitment and establishment of the project team and project governance, and implementation of the planning stage of the Workday human capital management platform phase 1 (core human resources)		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Vendor and implementing partner selection Approval of implementation plan and Capital Budgeting Facility financing Project team recruited and trained Project charter signed Change management and communication strategy developed Integrations and data migration strategy developed First project board and steering committee meetings Planning stage of phase I of the project completed 	Critical milestones fully achieved	Fully achieved
Deliverable 2: Contracts with Workday for human capital management software and implementation services negotiated and signed		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Contract for HCM software licences signed and implemented Contract for change management signed and implemented 	Critical milestones fully achieved	Fully achieved
Deliverable 3: Contract for implementing partner and planning stage implementation by Workday		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Contract for implementation services signed with Workday Implementation of the planning stage of phase 1 of the project completed by implementing partner 	Critical milestones fully achieved	Fully achieved
Deliverable 4: Global strategic workforce planning completed		
Key performance indicator	Target	Value at end of year
Number of global SWPs completed	1	1
For WFP global workforce (approximately 20,000 employees): SWP finalized and endorsed by the steering committee in November 2021; presented to the Leadership Group in December 2021; implementation of human resources action plan in second quarter of 2022		
Deliverable 5: Functional strategic workforce plans completed		
Key performance indicator	Target	Value at end of year
Number of functional areas that have undertaken strategic workforce planning for the next 3–5 years	4	5
Functions with SWPs: partnerships, nutrition, supply chain, security, finance		
Deliverable 6: Country office strategic workforce planning piloted		
Key performance indicator	Target	Value at end of year
Number of country offices that have undertaken strategic workforce planning for the next 3–5 years	1	2
Country offices with SWPs: Jordan, Peru		

Deliverable 7: Programme learning journey		
Key performance indicator	Target	Value at end of year
Delivery of the programme learning journey training course	Critical milestone fully achieved	Fully achieved
<p>Delivery of the programme learning journey, a blended training course, has been an integral part of this CCI, supporting the aim of developing the skills required to deliver on WFP's mandate. The overall goal of the course is to support leading field staff in acquiring knowledge and skills that help them to be more successful in their jobs and to achieve greater impact in reaching zero hunger. In 2021, more than 70 targeted participants successfully completed the programme learning journey.</p>		
Rationale for unspent balances in 2021	<p>The 2021 CCI funding allocation was intended for the procurement stage, planning and implementation of the HCM platform, for which a tender was issued and offers received in the first quarter of 2020, but activities had to be paused from March to September 2020 because of COVID-19.</p> <p>HCM activities resumed in October 2020, and WFP signed an agreement with Workday for the licences for and the implementation of the HCM platform on 30 June 2021.</p> <p>The Human Resources Division's request to extend the terminal obligation/dispersion date for the balances until 31 December 2022 was approved, and the funds will be disbursed and used for implementation of the Workday HCM project.</p>	
Outstanding results for completion of the critical corporate initiative programme	<p>The CCI funding balances carried forward into 2022 will be used to complete the design stage of the project and to complete part of the configuration stage. The other 2022 deliverables (implementation of phase 1 of the HCM project – core HCM processes and functionalities, integration and data migration) will be funded from the Capital Budgeting Facility, as approved by the Leadership Group.</p> <p>In the SWP component of the CCI, the overall targets for 2021 were achieved. To move towards completion of the SWP activities, the following timeline and KPIs have been agreed because SWP roll-out and implementation span multiple years:</p> <p><i>2022 – Scale-up of country office SWP in coordination with the delivery of global and functional plans:</i></p> <ul style="list-style-type: none"> • Number of functions that have undertaken SWP for the following 3–5 years in 2022: 6 functions. • Number of countries that have undertaken SWP for the following 3–5 years in 2022: 10 countries. • Number of strategic workplans undergoing annual review – 5 plans. <p><i>2023 – Integration of SWP process, approval and feedback mechanisms.</i></p>	

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CRITICAL CORPORATE INITIATIVES

WFP 2030 Fund



Summary overview

Corporate change objective

An internal audit of the Integrated Road Map pilot phase highlighted that a “lack of available seed funding for newly designed activities resulted in some pilot country offices taking a conservative approach when formulating their country strategic plans” and that this “may constrain the ability of WFP to demonstrate competence in such areas of expected programmatic shifts”.

As a result, the 2030 Fund was established to serve as a strategic tool for leveraging interventions focused on repositioning activities in WFP as well as being a new funding source. The fund contributes to the implementation of CSPs, the country office tool for operationalizing WFP’s strategic plan.

The 2030 Fund supports the move into new areas of work that were previously not addressed by country offices. Those areas range from planning a proper exit strategy for WFP interventions that are to be handed over to local stakeholders, to changing the size or type of an operational portfolio, including by introducing innovations and shifting to advocacy, capacity strengthening, technical assistance and policy advice activities.

2030 Fund seed money has enabled “proof of concept testing” aimed at securing high-level buy-in from government counterparts, building WFP’s credibility with donors to encourage their support in funding new approaches being piloted, establishing new partnerships and ensuring that country office capacities are in line with new demands.

Linked to WFP enablers	<input checked="" type="checkbox"/> Partnerships <input type="checkbox"/> Workforce <input checked="" type="checkbox"/> Funding <input checked="" type="checkbox"/> Technology <input checked="" type="checkbox"/> Evidence <input checked="" type="checkbox"/> Innovation		
Responsible WFP division	Operations Management Support Office	Project lifespan (single or multi-year)	Multi-year (2019–2022)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	1.5	Staff costs	0.7
Non-staff costs	6.1	Non-staff costs	5.6
Total 2021 budget	7.6	Total 2021 costs	6.3

2021 key deliverables

Given the nature of this CCI, the 2030 Fund concept was approved by the Leadership Group and the Board with the understanding that each of the 41 projects funded by the fund have their own specific mandatory deliverables and KPIs, based on the specific setting and nature of the project concerned. Results are therefore focused on the overall objective of the 2030 Fund with special mention of key achievements. In addition to the project completed in 2020, five projects were completed in 2021 with the other 35 due to be finalized by June 2022.

Objective	Budget (USD million)	Expenditures (USD million)
Bridging the gap between previous and new ways of working and ensuring that country offices supported by the 2030 Fund can better reposition and operationalize their activities within the CSP framework	7.6	6.3

Deliverable and results

Deliverable 1: Country offices repositioned through programmatic shifts and new ways of working

Togo: The WFP 2030 Fund allocation in Togo has allowed WFP to take a more food systems-based approach to programmes in diversifying its partnerships and strengthening relations with national counterparts. The project strengthens the capacities of local producer organizations to overcome market access challenges and develop close linkages to the Government-owned school feeding programme. The assessment of access challenges faced by local producer organizations has led to the establishment of a national legal framework ensuring a sustainable supply of local products to schools and the creation of a permanent system for surveying household food security and monitoring nutrition. WFP has also developed stronger partnerships with other United Nations agencies, including the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Population Fund (UNFPA), through joint programming while also significantly increasing engagement with the Government in food systems. In January 2021 WFP opened a full country office supported by government resourcing commitments in support of the Togo CSP for 2022–2026. Overall, the project supported the development and expansion of an inclusive and sustainable food system linked to a community-based home-grown school feeding model in Togo.

Armenia: The 2030 Fund allocation in Armenia has allowed WFP to expand its country-level engagement into food system planning by facilitating the establishment of a food value chain unit in the Armenia country office. To date, the unit has supported a total of 148 smallholder farmers through two pilot projects. Targeted farmers have received inputs and training that have helped to increase their crop yields by 315 percent and increased the area of land harvested by 327 percent. This model shows that agricultural growth and economic development can go hand-in-hand with responsible resource management through climate-sensitive agricultural practices, with the Ministry of Economy showing interest in significantly scaling up the model. The WFP Armenia country office was also able to use the 2030 Fund to attract new partners and raise more resources for the ongoing CSP.

Ghana: The Ghana allocation supported WFP's closer alignment with the Government's "Vision of Ghana Beyond Aid" and to reorient its resource mobilization efforts. WFP redesigned its food systems, nutrition and social protection approaches under the CSP, leveraging USD 4.5 million from the Government of Japan for new nutrition approaches. New ways of working have enabled WFP to reposition itself as a key actor in food system programming and to collaborate with the Ministry of Food and Agriculture on the development of the Ghana smallholder farmers' e-commerce access project. The project contributes to accelerated rural transformation through the introduction of structured market access models for smallholder farmers and other value chain actors, using improved post-harvest practices, e-commerce initiatives, broadened access to finance and insurance services and technical assistance. Through the project, WFP helped to secure an additional USD 15 million from the Mastercard Foundation to bolster food system approaches in rural settings. With an initial 2030 disbursement of USD 350,000, the Ghana 2030 Fund project has enabled WFP to leverage an additional USD 19.5 million, helping it to reposition and improve the sustainability of the CSP, and representing a return on investment of 56:1.

United Republic of Tanzania: The allocation in the United Republic of Tanzania allowed WFP to strengthen and refine its social protection work under the CSP, which was facing acute resourcing constraints under the CSP. WFP integrated its community-based participatory planning tool into the planning methodology of the country's public works programme, positioning WFP as a partner of the Tanzania Social Action Fund. The resulting strengthened collaboration has paved the way for WFP to expand social protection activities into urban areas through the provision of conditional cash-based transfers (CBTs). The linkages have also increased WFP's engagement in social protection policy with the World Bank and the Government as the foundation for WFP's expansion and consolidation of these approaches under the newly approved CSP for 2022–2027.

The Gambia: With this allocation, WFP will implement the Rural Integrated Climate Adaptation and Resilience Building project, launched in 2020 with funding from the Adaptation Fund under the United Nations Framework Convention on Climate Change. The USD 181,000 invested from the 2030 Fund has leveraged USD 10 million funding for the next five years, with a return on investment of 55:1 in central corporate resources. This has secured long-term funding for WFP, particularly in support of smallholder farmers, laying the groundwork for the design and implementation of an integrated climate risk management approach to resilience programming. The project is being implemented through WFP's R4 Rural Resilience Initiative, which integrates disaster risk reduction capabilities in climate-affected communities and strengthens the resilience of smallholder farmers by introducing products such as parametric weather insurance. The project has also allowed the roll-out of a large food assistance for assets portfolio across the country. The strategic repositioning of WFP as an accredited entity for securing multilateral funds has given the Government of the Gambia an additional channel through which to tap into new resourcing streams and apply for climate-related funding. Until now, FAO, the International Fund for Agricultural Development, UNDP and the United Nations Environment Programme have been the main accredited entities facilitating the Government's access to multilateral funds, but various government departments have expressed strong interest and preference in working with WFP. Through the 2030 Fund, WFP has become a key player in climate adaptation programming, at both the direct delivery and technical assistance/policy support levels.

<p>Rationale for unspent balances in 2021</p>	<p>The 2030 Fund was designed as a multi-year CCI to cover the 2019–2020 biennium. However, the COVID-19 pandemic has had a significant impact on the implementation of activities and the original implementation timeframes. In response to these exceptional circumstances, two corporate decisions have led to extensions in the timeframes for implementation up to, but not beyond, 30 June 2022.</p> <p>In 2021 all the participating country offices made the utmost effort to implement their projects, resulting in the expenditure of 85 percent (USD 6.5 million) of their total 2021 budgets (USD 7.6 million). From a total CCI budget of USD 15 million, USD 4 million (or 28 percent) is still to be spent before the 30 June 2022. As major expenditures are normally incurred at the end of a project period, and with close monitoring by the Operations Management Support Office, this deadline will be met.</p>
<p>Outstanding results for completion of the critical corporate initiative programme</p>	<p>The remaining 35 country projects under the 2030 Fund CCI are progressing against targeted completion by June 2022. It is also expected that the fund will prove to have been a strategic and focused tool for leveraging interventions that are crucial to the repositioning of activities in WFP CSPs, with funds having a multiplier effect in enhancing the overall effectiveness and sustainability of WFP programmes.</p>

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CRITICAL CORPORATE INITIATIVES

Cash and digital platform



Summary overview

Corporate change objective

The aim of this CCI was to digitize a significant portion of CBT activities and related information, and to contribute towards the digital transformation corporate priority. The CCI was completed in 2021.

Linked to WFP enabler	<input type="checkbox"/> Partnerships <input type="checkbox"/> Workforce <input type="checkbox"/> Funding <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Evidence <input type="checkbox"/> Innovation		
Responsible WFP division	Cash-based Transfers Division	Project lifespan (single or multi-year)	Multi-year (2019–2021)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	0.28	Staff costs	0.28
Non-staff costs	0.16	Non-staff costs	0.16
Total 2021 budget	0.44	Total 2021 costs	0.44

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Secure beneficiary identity and information management system created	0.08	0.08
2 Improved programme design and delivery	0.05	0.05
3 Enhanced transfer delivery mechanisms	0.07	0.07
4 Increased assurances, safeguards and risk management	-	-
5 Centralized data analytics and insights	0.21	0.21
6 Increased capacity strengthening	0.03	0.03
Total	0.44	0.44

2021 deliverables and key performance indicators

Deliverable 1: Secure beneficiary identity and information management system created

Identity management and SCOPE (WFP's digital beneficiary information and transfer management platform) under Cash-based Transfers Division/Programme and Policy Development Department business ownership in 2021.

Key performance indicator	Target	Value at end of year
Percentage of WFP cash transfers supported digitally	80%	74%

74% represents an increase from 2020 due mostly to increases in Colombia (87%), the Democratic Republic of the Congo (50%), Ecuador (2,000%), Haiti (200%), Somalia (108%) and Yemen (96%).

Deliverable 2: Improved programme design and delivery

Strengthened due diligence, contracting, technical and reporting capacity of financial service providers and mobile money operators

Deliverable 3: Enhanced transfer delivery mechanisms

Mobile application for payment instrument tracking developed and rolled out

Deliverable 4: Increased assurances, safeguards and risk management

CBT risk reviews carried out, assurance framework finalized, endorsement by the Oversight and Policy Committee, and monitoring framework finalized

Deliverable 5: Centralized data analytics and insights

Implementation of digital support for operational risk management and proactive fraud intelligence

Deliverable 6: Increased capacity strengthening

New guidance and a technical solution for on-demand cash transfer services were created in 2020 and will be used for CBT service provision activities routed through country portfolio budgets instead of the CBT special account. New training material has been developed for the solution.

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CRITICAL CORPORATE INITIATIVES



Systems integration and information technology-enabled efficiencies

Summary overview

Corporate change objective

The objective of this CCI, approved by the Board for 2019 and 2020, was to catalyse projects that position WFP as a leader in the design and use of digital solutions in the humanitarian community.

WFP has used the funding to develop the DOTS platform, which integrates existing and new systems to provide a secure, efficient and stable data ecosystem for real-time data and analytics for decision making and operations; and automation platforms, which have driven business process simplification, resulting in the elimination of manual forms and processes and improving efficiencies. Achievements in 2021 are described in the following.

Linked to WFP enablers	<input type="checkbox"/> Partnerships <input type="checkbox"/> Workforce <input type="checkbox"/> Funding <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Evidence <input checked="" type="checkbox"/> Innovation		
Responsible WFP divisions	<i>Lead department:</i> Resource Management Department <i>Budget owners:</i> Corporate Planning and Performance Division, Corporate Finance Division, Human Resources Division, Management Services Division, Supply Chain Operations Division, Technology Division	Project lifespan (single or multi-year)	Multi-year, 2019–2020 (with carryover into 2022)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	2.5	Staff costs	1.99
Non-staff costs	2.2	Non-staff costs	1.35
Total 2021 budget	4.70	Total 2021 costs	3.34

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Automation platforms for service management	1.73	1.09
2 WFP dashboard for management	0.32	0.25
3 Reporting excellence (financial)	0.45	0.14
4 Partner Connect platform	0.30	0.27
Total	2.8	1.75

2021 deliverables and key performance indicators

Deliverable 1: Automation platforms for service management

The CCI for systems integration and information technology-enabled efficiencies provided the critical seed funding for two important corporate tools that are now in use in country offices, regional bureaux and headquarters:

1. The global service management tool (GSMT) provides WFP staff members and business units with a standardized corporate tool for digitizing, consolidating and managing services. It is a back-end solution that allows business units to track, monitor and respond to service requests submitted via email or through the WFP self-service platform, the front-facing entry point. The GSMT allows WFP to provide requesting staff members and business units with quicker, more efficient and higher-quality services. Implementation of the GSMT has allowed business units to simplify business processes, eliminate ad hoc, manual and email- or paper-based steps, and automate the review and approval of workflows.
2. The WFP self-service platform is an online portal for the submission of service requests. It is one of the front-facing client interfaces that feeds into the GSMT.

Both the GSMT and the self-service platform were developed mainly between 2019 and 2020, with 2021 devoted to refinements and work with headquarters business units, country offices and regional bureaux on configuring the tools for their needs and undertaking roll-out and change management activities. Remaining CCI funds are expected to cover additional roll-out and change management activities, supplemented by funding from the programme support and administrative and country portfolio budgets. From 2023, the costs of automation work will be fully mainstreamed.

Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Four business units continued expenditures in 2021 KPIs focused on completing the configuration of the tool and roll-out and change management activities 	See "Rationale for unspent balances" below; other than those affected by the delays described, all KPIs were achieved	--
<ul style="list-style-type: none"> In 2020 and 2021, the GSMT and the self-service platform were critical in enabling WFP staff and business units to continue to work remotely through the periods of most intense lockdown during the COVID-19 pandemic. A cross-functional automation working group meets regularly to assess and prioritize the business processes proposed for simplification and automation. Efficiency gains resulting from these tools are captured in the efficiencies section of this annual performance report. 		
Deliverable 2: WFP dashboard for management		
<ul style="list-style-type: none"> The WFP dashboard was launched in June 2021. It provides near-real-time data and data visualization on key management metrics (human resources, planning, resourcing, beneficiaries, finances) at the global, regional and country levels. The dashboard was conceived as a tool for executive and senior management, but all WFP staff have access to it. The dashboard is among the analytical tools being developed by WFP to support data-informed decision making. The CCI provided seed funding for the dashboard, which has been transferred from the Office of the Executive Director to the Corporate Planning and Performance Division for continued improvement, innovation and maintenance. 		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Roll out to executive management Key user feedback addressed in a subsequent release 	<ul style="list-style-type: none"> Complete roll-out in the first quarter of 2021 Second release, with user interface and functionality improvements, completed in the third quarter of 2021 	<ul style="list-style-type: none"> Rolled out in the second quarter of 2021 Third and fourth releases completed in the fourth quarter of 2021
<ul style="list-style-type: none"> The dashboard is now being used by executive management and is considered a corporate data source for internal and external briefings and decision making. Between the tool's "go-live" date in June 2021 and 31 December 2021, nearly 9,000 devices (potentially with more than one user each) have connected to the platform. Each release has included both web and mobile application versions. 		
Deliverable 3: Reporting excellence (financial)		
<p>The reporting excellence project was conceived as a set of dashboards and standardized reports aimed at supporting effective financial management of WFP's operations. In particular, its four component deliverables or "streams" provide practical and meaningful real-time data that inform sound financial management, the oversight of financial risks, and operational decision making:</p> <ol style="list-style-type: none"> corporate management financial dashboard; country office financial dashboard; special accounts financial dashboard; and set of standard reports (for activity managers and finance staff). 		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Roll-out of country office financial dashboard (prioritized over other dashboards) 	<ul style="list-style-type: none"> Roll-out in third and fourth quarters of 2021 	<ul style="list-style-type: none"> Rolled out in fourth quarter of 2021
<p>The country office financial dashboard was rolled out in October 2021 with an extensive communications and training campaign and guidance on monthly financial closure for country offices. The dashboard had more than 2,000 views in the fourth quarter of 2021 (the most visited page in the Corporate Finance Division section of the website in that period). Work on the other three component deliverables/streams will continue in 2022.</p>		

<p>Deliverable 4: Partner Connect platform</p> <p>The CCI funded the piloting of Partner Connect, a platform aimed at improving access to, and the dissemination and transparency of, data relating to cooperating partners engaged in food distribution partnerships in the field. The first module released was a reporting module that enables partners to record distribution data in near real-time, automatically aggregate data for monthly reports, and trigger a digital approval workflow. WFP benefits from having full visibility, traceability and increased transparency in the reporting process implemented by partners.</p> <p>Use of Partner Connect will address a number of recent audit findings, including an external audit of WFP's management of information on beneficiaries, which recommends that WFP "strengthen the performance assessments of cooperating partners in order to have a measure with which to gauge the quality of the data that they collect".</p>		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Delivery of minimum viable product 	<ul style="list-style-type: none"> Delivery within the fourth quarter of 2021 	<ul style="list-style-type: none"> Delivered within the fourth quarter of 2021
<p>Partner Connect generated interest among cooperating partners involved in the piloting of the platform in Kenya and Uganda, which appreciated the single point of entry for, and simplification of, reporting and approval processes involving country offices, and other potential business processes for simplification and automation. WFP will continue to gather and address user feedback as it plans for scale-up in 2022.</p>		
<p>Rationale for unspent balances in 2021</p>	<p>Delays in progress towards the attainment of CCI deliverables may be attributed to unexpected technical issues and staffing shortages. For automation in particular, delays in roll-out and change management activities may also be attributed to political instability in target regions, travel restrictions in connection with the COVID-19 pandemic, and the need to devote resources to competing corporate and divisional priorities.</p>	
<p>Outstanding results for completion of the critical corporate initiative programme</p>	<p>The funding that remains in 2022 will be used to:</p> <ul style="list-style-type: none"> complete the global roll-out and mainstreaming of WFP's automation platforms; deliver remaining financial dashboards, including a special accounts dashboard; initiate systems enhancements or integration in support of the pilot of the global payments solution, which will centralize accounts payable functions, and may inform other efforts to centralize transactional activities; and initiate a new deliverable in relation to systems integration in support of simplified pipeline and implementation planning processes and reporting against implementation and needs-based plan budgets. <p>CCI funds are expected to be exhausted by the end of 2022.</p>	

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CRITICAL CORPORATE INITIATIVES

United Nations development system reform



Summary overview

Corporate change objective

The United Nations development system reform initiative aims to ensure that WFP has the capacity to prepare for and support the Secretary-General's reform of the United Nations development system.

The investment has been directed to three main objectives:

- ensuring that WFP has adequate capacity to prepare for and respond to the requirements of the reform;
- supporting WFP's role in the Business Innovation Group and other interagency meetings that focus on developing common enabling services and common premises throughout the United Nations, with associated cost savings; and
- contributing to the development of processes, tools and platforms that will enable the United Nations development system to plan, monitor, gather and report on the system-wide collective results achieved.

Linked to WFP enablers	<input checked="" type="checkbox"/> Partnerships <input type="checkbox"/> Workforce <input type="checkbox"/> Funding <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Evidence <input checked="" type="checkbox"/> Innovation		
Responsible WFP divisions	<i>Co-lead departments:</i> Resource Management Department; Office of the Deputy Executive Director <i>Budget owners:</i> Technology Division; Supply Chain Operations Division; Management Services Division; Corporate Finance Division; Human Resources Division; Innovation and Knowledge Management Division; Legal Office; United Nations System and Multilateral Engagement Division; Programme – Humanitarian and Development Division; Office of the Deputy Executive Director; Corporate Planning and Performance Division	Project lifespan (single or multi-year)	Multi-year, 3 years (2018–2021)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	N/A ²	Staff costs	2.64
Non-staff costs	N/A ²	Non-staff costs	3.28
Total 2021 budget	7.46	Total 2021 costs	5.92

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Business Innovations Group – workstream 5 (cross-divisional)	4.80	3.96
2 Programme-related activities (Programme – Humanitarian and Development Division)	0.28	0.28
3 Regional bureau allocation (Office of the Deputy Executive Director)	1.48	0.90
4 Cross-workstream United Nations development system reform activities	0.89	0.71
Total	7.45	5.85

² Given the nature of the proposed deliverables, no budget breakdown was made for 2021.

2021 deliverables and key performance indicators

Deliverable 1: Business Innovations Group – workstream 5 (cross-divisional)

- *Local shared service centres (LSSCs):* Leadership of LSSC implementation and operationalization of the costing and pricing principle at the field level; reinforcement and engagement of regional bureau and country office focal points. [Lead: Corporate Finance Division]
- *LSSC legal working group:* Contribution to the ongoing development of legal instruments for the establishment of LSSCs in consultation with the legal offices of selected United Nations entities. [Lead: Legal Office]
- *Business Operations Strategy (BOS):* Roll-out of BOS 2.0 in 84 WFP country offices and strengthening of regional bureau and country office capacity for the provision of common services within the BOS framework. [Lead: Management Services Division]
- *United Nations common premises:* Active support for piloting of common premises through support missions, and development of guidance on WFP's approach to common premises (for 50 percent of WFP country premises). [Lead: Management Services Division]
- *United Nations booking hub:* Leverage of WFP expertise in administration services through the provision of a digitized platform; continued development of the United Nations booking hub for use by all United Nations agencies, with standardization, digitization and simplification of mobility services and United Nations guesthouses through a common booking platform. [Lead: Management Services Division]
- *United Nations global fleet services:* Leadership in the provision of fleet services to be offered at the interagency level through a joint venture business model powered by WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) and to provide common leasing services for the United Nations community. [Lead: Management Services Division]
- *Efficiency impact reporting:* Development of a system and methodology for calculating and reporting on efficiency gains; collation of data and reporting on 2019 and 2020 efficiency gains. [Lead: Management Services Division]
- *Technology common services:* Final phase of the implementation and finalization of technology services for community feedback mechanisms in Ecuador, Iraq and Libya, and delivery of services for information and communications technology preparedness in Bhutan, the Dominican Republic, Madagascar, Mongolia and Mozambique. [Lead: Technology Division]
- *Service marketplace:* Continued implementation of the service marketplace mechanism to facilitate service provision at the local level, bringing the total number of country offices where the service marketplace is "live" to 14. [Lead: Supply Chain Operations Division]
- *Mutual recognition:* Ongoing support for the development of new agreements, development and clearance of normative frameworks, and provision of advice on the scope of services. [Lead: Legal Office; Innovation and Knowledge Management Division]

Key performance indicator	Target	Value at end of year
LSSCs: LSSC roll-out to phase 1 WFP country offices	LSSC roll-out to 5 country offices Capacity strengthening: Development and execution of targeted participant training Scoping exercise in phase 1 country offices where WFP has the strongest potential for hosting LSSCs	Data collection initiated in 5 country offices (completed in the Sudan and United Republic of Tanzania country offices)
LSSCs: Delivery of Chartered Institute of Public Finance and Accountancy WFP United Nations development system reform "better business case" change management training	Train employees in the 6 regional bureaux	78 employees trained across the 6 regional bureaux
LSSCs: Delivery of cross-functional training to build regional bureau and country office capacities	Deliver regional workshops (finance, administration) and country-specific webinars	Fully achieved
BOS: Completion of BOS2.0 development and practitioner training	Develop BOS at 84 WFP country offices, certify 57 WFP staff members as BOS practitioners, and nominate regional bureau United Nations development system reform focal points	100% completed

2021 deliverables and key performance indicators		
<i>Common premises:</i> Management and support of requests to achieve 50% common premises; development of, and training of WFP country offices on, common premises guidance	Achieve 50% common premises	48% of target completed
<i>United Nations Global Fleet Services:</i> Common mobility project to support country offices in operationalizing interagency collaboration	Include global position system and tracking data for automatic calculation of travel mileage. Develop driver management digital services (digital logbook, driver overtime calculation, etc.)	100% completed
<i>United Nations booking hub:</i> Global passenger air service and United Nations Humanitarian Air Service	Complete digital transformation of financial aviation reporting Adjust digital transformation to fit local United Nations Humanitarian Air Service business model	100% completed
<i>United Nations global fleet services:</i> Finalization of letter of intent between WFP and UNHCR	Finalize letter of intent between WFP and UNHCR	100% completed
<i>United Nations global fleet services:</i> Collection and analysis of fleet-related data	Carry out scenario analysis and forecasting, business modelling and benchmarking, process mapping, risk analysis, and internal and external communications and advocacy to enable the setting up of a United Nations fleet centre	100% completed
<ul style="list-style-type: none"> – <i>Global LSSC roll-out:</i> WFP supported data collection in phase 1 countries (Ethiopia, Kenya, Sao Tome and Principe, Sudan, United Republic of Tanzania); provision of additional bilateral interventions (Ethiopia, Sudan, United Republic of Tanzania). – <i>BOS:</i> Challenges on cost-benefit calculation by country office BOS focal points. – <i>Common premises:</i> Lack of upfront financial resources. 		
<p>Deliverable 2: Programme-related activities (Programme – Humanitarian and Development Division)</p> <ul style="list-style-type: none"> • Country offices supported in the development of second-generation CSPs aligned with United Nations development system reform and receiving coordinated interdepartmental CSP support aimed at ensuring alignment and stronger automation of transfers. • Country offices supported in aligning their current strategic planning cycles with national development plans and United Nations sustainable development cooperation frameworks (UNSDCFs) through concrete recommendations; and regular updating of tracking sheets on UNSDCF alignment status of all CSPs and compliance and application of new tools, including the UNinfo platform. This also includes support for the alignment of the CSP-UNSDCF results chain. • Key approaches for second-generation CSPs discussed and coordinated among headquarters divisions and units and regional bureaux, including through the second-generation CSP working group. • WFP actively engaged in United Nations development system reform processes and related interagency groups facilitated by the United Nations Development Coordination Office (DCO) (including the United Nations Sustainable Development Goal (SDG) task teams on programme development and results and integrated policy support, and the advisory group on joint programmes). • Corporate programmatic guidance reflecting the application of the common country analysis approach, the UNSDCF and related tools for facilitating the cycle of analysis, planning, programming, monitoring, reporting and evaluation available, and cross-functional guidance reflecting key considerations for second-generation CSP design updated and issued. 		
Key performance indicator	Target	Value at end of year
Number of country offices supported in their engagement in common country analysis, UNSDCF and CSP design in line with United Nations development system reform	100% of country offices presenting a CSP for approval in 2021 or 2022	Fully achieved

2021 deliverables and key performance indicators		
Number of CSPs approved by the Board aligned with United Nations development system reform requirements	7	Fully achieved
Global CSP UNSDCF analysis produced and updated	1	Fully achieved
Cross-functional guidance reflecting key considerations for second-generation CSP design updated and circulated	1	Fully achieved
WFP participating actively in all meetings and products of the programme development and results working group, the integrated policy support task team and the advisory group on joint programmes	Participate in 100% of meetings and products developed	Fully achieved
Monthly meetings of the second-generation CSP working group organized	Monthly meetings	Fully achieved
<p>Deliverable 3: Regional bureau allocation (Office of the Deputy Executive Director)</p> <p>Support for WFP's strategic and proactive engagement in United Nations development system reform processes, and ensuring that the organization is well positioned within a changing United Nations regional architecture:</p> <ul style="list-style-type: none"> Engage in regional collaborative platforms, opportunity- and issue-based coalitions and related task forces. Accompany country offices through the common country analysis/UNSDCF and second-generation CSP processes providing strategic advice, tailored guidance, webinars and briefs on UNSDCF/CSP alignment. Maintain linkage to the global level by participating in cross-regional exchange platforms organized by DCO, and corporate workstreams (such as the second-generation CSP working group and the sub-working group on joint programmes). Advance the efficiency agenda by providing country offices with guidance and operational support on BOS, common back office, common premises. 		
Key performance indicator	Target	Value at end of year
Regional bureau participation in regional collaborative platforms, opportunity- and issue-based coalitions and task forces	WFP regional bureaux represented at all relevant regional meetings (1 annual regional collaborative platform meeting per region; monthly or quarterly meetings of issue-based coalitions and task forces)	Fully achieved
Number of country offices benefiting from regional bureau-led webinars and guidance on strategic and programmatic reform elements and the efficiency agenda	100% of country offices aware of corporate guidance	Fully achieved
Active regional bureau participation in events organized by DCO and headquarters	Regional bureaux represented at and contributing to all relevant DCO/headquarters events	Fully achieved
<ul style="list-style-type: none"> WFP continues to introduce United Nations development system reform concepts at the regional level, but there is still some way to go for those concepts to add value and show impact. Issue-based coalitions are active to varying degrees across the various regions. WFP teams continue to contribute to these efforts, increasingly assuming lead roles in selected areas. The regional architecture for United Nations development system reform remains highly complex. WFP continues to press for simplification where possible. 		
<p>Deliverable 4: Cross-workstream United Nations development system reform initiatives</p> <ul style="list-style-type: none"> <i>Data, digital transformation and innovation (United Nations System and Multilateral Engagement Division):</i> Support WFP in the implementation of the Secretary-General's data strategy and prepare elements for inclusion in a new WFP data strategy. 		

2021 deliverables and key performance indicators		
<ul style="list-style-type: none"> <i>Digital solutions centre (Corporate Finance Division):</i> WFP and UNHCR, in partnership with the International Computing Centre, have successfully piloted the United Nations digital solutions centre, which aims to use cutting-edge technologies to address common operational challenges faced by WFP, UNHCR and the wider United Nations system. <i>Secretariat (Innovation and Knowledge Management Division):</i> As part of the United Nations development system reform CCI, and in support of the change management support team and the cross-divisional governance team, WFP organized regular meetings to discuss CCI progress, deliverables and fund consumption. This included setting agendas on behalf of the chair, consolidating inputs from various divisions and regional bureaux, and preparing necessary facilitation and follow-up materials for document management (using the digital TeamSpace system) and knowledge sharing. <i>Coordination by the United Nations System and Multilateral Engagement Division in New York:</i> Coordination of WFP engagement involved keeping the Executive Director and the Leadership Group informed on the reform developments and their potential impact on WFP as they happened. WFP continued to engage in the design of the regional/global management and accountability framework; provided updates on United Nations SDG guidance, policies related to the United Nations development system reform, and implementation of new United Nations SDG guidance and policies introduced through United Nations development system reform or the quadrennial comprehensive policy review and other Member State resolutions; and provided briefing and information notes for the Board 		
Key performance indicator	Target	Value at end of year
<i>Secretariat (Innovation and Knowledge Management Division):</i> Number of change management support team, cross-divisional governance team, CCI and other meetings organized and supported	Quarterly CCI and bi-monthly (every two months) change management support team meetings organized	Fully achieved
Rationale for unspent balances in 2021	<ul style="list-style-type: none"> The timing of projects and deliverables was adjusted in response to the COVID-19 priorities that emerged. Progress of key United Nations development system reform initiatives (such as LSSCs) was managed at the United Nations (DCO) level, so WFP did not have full control of timings and progress. 	
Outstanding results for completion of the critical corporate initiative programme	<ul style="list-style-type: none"> <i>Regional bureau allocation (Office of the Deputy Executive Director):</i> Priorities for the remaining funds in 2022 include the roll-out of UNInfo (adoption of any forthcoming corporate guidance on the platform and subsequent provision of regional bureau support to country offices) and BOS, development of common country analyses and UNSDCFs, CSP alignment, WFP contributions to opportunity- and issue-based coalitions, and adoption of new global guidance on joint programmes, pooled funds, integration review and other elements of the reform. <i>LSSCs:</i> <ul style="list-style-type: none"> capacity development: field orientation to enhance field-level engagement; evidence-based desk review to test the business case and impact of using a standard range of 66 pre-agreed services; data and reporting: building of internal capacity and support structures via regular evidenced-based efficiency reporting; and country support: support for the development of country-level LSSC readiness to aid evidenced-based decision making. <i>LSSCs/global shared service centre:</i> Operationalization of the LSSC/global shared service centre technical working group. <i>BOS:</i> BOS cost-benefit analysis validation exercise. <i>Common premises:</i> Engagement in common premises and facility services, and support for country offices' effective engagement in and implementation of new initiatives introduced in 2022 and beyond. <i>United Nations booking hub:</i> Continued engagement with Operational Management Teams in order to expand the service provision of the United Nations booking hub within the BOS framework. 	

2021 Annual performance report

CRITICAL CORPORATE INITIATIVES

Programme and partnership support



Summary overview			
Corporate change objective			
This CCI promotes the long-term objective of maximizing the contribution of country offices to the achievement of zero hunger by enhancing their programme design capacities so that they can identify and successfully pursue diversified and long-term financing opportunities.			
Linked to WFP enablers	<input checked="" type="checkbox"/> Partnerships <input type="checkbox"/> Workforce <input checked="" type="checkbox"/> Funding <input type="checkbox"/> Technology <input type="checkbox"/> Evidence <input type="checkbox"/> Innovation		
Responsible WFP divisions	Partnerships and Advocacy Department, Programme and Policy Development Department	Project lifespan (single or multi-year)	Multi-year, 3 years (2019–2022)
2021 budget (USD million)		2021 expenditures (USD million)	
Staff costs	0.81	Staff costs	0.33
Non-staff costs	0.07	Non-staff costs	0.04
Total 2021 budget	0.88	Total 2021 costs	0.38
2021 key deliverable		Budget (USD million)	Expenditure (USD million)
1 Test ideas on programme and partnership support in country offices		0.88	0.38
2021 deliverables and key performance indicators			
Deliverable 1: Build on gap analyses in country-level programming in the thematic areas of school-based programmes, climate change, and social protection			
The ongoing second phase supports ten country office initiatives by engaging expertise to enhance:			
<ul style="list-style-type: none"> knowledge and capacity to understand and support government budgeting and planning processes, including with ministries of finance/planning and procedures of the legislative and executive branches of government; knowledge and capacity to engage with international financial institutions on the ground at a technical, programmatic or policy level; and WFP's technical ability to engage in thematic financing opportunities where specialized, expert technical knowledge or experience is required, such as in the areas of climate or social protection. 			
Key performance indicator		Target	Value at end of year
<ul style="list-style-type: none"> Proposals developed by country offices Proposals evaluated by the relevant headquarters divisions with funding allocated accordingly Results and lessons learned from country office initiatives gathered and fed into the corporate discussion process by the end of 2022 			Fully achieved Ongoing
Deliverable 2: Strengthen WFP engagement in the climate crisis			
Key performance indicator		Target	Value at end of year
1. Establishment of a climate crisis task force that: <ol style="list-style-type: none"> engages organization-wide commitment to strengthen climate action; enables more strategic and effective processes for reducing climate impacts on programmes and operations; and empowers WFP staff and offices to recognize and strengthen their contributions to climate action 			1. Task force established, members selected and first meeting held in January 2022

<p>2. Strengthened media engagement and advocacy from the Executive Director and the Leadership Group</p> <p>3. Strengthened engagement in international fora such as the 2021 United Nations Climate Conference (COP26)</p> <p>4. Assistant Executive Director-level participation in the High-Level Consultative Group of the InsuResilience Global Partnership and in the Risk-informed Early Action Partnership</p> <p>5. Establishment of a thematic funding team in the Public Partnerships and Resourcing Division to, among other actions, attract funding for fighting climate crisis</p>		<p>2. Executive Director messaging in third and fourth quarters of 2021 had a strong focus on the climate crisis</p> <p>3. The Assistant Executive Director, Partnerships and Advocacy Department, and directors of the Climate and Disaster Risk Reduction Programmes Unit and the Berlin and London offices participated in COP26. Planned participation of the Executive Director was cancelled</p> <p>4. Assistant Executive Directors of the Programme and Policy Development Department and the Partnerships and Advocacy Department played active roles in the committees</p> <p>5. Team established in the third quarter of 2021</p>
<p>Rationale for unspent balances in 2021</p>	<p>Final selection of pilot countries made in late 2021 and disbursements made in November. Balances expected to be spent by June 2022.</p>	
<p>Outstanding results for completion of the critical corporate initiative programme</p>	<ul style="list-style-type: none"> • Results and lessons learned from the country offices initiatives to be gathered by June 2022. • Lessons learned from the CCI to be documented and fed into the final phase of the programme: proposals for strengthening programme and partnership support for the changing lives agenda. • The CCI contributed to the development of proposals for a changing lives transformation fund, with plans to present the proposals to the Executive Board. 	

2021 Annual performance report

CRITICAL CORPORATE INITIATIVES

Private sector strategy



Summary overview

Corporate change objective

WFP has continued to significantly increase funding from the private sector, primarily from individuals, to enable it to save more lives and change more lives. Individual giving is a large and growing source of often flexible funds that can be used for WFP's greatest needs.

The purpose of the CCI is to continue the growth in individual giving through media investments aimed at attracting new and retaining existing donors. In keeping with CCI restrictions, CCI funding has been used only for non-recurring costs, such as one-time purchases of digital media advertising and one-off technical expenditures on technological improvements.

To support WFP in its contribution to the achievement of zero hunger, the CCI contributes towards implementation of the WFP strategic plan for 2017–2021, particularly Strategic Objective 5, partner for SDG results, and Strategic Results 7 and 8, which address the need for diversified resourcing and partnerships that share knowledge, expertise and technology.

More details can be found in the Private Partnerships and Fundraising Division's report to the Board on progress in implementation of the private sector partnerships and fundraising strategy throughout 2021.

Linked to WFP enabler	<input type="checkbox"/> Partnerships	<input type="checkbox"/> Workforce	<input checked="" type="checkbox"/> Funding	<input type="checkbox"/> Technology	<input type="checkbox"/> Evidence	<input type="checkbox"/> Innovation
Responsible WFP division	Private Partnerships and Fundraising Division		Project lifespan (single or multi-year)	Multi-year, 3 years (2020–2022)		
2021 budget (USD million)			2021 expenditures (USD million)			
Staff costs	-		Staff costs	-		
Non-staff costs	22.15		Non-staff costs	22.76		
Total 2021 budget	22.15		Total 2021 costs	22.76³		

2021 deliverables and key performance indicators

Deliverable 1: Increased total individual giving income for the organization

Key performance indicator	Target	Value at end of year
Total funding from individuals	USD 73 million	USD 91 million

This deliverable measures progress by tracking the total income raised from individuals in support of WFP operations, including the income raised directly from investment activities. The target reflects the initial investment model.

From an annual revenue of USD 12.2 million in 2019, the revenue raised by the headquarters-based Individual Giving and ShareTheMeal teams grew to USD 34.7 million in 2020 and USD 54 million in 2021, a fourfold increase in two years. Donations made by individuals through friends' organizations increased from USD 8.8 million in 2019 to USD 37 million in 2021, also a fourfold increase, with the most significant increase in funds raised coming from WFP USA, with USD 2.6 million in 2019 and USD 28.5 million in 2021.

Deliverable 2: High return on investment

Key performance indicator	Target	Value at end of year
Average 12-month return on advertising spend	1.7:1	1.73:1

This deliverable measures the 12-month return on investment by calculating the ratio between income from paid activities and media expenditure to demonstrate that WFP is receiving sufficient value from the funds invested.

³ Includes approximately USD 0.6 million in commitments not spent in 2021 to be used in 2022 following approval of third tranche of funding in the management plan for 2022–2024.

Deliverable 3: Recruitment of “high-value” supporters, including regular supporters		
Key performance indicator	Target	Value at end of year
Average donations, regular and single giving	Single: USD 50 Regular, monthly: USD 16	Single: USD 36 Regular: USD 22
Yearly donor retention rates as percentages, regular and single giving	Single: 15% Regular: 70%	Single: 36% Regular: 59%
Blended acquisition cost, regular and single combined	USD 46	USD 46.3
<p>This deliverable measures the success of the investment by tracking the average value of each single or regular donor through three KPIs. It is important to note that single deliverables may vary while the overall deliverable is still achieved or even exceeded – i.e., higher acquisition costs can be offset by higher average donations or higher donor retention rates, etc. While still below the target, significant increases can be seen in the annual regular retention rate. Donors recruited in January 2021 have a retention rate of 59 percent compared with 52 percent of those recruited in January 2020.</p>		
Outstanding results for completion of the critical corporate initiative programme	<p>The CCI is part of the overall private sector partnerships and fundraising strategy. By 2025, the aim of this activity is to increase yearly income to USD 170 million from individual supporters, USD 50 million from businesses and USD 25 million from foundations.</p> <p>The CCI contributes to the generation of income from individual supporters, businesses and foundations. Additional support activities for the strategy are funded through another mechanism as part of the regular baseline programme support and administrative budget of the Private Partnerships and Fundraising Division.</p>	

2021 Annual performance report

CRITICAL CORPORATE INITIATIVES

Workplace culture and ethical climate



Summary overview

Corporate change objective

Approved to support the first year of implementation of the comprehensive action plan for the implementation of the recommendations of the joint Board/management working group on harassment, sexual harassment, abuse of power and discrimination (CAP) and related activities in 2020, WFP extended its work programme to ensure that the core corporate values and behaviours identified through that exercise are fully communicated and embedded throughout the organization. The related change process requires multi-year investment in alignment with other initiatives and the delivery of improvements in selected CAP core areas, such as the role of leadership, employee engagement, the revision of policies and systems, and disciplinary processes, aimed at establishing an improved, inclusive and respectful workplace. The following report reflects activities, expenditures and results in 2021 and identifies the unspent CCI balances reserved for planned activities in 2022.

Linked to WFP enabler	<input type="checkbox"/> Partnerships	<input checked="" type="checkbox"/> People	<input type="checkbox"/> Funding	<input type="checkbox"/> Technology	<input type="checkbox"/> Evidence	<input type="checkbox"/> Innovation
Responsible WFP division	Workplace Culture Department		Project lifespan (single or multi-year)	Single year, 2020 (extended to end of 2022)		
2021 budget (USD million)			2021 expenditures (USD million)			
Staff costs	N/A ⁴		Staff costs	0.68		
Non-staff costs	N/A ⁴		Non-staff costs	0.63		
Total 2021 budget	3.30⁵		Total 2021 costs	1.31		

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Transformation of WFP's culture through ethical leadership	0.50	0.43
2 Support for improvements in behaviour consistent with WFP corporate values	0.50	0.47
3 Fostering of improved, inclusive and respectful workplaces	0.50	0.40
Total	1.50	1.30

2021 deliverables and key performance indicators

Deliverable 1: Transformation of WFP's culture through ethical leadership

- Finalization of the leadership framework, which defines essential staff behaviour at all levels and for contract types, fully aligned with WFP's core values and an engagement and activation plan. Implementation of activities started in the first quarter of 2022.
- Development of the Horizon programme – a global career development programme targeting national officers and including training, 360-degree feedback and coaching, group work and self-learning – and piloting with participants from every country office in all regions. Participation was allocated proportionally according to the headcount of national officers and service contracts.

⁴ Given the nature of the proposed deliverables, no budget breakdown was made for 2021.

⁵ At the beginning of 2021, the carry-over CCI balance was USD 3.3 million, with planned activities totaling USD 1.31 million in 2021 and a further USD 1.99 million for critical investments in 2022.

Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Number of consultations/sessions engaging leaders in development of the leadership framework Number of participants in the Horizon programme over the year Overall participants' satisfaction rating in the Horizon programme in 2021 	<ul style="list-style-type: none"> 20+ sessions 150 participants 95% overall satisfaction 	<ul style="list-style-type: none"> 70+ sessions involving country directors and deputy country directors in each region; human resources focal points; staff representative bodies and employee focus groups in each region. 150 participants 97%
<p>Deliverable 2: Support for improvements in behaviour consistent with WFP corporate values</p> <ul style="list-style-type: none"> Four-week "See the Difference" communications campaign, which included a series of 31 articles/stories and 20 videos with testimonials from more than 60 colleagues and team leaders in 20 locations, focusing on four key areas of improvement: personal growth, wellbeing, policy improvements, and workplace culture. Finalization of the first phase of the digitization of the Respect+ programme, a series of conversations structured around four pillars and anchored in WFP's corporate values. Support for the first phase of implementation of the WFP people policy, focusing on disseminating and communicating policy priorities and mutual commitments. 		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Engagement of WFP employees in a global communications campaign focused on showing improvements in WFP's workplace culture Engagement of WFP employees in focused messaging on key components of the WFP people policy 	<ul style="list-style-type: none"> 6,000 employees engaged in See the Difference campaign 5,000 employees accessing online materials on the WFP people policy 	<ul style="list-style-type: none"> 8,300 employees engaged in the campaign 6,000 employees accessing online materials
<p>Deliverable 3: Fostering of improved, inclusive and respectful workplaces</p> <ul style="list-style-type: none"> Development of physical and virtual WFP culture symbols consistent with corporate values Development of proposals for corporate funding aligned with the people dimension and corporate values 		
Key performance indicator	Target	Value at end of year
<ul style="list-style-type: none"> Identification of field-based activities that strengthen workforce diversity and an inclusive workplace culture Number of eligible projects on "people and culture" identified for further implementation 	<ul style="list-style-type: none"> 2 critical organization-wide and/or regional activities 3 projects 	<ul style="list-style-type: none"> 3 activities totalling USD 1 million 3 projects
<p>Rationale for unspent balances in 2021</p>	<p>Based on improvements made through implementation of the CAP in 2020 and 2021, WFP decided to reserve CCI funding for 2022 for investment in its anti-racism agenda and the development of a flagship leadership development programme to support WFP's work on people and culture.</p>	
<p>Outstanding results for completion of the critical corporate initiative programme</p>	<p>By pursuing the achievement of these three deliverables in 2022, WFP will advance its cultural change by establishing norms for ethical leadership, with a focus on diversity and inclusion/anti-racism; and continuing change through improvements in behaviour resulting from the roll-out of awareness, engagement and education sessions and field-based initiatives aimed at developing an improved, inclusive and respectful workplace.</p>	

2021 Annual performance report

CRITICAL CORPORATE INITIATIVES

Termination indemnity fund



Summary overview

Corporate change objective

The termination indemnity fund was established under the WFP management plan for 2021–2023 and aims to support WFP in achieving organizational change for the future. Initiated in 2018, organizational alignment exercises in country offices continue to help ensure that the offices have the appropriate structure, workforce and skills to deliver on their current or upcoming CSPs. The fund supports such efforts, particularly any exceptional employee separations that may stem from alignment exercises aimed at stabilizing the country office workforce.

In 2021, as a result of organizational alignment and contractual review exercises, two country offices (Malawi and Uganda) requested access to the termination indemnity fund to help cover the costs related to recommended separations.

Linked to WFP enabler	<input type="checkbox"/> Partnerships	<input checked="" type="checkbox"/> Workforce	<input type="checkbox"/> Funding	<input type="checkbox"/> Technology	<input type="checkbox"/> Evidence	<input type="checkbox"/> Innovation
Responsible WFP division	Human Resources Division		Project lifespan (single or multi-year)	Multi-year		
2021 budget (USD million)			2021 expenditures (USD million)			
Staff costs	10.0		Staff costs	0.11		
Non-staff costs	-		Non-staff costs	-		
Total 2021 budget	10.0		Total 2021 costs	0.11		

2021 key deliverables	Budget (USD million)	Expenditure (USD million)
1 Termination indemnities for Malawi country office	0.18	0.11
2 Termination indemnities for Uganda country office	0.27	-
Total	0.45	0.11

2021 deliverables and key performance indicators

Deliverable 1:

- The Malawi country office conducted an organizational exercise to align its structure and staffing to the requirements of the CSP. That exercise led to the abolishment of 69 incumbered positions and a request for associated termination indemnity funds. The actual expenditure was less than requested as some of the affected employees were successful in obtaining other and vacant positions in the country office, so no longer required termination indemnities.

Deliverable 2:

- The Uganda country office conducted an efficiency and restructuring exercise to define mission-critical skill sets that were fit for purpose. This resulted in a plan for 22 employees to be separated from WFP and a corresponding request for termination indemnity funds. By the end of the year, the country office had not yet consumed all of the allocated funding.

Rationale for unspent balances in 2021

Fund usage is largely dependent on country offices' requirements for support in their organizational alignment efforts and requests for termination indemnity funds following a review of their structures, workforce and skill requirements. The fund has been approved for carry-over into 2022.

Outstanding results for completion of the critical corporate initiative programme

Not applicable as use of the fund is dependent on country office requests. It is expected that further requests will be received throughout 2022.