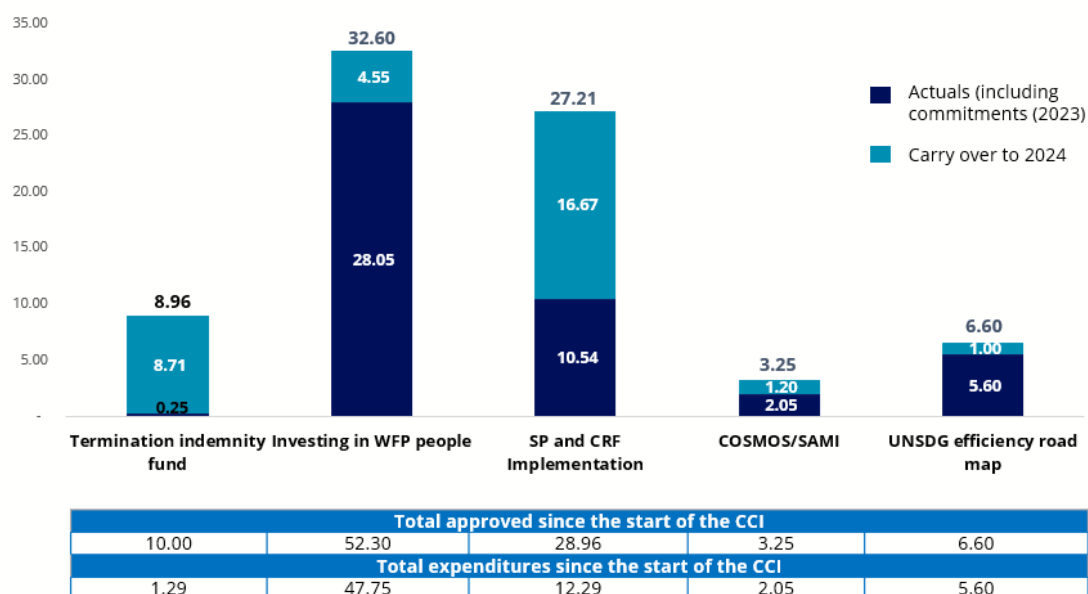


ANNEX IV-B: REPORTING ON CRITICAL CORPORATE INITIATIVES

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 for food-insecure people.

1. This annex outlines the annual progress under the five critical corporate initiatives (CCIs) that were active in 2023.^{1, 2}
2. Figure 1 lists all of the CCIs active in 2023 and their corresponding budgets.³ In 2023, USD 50.4 million of new funding was approved for the implementation of CCIs. This total includes the second tranches of funding for multi-year CCIs, such as those on investing in WFP people and on implementing the strategic plan and corporate results framework (CRF), and the first tranches for two new multi-year CCIs on country office support model optimization and simplification (COSMOS)⁴ and on the United Nations Sustainable Development Group (UNSDG) efficiency road map.
3. Total expenditures on CCIs in 2023 were USD 46.5 million.⁵ The balance of USD 32.1 million has been carried over to 2024.

Figure 1: Critical corporate initiatives, expenditures compared with approved budgets, 2023 and cumulative



Abbreviations: SAMI = single accountability model initiative; SP = strategic plan.

¹ The annex focuses on the progress made in 2023; progress made in previous years can be found in [annex III-B of the APR for 2022](#).

² The deliverables and targets for ongoing and new CCIs in 2024 are provided in [annex III of the management plan for 2024–2026](#).

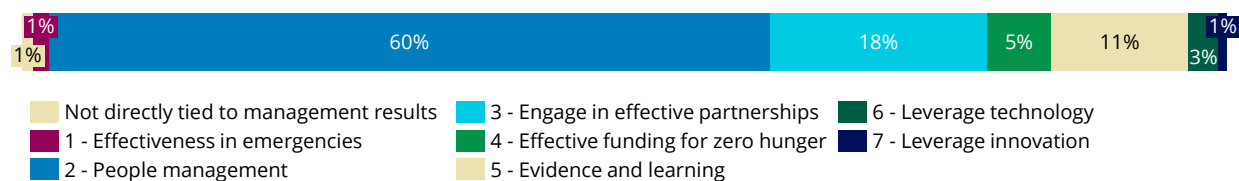
³ Figure 1 shows the CCIs approved in the management plans for 2021–2023, 2022–2024 and 2023–2025, except for those that had fulfilled their objectives and fully utilized their budgets prior to 2023.

⁴ This has been renamed as the “single accountability model initiative (SAMi)”, as shown in figure 1.

⁵ Expenditures include outstanding commitments.

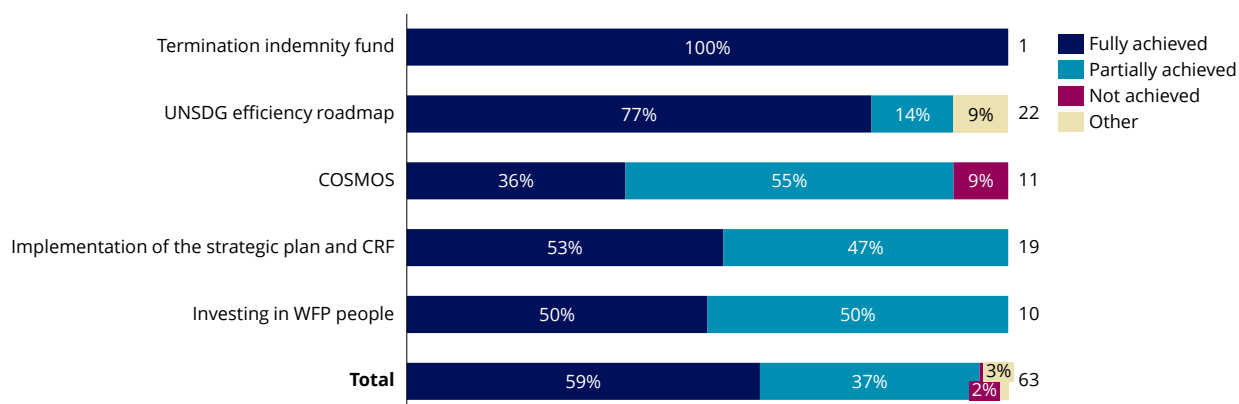
4. During the planning phase, CCI activities and their respective budgets were linked to one or more management results. Figure 2 illustrates the percentages of total CCI expenditures under each of the management results.

Figure 2. Shares of total critical corporate initiative expenditures by management result, 2023



5. The overall performance of CCIs in terms of the achievement of their specific objectives as measured through the assigned key performance indicators (KPIs) is shown in figure 3. Fifty-nine percent of the 63 CCI KPIs were reported as being fully achieved and 37 percent as partially achieved.

Figure 3. Status of key performance indicators for critical corporate initiatives, 2023 (year-end values)



6. Factors that contributed to the partial or non-achievement of targets varied among the KPIs and included factors such as the corporate recruitment freeze, the introduction of new mandatory staff training courses towards the end of 2023, and external factors such as delays in the granting of approval by host governments required for certain projects. The “other” year-end value represents KPIs that were no longer relevant or that applied to actions that had been cancelled, such as the building of a United Nations House in Fiji following the Government’s cancellation of a planned land donation.

Links to individual CCI performance updates in 2023:

1. [Investing in WFP people](#)
2. [Implementation of strategic plan and CRF](#)
3. [COSMOS](#)
4. [UNSDG efficiency road map](#)
5. [Termination indemnity fund](#)

1. Investing in WFP people (2022–2024)

Owner	Department: Workplace Culture Division: People and Culture Coordination						
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

7. The CCI Investing in WFP people is part of a holistic investment in transformative change in WFP's workforce and workplace. It is a one-time, three-year initiative supporting cross-functional change. With five specific deliverables, the CCI is aimed at achieving excellence in the management of WFP's people in four priority areas for people management: "nimble and flexible", "performing and improving", "diverse and inclusive" and "caring and supportive".⁶ The CCI involved the work of 25 participating offices and divisions implementing 92 new activities globally.

Budget utilization in 2023 (USD million)

2023 key deliverable	2023 available budget	Expenditures (including open commitments)	Balance
1. Proactive management of structures and positions	4.61	4.11	0.49
2. Acquisition and retention of diverse talent	6.82	6.01	0.81
3. Capability and capacity development	8.89	8.33	0.56
4. Development of respectful and inclusive workplaces	6.52	4.19	2.34
5. Employee safety, health and well-being	5.77	5.41	0.36
Total	32.60	28.05	4.55

Main achievements by deliverable

Deliverable 1: Proactive management of structures and positions

8. Activities under this deliverable were aimed at enhancing organizational structures and the management of job positions tailored to organizational needs, including by guiding regional and country office managers on people management, implementing workforce planning and executing actions identified through reviews of organizational structures. The Human Resources Division launched several initiatives aimed at empowering employees to take charge of their careers while equipping managers with the necessary tools for effective support.

Deliverable 2: Acquisition and retention of diverse talent

9. This deliverable is focused on effective and diverse talent acquisition, addressing deployment bottlenecks, gender diversity and capability development. Overall, these efforts have succeeded in diversifying talent acquisition and building a stable workforce. Activities have included recruitment outreach events targeting diverse community groups and enhancing the skills of

⁶ Details of the approved 2023 programme can be found in the management plan for 2023–2025, [annex V](#).

technical advisors, staffing coordinators and country office human resources teams. Strengthened collaboration between the human resources function and hiring managers enabled continued reduction in the time taken to fill open staff positions. As part of the recruitment strategy, and to prevent delays, sessions were conducted with hiring managers to clarify their roles and responsibilities, secure their commitment and delegate tasks, which led to a faster and more effective talent acquisition process. WFP implemented innovative strategies to attract a more diverse and gender-balanced array of candidates. For example, during the recruitment process, WFP actively encouraged women applicants by using a specialized artificial intelligence-based software, Textio, which features adapted and inclusive language and facilitates the recruitment and retention of diverse teams.

Deliverable 3: Capability and capacity development

10. Initiatives under this deliverable cover leadership, management, language skills, coaching, mentoring, disability and inclusion, technical support and cross-functional training. Initiatives on disability, leadership and training involved collaboration among the human resources, nutrition and partnerships and advocacy divisions. The Human Resources Division leads the automation of processes for shaping a diverse and high-performing workforce.
11. The global mentoring programme received positive feedback from both mentors and mentees. The programme, which emphasizes the sharing of knowledge and experience, interaction, exposure and personal and professional development, was delivered to 2,077 individuals (57 percent of whom were women) through 1,546 active pairings. In 2023, WFP's critical skills academy⁷ piloted an inclusive behaviour learning programme.

Deliverable 4: Development of respectful and inclusive workplaces

12. This deliverable comprises 16 activities aimed at improving WFP's workplace culture. The Respect+ programme, designed to foster a culture of respect, reached more than 9,100 employees. The diversity, equity and inclusion team collaborated on the design and implementation of an inclusive leadership programme for global executives, which reached 100 senior leaders and country directors. The programme's success was reflected by the 80 percent of participants reporting that they were likely to recommend it to other leaders and by the programme's extension to all deputy country and other directors.
13. WFP continued the roll-out of the reasonable accommodation policy, which was launched in February 2022 and plays a pivotal role in providing essential accommodation for employees with disabilities. This initiative ensures that all employees can participate on an equal basis, regardless of their disability status. Several events on inclusive insights were hosted and employees' resource groups, including the disability inclusion network, the women's equality network and groups representing people of diverse sexual orientation, were supported.
14. A comprehensive evaluation of the pulse survey pilot, in which more than 900 employees participated, concluded that the strategic use of pulse surveys is a valuable tool for enabling managers to promote engagement within their teams.
15. In the Regional Bureau for Latin America and the Caribbean, the CCI funded a pilot project aimed at strengthening WFP's ability to include and work closely with groups of Indigenous People. The pilot generated detailed data on the challenges and barriers faced by members of Indigenous populations in obtaining access to employment, including within WFP and the wider

⁷ See [Critical Skills Academy | WFPgo](#).

United Nations system, and highlighted the importance of Indigenous People’s contributions to inclusive programme design.

Deliverable 5: Employee safety, health and well-being

16. Fifteen activities were implemented under this deliverable. Achievements included implementing actions to address the findings of a global health survey, building the capacities of wellness support volunteers and upgrading medical facilities. For example, the Regional Bureau for Southern Africa launched the use of machines that provide an in-depth analysis of an individual’s body composition, which provided employees with a better understanding of their physical condition and enabled them to make informed decisions on how to improve their overall health.
17. WFP continued to provide employees with medical services for travel and destination-specific health advice and delivered three emergency medical training sessions. Prompt workforce alignment was ensured by swifter medical clearance processes, with a total of 1,290 processes completed within five working days.

Status of key performance indicators

Key performance indicator		2023 target	Value at end of 2023	Comments
1	Percentage of the workforce employed on short-term contracts	49%	46%	The lower value at the end of 2023 indicates the overachievement of the target
2	Percentage of women among international professional and national staff	44.9%	42%	
3	WFP meets or exceeds the United Nations Disability Inclusion Strategy entity accountability framework standards concerning employment	Meets	Meets	
4	Percentage of offices that have an action plan in place to align their people management practices with WFP’s people policy and its enabling initiatives	90%	90%	
5	Performance and competency enhancement (PACE) compliance rate	100%	77%	To improve performance by facilitating the recognition of successes, setting clear expectations and developing and applying new skills for continuous growth, the deadline for PACE completion was moved from 31 March to 31 January. This change contributed to the below-target 77 percent completion rate for the 2023 PACE process

Key performance indicator		2023 target	Value at end of 2023	Comments
6	Percentage of employees completing mandatory training on prevention of fraud and corruption, protection from sexual exploitation and abuse (PSEA) at WFP and preventing and responding to abusive conduct at WFP	95%	86%	A new edition of the PSEA course was launched in September 2023, and all employees were requested to complete the course after the launch. The completion rate of 86 percent was therefore reached in just three months
7	Percentage of offices which have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees	90%	127%	Eleven country offices were invited to use the new tools, based on recommendations from the regional bureaux, while 14 offices actually made use of the tools, hence the completion rate of more than 100 percent
8	Percentage of country offices which have implemented organizational SEA prevention and outreach tools aimed at employees, cooperating partners and front-line workers provided by the Ethics Office	65%	65%	
9	Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA WeLearn course for focal points on prevention of and response to SEA	85%	59%	An updated course for PSEA focal points was launched in the third quarter of 2023, hence the below-target completion rate
10	Percentage of compliance with the WFP security management policy and framework of accountability	95%	74%	Following the issuance of the revised framework of accountability in June 2023, the Security Division introduced subsequent changes in the survey questionnaire and relaunched it, hence the below-target completion rate

2. Implementation of the strategic plan and corporate results framework

Owner	Department: Management						
	Division: Corporate Planning and Performance						
Link to WFP CRF for 2022–2025 management results	Effectiveness in emergencies <input checked="" 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 checked="" type="checkbox"/>	Leverage innovation <input checked="" type="checkbox"/>

Summary overview

18. The three-year CCI on the implementation of the strategic plan and CRF for 2022–2025 focuses on WFP's commitment to strengthening and modernizing its corporate performance planning, reporting systems and processes while providing enhanced programme support for country offices, including for thematic and cross-cutting programmes. In 2023, CCI activities focused on streamlining and modernizing processes and systems for providing end-to-end analysis of, and reporting on, the resources-to-results chain. In 2023 work began on enhancing programme guidance, delivering on cross-cutting priorities, increasing theme-based fundraising and supporting critical initiatives to strengthen evidence generation, field monitoring and the management of cooperating partners.

Budget utilization in 2023 (USD million)

2023 key deliverable	2023 available budget	Expenditures (including open commitments)	Balance
Deliverable 1: Realignment of financial, donor and corporate reporting, beneficiary counting systems and platforms	4.45	1.62	2.83
Deliverable 2: Full alignment and upgrade of planning and reporting of all country offices and full alignment with the new strategic plan and CRF	0.27	0.09	0.18
Deliverable 3: Optimization and upgrade of planning, budgeting and reporting to enhance the resources-to-results chain	5.02	1.89	3.13
Deliverable 4: Project support and change management	3.1	0.38	2.72
Deliverable 5: Mainstreaming of cross-cutting priorities within WFP operations	6.65	2.58	4.07
Deliverable 6: Strengthening of evidence generation, field monitoring and cooperating partner management	7.72	3.98	3.74
Total	27.21	10.54	16.67

Main achievements by deliverable in 2023

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

19. WFP completed the alignment of its corporate solution for counting the number of beneficiaries served and comparing it with the planned number. The upgrade of the system for beneficiary counting of the actual numbers was launched in December 2023. The upgrade included the addition of quality checks on the total number of beneficiaries served, by residence and location.

20. A data governance process for the platform, which integrates and manages data from multiple sources for consistency and coherent analysis across planning, budgeting and reporting, was implemented in the fourth quarter.

Deliverable 2: Full alignment and upgrade of planning and reporting of all country offices with new strategic plan and corporate results framework

21. New guidance on “other output plans”⁸ was rolled out to regional bureaux and country offices. Technical assistance was provided to ensure that data on the plans were complete and of adequate quality for inclusion in the 2023 annual country reports. The 44 additional outcome, cross-cutting and output indicators for changing lives and livelihoods were piloted for inclusion in the latest version of WFP’s CRF indicator compendium.

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

22. Final checks of the solution for tracking unbundled planning and expenditure figures were carried out in December in preparation for the planned start of implementation in early 2024. WFP began to develop a new solution which will allow more precise planning, allocation and monitoring of resources for field assessment, monitoring and evaluation costs. One part of the solution, for country offices’ implementation planning and expenditure processes, was released in the fourth quarter of 2023. An upgrade of the needs-based planning process was also initiated and was released during the first quarter of 2024.
23. The development of a management console was initiated in the fourth quarter of 2023. The console brings budget and performance data into one location and provides different levels of detail to facilitate more effective management. The development of a console for budget and programming officers was also initiated in the fourth quarter of the year. The aim is to facilitate the identification of critical data and provide access to the information required for the budget and programming functions.
24. A comprehensive analysis of current planning, budgeting and reporting processes was completed and is serving as the basis for the formulation of the 2024 workplan.

Deliverable 4: Project support and change management

25. Work under this deliverable focused on providing enhanced programming guidance to the field to support the development of high-quality programmes and CSPs. Progress was made in developing the programme architecture for third-generation CSPs, including the preparation of a discussion paper on the drafting of new CSP template and a budget revision process. The CSP policy and guidance are evolving in line with evaluation recommendations, management responses and lessons learned.
26. Support for the integration of country capacity strengthening activities into CSPs was provided to 30 country offices, along with tailored support for eight country offices. The first global meeting and two regional workshops on effective engagement in country capacity strengthening were held to share thematic and regional knowledge and best practices. Several components of the second edition of the country capacity strengthening toolkit were finalized, and 14 new outcome indicators were launched to help country offices implement and generate evidence on country capacity strengthening activities.

⁸ An “other output plan” provides data on any annual needs identified for CSP outputs other than tier 1 beneficiaries and resource transfers.

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

27. Notable progress was made towards the mainstreaming of WFP's cross-cutting priorities into operations. A support structure for environmental and social safeguards was established at the headquarters and regional levels, enabling the provision of technical support to country offices and contributing to global monitoring and reporting processes.
28. Key gender equality and women's empowerment initiatives were updated to provide a better corporate solution for the mainstreaming of gender equality and women's empowerment in country offices and to facilitate more holistic measurement of performance. Four new CRF indicators for gender equality and women's empowerment were finalized to better capture the integration of those priorities into programmes, and regional bureaux developed initiatives to support the building of evidence on gender issues in a range of programmes.
29. To ensure that mechanisms for obtaining community feedback are effective in all operational environments, including the early onset of emergencies, WFP developed a set of global assurance standards, launched a toolkit and hired two emergency officers to implement community feedback mechanisms. In addition, data collection capacities were increased and innovative solutions were established to promote efficiency, reduce costs and enhance the accuracy and timeliness of information on the functioning of community feedback mechanisms.
30. The integration of nutrition information into WFP's systems has advanced significantly, improving the accessibility and quality of nutrition data, the effectiveness and efficiency of programme delivery, and the transparency of WFP's nutrition assurance efforts. Initiatives include improved targeting systems, strengthened monitoring and evaluation, digital solutions for efficient identity and case management, and improvements in the tracking of nutrition commodities. Key achievements include the evolution of the nutrition data visualization platform, which is integrated into other data systems to improve accessibility and analytical capabilities; the comprehensive modification of WFP's platform for nutrition information to aggregate and simplify all nutrition data and make them accessible in real time; the optimization of supply chain processes for the procurement of specialized nutritious foods and fortified staples; and the expansion of early warning systems to better identify areas with heightened malnutrition risks.

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

31. Deliverable 6 contributes to WFP's ability to demonstrate results and helps to ensure that assistance reaches the intended beneficiaries. Three pilot projects were launched in 2023 to increase the productivity and effectiveness of the operators of community feedback hotlines, improve WFP's mining and synthesis of evidence, and determine whether to invest in an artificial intelligence-based solution that organizes information from various applications into unique topics, ultimately helping to efficiently connect staff to relevant knowledge.
32. New survey-based CRF indicators and other key monitoring tools, such as the questionnaires used at distribution sites and on household visits, were revised and integrated into WFP's web-based survey design tool to enhance evidence generation and distribution and post-distribution monitoring. By December 2023, the process monitoring module in SugarCRM⁹ had been piloted in four country offices and technical preparations for future country-level pilot projects were under way. Other corporate tools for data collection were integrated into

⁹ SugarCRM is a platform for escalating issues with process monitoring to the appropriate levels of WFP management.

SugarCRM to enable field monitors to escalate process monitoring issues without having to use multiple software systems.

33. Work continued on the development and promotion of the global adoption of digital tools that enable cooperating partners to connect directly to WFP and build their digital literacy. In 2023 WFP supported partners and stakeholders in using the tools while assisting 18 country offices in adopting the new distribution reporting module at different scales. A module on the management of field-level agreements was used by two country offices and was being rolled out to other countries. Key resources for building the capacity of cooperating partners were launched, including guiding principles, guidance on people-centred approaches, and WFP's online emergency programming courses. In addition, all the tools used in the cooperating partner management cycle, such as the field-level agreement template, were updated to ensure that cooperating partners understand and commit to WFP's people-centred principles.

Status of key performance indicators

Key performance indicator		2023 target	Value at end of 2023	Comments
1	Percentage of systems and platforms realigned with the new strategic plan and CRF	100	100	
2	Percentage of countries where WFP uses/contributes to UN INFO	100	93	80 (of 86) country offices contributed to UN INFO, up from 77 countries at the beginning of 2023
3	CSP data portal and country office management plan fully aligned with the new CRF and available to Board members	Fully achieved	Fully achieved	
4	Percentage of country offices adopting new budgeting tools	100	N/A	Targets will be achieved by the end of 2024 to coincide with the closure of this CCI
5	Percentage of country offices with resources-to-results chains	100	N/A	
6	Percentage of country offices releasing pipeline updates by the deadline	80	N/A	
7	Percentage of workstreams phased out	100	100	
8	Percentage of retrofitted CSPs going live on 1 January 2023	100	100	
9	Number of country offices supported with tailored guidance to country capacity strengthening through field missions	5	8	
10	Number of planned employee self-service organizational structures established at the headquarters and regional levels	5 regional bureau advisors and 5 headquarters consultants	4 regional bureau advisors and 4 headquarters consultants	

Key performance indicator		2023 target	Value at end of 2023	Comments
11	Number of key gender-related initiatives revised	3	3	
12	Percentage of toolbox for the effective use of emergency preparedness and response community feedback mechanisms rolled out	100	80	Contents of the toolbox piloted in Ethiopia and the State of Palestine. Documents being compiled and translated for publication in a comprehensive package of guidance and tools for dissemination in the second quarter of 2024
13	Action plan for phased system modifications developed and rolled out	100	60	Owing to a delay in hiring a specialist in 2023, the completion of the remaining activities is expected by the end of 2024
14	Percentage of short-term changes from the road map rolled out at the headquarters level	85	80	Following the extension of the deadline for the roll-out, some activities have been rescheduled for 2024
15	Number of knowledge management pilots developed	1-2	3	
16	Percentage of the mid-term evaluation of the new strategic plan contracted	100	100	
17	Percentage of new household survey-based CRF indicators integrated into the Codebook system	100	100	
18	Number of countries using SugarCRM for process monitoring	4	4	The 2023 target was reduced from fifteen to four pilot countries because the system configuration and pilot testing for each country office took longer than expected
19	Learning needs for accountability to affected populations and protection are identified	100	100	

3. Country office support model optimization and simplification

Owner	Department: Office of the Executive Director Division: Office of the Executive Director						
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 checked="" type="checkbox"/>	Leverage technology <input type="checkbox"/>	Leverage innovation <input type="checkbox"/>

Summary overview

34. The COSMOS initiative supports organizational realignment based on single accountability – assigned against outputs – for providing effective support to country offices in the design and delivery of CSPs. Built on best practices already established across WFP, the model removes duplications and ambiguous accountabilities at the global headquarters level with the aim of maximizing the effectiveness of support and resources for country offices.
35. The global teams model was introduced to provide operational support directly to the country offices. Global teams are formed by the optimized combination of capacities from headquarters and regional bureaux, now working as one team under one accountability line to the functional director. This allows operational support to be provided to country offices from one accountable owner, while enabling regional directors and bureaux to focus on strengthening their oversight of country strategies and management.
36. The global teams model was pilot tested from March to September 2023 in the supply chain and delivery¹⁰ and technology functions and the 15 country offices in the Middle East, Northern Africa and Eastern Europe region. This was followed by an independent formal end-of-pilot assessment and report by the Chief Financial Officer Division.
37. Based on the results of the pilot, and the recommendations of the functions and regional bureau involved, WFP will continue to use the model architecture in the Regional Bureau for the Middle East, Northern Africa and Eastern Europe until a decision on the regional configuration review has been reached. The main objective during this period will be to address the results and lessons learned from the pilot and to gather additional lessons learned and inputs for the organization structural review.

Budget utilization in 2023 (USD million)

2023 key deliverable	2023 available budget	Expenditures (including open commitments)	Balance
Deliverable 1: Programme governance	1.00	0.80	0.20
Deliverable 2: Target model validation	0.20	0.70*	-0.50
Deliverable 3: Coordination of change management	0.50	0.40	0.10
Deliverable 4: Extension to additional functions	1.30	0.15**	1.15
Deliverable 5: Plan for organisation-wide rollout	0.25	–	0.25
Total	3.25	2.05	1.20

* Additional capacity dedicated to the implementation of the pilot.

** Initial conceptualization and planning.

¹⁰ Includes the cash-based transfers function which was a separate division at the time of the pilot.

Main achievements by deliverable in 2023

Deliverable 1: Programme governance

38. The COSMOS initiative was collaboratively managed by the participating functions, the Regional Bureau for the Middle East, Northern Africa and Eastern Europe and the COSMOS secretariat, with cross-functional resources provided by the Corporate Planning, Budgeting and Reporting Branch for the measurement and evaluation of success, the People and Culture Coordination Unit for change management, the Risk Management Division for risk management, and the Communications Division for communications.
39. The COSMOS secretariat was established to provide oversight and coordination at the corporate level and to ensure consistency throughout the pilot project. Throughout 2023, the secretariat supported the design and governance of the overall COSMOS pilot project and the management of its implementation, supporting functions and country offices and coordinating change management and the monitoring of progress and impact.
40. The global teams model was piloted in the supply chain and delivery and the technology functions in the Middle East, Northern Africa and Eastern Europe region which covers 15 country offices.

Deliverable 2: Target model validation

41. An independent formal assessment and report on results were completed at the end of the pilot project to identify issues and inform the continuing design of the model. The global teams model received overall positive feedback from country office staff participating in the pilot. Compared with the previous approach, the new model was reported to simplify support structures, including during emergencies, improve the identification and understanding of country offices' needs and circumstances, and result in higher-quality support and normative guidance that was better tailored to the needs in the field. For example, one team was tasked with supporting country offices in interpreting and applying corporate guidance, and helping to ensure that guidance was consistently implemented. The pilot enhanced agility by enabling global team leaders to shift among tasks and redeploy employees in response to changing needs.
42. Owing to the six-month timeframe and limited scale of the pilot, which covered three functions and one region, for some elements of the model, data were insufficient or results too mixed to allow conclusive results to be drawn, or the full potential cannot be realized until the model is fully implemented. For example, accountability lines were not always clear for global teams and regional bureaux staff, and although functional support planning likely improved during the pilot, more time and data will be required for the results to be maintained during the roll-out. The continued use of the model in the Middle East, Northern Africa and Eastern Europe region will provide an opportunity to address these findings and gather additional lessons learned.

Deliverable 3: Coordination of change management

43. A theory of change, results framework and change management approach were developed and applied for the pilot, and a community of practice was established.
44. To maintain internal communications and engagement, a communications strategy and related products, including factsheets and frequently asked questions, were developed. Support was provided to the relevant stakeholders, including headquarters entities in identifying and managing the risks of the initiative and the pilot. In addition, a comprehensive knowledge management and learning framework, including a knowledge hub and reports on lessons learned from the pilot, was established for the initiative.

Deliverable 4: Extension to additional functions; and deliverable 5: Plan for organization-wide roll-out

45. These deliverables were originally planned for completion in 2023, but circumstances changed with the launch of the organizational structural review as the deliverables cannot be completed until final recommendations from the COSMOS initiative and the structural review are available to guide the implementation of a coherent set of changes to the organizational structure.
46. However, progress has been made in a number of areas. A report on the results of the pilot was shared with senior management in November 2023. Based on those results, and the recommendations of the functions and regional bureau participating in the pilot, WFP will continue to use this model architecture in the Middle East, Northern Africa and Eastern Europe region until a decision on the regional configuration review has been reached.
47. Progress was also made in developing a change management and communication approach, a monitoring and evaluation framework and a knowledge management framework that could be applied when the model is rolled out. The roll-out approach and plan will be finalized in 2024 in line with the organizational structural review.

Status of key performance indicators

Key performance indicator		2023 target	Value at end of 2023	Comments
1	Pilot findings (including risks and issues) are presented to senior management periodically to enable effective decision making on whether and how to proceed with COSMOS at each decision point	Fully achieved	Fully achieved	
2	Alignment of proposed COSMOS findings and models with country office needs	Model endorsed by country offices	Model endorsed by country offices	
3	Validation of target model for three functions through piloting	Fully achieved	Fully achieved	Senior management confirmed the need to define the accountabilities of regional directors and regional bureaux*
4	Presentation of outcomes to senior management for decision making regarding whether to continue planning organization-wide rollout	Fully achieved	Partially achieved	This deliverable was delayed until 2024 in line with phase 3 of the structural review of the organization, including the configuration of regional bureaux
5	Phased (piloting and rollout) change management and communication approach developed	Fully achieved	Partially achieved	The roll-out approach and plan will be developed in 2024 following completion of phase 3 of the structural review.
6	Knowledge management framework developed	Fully achieved	Fully achieved	

Key performance indicator		2023 target	Value at end of 2023	Comments
7	Monitoring and evaluation framework developed	Fully achieved	Partially achieved	A monitoring and evaluation framework was developed and applied during the pilot. Based on inputs received from the CCI steering committee, the framework may need to be extended
8	Expansion and completion of the target model based on lessons learned from the initial pilot	Fully achieved	Partially achieved	Lessons from the pilot were collated to inform the refinement of the target model. Based on inputs received from senior management, further refinements may be required
9	Presentation of outcomes to senior management for decision making regarding whether to continue to organization-wide rollout	Fully achieved	Not achieved	Delayed to 2024 (please see comment on KPI 4)
10	Development of project guidelines and a knowledge base to support broader rollout	Fully achieved	Partially achieved	Lessons from the pilot were collected into a knowledge base. The guidelines will be finalized following the decision of senior management
11	Development of change management approach and plan of rollout	Plan developed	Partially achieved	Further development of the change management approach is required before the plan is rolled out

* A review of the accountabilities of regional bureaux and regional directors was not within the scope of this initiative, which focused on improving support for country offices. However, the pilot helped to identify key organizational challenges and inform the design of initiatives for addressing those challenges. In particular, the accountabilities of regional directors and regional bureaux will be reviewed during phase 3 of the organizational restructuring initiative.

4. United Nations Sustainable Development Group efficiency road map

Owner	Department: 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 type="checkbox"/>

Summary overview

48. 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 USD 310 million per year in efficiencies through a variety of inter-agency, agency and bilateral initiatives. The revised efficiency road map for 2022–2024 extended the original timeframe for the implementation of key United Nations reform activities to 2024.
49. This CCI aims to ensure that WFP has the capacity to prepare for, respond to and – where appropriate – lead United Nations development system reform efforts during the extension in the timeframe. The CCI includes activities related to the key targets set by the Secretary-General for achieving the planned efficiencies.

Budget utilization in 2023 (USD million)

2023 key deliverable	2023 available budget	Expenditures (including open commitments)	Balance
Deliverable 1: UNSDG activities	2.24	2.22	0.02
Deliverable 2: United Nations booking hub	1.78	1.75	0.03
Deliverable 3: United Nations fleet	1.31	1.31	0.00
Deliverable 4: Global payment solution	1.27	0.32	0.95
Total	6.60	5.60	1.00

Main achievements by deliverable in 2023

Deliverable 1: United Nations Sustainable Development Group activities

50. Activities under this deliverable are focused on the following four areas:
- *Common premises:* As of December 2023, 54.9 percent of the 441 WFP office premises within the scope of the deliverable were in common premises. The CCI supported major common premises projects in Bangladesh, the Democratic Republic of the Congo, Egypt, Panama and Senegal, including through the identification of space requirements, the revision of business cases, the drafting of memoranda of understanding, and space planning. Support was provided to 88 country offices through the UN INFO common premises platform,¹¹ ensuring alignment with the WFP corporate database, which is used for facilities and real estate portfolio management, and in compliance with the International Public Sector Accounting Standards' requirements for the end-of-year financial closure exercise.

¹¹ The UN INFO common premises platform is an online tool that automates the planning and implementation of common premises projects and serves as a database on United Nations office premises for the 132 United Nations country teams.

- *Business operation strategy:* The business operation strategy focuses on common services that are developed jointly, or are delivered by one United Nations entity on behalf of one or more other United Nations entities, in order to eliminate duplication, leverage the common bargaining power of the United Nations and maximize economies of scale. To support the strategy, in 2023 WFP issued internal guidance on the annual review processes, including a training manual on cost-benefit analysis for all country offices, and held training workshops in all regional bureaux. Following the validation of data on high-benefit services in 32 country offices during 2022 and 2023, close alignment was achieved between the estimated and the actual five-year efficiency plans in all regions. Under the business operation strategy, the implementation of common services managed by WFP is under way in accordance with country office plans, and a final assessment will be conducted in 2024.
- *Common back office:* In collaboration with the Kenya country office and in discussion with stakeholders, the business case for using WFP's logistics services was developed based on a reassessment of demand. Other activities included supporting the United Republic of Tanzania country office in developing the common back office cost-sharing model and sharing a demand reassessment survey with United Nations country teams to support the recalibration of the staffing structure. Efforts are under way to provide country offices with support in accordance with the inter-agency plan for the roll-out of common back office services, including data collection in Jordan and Senegal, engagement with the Development Coordination Office in Zimbabwe, and the revision of relevant proposals and participation options in Brazil.
- *Global shared services:* WFP coordinated with the co-chairs of the global shared services task team on prioritizing and advocating the scale-up of WFP services, including by preparing business cases for the United Nations fleet and booking hub services as a stimulus for the global adoption of those services.

Deliverable 2: United Nations booking hub

51. In 2023, the mobility service of the booking hub was operational in 104 countries. Carpooling projects were promoted and supported through communication campaigns featuring articles, videos and social media messages. Progress was made on the normative agenda for United Nations mobility initiatives, including the development of a revised mobility directive and the extension of the carpooling service agreement to include armoured vehicles. A new system for providing drivers with automatic calculations of trip costs was developed and implemented in all carpooling countries, with plans for global roll-out in 2024.

Deliverable 3: United Nations fleet

52. The United Nations fleet continued to transform the United Nations' process for the acquisition of light vehicles. At the end of 2023, service agreements had been signed with 12 client agencies, expanded services were provided in 52 countries, and 389 vehicles were leased or had confirmed orders. Notably, 35 percent of the vehicles ordered were low-emission vehicles, in line with the fleet's commitment to environmental sustainability. The United Nations fleet prioritized operational excellence by optimizing processes, aligning with United Nations road safety standards, and enhancing its portal as a centralized digital platform with improved order tracking, financial automation and customer support. These activities promoted efficiency, accountability and high client satisfaction, achieving 4.6 out of a maximum score of 5 in surveys of clients' satisfaction.

Deliverable 4: Global payment solution

53. The global payment solution aims to consolidate WFP's accounts payable function into a single location to alleviate the workload of country offices associated with carrying out routine tasks. The global payment solution office was opened in Budapest in September. A client service gateway portal to consolidate all payment requests from headquarters and field offices and provide real-time KPI tracking and reporting capabilities was developed and piloted in six locations.

Status of key performance indicators

Key performance indicator		2023 target	Value at end of 2023	Comments
1	Percentage of WFP country offices co-locating with other United Nations entities	50%	54.9%	
2	Percentage of WFP country offices' requests supported	100%	100%	
3	Percentage of field offices' requests received	Increase of 20%	+6.1%	243 tickets were managed in 2023, compared with 229 in 2022.
4	Percentage of project design for the United Nations House in Egypt completed	100%	100%	Preliminary design finalized, construction work ongoing, move into the house expected in 2027
5	Percentage of project for the United Nations House Fiji completed	100%	0%	The planned United Nations project on land donated by the Government was cancelled after elections, as the new Government decided to reallocate the land
6	Percentage of United Nations reform training sessions delivered	100%	100%	Eight launching sessions and seven training sessions on common premises data collection
7	Numbers of seminars/informative sessions delivered	15	15	Eight launching sessions and seven training sessions on common premises data collection
8	Numbers of tools and guidance products reviewed	5	0	The key tools included in the KPI were reviewed and approved between 2021 and 2022. In 2023 the focus shifted to nine strategic and major common premises projects
9	Percentage implementation of the revised facility services guideline	100%	100%	No further action required from WFP, pending feedback from the task team on common premises and facilities services
10	Number of cost-benefit analysis guidance materials and percentage of tools developed	1 and 100%	1 and 100%	

Key performance indicator		2023 target	Value at end of 2023	Comments
11	Number of global and regional training events/webinars for strengthening capacity building	1 global and 6 regional	4 regional workshops attended by all regional bureaux	
12	Percentage of high-benefit country offices where cost-benefit analyses of high-benefit services have been reviewed	100%	100%	
13	Percentage implementation of common services managed by WFP	50%	50%	
14	Rollout of the United Nations SDG efficiency road map (number of countries)	50	6	The roll-out of common business operations is an inter-agency process coordinated by the Business Innovation Group. The roll-out encountered several delays owing to the long change management process required to implement each common business operation with consensus at the United Nations country team level
15	Scale-up of WFP global shared services: number of services scaled up and provided externally	5	4	United Nations fleet, United Nations booking hub (mobility, medical and wellness, and accommodation modules)
16	Number of missions supporting carpooling start-ups (yearly)	25	25	
17	Number of WFP country offices with carpooling agreements signed (cumulative)	25	25	
18	Number of self-service features developed for country offices (cumulative)	2	2	
19	Number of vehicles leased through the United Nations fleet	400	389	The initial 2023 target of 250 was revised to 400 in the second quarter of the year to accommodate the rising demand for the United Nations fleet
20	Number of country offices where global payment solutions is piloted	6	6	
21	“Lift and shift” of accounts payable tasks from headquarters to the global payment solution	20%	20%	
22	Percentage of customers satisfied with timely processed payments	80%	80%	Based on surveys conducted in the regional bureaux and country offices piloting the service

5. Termination indemnity fund

Owner	Department: Workplace Culture Division: Human Resources						
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

54. The termination indemnity fund, established under the WFP management plan for 2021–2023, has the aim of supporting WFP in achieving organizational change for the future. 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 in 2023 (USD million)

2023 key deliverable	2023 available budget	Expenditures (including open commitments)	Balance
Deliverable 1: Termination indemnity payments	8.96	0.25	8.71
Total	8.96	0.25	8.71

Main achievements by deliverable in 2023

Deliverable 1: Termination indemnity payments

55. In 2023, USD 247,727 from the termination indemnity fund was provided for ten separation cases in two country offices.

Status of key performance indicators

Key performance indicator		2023 target	Value at end of 2023	Comments
1	Use of funds for the number of abolished positions for which termination indemnity funds were requested and approved	N/A	100%	The use of the CCI funds is driven by the requests made by country offices throughout the year