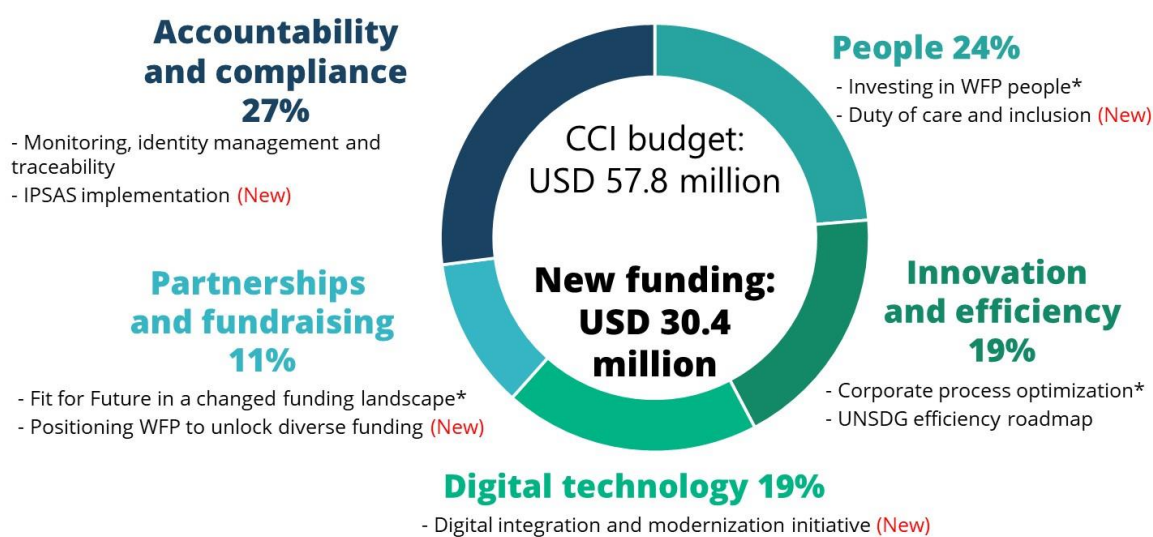


ANNEX III

Critical corporate initiatives – concept notes

1. Since 2015, WFP has used critical corporate initiatives (CCIs) approved by the Executive Board to strengthen its systems and workforce and, ultimately, to improve the delivery of services to food-insecure people.
2. The 2015 progress report on the financial framework review¹ defined CCIs as initiatives aimed at strengthening WFP's programming, operational and administrative capacity to fulfil its mission and delivering value for money. Elaborating further, the report stated that the development and prioritization of CCIs should be guided by the requirements that CCIs be one-off in nature and not covered by regular PSA funding; not be related to a single project; require predictable funding; be unlikely to generate sufficient additional investment from donors through corporate trust funds; and focus on organizational change. In approving the report, the Board also approved the use of the PSA equalization account and the unearmarked portion of the General Fund to fund CCIs.
3. Nine CCIs are planned for 2025. Their expected results, activities, implementation plans, budgets and key performance indicators (KPIs) are detailed in this annex. Four CCIs are new, while five ongoing CCIs will enter their final year of implementation in 2025. Of those five, only two require additional funds.

Figure A.III.1: Proposed critical corporate initiatives, 2025–2026 (USD million)



* CCIs that do not require new funding.

¹ "Progress on the Financial Framework Review, including Indirect Support Costs" (WFP/EB.A/2015/6-C/1).

TABLE A.III.1 (a): CRITICAL CORPORATE INITIATIVES BUDGET OVERVIEW (USD million)						
CCI title	Duration	Projected expenditures				
		Up to 30 June 2024*	July–December 2024	2025	2026 and beyond	Total
Monitoring, identity management and traceability	2024–2025	8.10	8.10	10.50	-	26.70
IPSAS implementation	2025–2026	-	-	2.80	2.30	5.10
Fit for future in a changed funding landscape	2024–2025	5.20	1.20	1.50	-	7.90
Positioning WFP to unlock diverse funding	2025–2027	-	-	2.10	3.00	5.10
Investing in WFP people	2022–2025	60.80	9.70	8.80	-	79.30
Duty of care and inclusion	2025–2026	-	-	3.20	1.90	5.10
Digital integration and modernization	2025–2026	-	-	7.80	3.20	11.00
Corporate process optimization	2024–2025	8.40	4.00	8.60	-	21.00
UNSDG efficiency road map	2023–2025	5.60	5.70	2.10	-	13.40
Total		88.10	28.70	47.40	10.40	174.60
Total of previously approved funding						144.20
Proposed new funding						30.40

* Unaudited cumulative expenditures since the start of each CCI, including open commitments.

4. Table A.III.1(b) lists three CCIs expected to conclude in 2024. Requests for no-cost extensions to fulfil the deliverables, complete handovers and prepare final assessments and reports will be considered by the Global Budget Committee in the fourth quarter of 2024. Concept notes for these CCIs are included in annex III of the WFP management plan for 2024–2026,² and their achievements will be captured in the 2024 annual performance report.

TABLE A.III.1 (b): BUDGET OF CRITICAL CORPORATE INITIATIVES ENDING IN 2024 (USD million)					
CCI title	Duration	Projected expenditures			
		Up to 30 June 2024*	July–December 2024	2025	Total
Termination indemnity fund	2021–2024	1.30	8.70	-	10.00
Country office support model optimization and simplification (COSMOS)	2023–2024	3.00	3.30	-	6.30
Implementation of strategic plan and corporate results framework	2022–2024	23.6	5.40	-	29.00
Total		27.90	17.40	-	45.30

* Unaudited cumulative expenditures since the start of each CCI, including open commitments.

² "WFP management plan (2024–2026) – Annex III" (WFP/EB.2/2023/5-A/1).

Monitoring, identity management and traceability

Summary			
Lead department/division	Programme Operations Department	Funding for Board approval	USD 3.00 million
Participating division(s)	Analysis, Planning and Performance Division, Supply Chain and Delivery Division, all regional bureaux	CCI lifespan	2024–2025
Alignment with 2025 corporate priorities		Links to management results	
WFP's strength in emergency response Realizing the benefits of reform initiatives		MR1: Effectiveness in emergencies (32%) MR5: Evidence and learning (21%) MR6: Leverage technology (47%)	

Overview

- WFP's operational environment continues to evolve in terms of both complexity and needs. WFP's ability to effectively and efficiently procure and distribute in-kind food to beneficiaries and to implement appropriate reporting and monitoring mechanisms is crucial. A cross-departmental taskforce established by the Executive Director in early 2023 has developed a costed workplan for implementation in 2024 and 2025 to comprehensively address recurrent issues raised by WFP's oversight functions. This CCI is incorporated into the overall workplan and will support WFP's ability to deliver uninterrupted assistance, transparently and with accountability to people in need, especially in challenging environments.
- The CCI focuses on strengthening systems, processes and tools in three key areas: monitoring and community feedback; digitization, delivery assurance and reconciliation of in-kind food assistance through identity management; and scanning technology for the supply chain and the initial design of a track and trace system. The CCI will foster broad integration and collaboration among the functions involved and with regional bureaux and country offices, developing a "whole-of-organization" understanding of assurance and thereby supporting country offices in ensuring that the right people receive the assistance they need, safely, in full and without interference. In 2025, an additional allocation of USD 3 million to the regional bureaux will enable each bureau to invest in areas central to the achievement of the intended results of the global assurance framework and will support the rollout of that framework and tools to all country offices.

Main achievements in 2024

- As of mid-2024, the CCI has achieved significant milestones in terms of its key deliverables, each of which is aimed at bolstering WFP's operational prowess and supporting high-risk country offices in meeting global assurance standards. Organizational restructuring across WFP, particularly in the new monitoring and reporting and delivery assurance services, fostered collaboration among the teams working on different deliverables, enhancing the quality of tools and processes.
- Building on lessons learned from the pilot in Ethiopia, the initiative enhanced data collection processes for cash and food distributions. Work included implementing standardized monitoring tools, supported by robust corporate systems and semi-automated data pipelines. Central to this enhancement is a dashboard displaying monitoring findings

from remote sites in near real-time. The tool enhances visibility and supports informed decision-making for both remote and face-to-face monitoring across WFP's operations. With the improvement, notable reductions in the time required for data analysis, and improvements in data quality are expected. These efficiencies facilitate the timely sharing of findings to optimize programme performance. As of July 2024, three targeted high-risk operations are equipped with the capacity for remote monitoring, which will gradually be extended to four additional offices, bringing the total to seven by the end of 2024.

9. Desk research, stocktaking and collaboration workshops led to an expanded scope for the project to include outcome and process monitoring alongside output monitoring. The study proceeded with a systems gap analysis to assess the suitability of monitoring solutions. Formal consultations with regional IT and monitoring advisory teams provided crucial insights into the challenges and opportunities for creating an interoperable ecosystem, which will guide upcoming strategic visioning activities in the third quarter of 2024.
10. The Executive Director's circular on minimum monitoring and assurance standards for CFMs was approved, bolstering field operations' adherence to CFM standards. A corresponding on-line toolkit was released and quarterly updates of the toolkit are expected to continue, incorporating feedback. Thematic guidance notes on the response to misconduct and environmental complaints, along with webinars with the Gender, Protection and Inclusion Service, enhanced two-way communications with affected communities. Country offices such as those in Afghanistan, Colombia and Egypt used the dedicated software system to improve the design and integration of CFMs and to raise issues to appropriate levels of management for handling, setting the stage for similar enhancements in Chad and Madagascar.
11. Accountabilities were clarified and norms and standards for identity management were finalized, including corporate guidance on the use of biometrics, which is currently under final consultation. Progress in the operationalization of digitized identity management for in-kind deliveries and reconciliation was made in several high-risk operations in Libya and the Sudan, where enhanced data collection capabilities were implemented, enabling emergency registration processes within 72 hours.
12. Three operations – in Burkina Faso, the Democratic Republic of the Congo and the Sudan – introduced a card tracking and identity verification module, enhancing the distribution of ration cards and ensuring accurate identity verification during food distributions. Fifteen global reconciliation service assessments for cash transfers were completed, providing country offices with strengthened and standardized reconciliation practices.
13. The track and trace project is finalizing the scanning technology requirements. Following market assessments, 12 companies are now demonstrating their solutions to the track and trace project team. By conducting these demonstrations, the project team aims to gain deeper insights into the performance, reliability and scalability of each solution. This will ultimately enable the team to make an informed decision on which technology to adopt for WFP operations.
14. As of 30 June 2024, 30 percent of the CCI's total budget for 2024–2025 had been utilized.

Deliverables

TABLE A.III.2: BUDGET BY DELIVERABLE, 2025 (USD million)	
Deliverables	2025 total
1. Remote process and outcome monitoring with a supporting technical solution	3.30
2. Feasibility study for an integrated and interoperable ecosystem for programme monitoring (to be completed in 2024)	-
3. Minimum assurance standards for in-kind food operations with CFMs	1.30
4. Traceability road map and enhancement of information flow and data standardization (road map and "first mile" stage)	1.80
5. Scanning technology for automated receipt and dispatch and improved warehouse management ("middle and last mile" stages)	1.10
6. Support for implementation of the global assurance framework in all country offices	3.00
Total	10.50
Estimated balance of previously approved funding	(7.50)
2025 requested funding	3.00

15. In 2025, under **deliverable 1**, remote process and outcome monitoring will be scaled up and rolled out to additional country offices, based on lessons learned. This initiative represents a significant leap in enhancing monitoring efficiency and effectiveness, reinforcing WFP's capacity to deliver impactful interventions in the regions it serves.
16. To achieve the objectives of **deliverable 2**, WFP is conducting an assessment and feasibility study on system gaps, particularly in relation to output monitoring and the inclusion of outcome and process monitoring, and providing recommendations on the integration and interoperability of existing systems. Prototypes will be developed for the recommended solutions and analysed to determine the next steps. The analysis will consider factors such as user feedback, impact on KPIs, technical feasibility and financial considerations and is expected to be completed in 2024.
17. The focus of **deliverable 3** in 2025 is on rolling out the CFM improvements and advancing the digitization of identity management for in-kind food assistance so as to enable the timely identification and mitigation of risks to individuals, communities and WFP itself and to ensure that assistance reaches the right people at the right time in a dignified and safe manner.
18. The main objective of the track and trace project under **deliverable 4** is to implement an enhanced and adequately automated system for managing the food procured along the entire supply chain. For the traceability road map, detailed processes, including both supply chain- and non-supply chain-related activities, will be developed. To complement this internal process, a market assessment of off-the-shelf solutions will be conducted in consultation with the private sector and other external stakeholders. A crucial aspect of this enhancement involves establishing a new working definition of the information exchange process between WFP and its upstream partners, including suppliers and shipping operators. This collaborative effort will lay the foundation for more streamlined and efficient data exchange along the supply chain.

19. **Deliverable 5** covers the “middle and last-mile” stages, for which WFP plans to incorporate new scanning technologies, such as the use of QR codes, to significantly improve operational efficiency. To achieve this, WFP will identify processes and benchmark them against industry best practices, collaborating with subject matter experts and partnering with industry leaders on the design and implementation of sustainable and state-of-the-art solutions. As part of this phase of the project the implementation of advanced systems for use in warehouses will be prioritized, ensuring that it meets the needs of warehouse staff profiles. Such alignment will help to streamline processes and optimize overall warehouse performance, resulting in smoother and more efficient operations along the supply chain.
20. In 2025, the global assurance framework will be expanded to all operations, joining the 31 country offices that were considered as high-risk and prioritized for completion of the assurance project in 2024. This will be implemented under a new **deliverable 6**. Regional bureaux will support all country offices in identifying gaps in their assurance measures, updating their risk registers, conducting fraud risk assessments and creating costed implementation plans for augmented assurance. Regional bureaux will provide implementation oversight, including through technical support for country offices and by requesting support from divisions and risk leads when issues are beyond the capacity of the regional bureau to address.

Implementation plan

21. Implementation is being coordinated and validated with stakeholders (country offices, regional bureaux and headquarters divisions) through the high-level task force. During emergency operations, monitoring, identity management processes and traceability are often particularly important, but at times they are not adequately supported. Implementing the costed workplan ensures that WFP is investing in capabilities to meet the global assurance standards so that emergency response operations have robust accountability systems in place to mitigate the risks of fraud, corruption and diversion and to catch and address wrongdoing when it occurs, preventing the types of loss that can occur when processes are outpaced by the speed with which operations need to be scaled up in emergencies.
22. In 2025, the rollout of global assurance standards to all country offices will begin, and resources are being prioritized to ensure that regional bureaux have the capacity to drive forward the intended results of operations. Implementation of the plan will address evaluation and internal audit recommendations. The performance of work towards each deliverable will be assessed against the KPIs listed below.

Key performance indicators

TABLE A.III.3: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 1: Remote process and outcome monitoring with a supporting technical solution		
Key performance indicator	Baseline	2025 target
Number of high-risk operations with remote process and outcome monitoring	7	15 ³

³ The remote monitoring target has been adjusted to reflect completion of the rollout in 2025.

TABLE A.III.3: KEY PERFORMANCE INDICATORS BY DELIVERABLE

TABLE A.III.3: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 3: Minimum assurance standards for in-kind food operations with community feedback mechanisms		
Key performance indicator	Baseline	2025 target
Percentage of high-risk operations that have implemented assurance benchmarks for in-kind food operations	TBC ⁴	85%
Deliverable 4: Traceability road map and enhancement of information flow and data standardization (road map and “first mile” stage)⁵		
Key performance indicators	Baseline	2025 target
Number of suppliers integrated into automated information flow ⁶	N/A	20% of active suppliers
Number of data entry work hours saved ⁷	N/A	Reduce by 30%
Deliverable 5: Scanning technology for automated receipt and dispatch and improved warehouse management (“middle and last mile” stages)⁵		
Key performance indicators	Baseline	2025 target
Timeline for identifying and tracing a commodity along the entire supply chain ⁸	N/A	Less than 5 days
Number of standard operating procedures developed to incorporate scanning technology ⁹	N/A	4
Number of major storage locations with enhanced tracking technology ¹⁰	N/A	30
Warehouse space optimization ¹¹	N/A	20%
Deliverable 6: Support for implementation of the global assurance framework in all country offices		
Key performance indicator	Baseline	2025 target
Number of high-risk country offices that meet global assurance project benchmarks for more than 80% of their unconditional resource transfers	TBD	25

⁴ The baseline value for the beginning of 2025 will be confirmed upon final consolidation of 2024 end-year progress.

⁵ The benchmarks for KPIs related to the Track and Trace components of the CCI (deliverables 4 and 5) are currently unavailable due to the ongoing discovery phase of the project. The process of validating business requirements is still in progress, and baselines have yet to be established. The presented KPIs represent the target outcomes for the project, but baseline data is still being collected. The Track and Trace discovery phase began in late April 2024, and collaboration with all stakeholders to validate business requirements is ongoing.

⁶ Fewer than 1 percent of active suppliers account for 50 percent of WFP’s procurement expenditure. The value measured will be in line with the number of transactions that are automated.

⁷ Measures the time saved per document type over periods of 3, 6 and 12 months; baselines to be confirmed.

⁸ Previous food tracing, for example for incident-related recalls, takes between 14 days and several months. The introduction of a five-day target will accelerate the process by approximately 90 percent. The rollout of scanning technology will be tiered based on the volume and strategic location. WFP aims to achieve 100 percent adoption of scanning for the receipt and dispatch of commodities so as to provide near-real-time data on commodity visibility at any given time.

⁹ Standard operating procedures for labelling, printing, scanning and loading/unloading.

¹⁰ Five storage locations per region, representing about 30 country offices or fewer.

¹¹ Calculated as the volume of the inventory as a percentage of the warehouse storage capacity and tracked as a measure of space efficiency whereby inventory accounts for a targeted percentage of total warehouse storage capacity.

2025 budget

TABLE A.III.4: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Analysis, Planning and Performance Division	1.40	3.30	4.70	13.20
Supply Chain and Delivery Division	1.40	1.40	2.80	14.10
Regional bureaux	1.90	1.10	3.00	22.90
Total	4.70	5.80	10.50	50.20

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

IPSAS implementation

Summary			
Lead department/division	Chief Financial Officer Division	Funding for Board approval	USD 5.10 million
Participating division(s)	Legal Office, Management Services Division, Partnerships Coordination Services, Supply Chain and Delivery Division, Technology Division	CCI lifespan	2025–2026
Alignment with 2025 corporate priorities		Links to management results	
Realizing the benefits of reform initiatives		MR5: Evidence and learning (10%) Not linked to a specific management result (90%)	

Overview

23. WFP prepares its audited financial statements in conformity with IPSAS. There are currently six new IPSAS standards issued by the IPSAS Board due for mandatory adoption by WFP in accordance with their respective effective dates: IPSAS 43–46¹² come into effect in 2025, and IPSAS 47–48¹³ in 2026. Implementation of these standards is mandatory for WFP and failure to adopt them will lead to non-compliance with IPSAS and therefore a qualified audit opinion (severe risk). The objective of this CCI is to ensure the full implementation of IPSAS 43–46 in the audited financial statements for 2025 and IPSAS 47–48 in those for 2026.
24. Implementation is cross-functional and will have a direct impact on the processes and systems that support the operational activities of WFP executed in country offices and regional bureaux and the corporate activities of headquarters functions. The WFP accounting policies and operational procedures affected by the policy changes will be amended to comply with the new standards. The main enterprise resource planning and other systems that WFP currently uses to handle the underlying data and transactions will require changes to accommodate the new IPSAS requirements. Selected country offices will support the implementation of the changes through pilots. All country offices, regional bureaux and headquarters functions will be mandated to comply with the new standards by the end of 2025 and the end of 2026.

¹² IPSAS 43 – leases; IPSAS 44 – non-current assets held for sale and discontinued operations; IPSAS 45 – property, plant and equipment; and IPSAS 46 – measurement.

¹³ IPSAS 47 – revenue – measurement and recognition under donor and service provision agreements; and IPSAS 48 – transfer expenses – cooperating partners, non-governmental organizations and government partners.

Deliverables

TABLE A.III.5: BUDGET BY DELIVERABLE, 2025–2026 (USD million)			
Deliverables	2025	2026	Total
1. Review and implement fully IPSAS 43–46 in the 2025 audited financial statements	2.80	-	2.80
2. Review and implement fully IPSAS 47–48 in the 2026 audited financial statements	-	2.30	2.30
Total	2.80	2.30	5.10

25. Activities under **deliverable 1** will include a review of the rental contracts for premises and other facilities, aviation charters, shipping contracts, the lease contracts for trucks, other vehicles and the joint United Nations fleet, and other rental or service agreements in order to determine whether they fall within the scope of IPSAS 43. Those within the scope will require the collection of a new set of data from agreements so that they can be accounted for as “right-to-use assets”. Systems for collecting such data will be evaluated and selected and the necessary system changes will be implemented to comply with standard requirements.
26. Data collection will be required at the decentralized level, with monitoring and review for quality control. Accounting policies will be updated and issued. Training on policies and operations will be delivered to relevant teams in the field and headquarters. All internal manuals, procedures and guidance will be updated to reflect the changes required for IPSAS compliance. Accounting entries will be developed and processed for the restatement of opening balances, transactions in the current period and closing 2025 balances.
27. Outcomes of all internal analysis, changes to data and systems, new accounting policies and the related accounting adjustments will be shared with the External Auditor for alignment. Following implementation of the pilot in several country offices, all country offices will be mandated to comply with IPSAS 43–46 by the end of 2025.
28. As a starting point of **deliverable 2**, all donor agreements, service provision contracts and cooperating partner agreements with non-governmental organizations, academia and government counterparts will be reviewed to identify how core criteria are reflected in WFP’s agreements. The core criteria will include the existence and availability of binding arrangements, compliance obligations and the related liabilities, and principal–agent relationships, and the modification of agreements and other core elements. Agreements will be classified to determine the subsequent accounting treatment.
29. It is expected that significant changes to current revenue recognition policies will be required under IPSAS 47, which implies that system changes will also be required to collect all the necessary data in the grants management module and to integrate relevant data into the financial accounting module. The main impact of the expense recognition standard is expected to be on the distribution of food commodities, requiring that in the future, expenditure of food commodities will be recognized only when they are delivered to beneficiaries. Work in this direction is already planned under the track and trace project and is consistent with the External Auditor’s recommendation regarding the expensing of commodities when they reach beneficiaries.

30. Training on policies and operations will be delivered throughout WFP to promulgate the new accounting and operational policies in revenue and expense recognition. All internal manuals, procedures and guidance will be updated to reflect the changes required for IPSAS compliance. Accounting entries will be developed and processed for the restatement of opening balances, transactions in the current period and closing 2026 balances.

Implementation plan

31. The high-level implementation plan can be summarized as follows, with each activity being applicable to each IPSAS standard being adopted:
- Review new IPSAS requirements for key concepts: the changes introduced; the scope of application, recognition, measurement and disclosure requirements; the transitional measures allowed for initial adoption, etc.
 - Review the specific aspects of WFP's operational context that fall within the scope of the new standards, including underlying contractual agreements between WFP and other parties, to determine the necessary changes to business processes, systems and existing policies.
 - Prepare revised accounting policies to guide implementation of the new standards.
 - Engage cross-functionally on introducing the changes to existing business processes and systems.
 - Accompany all underlying accounting policies, business processes and system changes with appropriate levels of communication, change management and training initiatives, including an update of the internal guidance on WeLearn, extensive, multi-stakeholder communication and awareness raising.
 - Amend and roll out the changes to systems ahead of the IPSAS coming into effect, in pilot countries and headquarters units.
 - Introduce new KPIs on existing financial management dashboards to take into account the IPSAS-driven changes. This will require the collection of relevant data and the development of business requirements and processing changes for existing dashboards such as the Chief Financial Officer Division dashboard, the financial dashboard for special accounts, and other relevant functional tools.
 - Prepare the financial statements for 2025 and 2026 based on the new standards adopted.
 - Obtain an unqualified external audit opinion on the financial statements, including the newly adopted IPSAS.
 - Ensure that an adequate post-implementation phase is in place for applying any lessons identified internally or through the financial audits.
 - Ensure that the maintenance of the newly implemented standards is fully embedded in regular business processes at the relevant functional levels.

Key performance indicators

TABLE A.III.6: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Deliverable 1: Review and implement fully IPSAS 43–46 in the 2025 audited financial statements			
Key performance indicator	Baseline	2025 target	2026 target
Number of new IPSAS reviewed and adopted*	n/a	4	N/A
Deliverable 2: Review and implement fully IPSAS 47–48 in the 2026 audited financial statements			
Key performance indicator	Baseline	2025 target	2026 target
Number of new IPSAS reviewed and adopted	n/a	N/A	2

* Unless it is determined that the new standard is not applicable to WFP's operational context.

2025 budget

TABLE A.III.7: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Chief Financial Officer Division	1.20	0.30	1.50	7.10
Legal Office	-	0.10	0.10	
Management Services Division	0.10	0.10	0.20	2.00
Partnerships Coordination Services	0.10	0.20	0.30	1.00
Supply Chain and Delivery Division	0.40	-	0.40	2.50
Technology Division	-	0.30	0.30	
Total	1.80	1.00	2.80	12.60

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

Fit for future in a changed funding landscape

Summary			
Lead department/division	Partnerships and Innovation Department	Funding for Board approval	No new funding is required
Participating division(s)	Chief Financial Officer Division, Global Partner Countries Division, Innovation Division, Legal Office, Partnerships Coordination Services, Programme Policy and Guidance Division	CCI lifespan	2024–2025
Alignment with 2025 corporate priorities		Links to management results	
WFP's strength in emergency response Diversifying and growing WFP's resource base Realizing the benefits of reform initiatives		MR3: Engage in effective partnerships (56%) MR6: Leverage technology (29%) MR7: Leverage innovation (15%)	

Overview

32. With unprecedented growth in global humanitarian needs, traditional funding sources are insufficient to meet WFP's programme requirements for ending hunger. Continued investments are necessary to better align WFP's partnership base with the needs of individuals, communities and countries striving to end food insecurity. In addition, new ways of working are crucial in increasing efficiency, optimizing resources and harnessing new forms of financing. WFP must optimize its resource mobilization framework and funding opportunities.
33. The Fit for Future in a changed funding landscape CCI was approved by the Board at its second regular session in 2023 for a period of two years, covering 2024 and 2025. USD 1.5 million has been budgeted in 2025 to complete the activities.
34. Through this CCI, WFP aims to strengthen collaboration with partners to ensure complementarity and maximize efficiency. By adopting new ways of working, the CCI seeks to optimize the business processes for partnerships and innovation with streamlined, end-to-end management of partners and contributions and the development of staff capacity and capabilities. These investments will strengthen the partnerships function throughout the organization, empowering country offices and regional bureaux to identify and develop new partnerships and resourcing opportunities, particularly in innovative financing and climate funding. Overall, the CCI is expected to drive additional efficiency gains at the functional level by enabling the relevant units in the field to lead resource mobilization and be equipped with advanced tools for effectively carrying out their roles.
35. In 2025, capitalizing on the achievements of 2024, the CCI will prioritize the piloting, documentation and implementation of innovative financing projects and related training programmes. Tools for comprehensive partner and contribution management will also be launched.

Main achievements in 2024

36. Several outputs that enhance the capabilities of partnership officers in headquarters, global offices, regional bureaux and country offices have been achieved within the first six months of the CCI. An onboarding package was prepared in alignment with the updated partnerships and innovation framework. To boost efficiency, cut costs and expand the scope of the global partnerships function, webinars were designed and delivered to support field teams in adapting to evolving partner compliance standards and the broader donor environment. Webinars and training continue to be developed to better equip partnerships staff in their resource mobilization efforts. New ways of working supported the establishment of a cross-functional working group to review knowledge management in the partnerships and innovation function, improve those mechanisms and provide comprehensive and easily accessible knowledge and communications materials for partnerships and innovation staff globally.
37. The digitization and harmonization of partner management focused primarily on reviewing the systems landscape for partnerships and innovation, examining the connections between and across systems, identifying critical gaps and opportunities for automation, and ensuring that systems are better harmonized and efficiently streamlined. This followed an extensive consultation with country offices, regional bureaux and global headquarters. A new tool is being designed and will be rolled out in 2025, accompanied by relevant training.
38. The functional reorganization that was foreseen under this CCI was carried out in conjunction with the corporate organizational review that resulted in the establishment of a restructured Partnerships and Innovation Department. To enable a robust partnerships and innovation function, new divisions and services were created or reorganized to strengthen the function's alignment, effectiveness and accountability and to optimize the support provided to field offices. This includes a partnerships coordination service that provides functional coordination and enhances business management processes and knowledge management. The CCI provided the initial impetus and environment for the rearrangement of groups to create interdivisional collaborative teams in support of partnerships and innovation and aligned with the corporate organizational restructuring of 2024.
39. A cross-functional workshop on innovative financing strategies was convened in early 2024 to agree on an implementation plan for 2024–2025 with the objective of identifying prioritized, scalable and sustainable solutions to address funding challenges and contribute to programme impact. The workshop proposed the establishment of a centre of excellence responsible for coordinating innovative finance topics, working groups for optimizing the management of projects by priority area, and a community of practice to increase awareness of and capabilities for innovative finance topics throughout WFP.
40. During the first half of 2024, efforts focused on enhancing organizational capability and fostering cross-functional collaboration on the development and effective implementation of innovative finance mechanisms. While WFP continued to advance on its debt swap initiatives, it also explored new mechanisms and capital market solutions with a view to securing a guarantee from development financial institutions that would anchor the pursuit of long-term financing for its operations. In 2024, WFP is set to meet its target of securing USD 35 million from innovative financing mechanisms, including through two new debt swap agreements, four blended finance opportunities, one climate risk financing agreement and a digital solution partnership.
41. As of 30 June 2024, 65 percent of the CCI's total budget for 2024–2025 had been utilized.

Deliverables

TABLE A.III.8: BUDGET BY DELIVERABLE, 2025 (USD million)	
Deliverables	2025 total
1. Cadre development and capabilities (workshops, training sessions and webinars and knowledge management)	0.20
2. Technology tools and systems	0.40
3. Functional reorganization (to be completed in 2024)	-
4. Other deliverables, including a pipeline of climate funding proposals and prioritized innovative financing projects	0.90
Total	1.50
Estimated balance of previously approved funding	(1.50)
2025 requested funding	-

42. In 2025, work under **deliverable 1** will continue to contribute to the enhancement of partnerships capacity across WFP and coordinate support for the implementation of innovative financing activities at the country office and regional bureau levels. WFP will continue to integrate innovative finance into its strategies and plans, developing guidance materials and tools and holding working sessions to co-develop solutions tailored to its needs.
43. Activities under **deliverable 2** will continue to consolidate, streamline and harmonize tools for the forecasting and registration of contributions and to roll out a new integrated platform. Under this component, WFP will also implement a contract lifecycle management tool to ensure that contribution agreements are made digitally available to staff so that they can support and track decision-making on non-standard conditions with a view to increasing compliance, knowledge management and follow-up.
44. **Deliverable 4** will remain a key element of the CCI. WFP will continue to develop and implement initiatives in the priority areas and on the innovative financing mechanisms identified in its innovative financing strategy, including debt swaps, capital market solutions, blended finance, value chain and infrastructure finance and innovative climate risk finance, with the objective of mobilizing an additional USD 65 million in 2025 to reach a cumulative USD 100 million mobilized since 2024.
45. In 2025, WFP will use innovative financing options for climate risk developed in 2024 to inform its climate and resilience interventions for smallholder farmers during programme design, proposal development and the formulation of CSPs. This area of work will also contribute to the rollout of WFP's climate and resilience policies. By the end of the year, ten climate-related programme and project proposals will be developed, with concrete ready-to-use options for raising funding for WFP's operations. This will equip a set of WFP country offices with new tools and models for positioning themselves in line with the corporate need for resource diversification.

Implementation plan

46. The core integrated team will continue to lead this CCI. The temporary multidisciplinary team will continue to interact with stakeholders in headquarters, regional bureaux and country offices for the implementation of the project through a combination of top-down and bottom-up approaches, allowing robust internal engagement.
47. The design and implementation of innovative financing projects will continue to be guided by the innovative finance steering committee, with participation from key divisions and in line with the innovative financing strategy.
48. Within this framework, the implementation plan will continue to allow regional bureaux and country offices to play a dynamic role in the design and application of WFP's innovative financing instruments and the development of multisectoral resource mobilization strategies and their implementation, including at the field level. To achieve this, and based on country-specific needs, regional bureaux and country offices will have access to tailored innovative finance toolkits and technical training.

Key performance indicators

TABLE A.III.9: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Deliverable 1: Cadre development and capabilities (workshops, training sessions and webinars and knowledge management)			
Key performance indicators	Baseline	2024 target	2025 target
Number of regions satisfied with new guidance and its accessibility	0	0	6
Updated onboarding material package provided	0	1	n/a
Number of global training sessions and workshops provided ¹⁴	0	0	1
Deliverable 2: Technology tools and systems			
Key performance indicator	Baseline	2024 target	2025 target
Percentage of contributions managed through the comprehensive database	0	0	100%
Deliverable 3: Functional reorganization (to be completed in 2024)			
Key performance indicator	Baseline	2024 target	2025 target
Number of cross-departmental teams established (target of three teams for strategic coordination, business management, and innovative operations) within a cohesive change management plan.	0	3	n/a

¹⁴ To cut costs and extend our global functional scope, webinars will be conducted rather than one global workshop.

TABLE A.III.9: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Deliverable 4: Other deliverables, including a pipeline of climate funding proposals and prioritized innovative financing projects			
Key performance indicators	Baseline	2024 target	2025 target
Number of pre-vetted climate solution proposals at the country office, regional bureau and headquarters levels in the pipeline	0	5	5
Number of new innovative financing agreements signed (debt swaps, blended finance, food security bonds)	2022: 1 2023: 2	4	n/a
Number of new innovative financing vehicles launched (Changing Lives Transformation Fund, co-financing mechanisms, First 1,000 Days Fund)	2022: 1 2023: 0	2	2
Number of new innovative finance resources raised in 2024–2025 (USD 100 million)	2022–2023: 35	35	65

2025 budget

TABLE A.III.10: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Chief Financial Officer Division	0.18	0.05	0.23	2.50
Global Partner Countries Division	0.06	0.18	0.24	0.80
Innovation Division	0.16	0.07	0.23	1.50
Legal Office	0.11	0.04	0.15	2.00
Partnerships Coordination Services	0.09	0.33	0.42	0.60
Programme Policy and Guidance Division	-	0.23	0.23	
Total	0.60	0.90	1.50	7.40

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

Positioning WFP to unlock diverse funding

Summary			
Lead department/division	Partnerships Coordination Services	Funding for Board approval	USD 5.10 million
Participating division(s)	Communications and Media Office, Global Partner Countries Division, Chief Financial Officer Division	CCI lifespan	2025–2027 ¹⁵
Alignment with 2025 corporate priorities		Link to management results	
Diversifying and growing WFP's resource base		MR4: Effective funding for zero hunger (100%)	

Overview

49. Recognizing the risks of its dependency on a small number of resource partners and reliance on traditional fundraising models, WFP aims to diversify its funding while protecting and enhancing its current partnerships and reputation as a partner of choice. The proposed CCI is informed by lessons learned from the Fit for future in a changed funding landscape CCI and guided by findings from the evaluation of the strategic plan, which noted perceived shortcomings in efforts to engage and demonstrate credibility to partners that could lead to more diversified funding and resource-informed planning. This new CCI and the Fit for future in a changed funding landscape CCI have distinct focus areas and reinforce each other's objectives. The new CCI also draws on recommendations, from internal events included in the thematic fundraising workstream and from the evaluation of the strategic plan on providing lean, agile and country office-centred support, automating donor mapping, enhancing knowledge sharing and building capacity at the field level. Tapping into the wider global financing landscape with new and different partnering modalities requires a concerted cross-functional approach with a strong emphasis on the field and recognition of the importance of strategic and targeted communications in underpinning the process.
50. The initiative will enable country offices to diversify funding by increasing and supplementing capacities in the field for identifying new and different partnerships and pursuing new partners and types of partnership. Direct support will be provided to country offices for the development of well-informed resourcing plans and the definition of high-quality value propositions for partner engagement. Country offices will be connected to potential programme partners for innovative financing through a dedicated platform. A key part of the positioning of WFP's brand as a leader in thematic areas such as climate preparedness, resilience and social protection to appeal to diverse funding sources is the provision of high-quality content for use in communications throughout the period of the CCI. Communication experts will support outreach to new partners through the development of strong evidence-based publications that are relevant and useful to their target audiences. Support for the management of reputational risk will underpin this by carrying out due diligence on new partners and influencers during the process. As new climate financing and other multisectoral partnerships will play an important role in

¹⁵ The proposed duration of the CCI is three years, as many of the partnerships it aims to secure will require extensive periods of proposal development. A longer timeframe will enable WFP to convene, develop and structure new multisectoral partnerships, resulting in greater programme impact.

diversifying funding, communication materials and reports will be developed to bolster outreach in close collaboration with headquarters divisions and country office counterparts.

51. Country offices will be connected to potential programme and technical partners for multisectoral resource mobilization through an expansion in the scope of the existing donor and partner mapping. The initiative aims to design solutions and options for addressing the corporate barriers to country offices' ability to work with diverse partners from a variety of sectors, while planning for risk mitigation and providing training and guidance that support field staff in creating the partnerships needed.

Deliverables

Deliverable	2025	2026	2027	Total
1. Identify, engage and obtain funding from new or diverse partners	1.40	1.30	0.50	3.20
2. Position WFP as the partner of choice for diverse funding opportunities through multilayered communication activities and support for colleagues in country operations	0.50	0.50	0.50	1.50
3. Enable country offices to pursue new multisectoral resource mobilization partnerships	0.20	0.10	0.10	0.40
Total	2.10	1.90	1.10	5.10

52. Under **deliverable 1** WFP will utilize a partner mapping resource to support country offices in identifying new sources of funding by comparing them – by country and thematic area – with the evolution of resource flows from all partner types (public, private and multilateral). A tailored digital consumer intelligence platform will be adopted to help country offices to extract insights from the online materials of global and local donor organizations. The project team will design solutions and options for addressing the corporate barriers to country offices' work with diverse partners, and provide hands-on support, including mobile teams and surge capacity that bring experts closer to the field.
53. Simultaneously, online training on the development of proposals will be provided through the corporate learning portal, and in-person training will be conducted on various types of partnership, such as multi-partner innovative finance, various types of partners, such as climate vertical funds, and various types of thematic funding. Change management will be developed to promote the use of the new tools, and guidance will be rolled out. A revamped corporate plan for the mobilization of various climate resources will be prepared.
54. Work under **deliverable 2** will support country offices and divisions in the creation of evidence-based publications that support WFP's positioning, partnership and fundraising efforts. There will be a focus on developing publications of interest to the specific funding source, for example publications relating to the impact of climate on food security will be used to optimize outreach to climate finance partners, and materials on the benefits of preparedness and resilience in addressing hunger will be directed to other types of donor.¹⁶ During the CCI period, the reputational risks associated with the engagement with diverse

¹⁶ As part of this CCI, an initial investment is required for setting up the standard operating procedures, processes, types, frequencies, standards and digitization of key publications that enable and support the pursuit of diversified funding.

partners that is planned under the other deliverables will be mitigated through expert due diligence processes and monitoring and evaluation. An internet influencer programme will be developed in country operations so as to boost diversified partnerships and aid global and local brand-building activities. The programme will be developed in collaboration with colleagues in the field and be handed over to trained local and regional colleagues for maintenance. Information and other communication materials gathered in emergency settings will be leveraged to support fundraising with diverse partners.¹⁷

55. **Deliverable 3** aims to enable country offices to pursue new multisectoral partnerships through the expansion of the existing donor and partner mapping to include information and metrics for the mapping of multisectoral resource mobilization partners, integrated into existing WFP systems. To achieve this the project team will develop and deploy a robust system for collecting, integrating and managing data from various WFP systems and related to various resource partners and types of partnership, ensuring data accuracy, security and accessibility. A structured framework will be created within the system to support country offices in conceiving and developing innovative multisectoral projects, providing the necessary tools and resources. Country offices will receive support in the fostering and management of partnerships with external stakeholders, facilitating collaboration on opportunities for new or underutilized types of multisectoral partnership, such as climate finance, co-financing and blended finance. Comprehensive tracking and monitoring will be carried out to evaluate progress while ensuring long-term impacts from the multisectoral partnerships established.

Implementation plan

56. The divisions involved in this CCI will provide meaningful support for identifying, engaging and partnering with new partners and in new types of partnership. This will include hands-on support and surge capacity for country offices, and cross-functional coordination that results in diversified funding. Project teams will work together on the development and design of diversification tools for inclusion in existing digital systems, including mapping, intelligence gathering and other tools as needed.
57. An expanded mapping of donors and partners that includes multisectoral opportunities will be deployed to support country offices in developing proposals and engaging with potential partners for the related work.
58. Cross-departmental teams, such as the corporate climate finance coordination group, will organize training on funding diversification. Subject matter experts from the teams supported by this CCI will ensure that the necessary frameworks, policy backing and guidance are in place for engaging in innovative partnerships, with the Board's involvement where necessary.
59. Communities of practice may be organized to support the work of the CCI and ensure regular cross-regional learning. WFP experts will support outreach to new partners through the development of strong evidence-based publications that are relevant and useful to the target audience. In preselected countries, support will be provided for the identification and engagement of local and regional online influencers to promote the diversification of

¹⁷ The gathering of information in emergency settings will help country offices that are not responding to a prominent high-level emergency to appeal to new sources of funding. The emergency information gathering role will include providing capacity development for country offices so that by year three of the CCI, the need for the role will decrease. Currently, such capacity is non-existent in country offices and re-budgeting is leading to its phase-out from regional bureaux.

funding partners. Support for the management of reputational risk will underpin this by running due diligence on new partners and influencers during the process.

Key performance indicators

TABLE A.III.12: KEY PERFORMANCE INDICATORS BY DELIVERABLE				
Deliverable 1: Identify, engage and obtain funding from new or diverse partners				
Key performance indicators	Baseline	2025 target	2026 target	2027 target
Percentage increase of country offices that approached new partners or planned for new partnership types	0	25%	50%	75%
Percentage increase of country offices that diversified funding sources	0	10%	20%	30%
Deliverable 2: Position WFP as the partner of choice for diverse funding opportunities through multilayered communication activities and support for colleagues in country operations				
Key performance indicator	Baseline	2025 target	2026 target	2027 target
Percentage of country offices receiving communication support for diversifying funding sources	0	25%	50%	75%
Deliverable 3: Enable country offices to pursue new multisectoral resource mobilization partnerships				
Key performance indicator	Baseline	2025 target	2026 target	2027 target
Number of partnership connections facilitated by the expansion of donor and partner mapping to include multisectoral partners	1	2 (cumulative)	4 (cumulative)	6 (cumulative)

2025 budget

TABLE A.III.13: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Chief Financial Officer Division	-	0.20	0.20	
Communications and Media Office	0.40	0.12	0.52	6.00
Global Partner Countries Division	0.04	0.12	0.16	0.50
Partnerships Coordination Services	0.51	0.71	1.22	5.00
Total	0.95	1.15	2.10	11.50

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

Investing in WFP people

Summary			
Lead department/division	Workplace and Management Department	Funding for Board approval	No new funding is required
Participating division(s)	Office of the Ombudsman and Mediation Services, Human Resources Division, Management Services Division, Partnerships and Innovation Front Office, Staffing Coordination and Capacity Service, Security Division, Supply Chain and Delivery Division, Workplace and Management Front Office, regional bureaux	CCI lifespan	2022–2025
Alignment with 2025 corporate priorities		Link to management results	
Duty of care		MR2: People management (100%)	

Overview

60. The strategic plan for 2022–2025 identifies WFP's people as a key enabler of the organization's mission. The management plan for 2024–2026 prioritized excellence in people management and the provision of respectful and inclusive workplaces. The activities planned under this CCI in 2025 are fully aligned with the 2025 corporate priorities and the people policy and will strengthen WFP's ability to stay and deliver in emergencies.
61. The WFP people policy provides a vision of WFP's future workforce and a framework for the achievement of four related work priorities: "nimble and flexible", "performing and improving", "diverse and inclusive" and "caring and supportive". Effective implementation of initiatives aimed at achieving excellence in the management of WFP's people requires the implementation of a long-term, sustained, coordinated and incremental change management process.
62. The purpose of the one-year no-cost extension of the CCI is to allow the completion of certain CCI activities that have either been delayed or have shifted focus slightly, in line with the ongoing global organizational change and budget adjustments. While the scope of the CCI has been reduced for the extension period, and the focus is now mainly on regionally led efforts, the purpose remains to support excellence in people management by strengthening WFP's organizational capacity to establish, operationalize and absorb corporate and cross-functional activities that achieve the expected outcomes under each deliverable.

Main achievements

63. The CCI is part of a holistic and wide-ranging investment in a transformative change in the WFP workforce and workplace. This investment has enabled headquarters, regional bureaux and more than 70 country offices to plan and pursue local priorities that enable change in accordance with the WFP people policy through the implementation of about 100 ongoing activities throughout the organization. These plans and activities are integrated into corporate exercises, including the global staff survey, the global health survey and the management review of significant risk and control issues. They incorporate feedback from

global management collected from the 2023 Executive Director assurance exercise, evidence from internal and external oversight bodies, and the corporate risk register.

64. In line with the policy's "nimble and flexible" priority area, the CCI has supported the mitigation of risks such as workforce misalignment through strategic, targeted skills development, recruitment and retainment efforts. The proportion of long-term contracts has increased from 39 to 54 percent of total staff contracts as part of the implementation of the staffing framework, reflecting a crucial and necessary shift from the prolonged misuse of short-term contract modalities. WFP has enhanced its community engagement to attract applicants from underrepresented groups, including Indigenous minorities and individuals with disabilities, and is on-track to reduce overall recruitment timelines. The CCI has also supported the establishment of new and the strengthening of existing future international talent pools.
65. Under the "performing and improving" priority area of the people policy, the "people dimension" has been mainstreamed in 92 percent of annual performance plans, and strategic plans have been linked to workforce plans in 30 country offices and 13 functions. The Respect+ and Speak Up programmes, which aim to foster respectful behaviour, have already reached more than 16,000 employees in 77 offices. Comprehensive learning initiatives cover leadership, management, language skills, coaching, mentoring, disability and inclusion, technical support and cross-functional training.
66. As part of the policy's "diverse and inclusive" priority objectives, the CCI has contributed to meeting and exceeding 60 percent of the United Nations disability inclusion indicators. The reasonable accommodation policy was revised to include individuals with disability. The CCI has also facilitated the establishment of employee resource groups in the areas of disability inclusion and gender and LGBTIQ matters. The diversity, equity and inclusion (DEI) team has been receiving funding for change leadership initiatives under the CCI, providing a leadership transformation road map that promotes inclusion throughout the organization. To date, more than 200 senior leaders have completed the inclusive leadership programme for corporate global executives.

Example from the field

The Regional Bureau for Latin America and the Caribbean identified 134 potential partners among non-governmental organizations, associations and other organizations that focus on people with disabilities, Afro-descendants and Indigenous communities. These partnerships aim to share job vacancies, offer skill development sessions and provide training in cultural sensitivity. In the regional bureau, the CCI has funded a pilot project aimed at strengthening WFP's ability to include and work closely with Indigenous groups, highlighting the importance of engagement with Indigenous people for inclusive programme design. The pilot is now being scaled up and lessons are being applied in other regions, allowing enhanced talent acquisition practices that enable improved capacity and delivery on CSPs.

67. Efforts under the "caring and supportive" priority include the launch of the global employee mentoring programme with more than 1,800 participants, the establishment and strengthening of new office wellness committees, and the strengthening of health support through new United Nations clinics. Other notable achievements to date include the establishment of the online career resource centre with multiple career toolkits for employees provided in various languages, and the establishment of the critical skills academy, providing concise development interventions for all WFP employees in line with the future skills identified in the strategic workforce planning exercise.

68. In enhancing capabilities for analytics that support people management, and with a view to achieving more strategic and strengthened data-based decision-making throughout the employee lifecycle, KPI frameworks have been completed, reflecting industry best practices, and related management dashboards are being developed. Numerous human resources-related paper forms have been digitized in the corporate self-service platform, leading to significant efficiency gains. A new platform for online assessments of potential WFP candidates was deployed globally to simplify the talent acquisition process.
69. As of 30 June 2024, 76 percent of the CCI's total budget for 2022–2024 had been utilized.

Deliverables

TABLE A.III.14: BUDGET BY DELIVERABLE, 2025 (USD million)	
Deliverable	2025 total
1. Proactive management of structures and positions	1.00
2. Acquisition and retention of diverse talent	1.20
3. Capability and capacity development	3.00
4. Development of respectful and inclusive workplaces	1.40
5. Employee safety, health and well-being	2.20
Total	8.80
Estimated balance of previously approved funding	(8.80)
2025 requested funding	-

70. The five CCI deliverables and approved activities in 2025 are all anchored on WFP's people policy, which represents WFP's vision for its future workforce as one of diverse, committed, skilled and high-performing teams selected on merit and operating in a healthy and inclusive work environment, in line with WFP's values.
71. **Deliverable 1** is focused on optimizing organizational structures and job positions to ensure that they are fit for purpose. Work under this deliverable includes providing guidance on people management to regional bureau and country office managers and implementing strategies such as workforce planning and staffing frameworks. It also aims to accelerate the implementation of actions arising from reviews of organizational structures, positions and contract modalities. This includes the development of human resources analytics and data analytics capabilities for human resources practitioners and managers. This activity is designed to continue the transformation of functions globally by ensuring that the right staff with the necessary skills are placed in the appropriate roles and locations.
72. Work under **deliverable 2** aims to improve the acquisition and retention of diverse talent by speeding up recruitment timelines and adopting best practices in talent acquisition. It also involves supporting managers and coordinators in ensuring that the right staff members are placed in the right roles. This includes facilitating talent deployment and related capability development through the coordination of staffing decisions, with a focus on improving talent acquisition approaches, including the use of selection tools such as aptitude and psychometric testing and competency-based training, and developing managers as talent acquisition "champions".

73. **Deliverable 3** is focused on enhancing employees' skills and capabilities and addressing identified gaps in workforce alignment (a corporate priority risk) through synchronized initiatives on corporate priorities such as disability inclusion, leadership, management and language skills. It includes dedicated cross-functional training, coaching and mentoring and the provision of technical support and training for employees.
74. Work under **deliverable 4** aims to create a more enabling workplace culture, particularly in the field. It involves supporting offices in the consistent implementation of global staff survey action plans and corporate policies such as Respect+ and Speak Up! It also includes the design and implementation of plans for ensuring more accessible workplaces. Another key activity under this deliverable is the facilitation of the rollout of the workplace culture, gender, diversity and internal communication policies to foster a respectful and inclusive workplace culture.
75. **Deliverable 5** is focuses on ensuring the safety, health and well-being of employees by implementing security and safety standards and wellness activities at the regional level. It includes interventions for enhancing employees' resilience, addressing stress and anxiety and conducting related oversight missions to promote accountability. Activities include the rollout of health and psychosocial risk assessments aimed at contributing to the safety, health and well-being of employees through the implementation of risk assessments and the provision of evidence-informed recommendations. Through the provision of medical and psychosocial support services, this initiative will contribute to the development of a healthy, motivated and engaged workforce capable of carrying out WFP's mission effectively.

Implementation plan

76. 2025 is the final year of a programme that was initially planned for three years but has now been extended on a no-cost basis for an additional year. The final year will enable increased alignment with the ongoing organizational changes, while maintaining a focus on the momentum and mainstreaming of the people agenda. The comprehensive implementation plan includes 47 activities covering five regional bureaux, and the majority of resources will be planned and implemented locally using a bottom-up approach to achieve the objectives and targets under all five deliverables of the CCI.

Key performance indicators

TABLE A.III.15: KEY PERFORMANCE INDICATORS BY DELIVERABLE ¹⁸			
Deliverable 1: Proactive management of structures and positions			
Key performance indicators	Baseline	2023 result	2025 target
Percentage of functions and country offices with a workforce action plan	26%	N/A (new)	100%
Deliverable 2: Acquisition and retention of diverse talent			
Key performance indicators	Baseline	2023 result	2025 target
Percentage of women among international professional and national staff	42%	42%	46.5%
WFP meets or exceeds standards of the United Nations disability inclusion strategy (UNDIS) entity accountability framework concerning employment	Approaching	Meeting	Meeting
Deliverable 3: Capability and capacity development			
Key performance indicators	Baseline	2023 result	2025 target
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	0	90%	95%
Performance and competency enhancement compliance rate	89%	77%	100%
Percentage of employees completing mandatory training on both protection from sexual exploitation and abuse and preventing and responding to abusive conduct at WFP (harassment, sexual harassment, abuse of authority and discrimination)	0	86%	95%
Deliverable 4: Development of respectful and inclusive workplaces			
Key performance indicators	Baseline	2023 result	2025 target
Percentage of offices that have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees	50%	127% ¹⁹	90%
WFP meets or exceeds the standards of the UNDIS entity accountability framework concerning accessibility	Meeting	N/A (new)	Meeting
Deliverable 5: Employee safety, health and well-being			
Key performance indicators	Baseline	2023 result	2025 target
Percentage of compliance with the WFP security management policy and accountability framework	95%	74%	95%
Percentage of field focal points for occupational safety and health trained to recognized standard	0	N/A (new)	95%

¹⁸ Due to the extension of the CCI without significant change in its scope, KPI targets remain unchanged in 2025.

¹⁹ The achievement rate of more than 100 percent is due to the inclusion of country offices that implemented the "Speak Up!" programme without having received a formal invitation.

2025 budget

TABLE A.III.16: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Human Resources Division	0.25	0.10	0.35	8.50
Management Services Division	0.14	0.78	0.92	2.40
Office of the Ombudsman and Mediation Services	0.08	0.10	0.18	1.00
Partnerships and Innovation Front Office	0.21	0.02	0.23	1.20
Security Division	0.24	0.03	0.27	2.00
Staffing Coordination and Capacity Service	0.08	0.22	0.30	1.00
Supply Chain and Delivery Division	-	0.22	0.22	-
Workplace and Management Front Office	0.45	0.65	1.10	8.00
Regional bureaux	4.13	1.10	5.23	29.60
Total	5.58	3.21	8.80	53.70

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

Duty of care and inclusion

Summary			
Lead department/division	Workplace and Management Department	Funding for Board approval	USD 5.10 million
Participating division(s)	Human Resources Division, Management Services Division, Security Division, Technology Division, Workplace and Management Front Office, Wellness Service	CCI lifespan	2025–2026
Alignment with 2025 corporate priorities		Links to management results	
Duty of care		MR1: Effectiveness in emergencies (31%) MR2: People management (69%)	

Overview

77. This CCI aims to reaffirm and sharpen the organization’s commitment to duty of care, a non-waivable obligation on the part of WFP to mitigate or otherwise address the foreseeable risks that may harm or injure its employees and their eligible family members. This effort will strengthen WFP’s operational and administrative capacity and is in line with WFP’s “stay and deliver” approach, which ensures that the organization remains agile and effective in high-risk environments while upholding standards for well-being, inclusion, safety and security in the workplace.
78. In recent years, the operational environment has become increasingly complex, directly affecting WFP’s employees. The changing humanitarian landscape requires WFP to adapt and intensify its efforts to address the broader risks faced by its people in high-stress, high-risk settings. The CCI investment enhances the management of fiduciary risk by focusing on WFP’s employees, transferring risks from individuals to the organization, and strengthening accountabilities within a new framework. By investing in occupational health, safety and security, WFP aims to create a safer and more productive work environment, which will drive the organization in delivering on its mission. This approach is designed to minimize work-related injuries and illness, mitigate their severity and impact, and foster an agile, flexible and active workforce.
79. Investing in DEI and belonging in WFP yields significant returns. A diverse workforce promotes innovative solutions and enhances decision-making by bringing varied perspectives. Equity and inclusion practices increase the engagement, retention and productivity of employees, reducing operational costs. A strong sense of belonging boosts morale and commitment, influencing WFP’s effectiveness in serving global communities.
80. The investment in the DEI portfolio over the next two years will lay a strong foundation and build on WFP’s efforts since the DEI unit was established in 2021. It will also enable WFP to implement recommendations from the ongoing internal audit of DEI in WFP, ensuring continuous improvement and lasting impact in DEI initiatives. The DEI portfolio aims to benefit all employees around the world, ensuring a positive and inclusive experience for everyone. Inclusion is crucial in a global organization, and WFP is committed to advancing an inclusive and supportive environment for its diverse workforce worldwide. The priorities for year one of the CCI are based on in-depth consultations held by the lead functions with country offices and regional bureaux.

Deliverables

TABLE A.III.17: BUDGET BY DELIVERABLE, 2025-2026 (USD million)			
Deliverable	2025	2026	Total
1. Effective occupational safety, health and security management	2.05	0.75	2.80
2. Inclusion and respect for dignity	1.15	1.15	2.30
Total	3.20	1.90	5.10

81. **Deliverable 1** of the CCI consists of four interlinked components:

- *The duty of care and working and living environment* workstream aims to examine all the aspects related to the duty of care of employees and to mitigate the risks that may harm employees by creating an agile, secure and healthy working environment. Through infrastructure and facilities management, the objective is to provide the right tools and skills to minimize work-related injuries and illness and mitigate their impact. Key activities include the implementation of occupational health and safety procedures to promote sustainable health and safety practices that ensure the long-term well-being of employees. The rollout of the internal control package for management services aims to provide country offices with a powerful tool for carrying out pulse checks in areas related to duty of care, and to provide officers and management with a practical tool for monitoring duty of care indicators and outcomes.
- *The strengthening of field security functions through the digitization and innovation* workstream encompasses four areas: *monitoring personnel* includes all the activities related to the management of a unique list of security personnel, their dependants and all the solutions that will allow security officers to maintain continuous monitoring, enabling contact with and support for WFP personnel and eligible family members; *managing compliance* is aimed at creating a digital framework for integrating all security compliance processes and related information; *analysis capabilities* develop security risk management into an organizational intelligence-based approach in which decision-making processes are data-driven through a consistent security data framework; and *knowledge management* will be maintained through the consolidation of the security knowledge hub as a unique entry point for digital access to all relevant information about security and its processes. A “virtual security officer” service will be created to support country directors and other functions with security responsibilities in performing activities to the expected quality standards for security. WFP’s support for cooperating partners will have a specific focus on risk management through innovative tools for information sharing and capacity building.
- *The review and revision of the human resources manual* to integrate duty of care concepts into human resource policies will be one of the main focuses of the third component of deliverable 1. This will align human resource policies and manuals with the duty of care framework, incorporating DEI considerations. The review of service-related accident compensation plans and the development of an accountability framework will include a comprehensive comparative review of the compensation plan for service-related injuries, illness and death. The CCI will enable the design of the plan, the creation of an accountability framework and the integration

of security reporting into the enterprise environmental health, safety and quality software service, while promoting a culture of occupational health and safety.

- *Enhanced access to adequate health services for employees in the field* is the fourth workstream of this deliverable and will focus on improving access to health services via the well-being platform, which will involve the migration of the well-being platform to a new host and the implementation of technical developments to ensure that employees in the field have adequate health services. This deliverable will also support the sustainability of medical clinics in the field so as to enhance access to adequate health services for employees.

82. The primary objective of **deliverable 2** is to create a work environment that is in accordance with WFP's core values, free from discrimination based on any characteristics and free from sexual exploitation and abuse, sexual harassment, harassment and abuse of authority. By promoting and embedding inclusion, equity and diversity principles, WFP aims to provide equitable and equal support to its diverse workforce and the global communities it serves, leading to a stronger sense of belonging among all employees. The initiatives funded by this CCI over the next two years will assist the organization in responding to the recommendations of the 2024 internal audit of DEI. It will also support core activities that support country offices worldwide embarking on the Respect+ journey and locally driven inclusive workplace initiatives. Under this deliverable, the CCI will enable inclusive technology and ensure that IT solutions are in line with the UNDIS and corporate benchmarks.

Implementation plan

83. Each division will implement the activities linked to the relevant deliverables, with coordination, support and oversight from the Workplace Management Front Office team, assuring compliance with quarterly reporting and fund management requirements.
84. The implementation of the plan will focus on integrating activities and milestones into the duty of care framework that is currently under development, ensuring consistency with overarching objectives and standards. Engaging with global stakeholders, particularly in high-risk environments, will be crucial to the gathering of inputs and feedback and the addressing of gaps. Clear definitions of the roles and responsibilities of cross-functional stakeholders throughout WFP will ensure accountability and facilitate effective coordination and oversight.
85. The incorporation of risk management practices into the implementation plan will focus on preventing and controlling the risks associated with the duty of care, informed by insights from the development of the duty of care framework. Robust monitoring and evaluation mechanisms will be established to track progress, assess the effectiveness of activities and the use of resources, and inform the necessary adjustments, and will include the use of key risk indicators and regular reviews to ensure compliance with set standards. The implementation of a clear communication plan with regular updates for all stakeholders will ensure transparency and keep everyone informed about progress and challenges, with quarterly reporting that is concise, informative and timely. The fostering of a culture of continuous improvement and learning, where best practices are identified and gaps and challenges are promptly addressed, will contribute to the sustainable success and change needed for sharper duty of care across WFP.

Key performance indicators

TABLE A.III.18: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Deliverable 1: Effective occupational safety, health and security management			
Key performance indicators	Baseline	2025 target	2026 target
Number of occupational health and safety risk assessments conducted in field locations (Management Services Division)	-	15	15
Monitoring of personnel: Number of days to prepare and complete a headcount exercise (Security Division)	14	2	1
Management of compliance: Percentage of country offices fully compliant with KPI and framework of accountability compliance tool processes (Security Division)	20%	70%	90%
Analysis of capabilities: Automatization of recurrent reporting (Security Division)	0	4	8
Knowledge management: Average annual number of times each Security Division user accesses the knowledge hub (Security Division)	0	6	12
Average number of days to complete requests for compensation plan benefits and requests for reasonable accommodation (Human Resources Division)	TBC	15	TBC
Number of days to complete requests for United Nations Joint Staff Pension Fund benefits (Human Resources Division)	TBC	10	TBC
Percentage of offices covered by global rosters (Human Resources Division)	TBC	80%	TBC
Number of employees reached through activity initiatives (Human Resources Division)	TBC	1 000	TBC
Completion of system integration (Wellness Service)	0	1	0
Deliverable 2: Inclusion and respect for dignity			
Key performance indicators	Baseline	2025 target	2026 target
DEI strategy: Completion, approval and implementation of the WFP inclusion strategy (Workplace and Management Front Office)	0	1	1
Self-identification: Percentage of employees who self-identify in diversity categories, with data monitored and reported quarterly (Workplace and Management Front Office)	60%	25%	45%
Number of workplace culture initiatives supported through training, facilitation and coordination (Workplace and Management Front Office)	0	50	50

2025 budget

TABLE A.III.19: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Human Resources Division	0.14	0.12	0.26	1.30
Management Services Division	0.16	0.43	0.59	2.00
Security Division	0.72	0.22	0.94	5.00
Technology Division	0.04	-	0.04	0.80
Wellness Service	0.04	0.17	0.21	1.00
Workplace and Management Front Office	0.60	0.56	1.16	6.00
Total	1.70	1.50	3.20	16.10

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

Digital integration and modernization

Summary			
Lead department/division	Technology Division	Funding for Board approval	USD 11.00 million
Participating division(s)	Chief Financial Officer Division, Human Resources Division, Supply Chain and Delivery Division, Management Services Division, regional bureaux/ country offices ²⁰	CCI lifespan	2025–2026
Alignment with 2025 corporate priorities		Link to management results	
Realizing the benefits of reform initiatives		MR6: Leverage technology (100%)	

Overview

86. The main objective of this CCI is to modernize and integrate WFP's IT and digital infrastructure to enhance its operational efficiency and align it with strategic goals. This comprehensive effort focuses on upgrading enterprise resource planning systems, consolidating payroll systems, advancing the data architecture and integrating AI.
87. The enterprise resource planning upgrade is essential for WFP to avoid the end-of-life of its current SAP system in 2027. The proposed upgrade mitigates several corporate risks by ensuring that financial management systems are up-to-date, secure and scalable, thus preventing the loss of critical business functions. The desired future target corporate IT architecture will be established, aligning business processes with the required technology and developing robust data and AI governance frameworks to align data management with WFP's operational environments, simplify access to data and create the conditions for improved data quality throughout the organization. Cost efficiencies from the consolidation of hardware and software, faster deployment of data products and organizational improvements will improve processes throughout WFP. The "one payroll road map" component of the CCI aims to integrate the three separate payroll systems currently used by WFP into a single unified system. With the completion of WFP's AI strategy, the development and rollout of a modern data platform with critical AI capabilities will begin, focusing on the use of data and AI to scale and transform operations for WFP staff and partners, in line with the corporate data literacy competency framework.

²⁰ The involvement of the Human Resources Division, the Supply Chain and Delivery Division, the Management Services Division, regional bureaux and country offices will commence in 2026 on finalization of the initial upgrade of the enterprise resource planning system.

Deliverables

TABLE A.III.20: BUDGET BY DELIVERABLE, 2025-2026 (USD million)			
Deliverable	2025	2026	Total
1. Enterprise resource planning upgrade	4.80	2.00	6.80
2. Data architecture	0.90	-	0.90
3. One payroll road map	0.30	0.50	0.80
4. Artificial intelligence	1.80	0.70	2.50
Total	7.80	3.20	11.00

88. Work under **deliverable 1** will focus on upgrading the corporate enterprise resource planning system to ensure its continued support and future-proofing until 2040 and to gain access to new technologies and functionalities. The new user experience and enhanced integration with reporting platforms is expected to improve financial management and reduce reconciliation efforts. In addition, the introduction of a new financial database will result in simplified finance and reporting capabilities, streamlining operations and improving overall efficiency.
89. The upgrade enhances data protection and regulatory compliance, reducing the risk of security breaches. By incorporating advanced analytics, AI capabilities and mobile applications, it also addresses the inefficiencies caused by outdated technology. Overall, the enterprise resource planning upgrade ensures compliance with regulatory requirements and provides a modern, secure, scalable and efficient enterprise resource planning solution.
90. The objective of **deliverable 2** is to define the IT and digital architecture that can best deliver cohesive, modern enterprise systems for use throughout WFP, enabling a scalable, interoperable, secure and future-ready digital landscape rooted on the WFP strategy. This blueprint, linking business processes, data systems and technology to actionable road maps for change, is vital to the execution of WFP's business strategy.
91. The development of robust frameworks for data and AI governance that align data management with WFP's operational environment will simplify access to data and create the conditions for data quality improvements across the organization. The deliverable will establish a strong foundation for ensuring that all decisions related to data architecture and data are aligned with sustainability principles, from system design to data collection, to governance. By reducing "silos" and using a fit-for-purpose enterprise planning architecture, WFP will achieve economies of scale, reduce costs and be better able to adapt to changing environments.
92. The integration of multiple payroll systems into one corporate payroll system is a complex undertaking that requires a thorough technical analysis and "discovery" process, which is the objective of **deliverable 3** of the CCI. The discovery aims to integrate three separate payroll systems into one unified system. The discovery team will analyse the current processes and systems, map the processes to be introduced, evaluate possible solutions and recommend the most appropriate, with estimates of the related time and cost.
93. **Deliverable 4** sets WFP's vision and road map for harnessing AI to augment staff capabilities, drive innovation and enhance operational efficiency through the execution of WFP's global AI strategy. By integrating AI into the work of country offices, WFP can achieve localized and context-specific applications, driving operational efficiencies, improving risk

management and enhancing responsiveness to crises. Ultimately, AI will empower operations in the field to deliver aid more effectively and efficiently, ensuring that assistance reaches the most vulnerable people and communities promptly. The strengthening of WFP's data-related competencies, AI, innovation and strategic foresight will enable better anticipation of response to and mitigation of evolving food security and humanitarian crises.

Implementation plan

94. WFP will utilize its internal expertise and outsourced services to implement the upgrade of the enterprise resource planning system, including any necessary training and certification of personnel. Integration with other existing corporate systems in various functions, such as procurement, human resources and partnerships, will be another important component of the implementation plan, requiring cross-functional collaboration. To ensure a smooth transition, an automated process for testing and comparing the old and new EPR systems will be conducted. The new system will also be tested and piloted by a small group of users to identify potential issues before the global rollout.
95. Key activities in the establishment of a WFP-wide IT and digital infrastructure include mapping the business capabilities and high-level "value streams"²¹ of key WFP functions, which involves the identification and documentation of core business capabilities and major value streams across the organization. This will provide a foundation for the development of an understanding of key business processes and how they deliver value to internal and external stakeholders. The project team will examine the data requirements related to those business capabilities and value streams, identify key data entities, their relationships and the flows of data among systems and processes. This will enable the creation of data models and flow diagrams that visualize the current and desired future state of data management. An inventory of existing applications will be made, with an evaluation of their alignment with business capabilities, value streams and data needs.
96. A new application architecture will be proposed based on the analysis of business capabilities, data needs and current applications and incorporating relevant technology innovations and industry best practices, with an emphasis on modular, scalable designs that support business agility and data-driven decision-making. Actionable road maps will then be developed, with phased implementation plans for each key functional area outlining the steps in the transition from the current to the new architecture. Initiatives will be prioritized based on their value to WFP, technical feasibility and interdependencies.
97. The technical analysis and discovery process for the integration of payroll processes will involve investigating current needs and "pain points" with a view to redesigning the business processes and technology stack so as to integrate payroll processing for all contract types into one single payroll, consolidating the 23,000 contracts processed by country offices, regional bureaux and headquarters. The integrated payroll system will streamline the payroll process, reducing the amount of time required for all contract types.

²¹ A value stream is a core pillar of business architecture, alongside business capabilities, and represents an end-to-end collection of activities that create value for stakeholders, helping the organization to understand and visualize how value is delivered throughout the enterprise, and enabling better alignment of strategic objectives with tactical demands.

98. Key activities under deliverable 4 include the building and rollout of a modern data platform with AI capabilities; the development and launch of data and AI governance frameworks through implementation of the AI and data governance policies, processes, standards, guidance and change management; the co-design and delivery of AI use cases focused on scaling, inter-agency impact and the transformation of country office and regional bureau operations; and the creation and rollout of e-learning courses in the AI and data learning paths for WFP staff and partners.

Key performance indicators

TABLE A.III.21: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Deliverable 1: Enterprise resource planning upgrade			
Key performance indicators ²²	Baseline	2025 target	2026 target
User adoption rate within six months of implementation	n/a	n/a	100%
Reduction of average processing time for critical business processes	n/a	n/a	>20%
Average user satisfaction rating in the first year of implementation	n/a	n/a	4.5 (out of 5)
Deliverable 2: Data architecture			
Key performance indicators	Baseline	2025 target	2026 target
Number of approved business solutions created by non-IT staff using simplified programming tools that comply with the standards for enterprise architectural ²³	n/a	5	-
Number of new IT solutions utilizing the new data architecture and/or modern data platform	n/a	10	-
Deliverable 3: One payroll road map			
Key performance indicator	Baseline	2025 target	2026 target
Finalization of the road map for the payroll integration plan	n/a	100%	
Deliverable 4: Artificial intelligence			
Key performance indicator	Baseline	2025 target	2026 target
Percentage of AI use case pilots scaled up into global solutions	n/a	25%	100%

²² Baseline KPIs are not available as the upgrade will replace the current platform with a new one. For 2025, measurement against the KPIs will start in 2026.

²³ This metric tracks the number of approved business solutions created by non-IT staff in challenging working environments using programming tools that require little to no traditional coding knowledge, and compliant with the standards for enterprise architecture.

2025 budget

TABLE A.III.22: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025 ²⁴				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Technology Division	1.20	6.10	7.30	14.00
Chief Financial Officer Division	0.20	0.30	0.50	3.00
Total	1.40	6.40	7.80	17.00

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

²⁴ In 2025, the majority of non-employee costs are linked to licenses, hardware and contracts with vendors and service providers, while the share of employee costs is expected to increase in 2026.

Corporate process optimization

Summary			
Lead department/division	Deputy Executive Director and Chief Operating Officer Department	Funding for Board approval	No new funding is required
Participating division(s)	Supply Chain and Delivery Division, Management Services Division	CCI lifespan	2024-2025
Alignment with 2025 corporate priorities		Link to management results	
Realizing the benefits of reform initiatives		MR6: Leverage technology (100%)	

Overview

99. The corporate process optimization initiative aims to improve the efficiency and effectiveness of business processes through the integration, automation and streamlining of enabling processes that leverage global efficiencies. The CCI will also strengthen controls and reduce risks through greater standardization, automation and integration of corporate processes.
100. The main deliverable of the CCI is the optimization of end-to-end procurement which will improve the way in which procurement services are requested and provided in WFP. It will allow the organization to deploy a corporate end-to-end procurement solution that is responsive to current needs and scalable for the future.
101. WFP's procurement processes are burdened by outdated manual steps, resulting in inefficiencies and delays. The current system consumes valuable staff time on transactional tasks rather than strategic priorities, leading to extended lead times for the procurement of essential goods. The proposed digital solution aims to transform procurement by automating those steps, freeing up staff to work on market research, planning and collaboration. By embracing digital tools, WFP can unlock data-driven decision-making, enhance planning and leverage market insights for cost savings. Powered by automation, analytics and AI, the end-to-end procurement system will streamline operations, ensure compliance and improve overall efficiency. This centralized platform will foster global collaboration, reduce duplication and, ultimately, deliver greater value for money.

Main achievements in 2024

102. The "source-to-contract" and "supplier relationship management" modules for "smart sourcing" have been designed, tested and piloted. The achievement of this milestone will empower WFP to transform procurement and revolutionize operations through automation, eliminating manual tasks and bottlenecks so that efforts can be refocused on strategic initiatives that have a direct impact on the organization's mission. It will drive efficiency and savings by realizing measurable cost reductions through the streamlining of processes, the centralization of information on suppliers and the optimization of resource allocation. The leveraging of real-time data and intuitive dashboards to gain actionable insights into spending, supplier performance and contract compliance, ultimately driving greater value, will enhance decision-making.

103. Under the deliverable related to the global travel solution, the travel strategy was published in July 2024 and the policy review road map has been defined based on a comprehensive map of “pain points”. Most of the procurement processes related to the digitization of global service management, including requests for proposals and assessments of the proposals received, have been completed, leading to the preparation of long-term agreements with qualified vendors.
104. As of 30 June 2024, 40 percent of the CCI’s total budget for 2024–2025 had been utilized.

Deliverables

TABLE A.III.23: BUDGET BY DELIVERABLE, 2025 (USD million)	
Deliverable	2025 total
1. End-to-end procurement optimization	8.60
2. Global travel solution (to be completed in 2024)	-
3. Global service management digitization (to be completed in 2024)	-
4. Enabling activities to support implementation (to be completed in 2024)	-
Total	8.60
Estimated balance of previously approved funding	(8.60)
2025 requested funding	-

105. In 2025, the initiative will focus on **deliverable 1** only, which includes empowering the WFP staff involved in any stage of the procurement process by equipping them with data-driven insights that improve their decision-making, encouraging their participation in the development of procurement rules and enhancing their productivity through digital tools and skills development. The goal is to create a more informed, engaged and efficient workforce that contributes to a streamlined procurement system.
106. Efforts to optimize the procurement process itself will continue and will involve the development of a user-friendly digital platform for simplified ordering and personalized recommendations, and the management of procurement activities at the global and local scales. This approach aims to create a cohesive, efficient environment where economies of scale are leveraged, risks are managed and consistent service delivery is ensured, while maximizing value for money. Delivering a user-friendly experience with streamlined workflows that enhance productivity, collaboration and satisfaction throughout WFP will empower users and foster collaboration. The achievements of these objectives will also allow the strengthening of compliance and the mitigation of risks by ensuring adherence to procurement policies and regulations, minimizing errors, fraud and non-compliance to protect WFP’s reputation.

Implementation plan

107. The implementation plan for the CCI is aligned with the global rollout and refinement of the implementation plan for the digitization of WFP’s procurement. In the first half of 2025, the team aims to complete the global rollout of the source-to-contract and supplier relationship management modules to all remaining country offices and regional bureaux and to launch a pilot programme for the “purchase-to-receipt” module in selected locations.

108. During the second half of the year, efforts will focus on continuous performance monitoring, the gathering of feedback from users and the implementation of improvements to all modules. The pilot of the purchase-to-receipt module will be extended to additional offices based on initial results. Specialized training sessions will be offered to specific user groups with a view to maximizing the use of the platform. The CCI team will prioritize the needs of and feedback from procurement staff and stakeholders throughout the process, and will roll out modules incrementally so as to manage risk and allow adjustments based on lessons learned. Investments will be made in comprehensive training and communication to ensure smooth adoption and maximum user engagement.
109. Key success factors for the achievement of the objectives of the CCI include visible and active support from senior leadership, the fostering of strong cross-functional collaboration and the use of data from the platform to measure progress, identify bottlenecks and inform continuous improvements.

Key performance indicators

TABLE A.III.24: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 1: End-to-end procurement optimization		
Key performance indicators	Baseline	2025 target
Percentage of WFP offices provided with access to the five core procurement analytics (expenditure under management, cost savings, contract coverage, supplier segmentation, and business expenditure by category)	10%	50%
Percentage of WFP procurement expenditure for which the global procurement function has visibility on the contracting process (global risk and compliance analytics)	25%	60%
Percentage of cost saving achieved owing to better visibility of expenditures, access to market intelligence and improved supplier on-boarding processes	N/A	1.5% of expenditure
Percentage of overall WFP procurement expenditure undertaken by business units (rather than the procurement function) through a new online, user-friendly self-service system	25%	40%
Percentage of "global" procurement categories ²⁵ that are managed globally	14%	80%
Deliverable 2: Global travel solution (to be completed in 2024)		
Key performance indicators	Baseline	2024 target
Development of the next WFP travel strategy (for 2024–2028)	N/A	100%
Number of travel policies revised and fine-tuned	N/A	7
Launch of request for proposals to identify new travel management company	N/A	100%

²⁵ "Global procurement categories" are sets of similar goods or services from across WFP that have common procurement needs and whose supply markets are either global or regional.

TABLE A.III.24: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 3: Global service management digitization (to be completed in 2024)		
Key performance indicator	Baseline	2024 target
Number of selected services for digitizing management services support piloted	N/A	1
Deliverable 4: Enabling activities to support implementation (to be completed in 2024)		
Key performance indicators	Baseline	2024 target
Implementation coordinated, including definition of overall milestones, identification of interdependencies and escalation and resolution of issues	-	Fully achieved
Results framework defined and used to measure impact of solutions	-	Framework defined

2025 budget

TABLE A.III.25: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Supply Chain and Delivery Division	0.95	7.65	8.60	8.00
Total	0.95	7.65	8.60	8.00

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.

United Nations Sustainable Development Group efficiency road map

Summary			
Lead department/ division	Management Services Division	Funding for Board approval	USD 1.10 million
Participating division(s)	N/A	CCI lifespan	2023-2025
Alignment with 2025 corporate priorities		Links to management results	
Realizing the benefits of reform initiatives		MR3: Engage in effective partnerships (51%) MR7: Leverage innovation (49%)	

Overview

110. The United Nations Business Innovations Group is continuing its efforts to deliver on the overarching efficiency targets established by the Secretary-General in 2017 and is committed to achieving the USD 310 million in annual savings called for, through a range of inter-agency, agency and bilateral initiatives.
111. Approval is sought for the extension of the CCI for an additional year to enable management to support the Secretary-General's reform initiatives. The proposed investment will ensure that WFP has the capacity to prepare for and respond to inter-agency reform efforts – leading where appropriate – and to develop its position and potential contributions regarding the reform. The proposed investment includes activities related to the key targets set by the Secretary-General for the achievement of USD 310 million per year in efficiencies.

Progress to date

112. *Common premises:* WFP has surpassed the target of having 50 percent of its offices in common premises, set in the resolution adopted by the General Assembly in 2018,²⁶ with 53 percent of its office premises located in common premises as of June 2024.²⁷ Support is provided to major common premises projects in Bangladesh, the Democratic Republic of the Congo, Egypt, Malawi, Panama and Senegal for identifying space requirements, revising business cases, drafting and reviewing memoranda of understanding and carrying out space planning.
113. *Business operations strategy:* As part of work to encourage efficiency gains through the adoption of business operations strategies by United Nations country teams, training workshops have been held for “technical champions” of the strategies in country offices; by the end of September 2023, workshops had been held in all WFP regions. The 2024 annual review of the business operations strategy concluded in April. Support was provided to regional bureaux for validating 2023 data and to country offices for technical assistance.
114. *Common back offices:* Five country offices – Brazil, Jordan, Kenya, Senegal and the United Republic of Tanzania – have received support for the implementation of inter-agency plans for rolling out common back offices. In the United Republic of Tanzania, where WFP has been identified as the hosting entity of all common back office services, support was provided to the country office in preparing the upcoming launch of the common back office,

²⁶ United Nations. 2018. *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of the operational activities for development of the United Nations system (A/RES/72/279)*.

²⁷ This figure should be considered provisional as the data validation exercise will be conducted as usual at the end of the year during the IPSAS exercise.

including in designing the office and its phased rollout, developing a proposal and business case and drafting the memorandum of understanding. In Kenya, support was provided to the country office for preparing the proposal to host common back office logistics services. WFP was also actively engaged in inter-agency discussions on improving the common back office process for a new wave of countries.

115. *Global shared services*: Four global shared services in WFP's portfolio were prioritized for rollout to enhance efficiency, in line with the United Nations reform targets of the Secretary-General. These services were the United Nations Booking Hub for mobility, accommodation and medical services, and the United Nations fleet, in collaboration with the Office of the United Nations High Commissioner for Refugees. Support was provided for the development of business cases for these services, which were subsequently shared with the inter-agency teams with a view to gathering support for their scale-up. In 2024, support has been extended to cover the preparation of business cases for two additional services: the United Nations road safety academy and United Nations asset disposal.
116. *United Nations Booking Hub*: As of June 2024, more than 940 office locations in 106 countries were covered by the mobility services of the United Nations Booking Hub, with more than 8,200 vehicles (following the addition of 250 vehicles in the first half of 2024) and 850,000 passengers served in the first half of 2024 alone.
117. *Global payment solution* – WFP has developed a technology designed to consolidate all the payment requests from both headquarters and field offices that are processed by the global payment solution team. This technology also provides advanced KPI tracking and reporting capabilities. The service centre, inaugurated in Budapest at the end of 2023, is currently delivering services to headquarters, the Regional Bureau for the Middle East, Northern Africa and Eastern Europe and five country offices – Chad, Kenya, Libya, Tunisia and the United Republic of Tanzania. The technology is expected to be stabilized throughout 2024, with a gradual global rollout planned for subsequent years. Funding for 2025 has been included in the PSA budget.
118. As of 30 June 2024, 42 percent of the CCI's total budget for 2023–2025 had been utilized.

Deliverables

Deliverable	2025 total
1. United Nations Sustainable Development Group activities	0.90
2. United Nations Booking Hub	0.20
3. Service delivery and financing model for shared services	1.00
Total	2.10
Estimated balance of previously approved funding	(1.00)
2025 requested funding	1.10

119. Building on the achievements of previous years, in 2025 the CCI will focus on three deliverables. **Deliverable 1**, on United Nations Sustainable Development Group activities, covers the specific areas of the United Nations development system reform to which WFP has committed to contributing, in some cases taking a leading role. These activities include moving additional offices into United Nations common premises,

- continuing to expand and report on the business operations strategy, participating in the establishment of common back offices and further expanding WFP's global shared services.
120. In the common premises workstream, WFP will increase its presence in shared facilities and enhance knowledge of the initiatives of the United Nations development system reform among country office staff by implementing a hybrid work model, aimed at enhancing the efficiency of space use and consolidating multiple agencies within existing premises. WFP will also continue to support country offices throughout the business operations strategy process, building their capacity through technical support and training. Efforts will continue to support country offices in the design and implementation of the common back office inter-agency rollout plan. This support will be maintained in the five pilot countries and expanded throughout the rollout to wave 2 countries, with WFP serving as either a service provider or a service recipient. Additional efficiency gains in 2025 and beyond will be ensured by advancing the rollout of additional services, such as the road safety academy and global asset disposal, as part of WFP's global shared services portfolio. WFP will also prioritize targeted outreach efforts, including global webinars, to enhance awareness and facilitate the expansion of its services.
121. Under **deliverable 2**, on the United Nations Booking Hub, WFP will drive further efficiencies by providing and scaling up carpooling and ridesharing services through United Nations mobility services for the entire humanitarian community, maximizing vehicle utilization, cost reductions and savings in carbon dioxide emissions.
122. A new **deliverable 3** is aimed at consolidating WFP's internal service delivery through the establishment of a shared services model and centralized services delivery, including a financing model, which will provide opportunities for WFP to consolidate, systematize and streamline processes across operations. The centralization and management of services from a single entry point, through shared services, will reduce the dispersion of services, fostering benefits and efficiencies throughout WFP while providing an opportunity for enhancing service delivery. In defining the new service delivery model, the objective is to map and assess current service delivery processes, policies and tools; define a new operating model, including a related financing and costing model, aligned with policies, standards and guidelines; and develop an implementation and rollout plan, including a change management approach if needed, assessing the risks and developing a mitigation plan.

Implementation plan

123. The following are the key activities and milestones in the implementation of the CCI:
- *Business operations strategy*: Position WFP to lead the implementation of business operations strategy 2.0 in coordination with the United Nations Development Coordination Office, resulting in efficiency gains and higher-quality services, including common services with high impact.
 - *Common back office*: Support the implementation of the United Nations reform efficiency road map in adopting and operationalizing common back-office structures by:
 - representing WFP in all inter-agency groups involved in common back offices – such as the common back office task team, reference group, etc. – and regularly liaising with country offices and headquarters teams in a secretariat role;
 - continuing to support country offices in wave 1 countries of the common back office rollout in operationalizing common back offices; and

- onboarding and preparing country office staff in wave 2 countries to start the common back office process.
- *Global shared services*: Support the coordination of work on the development and scale-up of global shared services.
- *United Nations Booking Hub*: Augment country offices' capacity to initiate and lead inter-agency fleet sharing. Use webinars, training sessions, demonstrations, meetings, etc. to strengthen country offices' capabilities in building, operationalizing and automating passenger mobility and carpooling services through the United Nations Booking Hub by:
 - providing project implementation support for the major United Nations house projects in Egypt and Senegal; and
 - evaluating the impact of co-location and its possible implementation in additional countries.
- *Service delivery model for shared services*: The first objective will be to define the new operating and financing model and pilot the services that are within the scope of the model.

Key performance indicators

TABLE A.III.27: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 1: United Nations Sustainable Development Group activities		
Deliverable 1a: Common premises		
Key performance indicators	Baseline	2025 target
Percentage of WFP country offices sharing common premises with other United Nations entities	48	55%
Percentage of WFP country offices receiving requested support	50	100%
Percentage of country offices receiving training in United Nations development system reform	50	100%
Deliverable 1b: Business operations strategy		
Key performance indicator	Baseline	2025 target
Percentage of country offices where greater than or equal to USD 1 million of potential savings have been reviewed through the business operations strategy annual review exercise	50%	100%
Deliverable 1c: Common back office		
Key performance indicator	Baseline	2025 target
Number of countries with the UNSDG efficiency road map rolled out	3 countries	TBD ²⁸
Deliverable 1d: Global shared services		
Key performance indicator	Baseline	2025 target
Number of global shared services scaled up and provided externally to WFP	4	5

²⁸ Target subject to a review of the road map by the United Nations Development Coordination Office.

TABLE A.III.27: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Deliverable 2: United Nations Booking Hub		
Key performance indicators	Baseline	2025 target
Number of missions supporting the start-up of carpooling arrangements	4 (yearly)	6 (yearly)
Number of WFP country offices with carpooling agreements signed	15 (cumulative)	44 (cumulative)
Deliverable 3: Service delivery and financing model for shared services		
Key performance indicator	Baseline	2025 target
Number of services for centralization piloted	0	1

2025 budget

TABLE A.III.28: BUDGET BY OBJECT OF EXPENDITURE, INCLUDING FULL-TIME EQUIVALENT STAFFING REQUIREMENTS, 2025				
Division	Employee costs (USD million)	Non-employee costs (USD million)	Total (USD million)	Positions (FTE)*
Management Services Division	0.80	1.30	2.10	8.50
Total	0.80	1.30	2.10	8.50

* Positions include the FTE number of employees, including consultants, and take into account internal temporary duty assignments from regional bureaux and country offices.