ANNEX III

Critical corporate initiatives – concept notes

1. Since 2015, WFP has used Critical corporate initiatives (CCIs) to strengthen its programming and its operational and administrative capacity to fulfil its mission and deliver value for money. CCIs are one-off in nature and are not covered by regular programme support and administrative funding; should not be related to a single project; require predictable multi-year funding; are unlikely to generate sufficient directed contributions from donors; and focus on organizational change. The PSA equalization account and the unearmarked portion of the General Fund are the main funding sources for CCIs.

2. Seven CCIs are planned for 2026. Their expected results, activities, implementation plans, budgets and KPIs are detailed in this annex. Two CCIs are new and require funding, while five ongoing CCIs will use funds approved in previous management plans.

TABLE A.III.1: CRITICAL CORPORATE INITIATIVES BUDGET OVERVIEW (*USD million*)

CCI title	Duration	Projected expenditures				
		Up to 30 June 2025*	July–December 2025	2026	2027 and beyond	Total budget
New CCIs						
Implementation of global shared services strategy	2026–2028	-	-	3.31	6.69	10.00
WFP digital business transformation plan**	2026–2028	-	-	22.80	57.20	80.00
Subtotal		***-***	***-***	***26.11***	***63.89***	***90.00***
Ongoing CCIs (no additional funding)						
Monitoring, identity management and traceability	2024–2026	20.50	5.15	1.05	-	26.70
Digital integration and modernization	2025–2026	5.85	1.57	3.58	-	11.00
Duty of care and inclusion	2025–2026	1.44	0.88	2.78	-	5.10
IPSAS implementation	2025–2026	1.29	0.74	3.07	-	5.10
Positioning WFP to unlock diverse funding	2025–2027	0.80	0.92	2.28	1.10	5.10
Subtotal		***29.88***	***9.26***	***12.76***	***1.10***	***53.00***
Total		**29.88**	**9.26**	**38.87**	**64.99**	**143.00**

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

** Only USD 60 million of funding is requested from the PSA Equalization Account. The total budget of USD 80 million includes USD 20 million from partners' contributions and the Capital Budgeting Facility, as outlined in the section of this annex on the WFP digital business transformation plan and reflected in table A.III.1.

Implementation of global shared services strategy

Summary			
Lead department/ division	Management Services Division	**Budget for Board approval**	**USD 10.00 million**
Participating divisions in 2026	Chief Financial Officer, Human Resources, Technology, Workplace and Management Front Office	**CCI lifespan**	**Multi-year:** 2026: USD 3.31 million 2027: USD 3.90 million 2028: USD 2.79 million
Link to management results	MR2: Efficient, effective and evidence-based business services (100%)		

Overview

3. In response to rapidly evolving global conditions marked by increasing humanitarian needs and diminishing financial resources, the United Nations system is undertaking a series of ambitious reform initiatives aimed at enhancing operational efficiency and coherence. These efforts encompass broad structural changes throughout the United Nations system and include a renewed focus on the delivery of system-wide efficiency measures. In this context, shared services have emerged as a cornerstone of reform, offering a pathway to the streamlining of support functions and the optimization of resource allocation.

4. Drawing on its experience in implementing digitally enabled shared services, WFP is well positioned to advance this agenda. Building on recommendations from its Independent Oversight and Advisory Committee, WFP is now pursuing a more strategic approach to the provision of shared services, in accordance with its corporate priority of maximizing efficiency and directing resources to field operations. This approach seeks to reduce the transactional burden on country offices, foster internal collaboration and modernize support functions through improved data management, digitization and accountability.

5. The development of a global shared services strategy represents a pivotal step in WFP's efforts to strengthen the backbone of its operations. By offering standardized, scalable and transparently costed enabling services, particularly in emergency settings, WFP aims to enhance control mechanisms, ensure business continuity and empower field offices to focus on their core mission. The strategy is designed to be agile and comprehensive, supporting WFP's ability to deliver food assistance and emergency response with greater speed and precision.

6. A comprehensive study conducted by an international consulting firm identified more than 40 service lines with the potential for centralized service provision, among which eight core processes, collectively employing approximately 1,500 employees, have been prioritized for initial implementation. These processes will serve as the foundation for a phased rollout of global shared services. The initiative builds on WFP's organizational realignment and lessons learned from peer agencies, emphasizing a gradual transition, cost-effectiveness, and improved automation and controls. The initiative also anticipates alignment with broader United Nations reforms, which may involve the leveraging of system-wide service providers, contingent on achieving the necessary standardization.

7. To operationalize this vision, WFP is seeking funding for identifying additional processes for centralization and piloting implementation over the next three years. Initial focus areas include travel, payroll and information technology (IT) support services. These processes have been selected based on their potential to deliver measurable efficiency gains, reduce complexity and improve service quality.

8. The proposed redesign of WFP's travel service aims to consolidate vendor management and establish a centralized support model that improves compliance with standards and cost-effectiveness. The payroll initiative seeks to unify fragmented systems in a single service centre, reducing duplication of effort and enhancing efficiency. Meanwhile, the centralized IT service desk will standardize support other processes and improve service delivery in all regions.

Efficiency gains and return on investment

9. As part of WFP's broader strategic commitment to modernizing support functions and enhancing operational efficiency, initial efforts have commenced on several high-impact processes identified for centralization and transformation.

10. Work has started on some priority processes for centralizing travel arrangements, enhancing travel-related contracting and payment processes, and offering worldwide services to all WFP travellers through one of the deliverables of the corporate process optimization CCI approved for 2024-2025. Annual cost savings from centralized travel arrangement are projected to exceed USD 0.6 million, alongside anticipated service improvements that will reduce the stress of dealing with unexpected interruptions to travel, increase automation and strengthen vendor management.

11. A centralized IT service desk is being designed, building on WFP's experience with previous global service models in order to streamline organization-wide IT support. By improving "first-call resolution" rates, minimizing the need for human intervention at a second or third level of the resolution process, introducing a comprehensive service catalogue and automating high-volume, repetitive requests, the initiative is expected to generate annual savings of approximately USD 0.55 million. These gains will be complemented by additional benefits, including enhanced service consistency, faster resolution times, improved performance analytics and a reduced operational burden on country offices, thereby freeing resources to focus on frontline delivery of assistance.

12. Payroll optimization is being planned with the aim of consolidating and centralizing WFP's three existing payroll systems. While certain prerequisites must be addressed to ensure the viability of the proposed options, the initiative draws on lessons from WFP's experience with the global payments centre. Projected annual savings are expected to exceed USD 1.5 million, in addition to qualitative benefits such as shorter processing times, strengthened internal controls, improved reporting and analytics, and enhanced service delivery for WFP personnel.

Management and implementation approach

13. Implementation of the initiative will follow a phased approach, aligning processes of varying maturity with the global shared services strategy. The primary objective is to deliver measurable efficiency gains, improve service quality and reduce the transactional burden on country offices, enabling a sharper focus on WFP's core mission. All change management efforts will be supported by assistance for the transition to shared services tailored to local conditions and by meaningful stakeholder engagement.

14. Deliverable 1 will focus on defining the scope of the service, selecting hub locations and engaging stakeholders, building on foundational work already undertaken. Under deliverable 2, WFP will launch pilot hubs; deploy enabling systems, including automation and AI; expand and refine the model, based on feedback; monitor performance indicators; and track cost savings to ensure sustainability.

15. For travel services, the initiative will pilot a centralized model for coordinating travel arrangements and managing vendors, supported by a digital platform and a global operating framework. The payroll initiative will establish a unified support centre to improve efficiency, consistency and compliance with all relevant rules and regulations. The IT service

desk will introduce a scalable, satellite-based model, standardize support processes and integrate performance management tools so as to enhance responsiveness and reduce interruptions in IT systems.

16. Throughout 2026, foundational activities for the delivery of shared services will include process mapping, the design of the operating model, policy updates and stakeholder engagement through working groups and pilots. A robust change management strategy, supported by performance metrics and cost recovery mechanisms, will guide adoption, set the stage for full rollout and ensure a tangible impact from 2027 and beyond.

Deliverables

TABLE A.III.2: BUDGET BY DELIVERABLE, 2026–2028 *(USD million)*

Deliverable	2026	2027	2028	Total
Deliverable 1: Define the new service delivery model for the processes identified	3.16	1.89	1.20	**6.25**
Deliverable 2: Implementation of WFP shared services, including the related change management	0.15	2.01	1.59	**3.75**
Total	**3.31**	**3.90**	**2.79**	**10.00**

Deliverable 1: Define the new service delivery model for the processes identified

17. This deliverable has the aim of establishing a standardized service delivery model for each of the three prioritized global shared service lines – travel arrangements, payroll and IT support – in full accordance with the overarching global shared services strategy and broader United Nations shared service frameworks. It will begin with a comprehensive mapping and assessment of existing service delivery processes, policies and tools, followed by the design of new operating models that reflect the strategic objectives of global shared services. During the discovery and implementation phase, additional processes may be assessed for centralization and pilot projects developed, based on the assessed maturity of the process. The processes selected for pilot testing may include global asset disposal, mobility and fleet optimization, global facilities, finance transactions, and contract issuance and management for procurement. To ensure accountability and sustainability, governance and funding arrangements for each service will be designed and formally approved. A structured pilot-testing and implementation plan will also be developed, including risk assessments and mitigation strategies. Delivery models will be compatible with the proposed United Nations services hub, a digital "one-stop shop" for providing access to shared enabling services throughout the United Nations system.

Deliverable 2: Implementation of WFP shared services, including the related change management

18. The objective of this deliverable is to design a unified, scalable front-end solution for ensuring access to WFP's global shared services and alignment with United Nations system-wide frameworks. The initiative will define and adopt standardized processes, service-level indicators and operating procedures for the three prioritized service lines. Supporting tools will be streamlined and automated to facilitate implementation, while experience with existing centralization efforts and shared service centres will inform the selection of locations and planning of the transition to shared services. A structured change management process will guide WFP's adoption of the solution and ensure continuity throughout the transformation.

Key performance indicators

TABLE A.III.3: KEY PERFORMANCE INDICATORS BY DELIVERABLE				
Key performance indicator	**Baseline**	**2026 target**	**2027 target**	**2028 target**
Deliverable 1: Define the new service delivery model for the processes identified				
Percentage of processes mapped and analysed	0	100%	N/A	N/A
Percentage of policies and procedures reviewed and aligned with proposed model	0	100%	100%	100%
Completion and approval of implementation roadmaps for each workstream	0	100%	N/A	N/A
Deliverable 2: Implementation of WFP shared services, including the related change management				
User satisfaction score from pilot offices	0	N/A	80%	80%
Percentage of change management activities completed – communications, training, adoption	0	N/A	80%	100%
KPI dashboard established and operationalized	0	N/A	100%	100%

WFP digital business transformation plan

Summary			
Lead department/ division	Technology Division	**Budget for Board approval**	**USD 60.00 million**
Participating divisions in 2026	Analysis, Planning and Performance, Chief Financial Officer, Management Services, Partnerships Coordination Services, Programme Policy and Guidance, Security, Supply Chain and Delivery	**CCI lifespan**	**Multi-year:** 2026: USD 22.80 million 2027: USD 22.08 million 2028: USD 15.12 million
Link to management results	MR2: Efficient, effective and evidence-based business services (100%)		

Overview

19. WFP's information and technology strategy for 2023–2026[1] sets a bold vision for accelerating the organization's shift to becoming a digitally enabled, data-driven organization and advancing its mission of achieving zero hunger. WFP has made significant progress in this transformation, but to fully realize the benefits and meet growing operational demands, WFP will have to overcome structural barriers and deliver integrated, fit-for-purpose solutions that support faster, more effective humanitarian response.

20. Complementing the IT strategy is a five-year digital business transformation plan costed at USD 193 million. Developed in consultation with country and regional offices and headquarters divisions, the plan reflects a "whole-of-WFP" approach to technology aimed at maximizing organizational impact. The initiatives prioritized for investment respond to four systemic challenges: fragmented and duplicated IT systems; reliance on manual processes; underinvestment in technology compared with peer organizations; and widespread use of shadow IT. The five-year investment plan proposes a shift from localized, tactical IT spending to the use of globally scalable, interoperable platforms.

21. This CCI prioritizes the first three years of implementation of the five-year plan. Supporting strategic and frontline operational needs, the initiative includes solutions for identity management, real-time data analytics, end-to-end monitoring, supply chain traceability and collaboration with partners.

22. Key organizational change objectives include:

    - the digitization of WFP's entire value chain;
    - the organization-wide standardization of IT platforms to replace duplicated local systems;
    - process automation and the adoption of AI tools;
    - data-driven governance and integrated decision-making across headquarters and field operations;

[1] WFP. 2023. *WFP Information & Technology Strategy 2023–2026*.

- improved alignment of IT investments with strategic priorities and cost-efficiency goals;
- drastic reductions in shadow IT; and
- the alignment of IT capabilities with strategic and field-level needs.

23. Compared with international benchmarks, WFP continues to spend significantly less on IT than comparable organizations. The business transformation plan enables WFP to prioritize its IT investments and direct funding to the initiatives that deliver the best possible outcomes. By addressing these foundational issues, the plan will modernize WFP's operations and ensure that technology facilitates operations in the field, enabling a future-ready WFP that is more agile, cost-efficient and digitally empowered to serve the frontline.

24. Proposed funding for the three-year plan is from a variety of sources: USD 60 million from the PSA equalization account; USD 10 million from partners; and a loan from the Capital Budgeting Facility to be repaid through future cost savings. The initiative also builds on and incorporates the IT component of existing investments[2] valued at USD 10 million.

Efficiency gains and return on investment

25. The five-year digital business transformation plan aims to unlock up to USD 259 million in efficiencies over five years by replacing fragmented systems and manual processes with integrated digital platforms. Using funding from this CCI for the first three years of its implementation, the initiative will focus on high-impact digital solutions selected for their ability to deliver measurable efficiencies and operational transformation within the timeframe of the CCI.

26. Efficiencies are expected to begin to materialize from 2027, generating cost savings for all funding sources by replacing fragmented systems and manual processes with integrated, scalable digital solutions. The main areas where efficiencies are expected, subject to further validation through detailed business cases, include the following:

    - *Identity management* – up to USD 2.6 million in annual cost savings in CSP and corporate budgets through the implementation of a unified identity management platform. These efficiencies will be driven by reduced administrative overheads, improved accuracy and more timely delivery of assistance. By consolidating fragmented systems, enhancing fraud prevention through biometric deduplication and leveraging blockchain technology for transparency, the platform will strengthen operational effectiveness and targeting throughout WFP's operations worldwide.
    - *Interoperability, end-to-end planning, monitoring and analytics* – up to USD 16.5 million a year in efficiency gains through the digitization and integration of monitoring, budgeting and planning tools. By replacing manual processes with automated workflows, the initiative will reduce duplication, accelerate reporting, improve the tracking of compliance with standards, and enable real-time decision-making for headquarters and field operations. Enhanced interoperability will support advanced analytics and AI-driven solutions, further optimizing operations and reducing the costs for all funding sources, including CSP and PSA funds.

[2] These include the following CCIs, approved in previous management plans: corporate process optimization (2024–2025); digital integration and modernization (2025–2026); monitoring, identity management and traceability (2024–2026); and United Nations Sustainable Development Group efficiency gains (2023–2025).

- *Supply chain and delivery* – annual efficiencies of USD 17–23 million through the supply chain track and trace initiative. By automating data flows and introducing scanning technology for procurement, logistics and food safety processes and cooperating partner management, the initiative eliminates the need for manual reconciliation in all country offices and in approximately 400 warehouses, saving an estimated 400,000 hours in staff time each year and improving data accuracy and decision-making. Enhanced inventory controls and real-time tracking are expected to reduce food losses by 30–50 percent, generating additional savings of USD 9–15 million per year, while strengthening assurance to donors, partners and the people WFP serves.
- *Global services and enabling functions* – up to USD 27 million in annual savings from reduced reliance on fragmented, unofficial tools – shadow IT – improved compliance with corporate standards, audit readiness and the streamlining of users' experience throughout the organization.

Management and implementation approach

27. WFP is implementing a structured three-year phased approach to implementation, with central coordination from a dedicated team in the Technology Division. The team ensures consistency among programmes, with strategic oversight and funding decisions managed by the Technology Investment Committee, which reports to the Digital Business and Technology Committee. Implementation is informed by baseline assessments and interdependency analyses, with work in year one focused on strengthening foundational capabilities and achieving early successes, and work in years two and three accelerating delivery along coordinated, parallel workstreams.

28. The delivery model is adaptive and centred on the field, blending internal and external expertise to ensure technical strength and institutional continuity. Regional and country offices are actively engaged through consultations, pilot testing and feedback loops that ensure the user-centred design of systems. Governance combines oversight at each phase of implementation with agile execution, supported by a programme management office that ensures integration and coherence. Change management and capacity strengthening activities are embedded throughout, with progress tracked in a unified performance management system and reported on regularly to the Technology Investment Committee and the Digital Business and Technology Committee.

Deliverables

TABLE A.III.4: BUDGET BY DELIVERABLE, INCLUDING EXISTING AND OTHER FUNDING SOURCES, 2026–2028 *(USD million)*					
Deliverable	**New funding**				**Existing funding**
	2026	**2027**	**2028**	**Total**	
Deliverable 1: Identity management	2.00	2.57	3.70	8.27	0.73
Deliverable 2: Interoperability, end-to-end monitoring and analytics	4.88	5.37	4.51	14.76	-
Deliverable 3: Supply chain and delivery	10.31	7.42	3.13	20.86	-
Deliverable 4: Humanitarian ecosystem enablement	1.43	2.06	0.32	3.81	-
Deliverable 5: Global services and enabling functions	4.18	4.66	3.46	12.30	9.24
Total funding from PSA equalization account	**22.81**	**22.08**	**15.12**	**60.00**	
Other new funding sources					
Partner contributions				10.03	-
Capital budgeting facility				10.00	-
Total				**80.03**	**9.97**

Deliverable 1: Identity management

29. WFP will deliver a unified identity management platform to serve as the digital backbone for beneficiary operations. The platform will feature a secure registry that assigns a unique identifier to each of WFP's millions of beneficiaries, integrating data from existing systems and specialized databases. It will include a sophisticated biometric-based deduplication process that flags duplicate registrations and a blockchain-based verification layer to enhance transparency. Automated reconciliation with financial service providers will be used for cash-based and in-kind assistance, while the related business processes and documentation will ensure compliance with corporate standards. Future integration with WFP's end-to-end monitoring platform (deliverable 2) will enable the real-time tracking of beneficiary data and the delivery of assistance in all programmes.

Deliverable 2: Interoperability, end-to-end planning, monitoring and analytics

30. WFP will enhance its end-to-end processes for monitoring, planning, budgeting, programming and resource management through the implementation of integrated digital tools. These tools will support internal coordination and external collaboration, including with community feedback mechanisms, and will align global and local indicators with the corporate results framework. The initiative will build on successful case management and standardized survey practices to enable standardized programme tracking, automated workflows for operational planning and fund management, and the creation of dashboards that consolidate real-time data related to logistics, food distribution, assessments and market monitoring. It will also introduce centralized geographic tracking to improve the visibility of WFP's activities, assets and personnel in all locations, and facilitate the scale-up

of WFP's global assurance project by extending proven digital monitoring tools across the organization.

Deliverable 3: Supply chain and delivery

31. WFP is advancing its supply chain operations through a digital tracking initiative that provides end-to-end visibility on commodities and non-food items from their origin to their delivery to the recipient. By automating data flows, introducing scanning-based workflows and linking distribution records to beneficiary identities, the initiative will improve transparency, reduce manual effort and support faster, evidence-based decision-making. It will also strengthen the coordination of, and reporting and accountability to, partners and stakeholders.

32. Complementary planning tools will enhance inventory optimization, financial tracking and the evaluation of suppliers, while reducing data redundancies and improving warehouse and convoy management. These systems will provide a unified view of supply chain operations, enabling more informed decision-making in relation to procurement, logistics and distribution.

33. The deliverable extends the global assurance project's successful approaches to commodity tracking and identity management in WFP operations and represents the mainstreaming phase of the project. The digital solutions that demonstrated success in 30 high-risk operations will be extended to all operations and activities, with a focus on risk-informed, cost-effective approaches and the further digitization and integration of WFP's systems.

Deliverable 4: Humanitarian ecosystem enablement

34. Under this deliverable, WFP will deploy a cloud-based portal to streamline collaboration with partners, integrating currently fragmented systems and enabling the automated approval and real-time tracking of joint projects. Enhanced tools will support early warning and disaster planning processes by combining hazard data with socioeconomic indicators. WFP will also pilot test the use of open-source solutions that promote shared standards for cash-based transfers, strengthen interoperability with governments' systems and expand advisory services for digital transformation. Additional digital tools will support school meal operations and optimize safety net programmes through advanced analytics.

Deliverable 5: Global services and enabling functions

35. This deliverable is focused on modernizing WFP's core administrative and support systems, including those used for finance, human resources, asset management, travel arrangements and cybersecurity. WFP will implement a redesigned asset management system that improves users' experience, ensures full traceability and auditability throughout the asset lifecycle, and is integrated with core corporate systems. A unified travel management solution[3] will streamline booking, accommodation and transport services. Enhancements to talent management will support more agile workforce planning, faster

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[3] The ongoing corporate process optimization CCI and the newly proposed global shared services strategy CCI each include components of the global travel solution. Together with the digital business transformation plan they form strategically aligned elements of WFP's broader modernization agenda as follows:

- *The corporate process optimization CCI* is focused on improving employees' travel experience and administrative efficiency by aligning travel policies with market trends, integrating existing systems and leveraging digital tools to simplify and streamline processes.
- *The global shared services strategy implementation CCI* builds the structural and financial foundation for global travel services by piloting a centralized service model, consolidating vendor management and developing a scalable, sustainable operating and funding framework.
- *The WFP digital business transformation plan CCI* complements the other two CCIs by delivering a unified booking platform that integrates the booking of flights, accommodation and transportation, enabling consistent, user-friendly access to travel services in all locations.

reassignment of employees and emergency deployments. A new expenditure certification process will introduce advanced features such as the management of multiple sources of funding for a single expenditure, the certification of specific parts or categories of expenditure and improved document filtering. Financial compliance will be reinforced through the integration of financial and facility management systems, aligning lease accounting with international standards.

36. Financial and invoice-related processes will be consolidated into a harmonized service management environment, improving efficiency throughout the finance function. Investments in foundational technology will be used to establish AI and data capabilities that support predictive analytics for crisis response and food security. A strengthened identity and access management framework will enhance system security through improved user and permission controls, managing who has access to the system and the actions that they are allowed to perform. Cybersecurity will be bolstered with advanced threat detection and enhanced incident response and governance. The modernization of security services will include real-time monitoring of compliance with requirements, personnel tracking and AI-driven threat analysis, supported by innovative digital oversight tools.[4]

37. One of the projects under this deliverable is on the duty of care and involves the modernization of security practices in order to strengthen security services for WFP's employees by implementing the ServiceNow platform and enhancing existing tools. It focuses on improving personnel safety, compliance monitoring and threat analysis.

Key performance indicators

TABLE A.III.5: KEY PERFORMANCE INDICATORS BY DELIVERABLE				
Key performance indicator	**Baseline**	**2026 target**	**2027 target**	**2028 target**
Deliverable 1: Identity management				
Percentage of the country offices where WFP carries out registration exercises that have digital and secure registration for beneficiaries	55% (44 country offices)	70%	85%	100%
Percentage of country offices to have adopted the enterprise deduplication platform in accordance with guidance on the use of biometrics in WFP's operations	5%	65%	100%	100%

[4] The ongoing digital transformation and modernization CCI aims to modernize and integrate WFP's IT and digital infrastructure so as to improve operational efficiency and align with strategic goals. Key efforts include upgrading enterprise resource planning systems, consolidating the payroll, enhancing data architecture and integrating AI into systems throughout WFP. This deliverable of the digital business transformation plan complements such efforts by strengthening cybersecurity.

TABLE A.III.5: KEY PERFORMANCE INDICATORS BY DELIVERABLE				
Key performance indicator	**Baseline**	**2026 target**	**2027 target**	**2028 target**
Deliverable 2: Interoperability, end-to-end monitoring and analytics				
End-to-end monitoring: Percentage of country offices using standardized indicators from the corporate results framework and related monitoring systems that are aligned with the new corporate results framework	N/A	50%	100%	100%
Number of country offices using the corporate issue escalation and case management system	10	30	50	60
Global analytics platform: Percentage of operational systems and dashboards with near-real-time data integration	TBD	10%	50%	80%
Percentage of geographic data systems harmonized and integrated with core platforms	N/A	Data standardization, taxonomy alignment and frameworks established	40%	80%
Deliverable 3: Supply chain and delivery				
End-to-end track and trace: Percentage reduction of manual upstream data flow	N/A	100%	100%	100%
Annual cost savings from integrated supply chain planning and optimization	N/A	≥ USD 5 million	≥ USD 15 million	≥ USD 27.5 million
Deliverable 4: Humanitarian ecosystem enablement				
Digital empowerment of governments and partners: Percentage of government programmes digitally enabled as part of the humanitarian ecosystem enablement	25 programmes	+15%	+30%	+45%
Partner enablement portal: Percentage of partners' projects tracked through the partner enablement portal	N/A	60%	75%	90%

TABLE A.III.5: KEY PERFORMANCE INDICATORS BY DELIVERABLE				
Key performance indicator	**Baseline**	**2026 target**	**2027 target**	**2028 target**
Deliverable 5: Global service and enabling functions				
Global services: Number of redundant applications decommissioned	0	2	4	8
Cybersecurity risk reduction index[5]	Very high	High	High/Moderate	Moderate
Percentage of security personnel adopting digital solutions in the security modernization plan	TBD	≥ 85%	≥ 90%	≥ 95%

[5] Calculated by multiplying the impact and likelihood of the risk, using a scale ranging from 0 (low) to 25 (very high).

Monitoring, identity management and traceability

Summary			
Lead department/ division	Programme Operations Department	**Funding for Board approval**	No new funding is required
Participating division in 2026	Analysis, Planning and Performance	**CCI lifespan**	2024–2026
Link to management results	MR2: Efficient, effective and evidence-based business services (100%)		

Overview and progress to date

38. This CCI supports WFP's ability to deliver safe and uninterrupted food assistance and provide accountability for doing so by strengthening key systems and processes for end-to-end visibility and assurance over operations and delivery of assistance. It focuses on three main areas: monitoring and community feedback mechanisms (CFMs); digitization and assurance through identity management; and scanning technology for supply chains and the early development of a track-and-trace system. The initiative promotes collaboration among departments and organizational levels of WFP on building a unified assurance framework.

39. As of 30 June 2025, WFP has successfully introduced the standardized remote programme monitoring system in 15 high-risk country offices, reaching the 2025 target. Country offices in all WFP regions received technical support in designing surveys and preparing for data collection, enumerator training, systems integration, and improved near-real-time analytics and visualizations to enhance monitoring exercises. All participating offices are either actively collecting or preparing to collect data using harmonized survey modules and data pipelines.

40. WFP has achieved 80 percent compliance with the assurance benchmarks for CFMs in high-risk operations, up from 52 percent in late 2024. Additional guidance and tools for CFMs were developed – most notably, guidance on the handling of environment-related feedback, feedback from children and allegations of misconduct. Extensive technical support for the strengthening of CFMs was provided to 15 high-risk country offices.

41. Digital transformation is advancing along all of WFP's supply chain, focusing on improving traceability, the visibility of WFP's inventory and operational efficiency. Key initiatives are being scaled up globally in order to reduce manual processes, enhance data integration, and support more agile and transparent logistics operations. In parallel, assurance efforts are being mainstreamed in all regions, ensuring strong compliance with standards in high-risk settings and providing capacity-strengthening support in other, lower-risk ones. Digital tools, oversight missions and regional strategies are helping to embed accountability and strengthen monitoring in all operational areas.

42. However, despite the significant progress made, there have been delays in the implementation of an integrated issue "escalation" and case management system through which issues are "escalated" to be addressed at the appropriate level of management. While originally planned for completion in 2025, a no-cost extension of the CCI into 2026 will enable the smooth adoption of tools throughout WFP's operations. Specifically, in 2026, the CCI will enter its final implementation phase, focusing on:

    - expanding standardized monitoring tools, the coverage of remote programme monitoring and support for high-risk country offices; and

- strengthening digital integration for informed, risk-aware decision-making, including the rollout of the integrated issue escalation and case management system for CFMs and process monitoring.

43. As of 30 June 2025, 77 percent of the CCI's total budget for 2024–2025 had been utilized.

Efficiency gains and return on investment

44. Efficiencies have been achieved in several country offices through the phased rollout of standardized digital tools for remote programme monitoring and issue "escalation". For example, savings of an estimated USD 3 million were realized through the decommissioning of local systems in six country offices, with further reductions in the costs of headquarters' support and field-level data processing. Additional savings stem from reduced travel, streamlined data analysis and improved compliance with monitoring standards, contributing to cost avoidance in CSP budgets and for corporate funding sources.

Deliverables in 2026

TABLE A.III.6: BUDGET BY DELIVERABLE, 2026 *(USD million)*	
Deliverables*	**2026 total**
1. Standardized remote process and outcome monitoring with a supporting technical solution	0.77
3. Minimum assurance standards for in-kind food operations with CFMs	0.28
Total	**1.05**

* Deliverable 2 was completed in 2024 and deliverables 4, 5 and 6 are expected to be completed in 2025.

Deliverable 1: Standardized remote process and outcome monitoring with supporting technical solution

45. Building on previous CCI investments, WFP will consolidate and standardize the ways in which it monitors programme outcomes and processes throughout its operations, in line with the Executive Director's circular on minimum monitoring requirements.[6] The focus will be on embedding a unified digital ecosystem that supports the flow of real-time data, reduces fragmentation and enhances organization-wide accountability. Specifically, WFP will:

- streamline the use of standardized remote programme monitoring tools in all of its country offices, covering process and outcome monitoring and ensuring consistent data collection and comparability across different settings;
- finalize the integration of standard data pipelines, leveraging information management solutions – such as Survey Designer for standardized surveys, Mobile Operational Data Acquisition, and DataBridges for centralized databases – including automated data cleaning, validation and near-real-time analytics through Tableau dashboards; and
- provide tailored technical assistance to country offices for the implementation of monitoring in the field, data quality assurance, and the adoption of digital tools.

46. These efforts will streamline face-to-face and remote programme monitoring in WFP's broader digital ecosystem and support the organization's transition to cost-efficient, evidence-based and risk-aware decision-making.

[6] Executive Director's circular OED2024/006, *Minimum monitoring requirements (MMRs) and community feedback mechanism (CFM) standards in WFP country offices*.

Deliverable 3: Minimum assurance standards for in-kind food operations with community feedback mechanisms

47. In 2026, WFP will complete the remaining CCI deliverables on strengthening CFMs in accordance with assurance standards. Specifically, WFP will:

- provide on-demand technical assistance to support country offices in meeting assurance standards for CFMs, focusing on achieving 85 percent compliance with the global assurance project's benchmarks for CFMs in high-risk operations and laying the groundwork for rolling out the standards in medium- and low-risk settings;
- expand and update the CFM toolkit and operational guidance to reflect demand from the field, support the implementation of the integrated approach to managing and responding to feedback and address emerging technical needs; and
- finalize the rollout of the integrated issue escalation and case management system to the remaining high-risk country offices, following an expedited collaborative approach that enables the joint intake, escalation and analysis of issues arising from both community feedback and process monitoring and embedding assurance standards while allowing for context-specific flexibility.

Key performance indicators

TABLE A.III.7: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Key performance indicator	**Baseline***	**2026 target**
Deliverable 1: Remote process and outcome monitoring with a supporting technical solution		
Number of high-risk operations with remote process and outcome monitoring	7	15
Deliverable 3: Minimum assurance standards for in-kind food operations with community feedback mechanisms		
Percentage of high-risk operations that have implemented the global assurance project benchmarks	77%	85%
WFP CFM assurance standards are launched and comprehensive guidance is available for establishing and maintaining those standards	In progress	Completed

* The baseline reflects the status at the end of 2024.

Digital integration and modernization

Summary			
Lead department/ division	Technology Division	**Funding for Board approval**	No new funding is required
Participating division in 2026	Chief Financial Officer	**CCI lifespan**	2025–2026
Link to management results	MR2: Efficient, effective and evidence-based business services (100%)		

Overview and progress to date

48. The main objective of this CCI is to modernize and integrate WFP's IT and digital infrastructure so as to enhance its operational efficiency and align it with WFP's strategic goals. This comprehensive effort focuses on upgrading enterprise resource planning systems, consolidating payroll systems, advancing the data architecture and integrating AI into systems and processes.

49. As of mid-2025, the upgrade of enterprise systems has entered its implementation phase, with the definition of a future digital landscape that supports a more scalable, secure and integrated environment for enterprise resource planning. This transformation is intended to mitigate operational risks, ensure the continuity of critical functions and align technology with evolving organizational needs. In parallel, the development of the target data architecture is progressing, with early "use cases" informing the design of scalable solutions that support secure and responsible data processing in accordance with organizational standards.

50. Progress is also being made in the streamlining of core administrative processes. The initiative on unifying payroll systems has moved beyond the exploratory phase and is now preparing for a comprehensive feasibility assessment to inform the future design and implementation of unified systems. In the area of AI, a portfolio of initiatives has been prioritized and approved for implementation. These initiatives are being integrated into the broader delivery framework, with a focus on reusability, efficiency and alignment with strategic objectives. Planning activities are under way to ensure structured execution, including the definition of timelines, deliverables and resource requirements.

Efficiency gains and return on investment

51. Efficiency gains are expected to be realized globally throughout WFP through strategic investments in upgrades of enterprise resource planning systems and processes, data architecture, payroll systems and AI. The planned upgrade of enterprise resource planning will help to avoid increased maintenance costs and unlock new functionalities, with projected annual savings of approximately USD 0.5 million. Data architecture planning in 2025 will establish a foundation for future efficiencies by aligning IT systems with business needs and reducing the risk of redundant IT development. The one payroll road map, currently in the feasibility assessment phase, is expected to identify opportunities for automation, system consolidation and optimized staffing, with efficiencies expected to materialize from 2027 throughout global headquarters and country offices.

52. AI initiatives are projected to deliver strong returns on investment for operations and programme delivery. Examples of these initiatives include damage assessment, crop yield prediction, market analysis and anomaly detection. AI-driven tools are expected to reduce analysis time by up to 50 percent, prevent fraud-related losses from exceeding USD 0.5 million per year, and improve data quality and decision-making. The piloting of an enterprise solution for beneficiary deduplication in countries that include Chad, the Democratic Republic of the Congo, Mali and the Sudan indicates potential savings ranging

from USD 0.1 million to USD 1 million per country office, depending on the caseload and duplication rates. These efficiencies will contribute to cost avoidance in CSP budgets and corporate funding sources, including in per capita PSA and IT costs, with implementation gains expected to begin in 2026 and increase in 2027.

Deliverables in 2026

TABLE A.III.8: BUDGET BY DELIVERABLE, 2026 *(USD million)*	
Deliverable	**2026**
1. Enterprise resource planning upgrade	2.08
2. Data architecture	0.15
3. One payroll road map	0.65
4. Artificial intelligence	0.70
Total	**3.58**

Deliverable 1: Enterprise resource planning upgrade

53. Deliverable 1 is focused on completion of the upgrade of the corporate enterprise resource planning system, encompassing the implementation of a new financial database, improved integration with reporting platforms, and the deployment of advanced technologies such as AI, analytics and mobile applications. The upgrade is designed to enhance financial management, streamline operations, and strengthen data protection and regulatory compliance, ensuring that the system remains secure, scalable and efficient through 2040.

Deliverable 2: Data architecture

54. Under this deliverable, WFP will establish a cohesive and future-ready digital architecture that enables scalable, secure and interoperable enterprise solutions aligned with its strategic direction. The deliverable includes the development of a blueprint that connects business processes, data systems and technologies to actionable road maps, supporting the effective implementation of organizational priorities. It also introduces governance frameworks for data and AI that promote responsible data management and improve data quality throughout WFP.

Deliverable 3: One payroll road map

55. This deliverable sets WFP's direction for transforming payroll processes throughout the organization. Following the completion of the initial assessment and a feasibility study to inform future design options, envisaged for the end of 2025, the initiative will shift into implementation planning in 2026. This phase will include the development of a comprehensive road map, the identification of resource and staffing requirements, engagement with external expertise and coordination with WFP's corporate digital transformation agenda. The objective is to ensure that the modernization of payroll processes is integrated into the wider organizational change process, enabling improved service delivery and operational coherence.

Deliverable 4: Artificial intelligence

56. This deliverable articulates WFP's vision and road map for harnessing AI to augment employees' capabilities, drive innovation and enhance operational efficiency through the implementation of its global AI strategy. By integrating AI into country office operations, WFP aims to enable localized and context-specific applications that improve risk management, responsiveness to crises and overall operational effectiveness. In May 2025, the Data Management Committee approved seven use cases for implementation, with rollout continuing throughout 2026.

Key performance indicators

TABLE A.III.9: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Key performance indicators*	**Baseline**	**2026 target**
Deliverable 1: Enterprise resource planning upgrade		
User adoption rate within six months of implementation	N/A	100%
Reduction of average processing time for critical business processes	N/A	>20%
Average user satisfaction rating in the first year of implementation	N/A	4.5 (out of 5)
Deliverable 2: Data architecture		
Number of approved business solutions created by non-IT staff using simplified programming tools that comply with the standards for enterprise architecture**	N/A	7
Deliverable 3: One payroll road map		
Finalization of the road map for the payroll integration plan	N/A	100%
Deliverable 4: Artificial intelligence		
Percentage of AI use case pilots scaled up into global solutions	N/A	100%

* Baseline KPIs are not available as the upgrade will replace the current platform with a new one.

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

Duty of care and inclusion

Summary			
Lead department/ division	Workplace and Management Department	**Funding for Board approval**	No new funding is required
Participating divisions in 2026	Human Resources, Management Services, Security, Technology, Workplace and Management Front Office, Wellness and Culture	**CCI lifespan**	2025–2026
Link to management results	MR1: Strategic direction and management (58%) MR2: Efficient, effective and evidence-based business services (42%)		

Overview and progress to date

57. 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.

58. As of mid-2025, WFP has made tangible progress in strengthening internal systems and institutional capabilities for supporting accountability to, and the inclusion and well-being of, its employees. The organization finalized its target IT architecture and deployed AI-enabled tools to enhance compliance with security standards and knowledge management, resulting in 88 percent of country offices meeting the standards of the security accountability framework and use of the knowledge hub surpassing expectations. Occupational safety and health efforts were expanded, based on risk assessments in numerous duty stations, and the launch of mandatory training, which reached more than 11,000 employees. A digital monitoring tool was also initiated to improve oversight of guesthouse facilities, contributing to safer and more consistent conditions in the field.

59. Progress continued in advancing inclusive and responsive workforce systems. Compensation mechanisms for service-related incidents were reviewed, and integration with digital platforms for case management progressed, despite some delays. Digital inclusion was promoted through accessibility audits and targeted outreach aimed at ensuring that field teams are equipped with inclusive tools. The well-being platform was successfully redesigned to improve performance and users' experience, with sustainable hosting arrangements secured to ensure the continuity of services that support employees' resilience and organizational effectiveness.

Deliverables in 2026

TABLE A.III.10: BUDGET BY DELIVERABLE, 2026 *(USD million)*

Deliverable	2026
1. Effective occupational safety, health and security management	2.05
2. Inclusion and respect for dignity	0.73
Total	**2.78**

Deliverable 1: Effective occupational safety, health and security management

60. In 2026, work under this deliverable will introduce digitized security functions – including personnel monitoring, compliance management and data-driven risk analysis – throughout WFP operations. A virtual support service will be launched to assist country office leadership in meeting security standards, along with targeted capacity strengthening in risk management for cooperating partners. Occupational health and safety procedures will be implemented and internal control tools will be deployed to monitor duty of care indicators. Human resource policies will be reviewed to embed duty of care principles and a revised compensation framework for service-related incidents will be developed. Preventive health care strategies, expanded access to travel clinics and enhanced psychological support, particularly for national staff, will be rolled out, complemented by ergonomic training and family support services.

Deliverable 2: Inclusion and respect for dignity

61. In 2026, work under this deliverable will support the continued rollout of targeted training and awareness-raising initiatives, the expansion of digital accessibility features in corporate systems, and the strengthening of tools for measuring and reporting on inclusion. Country offices will be supported in launching locally driven inclusion initiatives, while tailored interventions that promote dignity and mutual respect will be implemented under the Respect+ initiative. The principles of inclusion will be embedded in technology and policy frameworks, and recommendations from internal oversight exercises aimed at reinforcing a respectful and inclusive workplace culture will be implemented.

Key performance indicators

TABLE A.III.11: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Key performance indicators	**Baseline***	**2026 target**
Deliverable 1: Effective occupational safety, health and security management		
Number of occupational health and safety risk assessments conducted in field locations (Management Services Division)	-	15
Monitoring of personnel: Number of days to prepare and complete a headcount exercise (Security Division)	14	1
Management of compliance: Percentage of country offices fully compliant with KPI and framework of accountability compliance tool processes (Security Division)	20%	90%
Analysis of capabilities: Automatization of recurrent reporting (Security Division)	0	8
Knowledge management: Average annual number of times each Security Division user accesses the knowledge hub (Security Division)	0	12
Average number of days to complete requests for compensation plan benefits and requests for reasonable accommodation (Human Resources Division)	5[7]	15
Number of days to complete requests for United Nations Joint Staff Pension Fund benefits (Human Resources Division)	15[8]	30

[7] The target value is higher than the baseline because 2024 was an exceptional year marked by frequent urgent events related to workforce adjustments driven by organizational changes and budget reductions. While these efforts will continue into 2026, the target set for 2026 is considered more realistic and sustainable.

[8] Please refer to the previous footnote.

TABLE A.III.11: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Key performance indicators	**Baseline***	**2026 target**
Number of ergonomic training events delivered to handlers and drivers	0	20
Number of travel clinic consultations globally	300	350
Deliverable 2: Inclusion and respect for dignity		
Diversity, equity and inclusion strategy: Completion, approval and implementation of the WFP inclusion strategy (Workplace and Management Front Office)	0	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% increase
Number of workplace culture initiatives supported through training, facilitation and coordination (Workplace and Management Front Office)	0	50

* Baseline figures correspond to those of 2024.

IPSAS implementation

Summary			
Lead department/ division	Chief Financial Officer Division	**Funding for Board approval**	No new funding is required
Participating divisions in 2026	Legal Office, Management Services, Partnerships Coordination Services, Supply Chain and Delivery, Technology	**CCI lifespan**	2025–2026
Link to management results	MR1: Strategic direction and management (76%) MR2: Efficient, effective and evidence-based business services (24%)		

Overview and progress to date

62. This initiative supports WFP's compliance with IPSAS, ensuring continued financial transparency and audit integrity. Six new standards are scheduled for mandatory adoption in 2025 and 2026: IPSAS 43 on leases; IPSAS 44 on non-current assets held for sale and discontinued operations; IPSAS 45 on property, plant and equipment; IPSAS 46 on measurement; IPSAS 47 on revenue; and IPSAS 48 on transfer expenses. The CCI enables full implementation of IPSAS 43–46 in WFP's 2025 financial statements and IPSAS 47–48 in 2026, mitigating the risk of receiving a qualified audit opinion and the associated reputational and financial implications. The scope of the initiative includes policy revision, system adaptation and operational alignment throughout global headquarters and country offices.

63. In 2025, WFP has made substantial progress towards implementation of the new standards. Key activities included the development of lease accounting policies, system enhancements to support IPSAS 43, and the establishment of master data and ledger structures for leased assets. Work also advanced on IPSAS 45 and 46, while initial preparations began for IPSAS 47 and 48. Country offices have been actively engaged and all WFP entities are expected to comply with the new standards by the end of each respective year. The initiative continues to strengthen WFP's financial governance and accountability, ensuring alignment with international public sector reporting requirements and readiness for future audit cycles.

64. In 2026, the CCI will focus on two key priorities: supporting post-implementation activities for IPSAS 43–46, effective from 1 January 2025; and implementing IPSAS 47 on revenue and IPSAS 48 on transfer expenses, effective from 1 January 2026. These new standards are expected to have significant impacts on WFP's core operations, particularly in the areas of contribution accounting and transfer expense recognition. Implementation will follow a four-phase approach: policy finalization, system and process design, development and change management, and corporate-wide launch with post-implementation support.

Deliverables in 2026

TABLE A.III.12: BUDGET BY DELIVERABLE 2026 *(USD million)*

Deliverables	2026
1. Review and implement fully IPSAS 43–46 in the 2025 audited financial statements	0.47
2. Review and implement fully IPSAS 47–48 in the 2026 audited financial statements	2.60
Total	**3.07**

Deliverable 1: Review and implement fully IPSAS 43–46 in the 2025 audited financial statements

65. The objective of this deliverable is to ensure that WFP is ready for full compliance with IPSAS 43–46 by the end of 2025. For IPSAS 43, WFP completed a comprehensive review of lease-related agreements, established data collection processes, and initiated updates of systems and procedures. Technical guidance and training were delivered to support consistent implementation of the standard throughout headquarters and field offices. Accounting treatments are being finalized for restatement and reporting on 2025.

66. For IPSAS 44–46, impact assessments were concluded. IPSAS 44 was found to have limited applicability to WFP. For IPSAS 45 and 46, foundational work was completed to support future disclosures and measurement requirements. Key outcomes have been shared with the External Auditor, and all offices are expected to align with the new standards by the end of the year. While the deliverable is expected to be near completion by the end of 2025, minor post-implementation adjustments are anticipated in 2026 and will be covered by the remaining portion of the 2025 budget for the CCI.

Deliverable 2: Review and implement fully IPSAS 47–48 in the 2026 audited financial statements

67. The objective of this deliverable is to prepare for the 2026 implementation of IPSAS 47 and 48. As a starting point, agreements with key donors, service providers and cooperating partners will be reviewed to assess how the core criteria of IPSAS 47 should be reflected in WFP's arrangements. Agreements will be classified in ways that will inform future accounting treatment. Significant changes to revenue recognition policies are expected, requiring system adjustments to capture the necessary data.

68. For IPSAS 48, the main impact is anticipated on the recognition of food distribution expenses, which will shift to the point of delivery to beneficiaries. Work on complying with this requirement has already started, in coordination with related initiatives. Steps will be taken to ensure access to signed agreements, and the updating of policy guidance to support compliance will be started.

Key performance indicators

TABLE A.III.13: KEY PERFORMANCE INDICATORS BY DELIVERABLE		
Key performance indicator	**Baseline**	**2026 target**
Deliverable 1: Review and implement fully IPSAS 43–46 in the 2025 audited financial statements		
Number of new IPSAS reviewed and adopted*	4	N/A*
Deliverable 2: Review and implement fully IPSAS 47–48 in the 2026 audited financial statements		
Number of new IPSAS reviewed and adopted	N/A	2

* Only post-implementation adjustments will be made as the KPI was fully achieved in 2025.

Positioning WFP to unlock diverse funding

Summary			
Lead department/ division	Partnerships Coordination Services	**Funding for Board approval**	No new funding is required
Participating divisions in 2026	Communications and Media Office, Global Partner Countries, Chief Financial Officer	**CCI lifespan**	2025–2027[9]
Link to management results	MR2: Efficient, effective and evidence-based business services (9%) MR3: Influential advocacy and communications for effective partnerships and resources mobilization (91%)		

Overview and progress to date

69. This initiative addresses WFP's continued reliance on a limited number of donors and traditional funding models by enabling country offices to diversify their resource bases and obtain access to thematic funding. It strengthens field-level capacity to identify and pursue new and innovative partnerships, including through tailored support for drafting resourcing plans and value propositions, and engaging in modalities such as debt swaps. Strategic communications and donor engagement at the country and regional levels will reinforce WFP's positioning in key thematic areas. By providing corporate guidance and expanded donor mapping, the initiative facilitates multisectoral resource mobilization and supports the development of sustainable, risk-informed partnerships aligned with national priorities and WFP's strategic objectives.

70. As of mid-2025, teams from headquarters have supported country offices in the development of proposals and concept notes covering bilateral funding opportunities. More than 55 employees in the field were trained in funding diversification through a tailored course co-designed with the United Nations System Staff College. WFP finalized its corporate guidance on obtaining access to climate finance, setting a unified approach for engaging more than 30 donors and funding institutions. The investment pipeline was expanded to more than 60 country offices, identifying that USD 1.5 billion of funding is needed for anticipatory action and work on resilience and adaptation. Structured engagement with emerging climate finance mechanisms enabled pilot country offices to position themselves for access to thematic funding for fragile and climate-vulnerable settings.

71. A comprehensive needs assessment was conducted to inform the design of tailored communication plans that support country offices' outreach to existing and potential partners. Based on these plans, targeted messages and communication products were developed, notably for country offices in the Latin America and the Caribbean and the Eastern and Southern Africa regions. Engagement with influencers was also initiated in three regions with the aim of spotlighting WFP's impact in selected countries and in identified potential donor markets.

[9] The proposed duration of the CCI is three years, as many of the partnerships it aims to secure will require extensive periods for the development of proposals. This relatively long timeframe will enable WFP to convene, develop and structure new multisectoral partnerships, resulting in greater programme impact.

Efficiency gains and return on investment

72. The CCI is expected to deliver a strong return on investment through targeted, time-bound support for the development of funding proposals. So far, such support has contributed to the preparation of proposals for a total of USD 220 million in funding, with approximately USD 140 million expected to materialize by early 2027. Many of the proposals target emerging and complex funding streams, including climate and innovative finance, which are subject to lengthy approval processes and uncertain timelines. While this limits the ability to make precise forecasts, the added value of the CCI is evident, as the preparation and submission of the proposals would not have been possible without dedicated staff support.

73. To ensure a transformative approach, the CCI is strengthening employees' capacity in country offices by training teams to develop high-quality proposals that meet partners' requirements, and to leverage AI tools for greater efficiency. The CCI is also focused on establishing long-term relationships with donors by promoting strategic engagement and positioning WFP as a credible partner in innovative finance and climate action. Standardized templates and structured guidance are helping to institutionalize best practices, enabling country offices to align more effectively with donors' expectations and to expand the range of funding opportunities available to them. By embedding these approaches in existing systems, the CCI is expected to reduce long-term reliance on ad hoc support and to lower the overall transaction costs of fundraising, contributing to sustained efficiency gains throughout CSP budgets and corporate funding sources.

Deliverables in 2026

TABLE A.III.14: BUDGET BY DELIVERABLE, 2026–2027 *(USD million)*			
Deliverable	**2026**	**2027**	**Total**
1. Identify, engage and obtain funding from new or diverse partners	1.58	0.50	**2.08**
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	**1.00**
3. Enable country offices to pursue new multisectoral resource mobilization partnerships	0.20	0.10	**0.30**
Total	**2.28**	**1.10**	**3.38**

Deliverable 1: Identify, engage and obtain funding from new or diverse partners

74. Building on the progress made in 2025 with the submission of concept notes for targeted bilateral funding opportunities and informed by feedback from the donors concerned, full proposals are expected to be submitted in 2026. Efforts will also focus on operationalizing the guidance on access to climate finance through targeted training, practical tools and enhanced partner mapping aimed at strengthening country offices' capacity. Support will include joint programme design with national governments and the development of high-quality proposals aligned with key funding opportunities. Country offices will be prioritized based on the evolving funding landscape, with tailored support for engagement with partners and the development of proposals. Training will be scaled up across WFP and any corporate or policy barriers to the diversification of partnerships will be reviewed and addressed.

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

75. Looking ahead to 2026, support from the headquarters team will continue with the development of thematically relevant content and storytelling capacity in all regions, expanded engagement with influencers, and strengthened efforts to engage with media and increase WFP's visibility in order to reinforce the organization's position, while taking into account any reputational risks.

Deliverable 3: Enable country offices to pursue new multisectoral resource mobilization partnerships

76. Deliverable 3 has the aim of enabling country offices to pursue new multisectoral partnerships through the expansion of the existing mapping of donors and partners to include information and metrics for the mapping of partners in multisectoral resource mobilization for integration into existing WFP systems. In 2026, WFP will deepen its support for country offices in structuring and securing innovative finance solutions that unlock new funding sources aligned with national priorities and WFP's strategic objectives. The focus will shift to the practical deployment of these tools at the country level, with expanded technical assistance, partner mapping and "matchmaking" that facilitate the design and negotiation of context-specific financing solutions. Advisory support will cover mechanisms such as outcome-based financing and guarantees, while internal systems for tracking and learning from transactions will be strengthened. The initiative will prioritize the provision of capacity strengthening and hands-on support, with at least three debt swap opportunities expected to be realized and partnerships with philanthropic and public actors leveraged to co-create high-impact financing structures for areas such as school meal, nutrition and climate resilience initiatives.

Key performance indicators

TABLE A.III.15: KEY PERFORMANCE INDICATORS BY DELIVERABLE			
Key performance indicators	**Baseline**	**2026 target**	**2027 target**
Deliverable 1: Identify, engage and obtain funding from new or diverse partners			
Percentage increase of country offices that approached new partners or planned for new partnership types	0%*	50%	75%
Percentage increase of country offices that diversified funding sources	0%**	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			
Number of communication initiatives undertaken by country offices to enable positioning for diversified funding	10	15	20
Deliverable 3: Enable country offices to pursue new multisectoral resource mobilization partnerships			
Number of country offices supported in the design or implementation of innovative finance transactions (e.g., debt swaps, blended finance, thematic bonds)	5	20 (cumulative)	35 (cumulative)
Number of country office employees trained or directly supported on innovative finance tools and approaches (e.g., debt swaps, blended finance, thematic bonds)	10	65 (cumulative)	100 (cumulative)

* This KPI tracks the number of country offices that have created at least two opportunities, each worth USD 0.5 million or more, with new donors. In 2024, 40 country offices met this criterion, establishing the baseline for the KPI for tracking progress in subsequent years.
** This KPI tracks the number of country offices that have received funds from new donors that amount to 10 percent or more of their total contributions for the period. In 2024, 31 country offices met this criterion, establishing the baseline for the KPI for tracking progress in subsequent years.