



Resource Management SEMINAR

Executive Board, 03 February 2020

AGENDA

- 1. Introduction and Corporate Priorities**
- 2. People and Duty of Care Functions**
 - i. People**
 - ii. Wellness and Facilities Management**
- 3. Chief Financial Officer (CFO) Functions**
 - i. CFO Functional Review**
 - ii. Corporate planning and performance**
 - iii. Corporate finance (enabling tools and Services)**
 - iv. Management Services (enabling tools and services)**
 - v. Safeguarding our resources**
- 4. Key Executive Board dates**



1

Introduction

Corporate Priorities

Six corporate priorities to guide the WFP's vision for 2020 and beyond



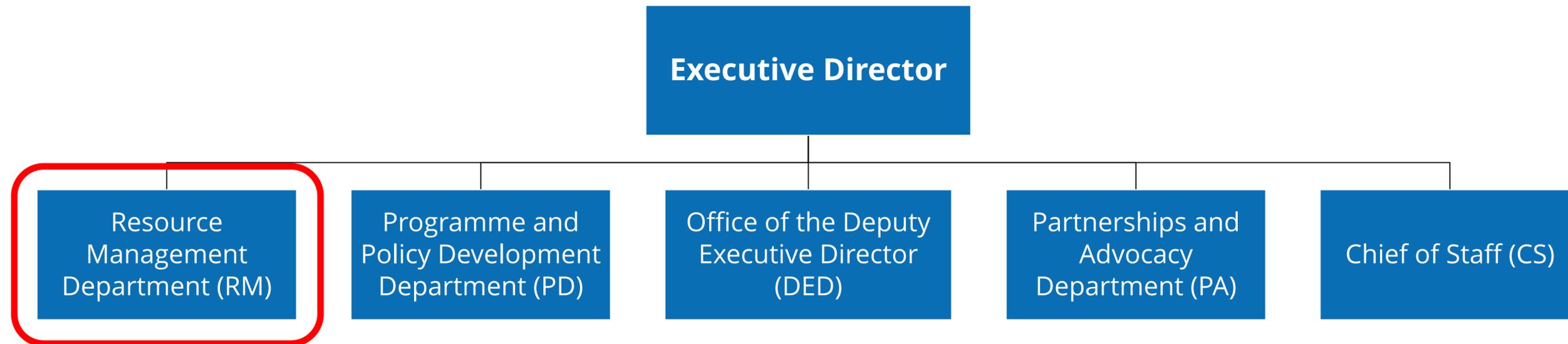
80+ Millions of
People we serve



6th priority



WHERE DO WE FIT





RM in one sentence

Supporting and enabling operations by leading performance management and safeguarding (human, financial and material) resources to improve the lives of the people we serve

WHAT WE DO

RM Thematic Areas



Leading performance management and safeguarding material and financial resources, through the roles performed by Corporate Planning & Performance, Corporate Finance, Enterprise Risk Management, and Management Services Divisions

Enabling and sustaining organizational capability, through the roles performed by the Human Resource, Staff Wellness, and Management Service Division

OUR TEAM



MANOJ JUNEJA

Assistant Executive Director
for RM and CFO



JOYCE LUMA

Human Resources (HRM)



SERGIO ARENA

Staff Wellness (WEL)



PHILIP WARD

Management Services (MSD)

New Corporate Planning and Performance Division (CPP)



BETTY KA

Budget & Programming
(CPP/RMB)*



JANE PEARCE

Performance Management & Reporting
(CPP/RMP)*



ROBERT VAN DER ZEE

Corporate Finance (FIN)*



JONATHAN HOWITT

Enterprise Risk
Management (ERM)*

*In August 2019, the RM Department initiated a review of its Chief Financial Officer functions that resulted in some organizational changes in 2020. More details provided in Section 3.



ENABLING ORGANIZATIONAL CAPABILITY

2

People & Duty of Care functions



JOYCE LUMA
Human Resources (HRM)



SERGIO ARENA
Staff Wellness (WEL)



PHILIP WARD
Management Services (MSD)



JOYCE LUMA

Human Resources (HRM)

ENABLING ORGANIZATIONAL CAPABILITY

2.1

People

1. WFP trends since 2010
2. Workforce distribution across regions
3. Staff categories (national vs. international)
4. Gender trends
5. HR values and priority areas for 2020

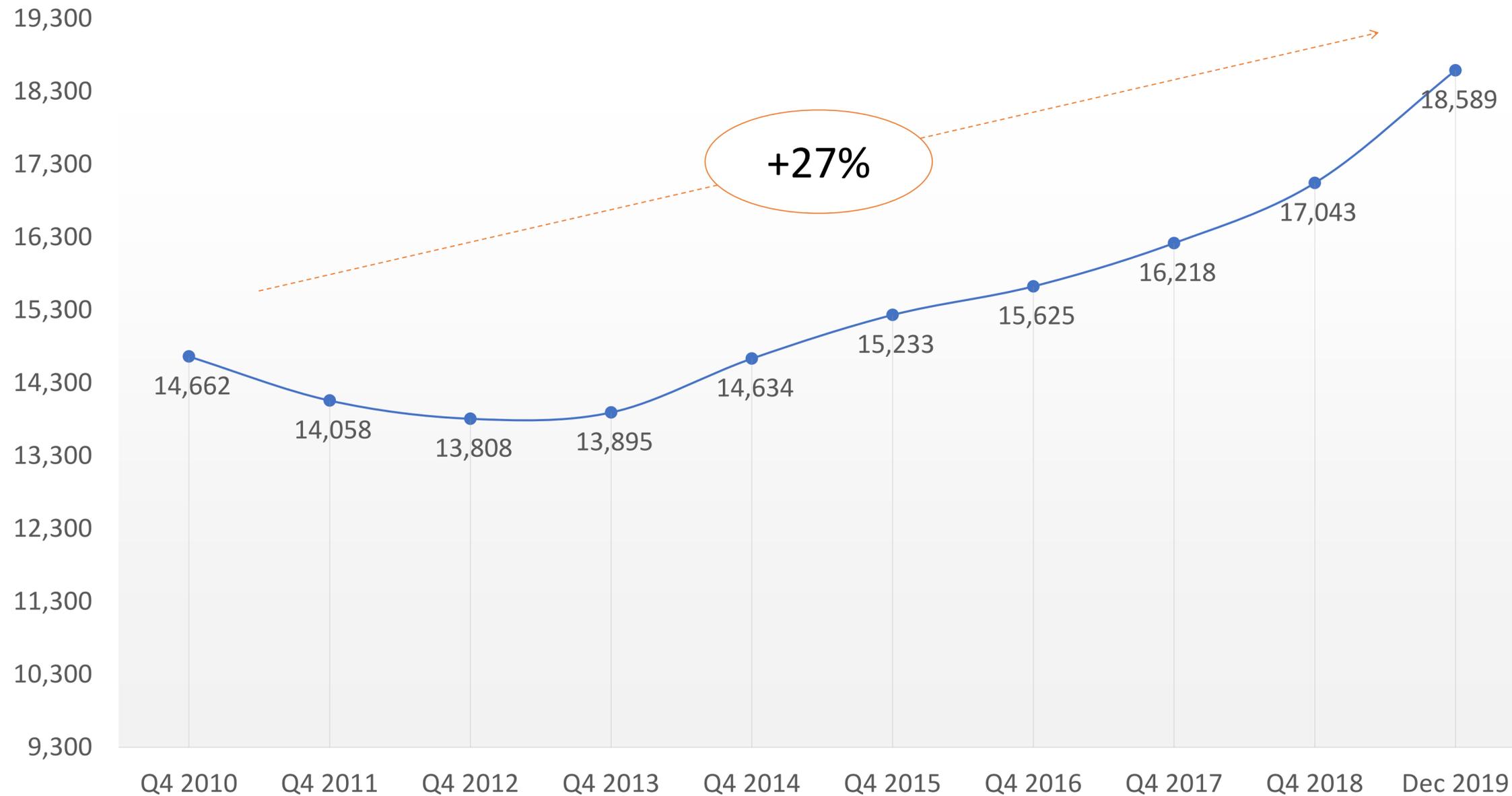


WFP has consistently seen growth in its workforce

JOYCE LUMA

Human Resources
(HRM)

WFP Trend since 2010

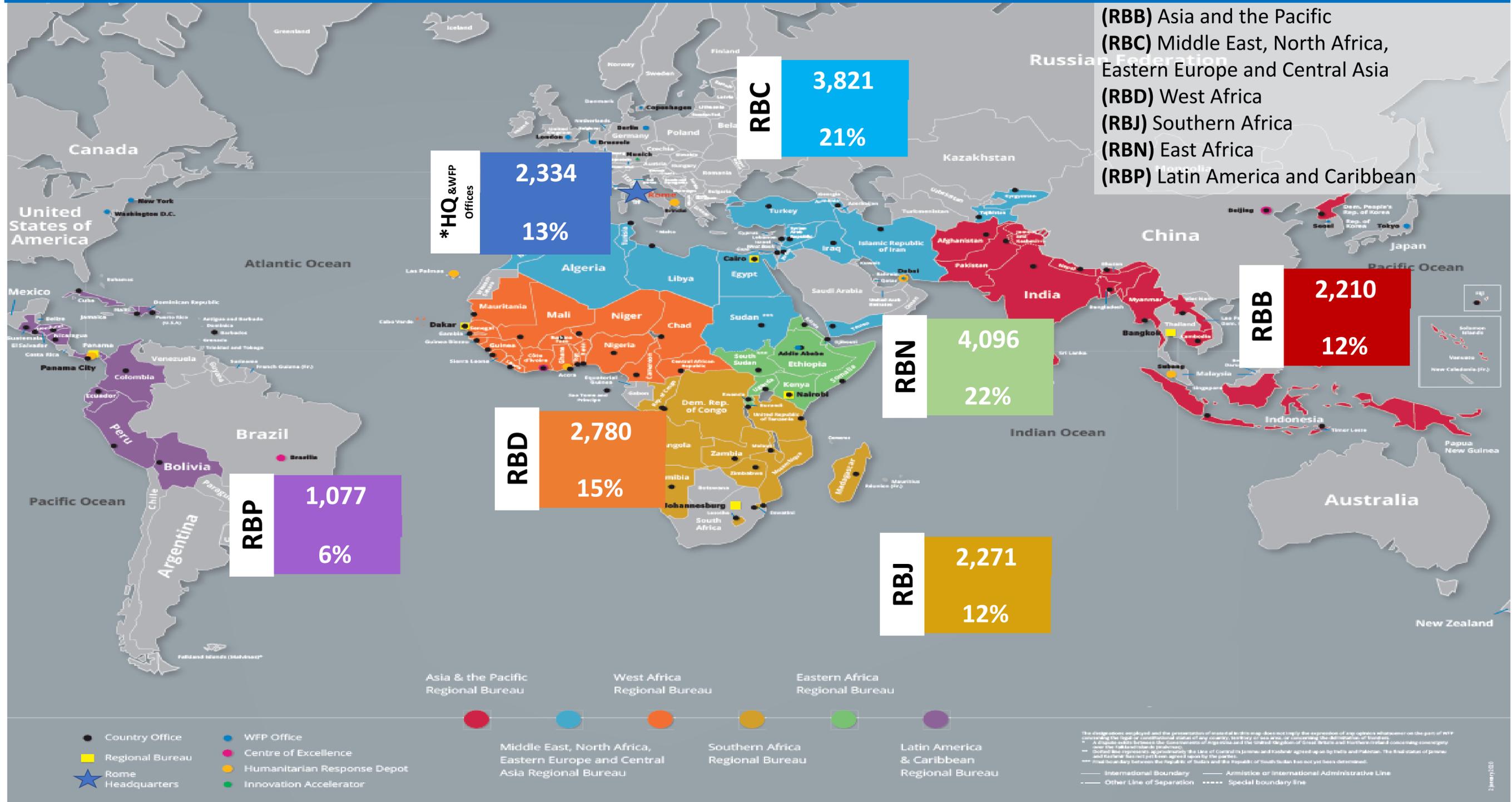


Source WINGs (as at 31 December 2019)

87% of our workforce operating in the field



JOYCE LUMA
Human Resources (HRM)



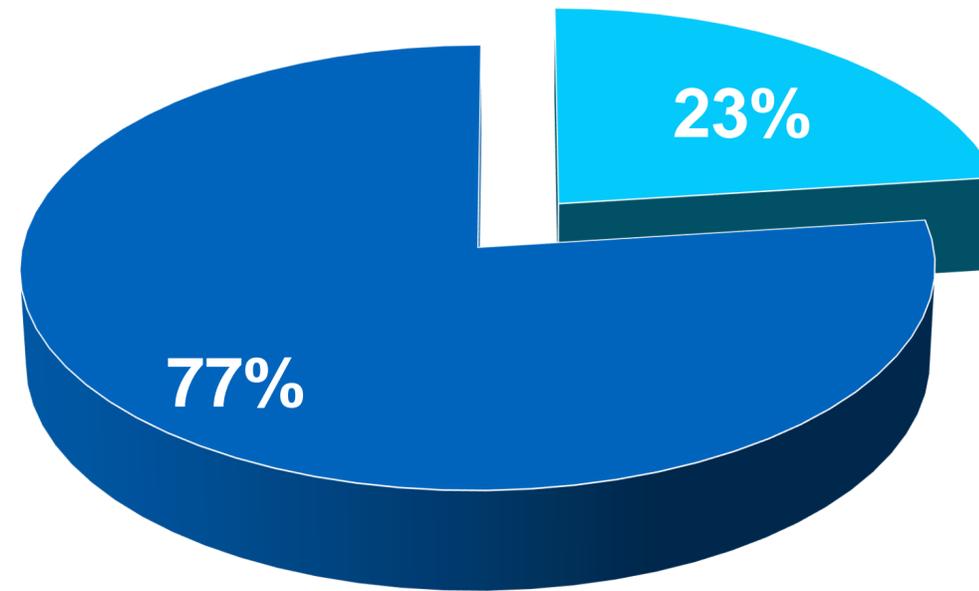


JOYCE LUMA
Human Resources (HRM)

WFP – Workforce Details

Staff Categories

Breakdown by categories



- Internationally Recruited
- Locally Recruited

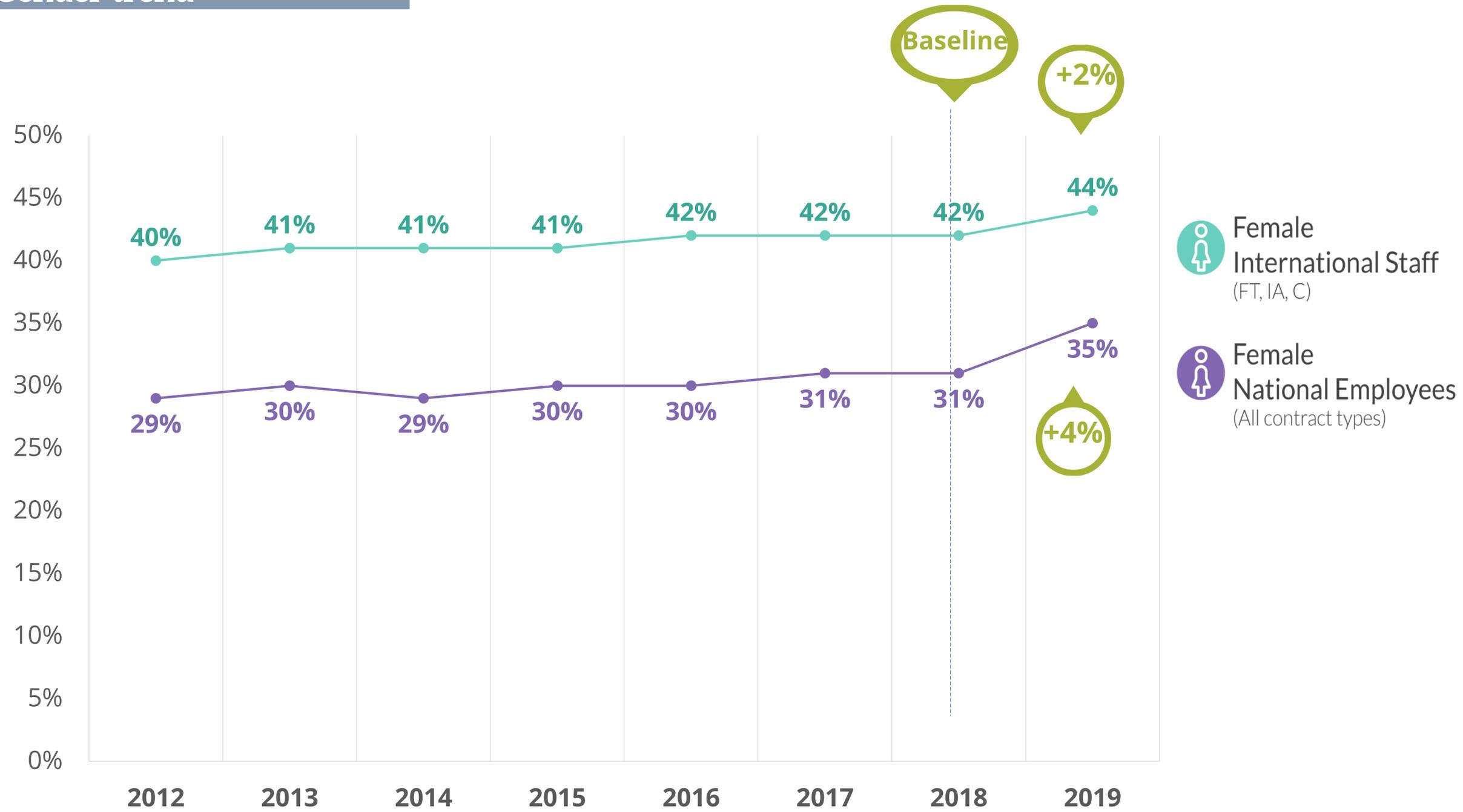
Source WINGs (as at 31 December 2019)



JOYCE LUMA
Human Resources (HRM)

WFP – Workforce Details

Gender trend

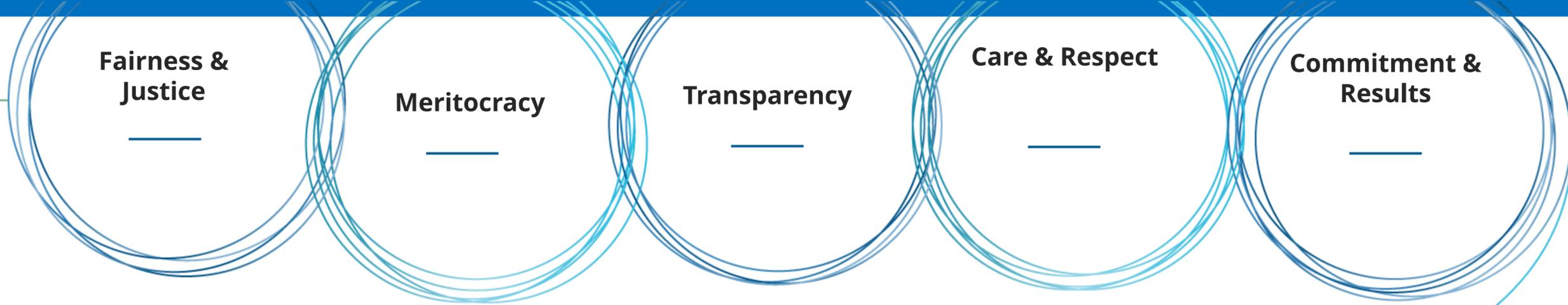


Data extracted from WINGS, Staff on Special Status Included



JOYCE LUMA
Human Resources (HRM)

Values and workplace culture priority areas for 2020



Priority Areas

<p>Leadership</p> <ul style="list-style-type: none"> • Accountability • Leadership Framework • Management Academy 	<p>Performance Management</p> <ul style="list-style-type: none"> • Accountability • Revamped PACE platform • Management Helpdesk • Inclusion of all contract types into PACE 	<p>Disciplinary Process</p> <ul style="list-style-type: none"> • Revision of policies and procedures • Addressing under-reporting • Communicating results 	<p>Career Management</p> <ul style="list-style-type: none"> • Onboarding Programme • Acquisition • Staffing coordinators • Career path 	<p>Contractual Framework</p> <ul style="list-style-type: none"> • Review workforce contracts • Duty of care for ST staff • Competitive recruitment • Budgetary framework 	<p>Diversity & Inclusion – Gender Parity</p> <ul style="list-style-type: none"> • Gender Parity Action Plan • D&I strategy
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People

Q&A



PHILIP WARD

Management Services (MSD)



SERGIO ARENA

Staff Wellness (WEL)

ENABLING AND SUSTAINING ORGANIZATIONAL CAPABILITY

2.2

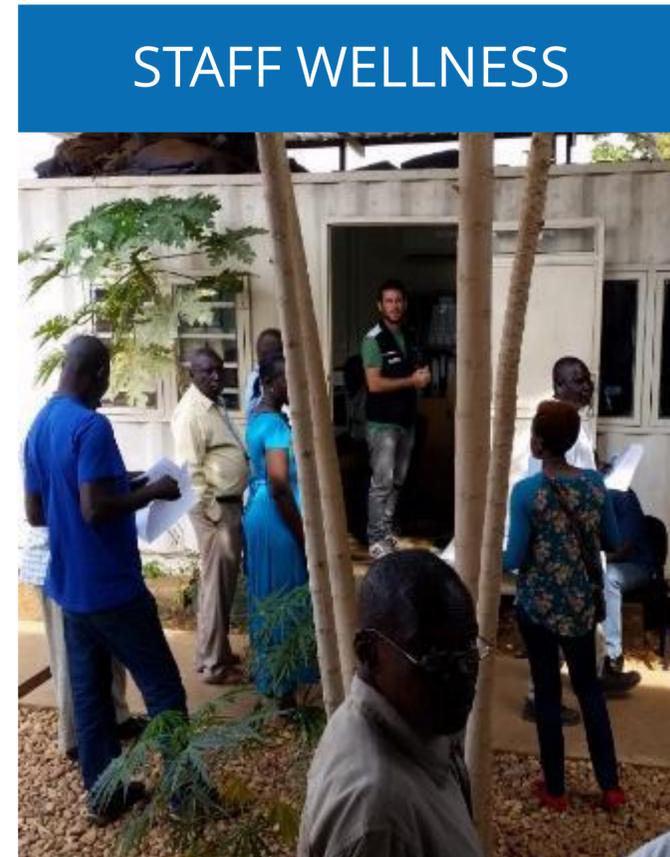
Wellness & Facilities Management

1. Taking care of our people
2. Wellness strategy at WFP
3. Accommodation



SERGIO ARENA
Staff Wellness (WEL)

Taking care of our people



Vaccination Campaign
in South Sudan

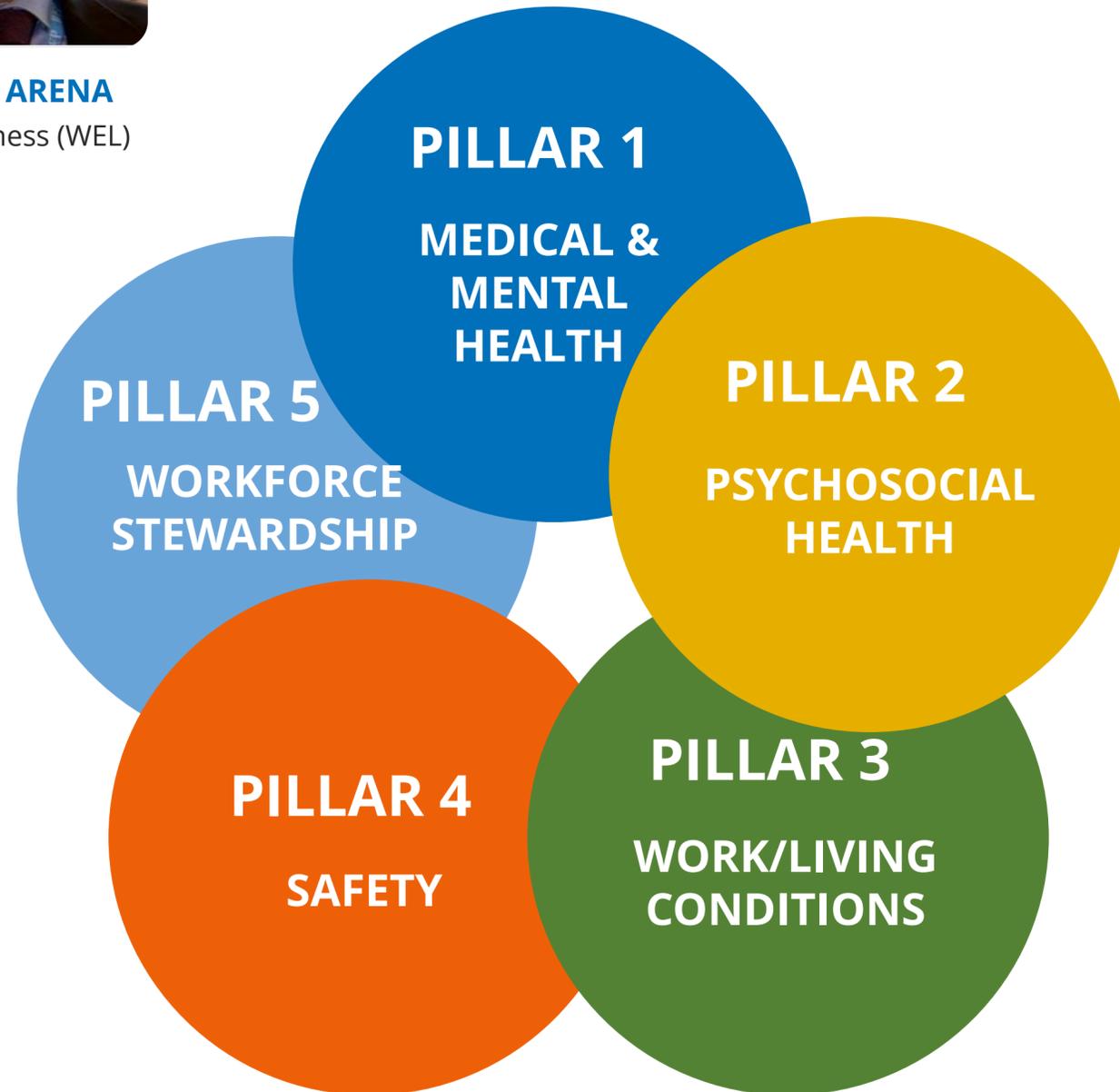


New and upgraded
accommodation



SERGIO ARENA
Staff Wellness (WEL)

Wellness Strategy at WFP



PILLAR 1 Medical and Mental Health



Shift the focus to
**PREVENTION
IN THE FIELD**

Shift the focus to
**MEDICAL SUPPORT
IN THE FIELD**



SERGIO ARENA
Staff Wellness (WEL)

Wellness Strategy at WFP

PILLAR 2

Psychosocial
Health

**PSYCHOLOGICAL
RESILIENCE**

**PRE-DEPLOYMENT
BRIEFINGS**

PILLAR 3

Work/Living
Conditions

**ACCOMMODATION
QUALITY
UPGRADES**

**CATERING AND
COMMUNITY
SERVICES
SIGNIFICANTLY
IMPROVED**

PILLAR 4

Occupational
Safety

**CREATION OF A
SAFETY
MANAGEMENT
SYSTEM
*(ongoing)***

PILLAR 5

Workforce
Stewardship

**DIMENSIONS OF
PEOPLE
STRATEGY**
(in coordination with HR)

**HEALTH
INSURANCE
SERVICES**



PHILIP WARD

Management Services (MSD)

Accommodation



80+ guesthouses



21 countries



17,800 yearly guests

39% non-WFP guests



450 admin focal points

UN Living Standards Upgrades



Paoua, CAR



USD 14.4 M

Invested in upgrades

USD 6.5 M

from Wellness Fund

59

Upgraded guesthouses

80

Quality Checklists

4

Hygiene & safe lodging on line trainings

12

New gyms, kitchen and canteen



Q & A



3

CFO Functions

New Corporate Planning and Performance Division (CPP)



BETTY KA

Budget & Programming
(CPP/RMB)*



JANE PEARCE

Performance Management &
Reporting (CPP/RMP)*



ROBERT VAN DER ZEE

Corporate Finance (FIN)*



JONATHAN HOWITT

Enterprise Risk Management
(ERM)*



PHILIP WARD

Management Services (MSD)



MANOJ JUNEJA

Assistant Executive Director
for RM and CFO

3.1

CFO Functional Review

1. Why change is needed
2. Key priorities and workstreams
3. The new Resource Management Department

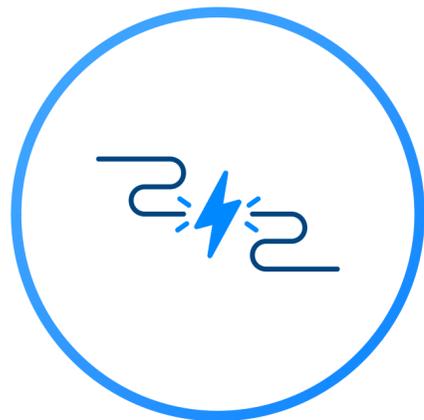


Why is change needed?

CFO functions review looked at successes, pain points, root causes & outside best practices...

Inside-out (WFP)

Pain points: Take comprehensive stock of issues through interviews and documents review



Root causes: Resist jumping to solutions before asking why the problem persists



Outside-in (external CFO experts)

CFO excellence: Consider any major 'deltas' between CFO functions at WFP vs. elsewhere

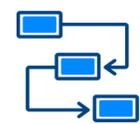


Project context: CFO Functions Review 2020

Three priority areas for focus in 2020 were identified:



Streamline end-to-end grant management process



Streamline end-to-end planning, budgeting and reporting process



Ensure insightful performance reporting

Two key enablers were identified:



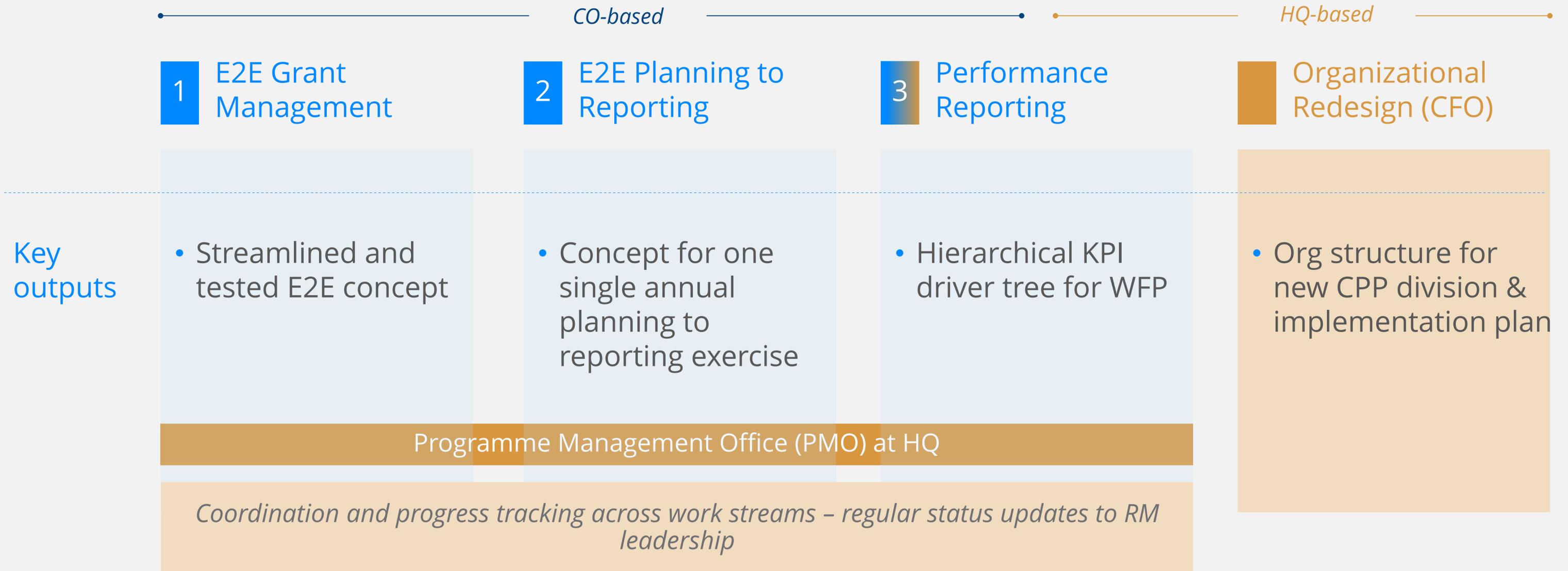
Reduce fragmentation and overlap (HQ)



Change the way to drive change by empowering countries to lead change

1. Budget & Programming (RMB), Finance & Treasury (RMF), Performance Management & Monitoring (RMP), Enterprise Risk Management (RMR)

CFO Programme 2020: Three work streams + PMO



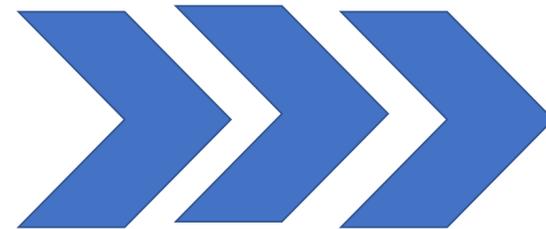
Three new divisions as core CFO Functions

Budget &
Programming
(RMB)

Finance & Treasury
(RMF)

Performance
Management and
Reporting (RMP)

Enterprise Risk
Management
(RMR)

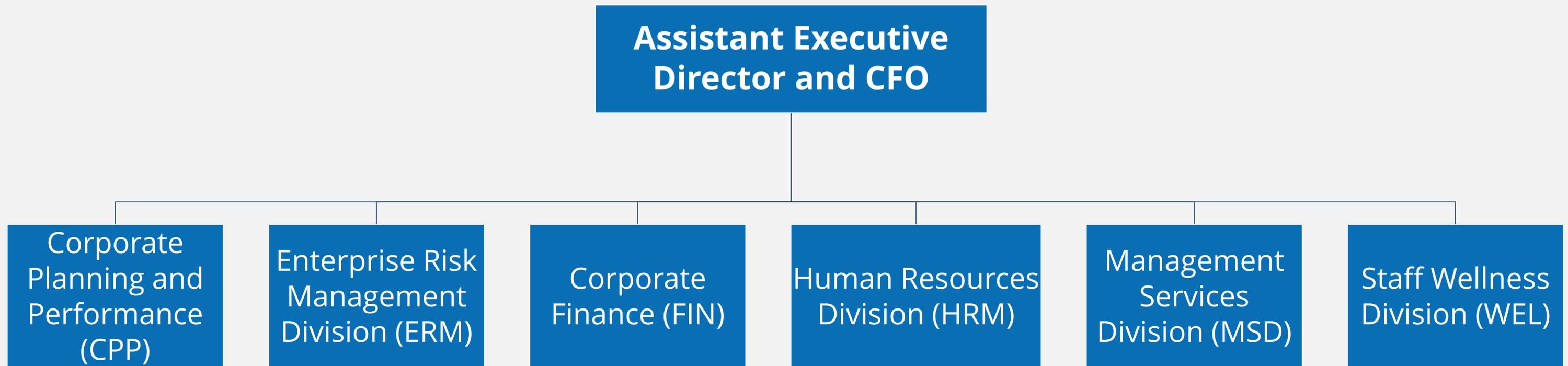


Corporate
Planning and
Performance (CPP)

Corporate Finance
(FIN)

Enterprise Risk
Management
(ERM)

Resource Management Department





BETTY KA
Budget & Programming



JANE PEARCE
Performance
Management & Reporting

SUPPORTING & ENABLING OPERATIONS

3.2

Corporate Planning and Performance

1. Integrated Road Map
2. WFP programme results chain
3. Corporate results framework
4. Key planning and reporting documents
5. Enabling Operations through advance financing
6. Global Commodity Management
7. Key figures 2020 operational requirement
8. CSP Portal
9. Bottom-up strategic budgeting
10. Indirect support cost flexibility



JANE PEARCE

Performance Management &
Reporting

Integrated Road Map (IRM)

Aligns WFP's strategic, operational and financial frameworks

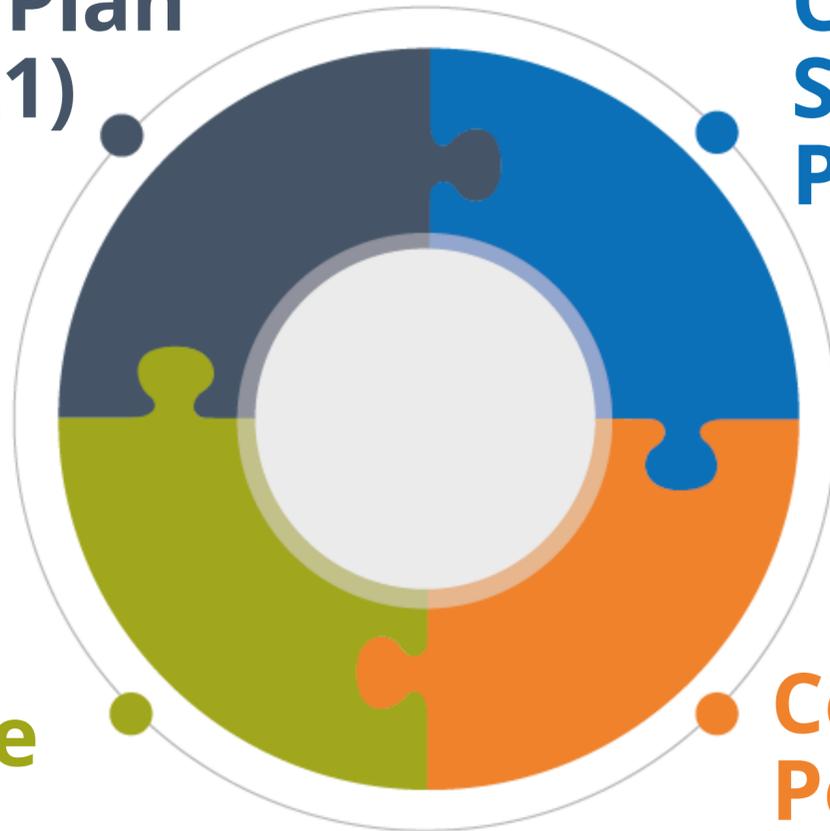
WFP's approach to contributing to Zero Hunger

**Strategic Plan
(2017-2021)**

**Country
Strategic
Plans**

**Corporate
Results
Framework**

**Country
Portfolio
Budget**



IRM enables WFP to:

- Design better programmes that are aligned with national priorities
- Allocate resources more effectively
- Learn from performance
- Increase transparency
- Collaborate better with partners



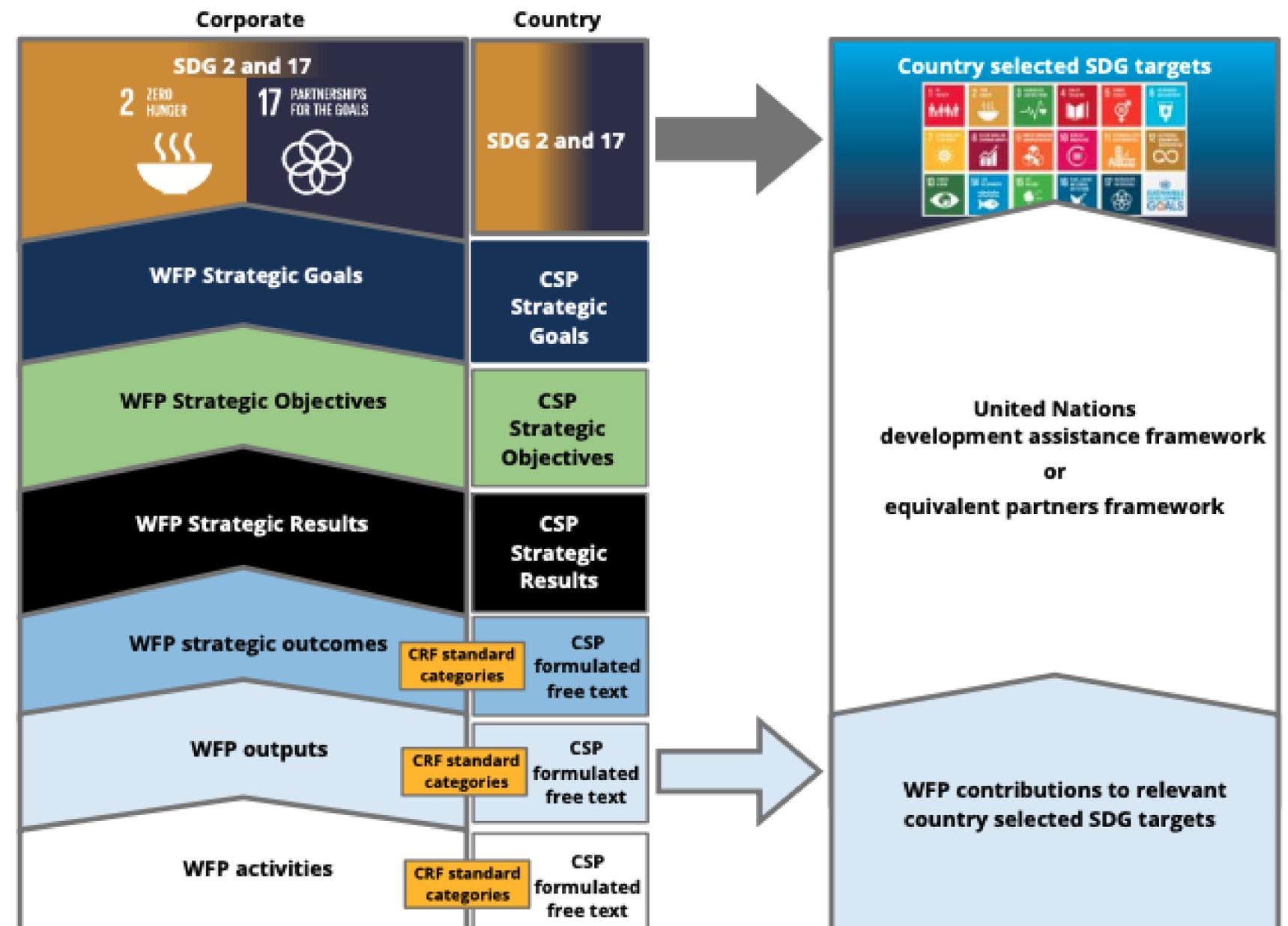
JANE PEARCE

WFP PROGRAMME RESULTS CHAIN

Defines a hierarchy of measurable results

WFP Programme Results Chain

- Presented in the Strategic Plan, CRF and CSPs
- Aligns WFP with global and national development goals
- Guides country offices in monitoring and measuring whether interventions are achieving intended outputs, outcomes and cross-cutting priorities

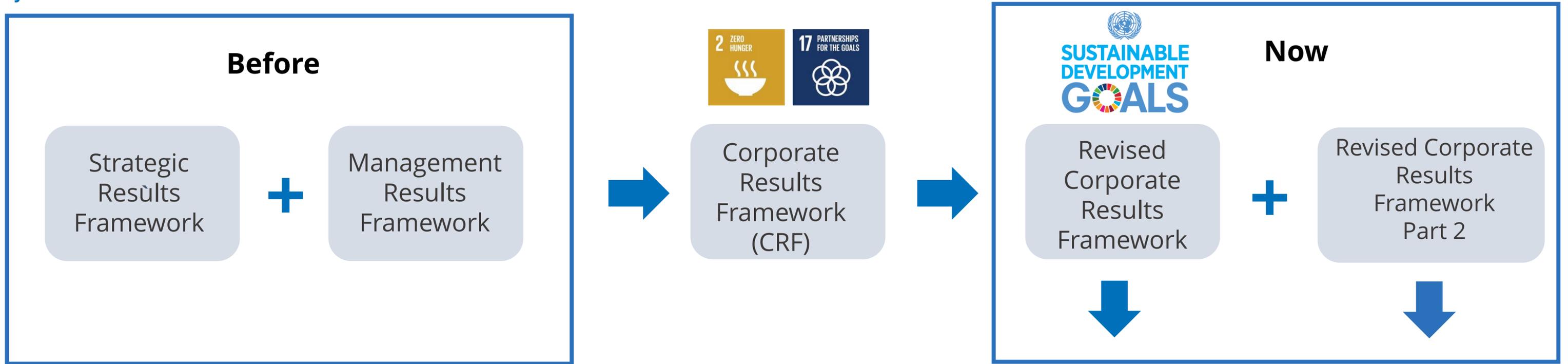




JANE PEARCE

CORPORATE RESULTS FRAMEWORK

Towards a more robust approach to measuring performance



Key changes

- Strengthen programme performance indicators
- Annex indicators & activity categories for EB consideration
- Fully integrate management performance approach
- SDG-related indicators
- Global targets for programme and management indicators

The revised Corporate Results Framework has strengthened the Annual Performance Report



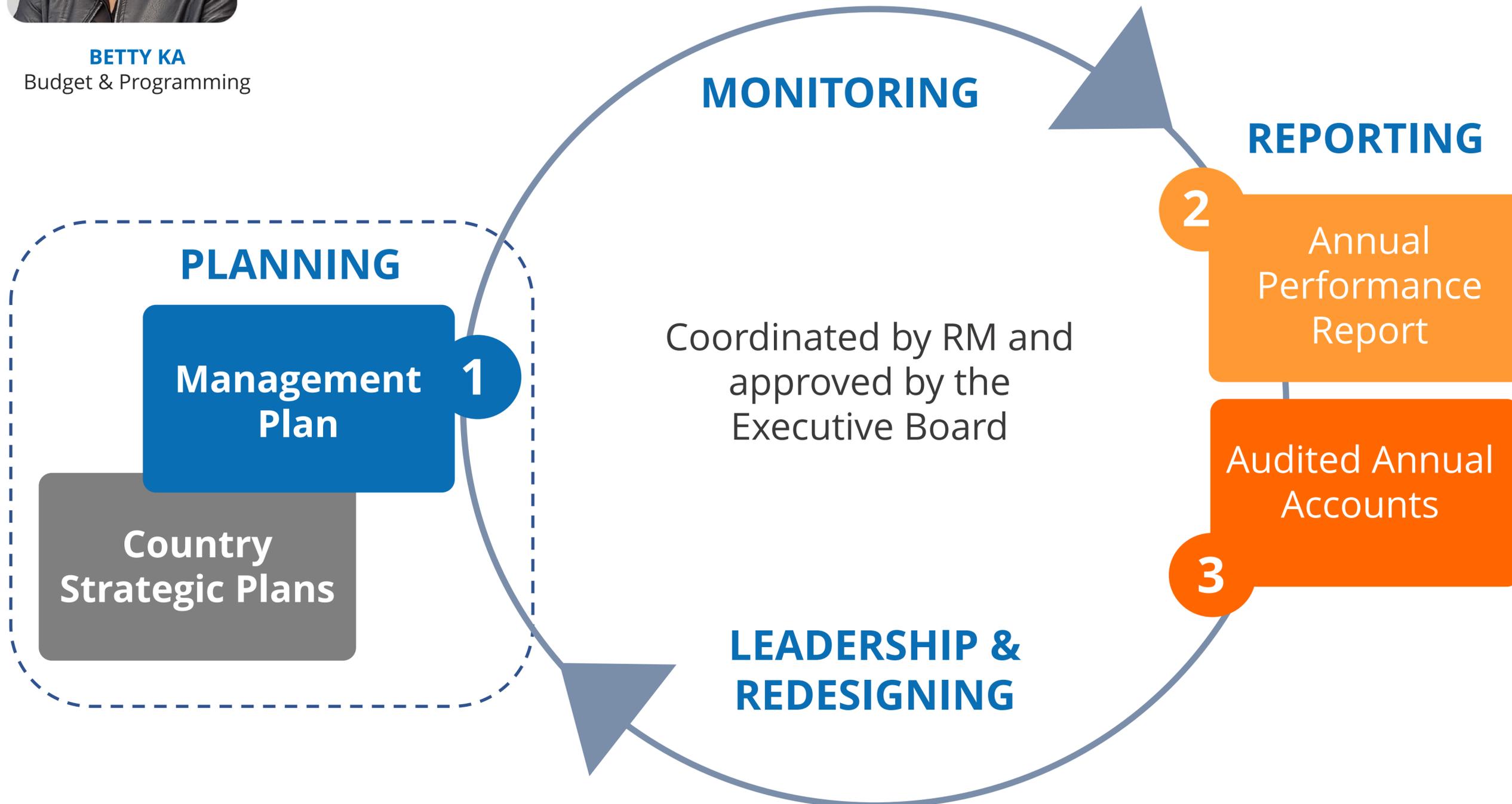
Corporate Planning & Performance

Q&A



BETTY KA
Budget & Programming

Key Planning and Reporting Documents





BETTY KA

Budget & Programming

Enabling Operations through advance financing

IPL



Internal Project Lending and Macro-Advance Financing

IRA



Immediate Response Account

CBF



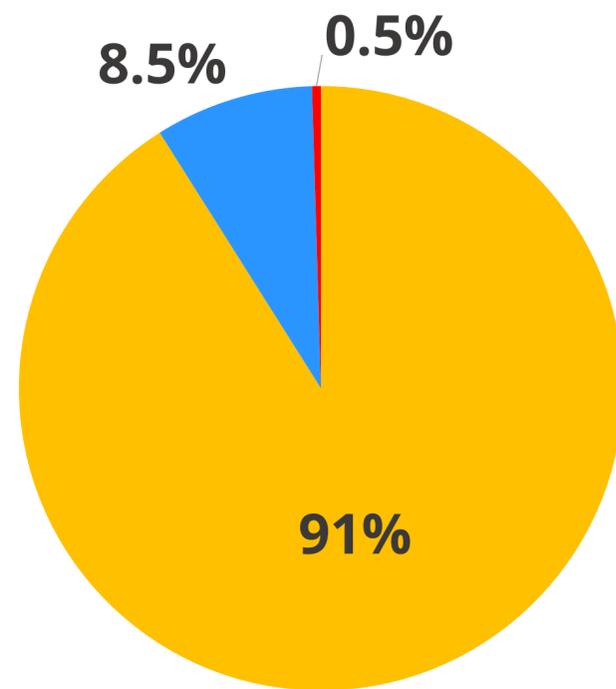
Capital Budget Facility

Advance release of funds to Country Offices, Regional Bureaux and HQ Departments

IPL

USD 1,819 M

280 advances in 44 countries



- Crisis Response
- Resilience Building
- Root Causes

IRA

USD 161 M

2019 IRA replenishment: USD 41.9 million

44% directed contributions
55% multilateral allocations

There were no transfers from the PSA Equalization Account (PSAEA) to the IRA in 2019*

CBF

USD 2.3 M

USD 2.3 M

Allocated for the UN Hub in Benghazi

* USD 9 million was transferred from the PSAEA to the IRA in 2018 and a transfer of USD 22.5 million was approved for 2020



BETTY KA

Budget & Programming

GCMF – Global Commodity Management Facility Accelerating Food Delivery

HIGH PERFORMANCE

2 million MT
GCMF food
procured in 2019

USD 830 million
purchase value
41% of total
WFP food handled

**52% of food sold
to L3 emergencies**

AV. LEAD TIME

31 days

SAVED

nearly
3
months*

2019 TOP 10 GCMF Recipient Countries

Country	GCMF sales (mt)
Yemen	653,000
Ethiopia	382,000
South Sudan	173,000
Uganda	152,000
Zimbabwe	81,000
Burkina Faso	59,000
Nigeria	49,000
Sudan	44,000
Mozambique	37,000
Niger	33,000

*in lead time thanks to GCMF as compared with conventional procurement process (120 days)



BETTY KA
Budget & Programming

Key Figures: 2020 Operational requirements



85
countries



88 million
beneficiaries



22 billion
rations



USD 10.6
billion
needs

USD 7.45 billion
funding forecast



CSP Data Portal

A “One-Stop-Shop” where Member States can view WFP’s programme, financial, and performance data, enabling them to fulfil their governance/oversight roles and facilitate funding decisions.

What does it show?

- Needs-Based Plan and Original Implementation Plan figures per CSP
- Global and Regional figures for Management Plan, Needs-Based Plan and Original Implementation Plan
- Planned and actual Beneficiaries as well as planned Transfer Modalities
- Results for outcome indicators
- Prioritization Plan
- Quarterly cumulative expenditures and open commitments
- Net Funding Requirements and Allocated contributions



<https://cspdata.wfp.org/#/index>



Bottom-up Strategic Budgeting (BUSB):

Bottom up budgeting aims to determine and optimize each individual unit's planned costs for meeting its contributions to the organizations' objectives and optimize corporate budget.

MAIN STEPS

- Intensive investigation using all **data sources to analyze costs at the lowest level units;**
- Identify **cost efficiency and effectiveness at HQ and Regional Bureaus;**
- Identify support cost requirements from all funding sources – PSA, Trust Funds, Special Accounts, etc.;
- All resources are optimized according to the first, second and third lines of defense;
- Results will set **Management Plan 2021-2023 proposals for PSA** and appropriate indirect support cost (ISC) rates.



Immediate Preparatory Steps

- Issue **concept note** and discussed with the leadership Group;
- Alert the GMM about the overall scope and timing of this exercise;
- Engage a **BUSB Project Leader and experts** to guide and help implement the process;
- **Formation of an internal Working Group** to help with the data collection, analysis and interpretation, etc.



Indirect Support Cost Flexibility

A. Preparation Phase and Analyses (January-April 2020)

- Review of other organizations' support cost policies (IFIs, Global Funds and Other UN)
- Propose few key questions to the Board as a basis for discussion;
- Prepare ISC analyses and paper;

B. Engagement with the Member States (April-November 2020)

- Informal/formal consultations with the Board;
- Produce the final paper based on the Board's views for possible inclusion and incorporation into the Management Plan 2021 proposal or as a separate formal Board paper.



Corporate Planning & Performance

Q&A



Robert van der Zee
Corporate Finance

SUPPORTING & ENABLING OPERATIONS

3.3

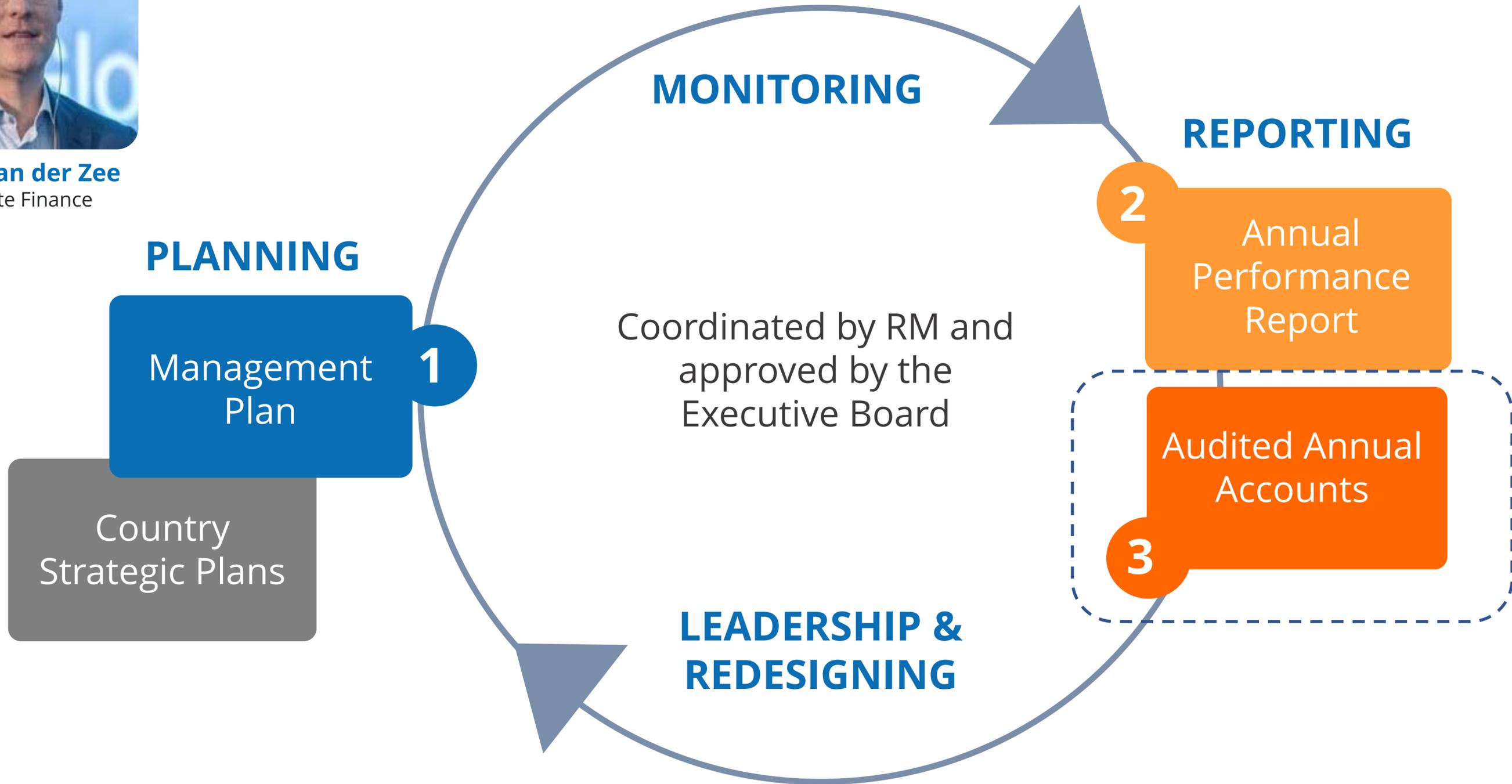
Corporate Finance

1. Key planning and reporting documents
2. Content of audited annual accounts
3. Financial performance 2015 -2019
4. Revenue and expenses/ financial performance
5. Enabling programme modality (CBT)
6. Treasury in numbers
7. Financial risk management
8. Finance digital transformation

Key Planning and Reporting Documents



Robert van der Zee
Corporate Finance





Robert van der Zee
Corporate Finance

Content of Audited Annual Accounts

1. Executive Director's Statement

Provides overview of:

- Operational context
- Financial Analysis
- Budgetary Analysis
- Enhancing Transparency and Accountability
- Financial Risk Management

3. Financial Statements I to V

Provide financial views on WFP's operations.

Key statements are:

- Statement I – states the financial position at year end
- Statement II – states the financial performance for the year
- Statement V – compares WFP's Actual performance against Budget

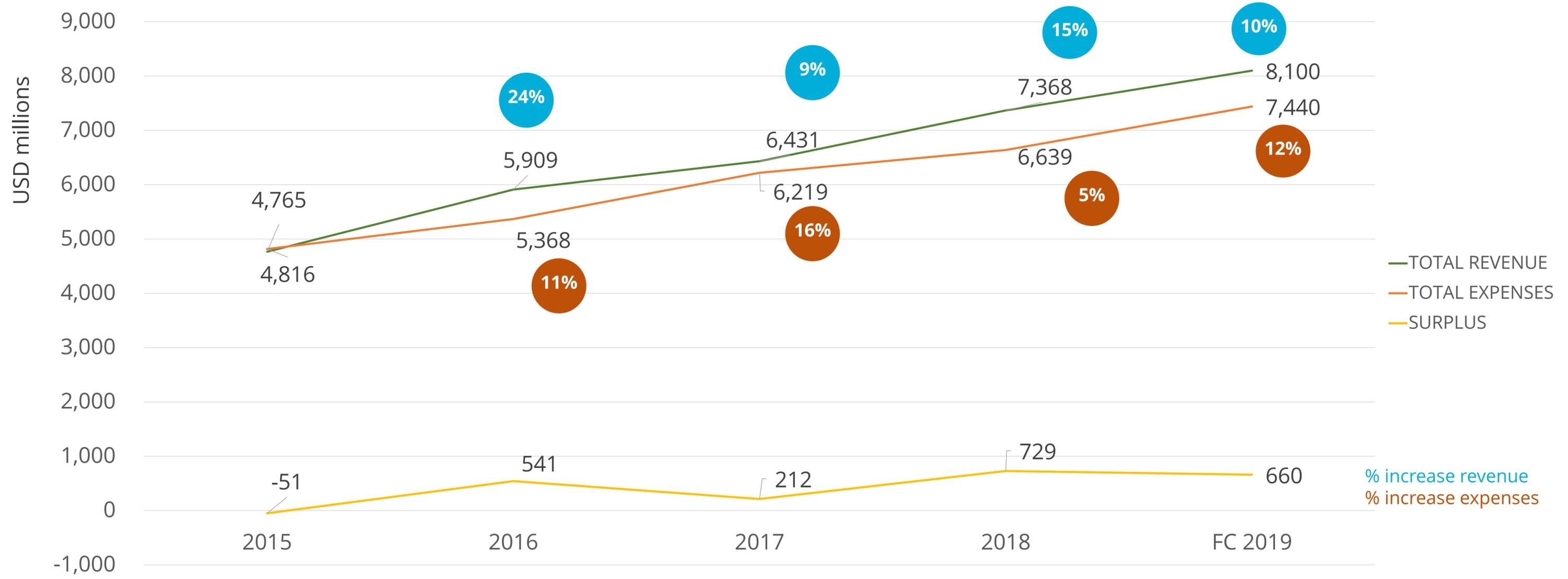
4. Notes to the Financial Statements

5. External Audit Opinion and Report



Financial Performance 2015 - 2019

Revenue and expense growth in 2019 continues, with surplus realized for the 4th consecutive year.



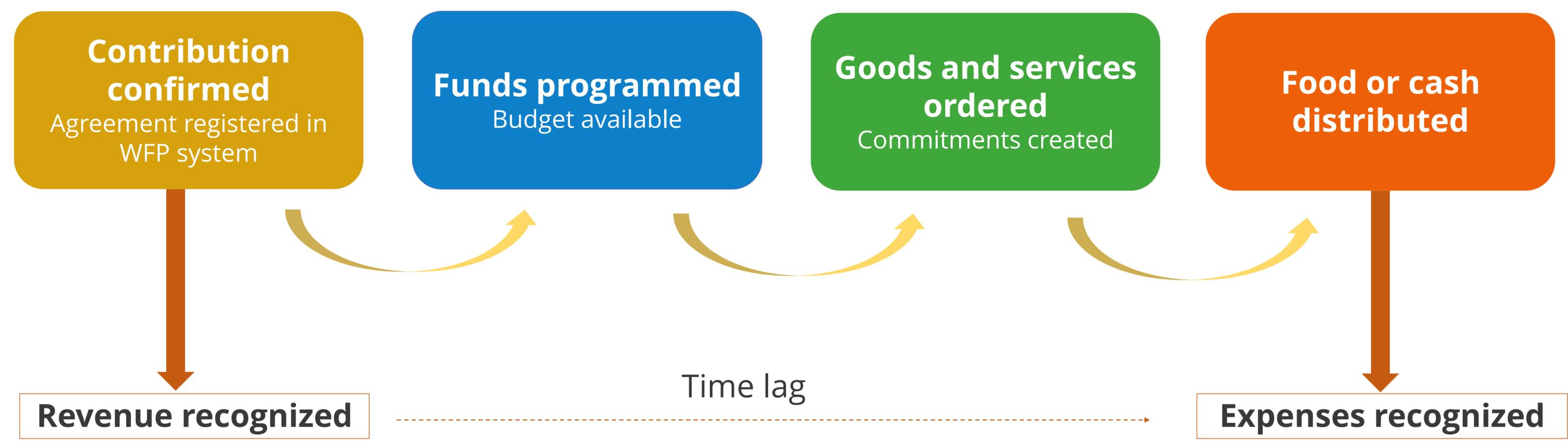
*Preliminary estimated figures for 2019



Robert van der Zee
Corporate Finance

Revenue and Expense Recognition

There is inherent time lag between revenue and expense recognition





Enabling Programme Modality CBT in Numbers



USD 2.1 Billion in transfer value:

- 59% Cash
- 30% Value Voucher
- 11% Commodity voucher



37.6%
OF WFP TOTAL ASSISTANCE

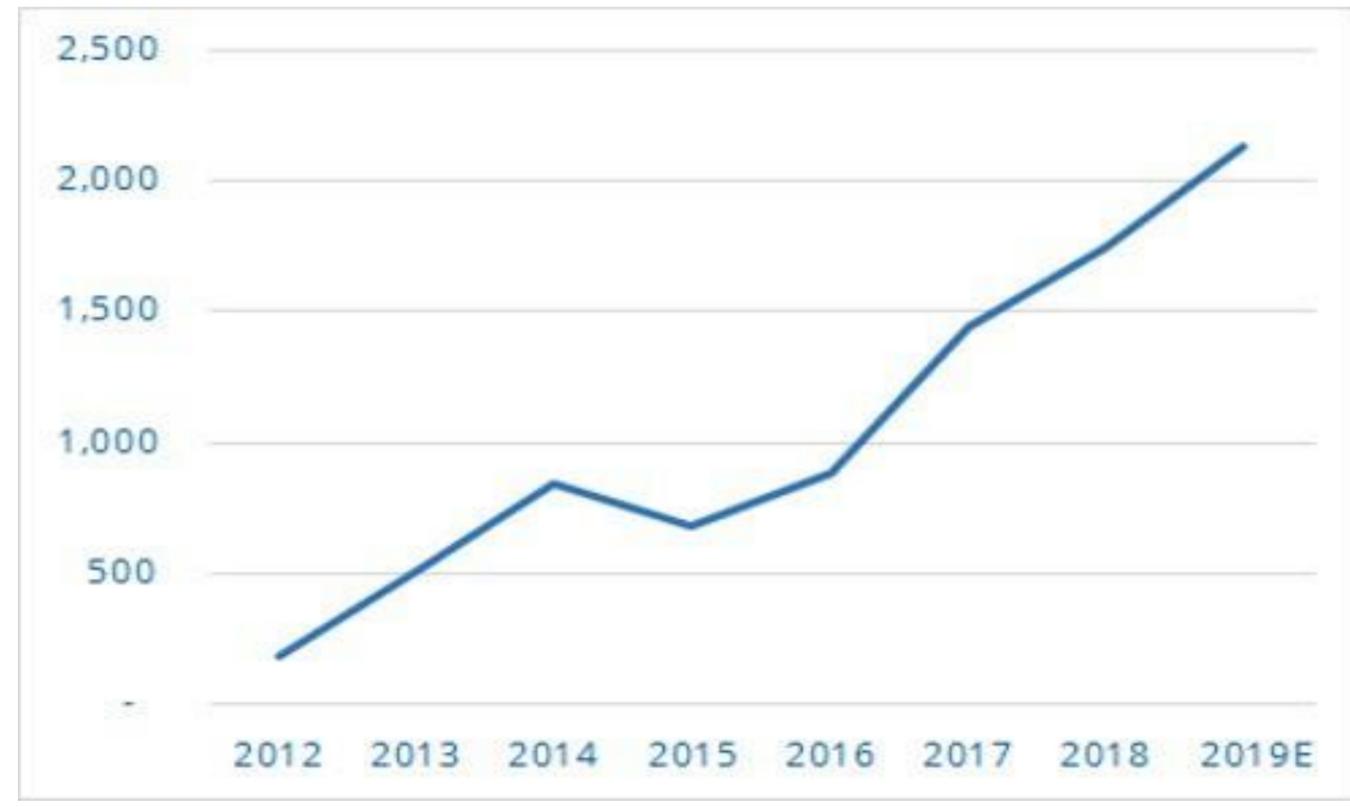


171
FINANCIAL SERVICE PROVIDERS (FSPs)

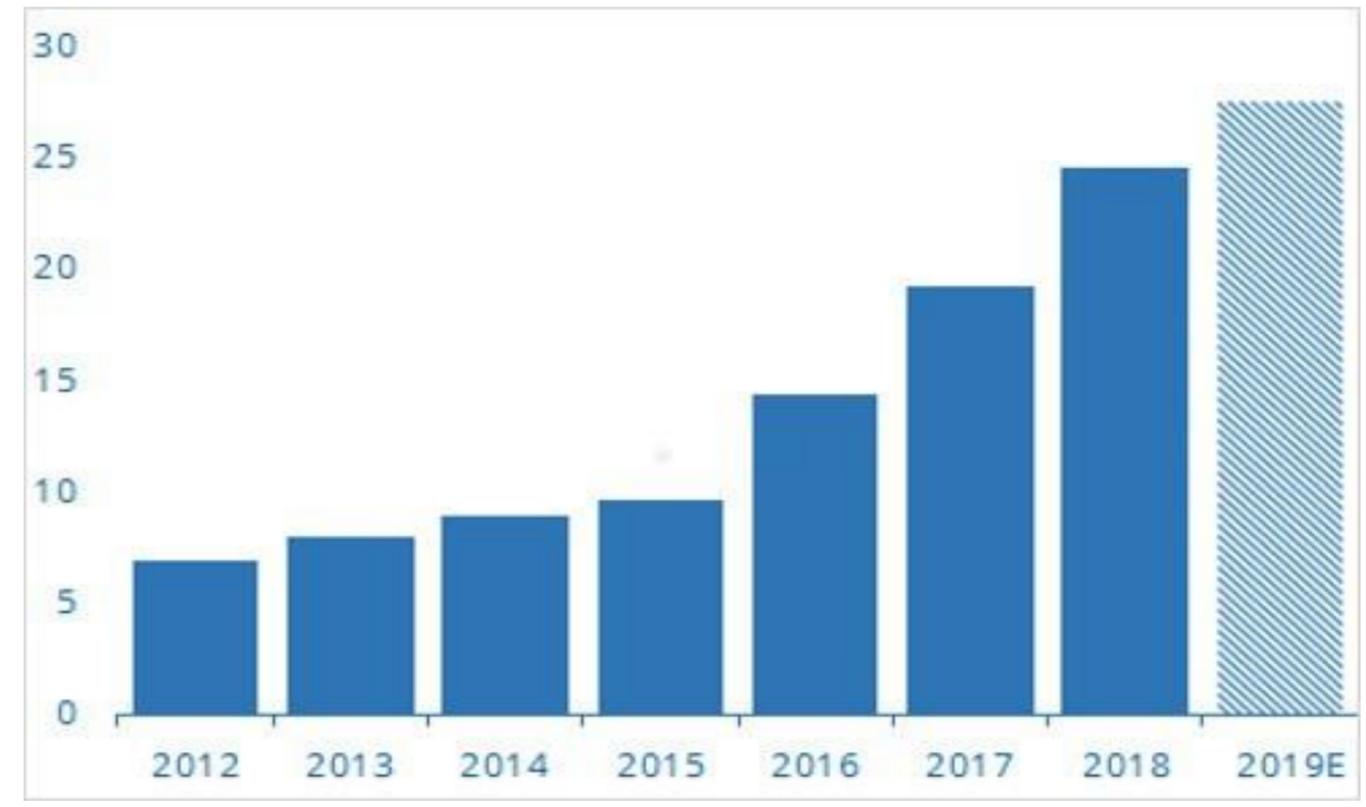


64
COUNTRIES

CBT DISTRIBUTION
(millions)



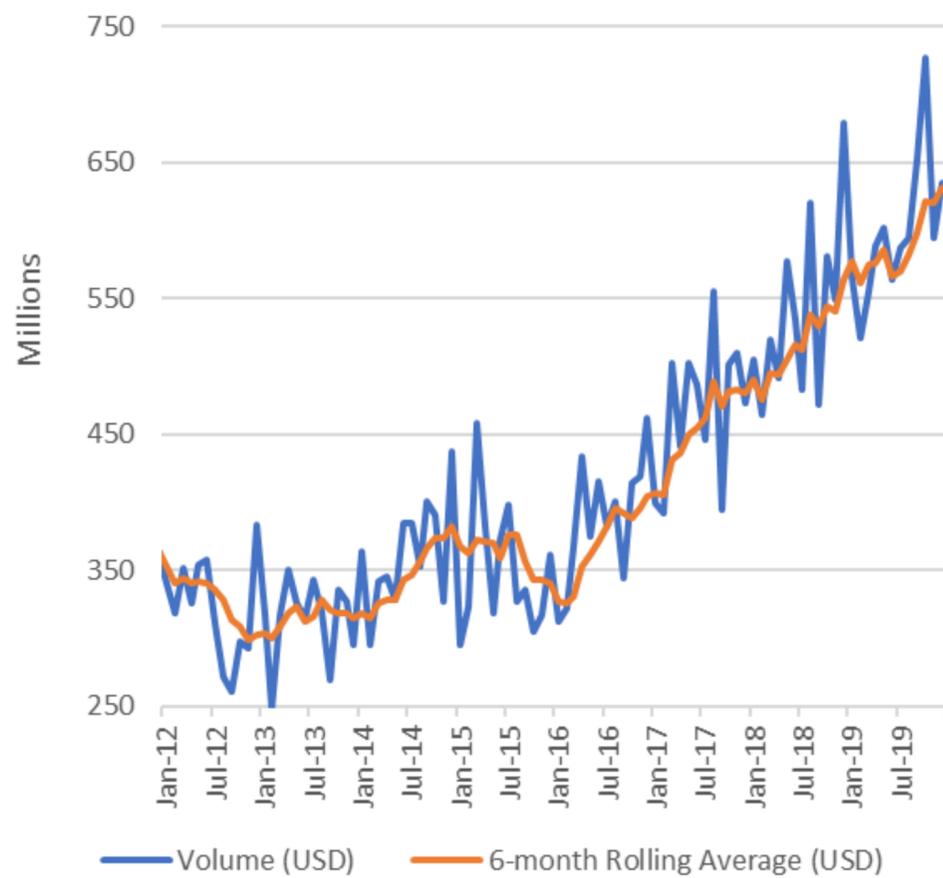
BENEFICIARIES ASSISTED
(millions)



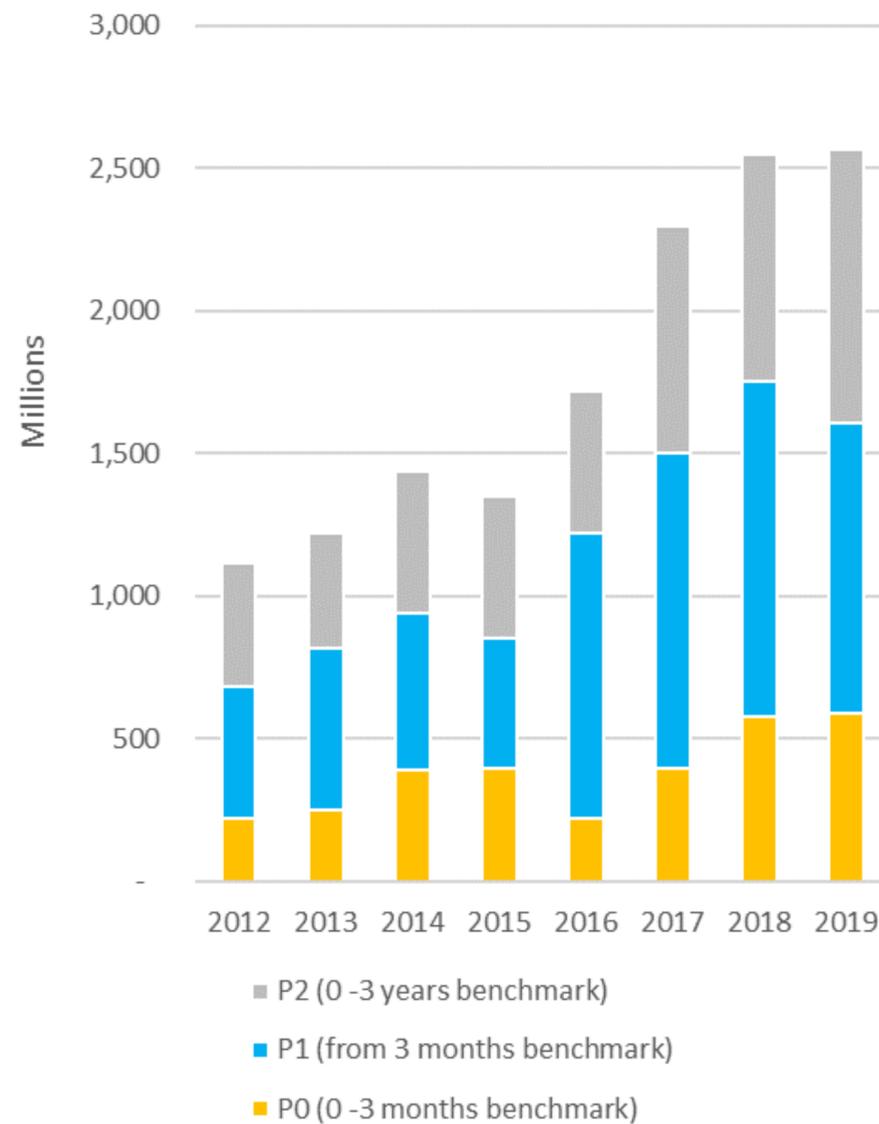


Treasury in Numbers

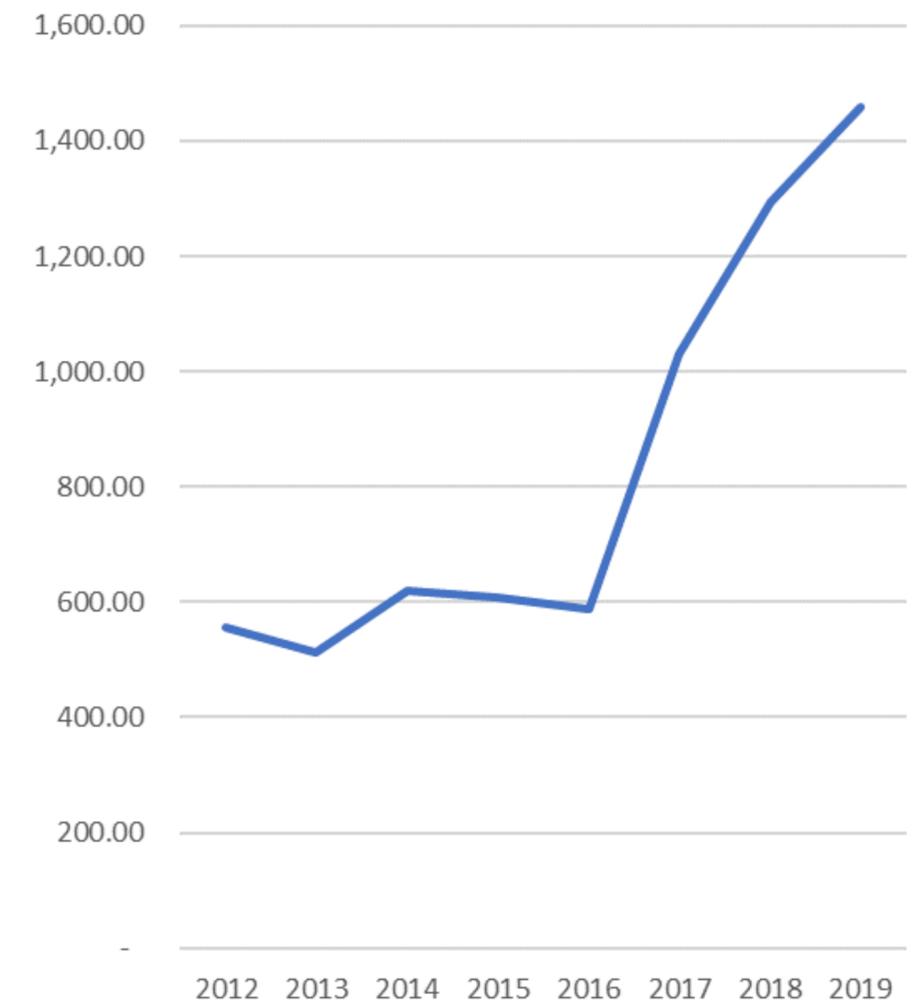
Monthly Disbursement Volume (USD)



Liquidity Portfolio Trend 2012 - 2019 (USD)



Purchase of local currency (USD M)





Financial Risk Management

Treasury

- Centralized purchase of local currency to ensure **Value for Money**
- **Counterparty risk management:**
 - 418 bank accounts
 - 97 banks
 - 95 countries
- **Liquidity management** to provide necessary cash flow to field operations in timely manner
- **Investment policy review** with World Bank Treasury

Cash-based Transfers

- **CBT Risk and Internal Control Reviews** to identify risks and emerging issues
- **Financial Service Provider (FSP) contracts:**
 - Standard templates for CBT modalities
 - Specialist functional review (quality control)
 - Global Long Term Agreements (LTAs)
 - Secure File Transfer
- Enhanced **risk assessment tools** including:
 - FSP Due Diligence reviews
 - FSP Cyber Security Self-Assessment Tool



Finance Digital Transformation



OPERATING EFFICIENCY

Roll-out of currently available IT tools to streamline business processes

Invoice Tracking System (ITS)

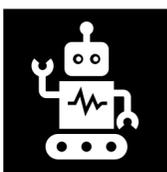
- Over **350,000 invoices** processed per year
- **15% reduction** in Invoice Processing time in HQ and **+50%** in COs
- **43% reduction in re-work** requirements and estimated efficiency gains equivalent to USD 7.24 million.

Bank Communication Manager (BCM)

- activated in **67 offices** with more than 800 users trained since 2013.
- 75% of total disbursement with total value of USD 4.9 Billion*
- USD 17.1M savings since 2013 to present date, with **USD 4.2M savings in 2019** alone.

QUANTUM

- **44% of all local staff** are **paid through QUANTUM interface**, working in 3 Regional Bureaus (RBC, RBP, RBJ) and 44 Country Offices.
- Impact on **13,600 colleagues** in the field
- **42% reduction in time** normally involved in the process.



Robotic Process Automation (RPAs)

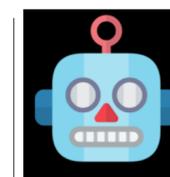
- Sanction check of vendors (more than 40,000)
- Automate follow up on outstanding advances
- Automate Annual Country Report (ACR) Regular Review
- Automate Download of Daily Investment Report from Custodian



Using Blockchain for CBT

WFP uses blockchain technology to manage and track beneficiaries' entitlements as they make purchases from approved retailers

- ❑ **100,000 beneficiaries** served every month
- ❑ UN-Women
- ❑ 2 camps (Zaatari & Azraq)
- ❑ USD 38.8 M CBT Transfer value in 2019



Digital Transformative Initiatives

- **Establishment of the UN Digital Solution Centre with UNHCR and UNICC**
- **Digital Solutions Challenge**
 - 26 applications received
 - Bootcamp - held in Munich with UN Agencies at Innovation Accelerator in March 2020



Corporate Finance

Q&A



PHILIP WARD

Management Services (MSD)

SUPPORTING & ENABLING OPERATIONS

3.4

Enabling tools and services – Management and Facilities Services

1. WFP Engineering
2. Environmental sustainability
3. Asset management
4. Fleet center
5. Humanitarian Booking Hub



**Projects
within all L3
emergency
countries**

**Global team
of 90+
engineers**

**Managing
projects
worth over
USD 100 M**

WFP Engineering

- Sustainable infrastructure in emergencies and development contexts



**Defined
environmental
and social
sustainability
standards**

**Established the
Environmental
Policy**

**Environmental
Management
System (EMS)
is underway in
six countries**

Environmental Sustainability

- Treading lightly on the earth



Asset Management

New tools and guidance released in 2019 to support more “Responsible Asset Management”



**New ED Circular
Updated Asset Manual
New taxonomy
New asset dashboard**



**Global Roll-out of GEMS
Mobile:
95% completed
in 2019**



**Global Asset Services
Team disposed of 3,000
obsolete assets
generating USD 2.7 M
in 2019**



Fleet Centre: WFP's new global service centre for light vehicle fleet management

 <p>Light Vehicle Leasing</p>	 <p>Armoured Vehicle Leasing</p>	 <p>Insurance</p>	 <p>Fitting</p>	 <p>Driver Training</p>
<p>NEW</p>  <p>Fleet Management Support</p>	<p>NEW</p>  <p>System Integration</p>	 <p>FMS Support</p>	 <p>Customer service</p>	 <p>Tracking</p>
<p>NEW</p>  <p>Fleet Management Tools</p>	<p>NEW</p>  <p>Fleet Management Training</p>	<p>NEW</p>  <p>Road Safety Training</p>	<p>NEW</p>  <p>Digital Platform</p>	<p>NEW</p>  <p>Vehicle Disposal</p>

Fleet Management missions completed in 15 COs in 2019 to reduce total cost of ownership



Humanitarian Booking Hub



Boosting inter-agency collaboration

Innovating Together

Book services provided by 8 UN Agencies.

- 240+ UN guesthouses
- 285+ UNHAS flight destinations
- 120+ UNDSS suggested hotels
- 750+ UN drivers
- 52+ UN clinics
- 35+ UN counsellors
- 50+ Countries with bookable services

Mobile APP for easy booking on the move



Global back-office for UN accommodation, mobility and clinic services



Q&A



JONATHAN HOWITT
Enterprise Risk Management
(ERM)

SAFEGUARDING OUR RESOURCES

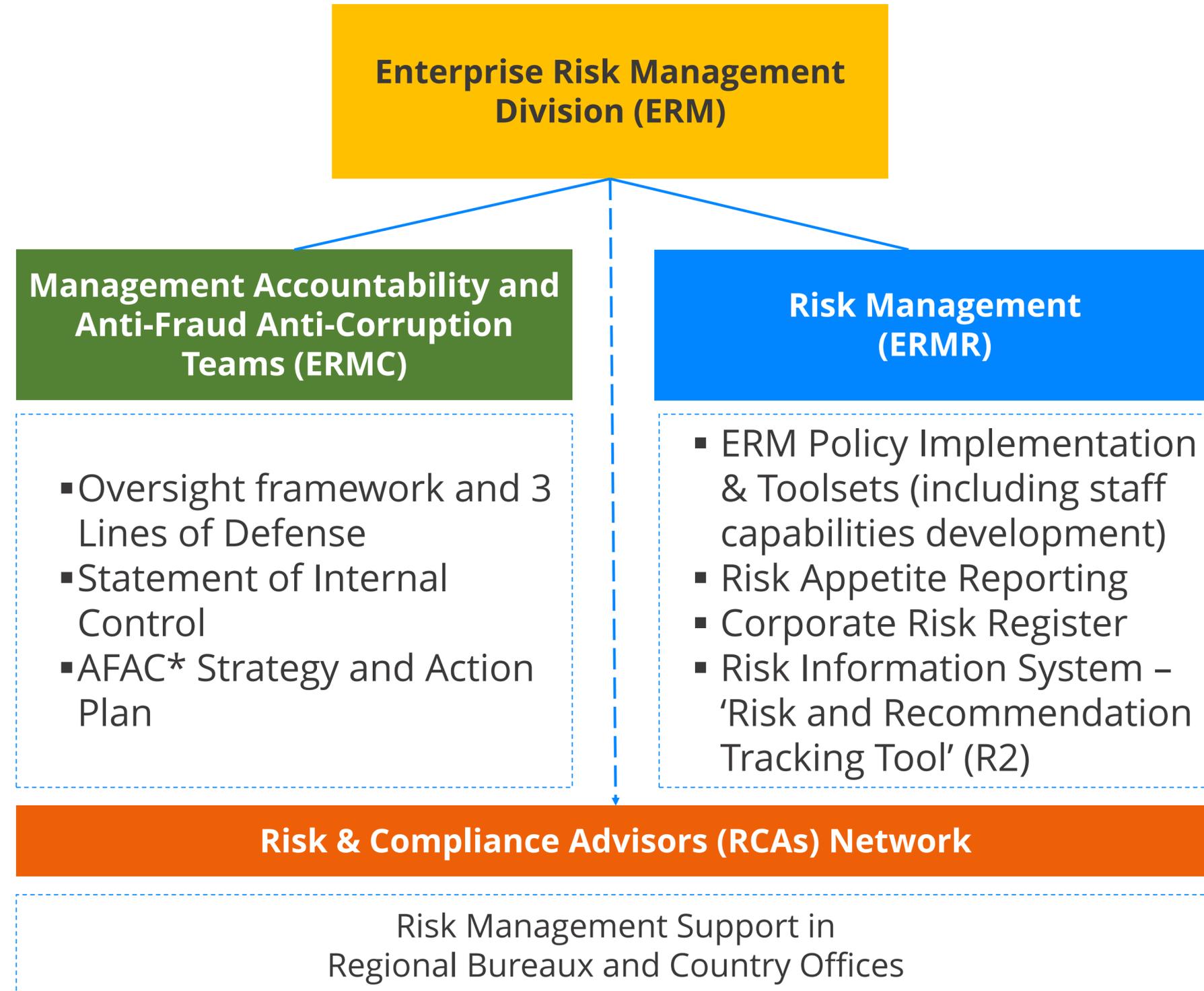
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SAFEGUARDING OUR RESOURCES

1. Enterprise Risk Management Division
2. Enterprise risk management
3. Management Accountability Team
4. Anti-Fraud Anti-Corruption Team (AFAC)
5. Risk Management Team



Enterprise Risk Management Division (ERM)



*Anti-Fraud Anti-Corruption



Enterprise Risk Management

OVERSIGHT FRAMEWORK

EMBEDDING RISK MANAGEMENT

STATEMENT OF INTERNAL CONTROL

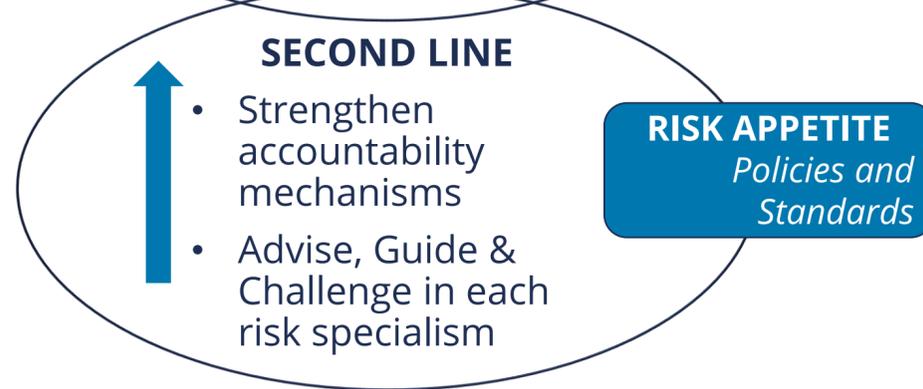
**ANTI-FRAUD
ANTI-CORRUPTION**

ERM Framework



Roles and Responsibilities

Regional/Country Directors



Functional Heads



Management Accountability Team

2019 Highlights

- Redesign of annual ED Assurance Exercise as action-oriented control assessment (for offices) and source of insight (at corporate level)
- 3 Lines of Defense eLearning solution
- Continued growth in oversight reporting including follow-up of outstanding and overdue oversight issues following the ED's commitment at EB.A/2019

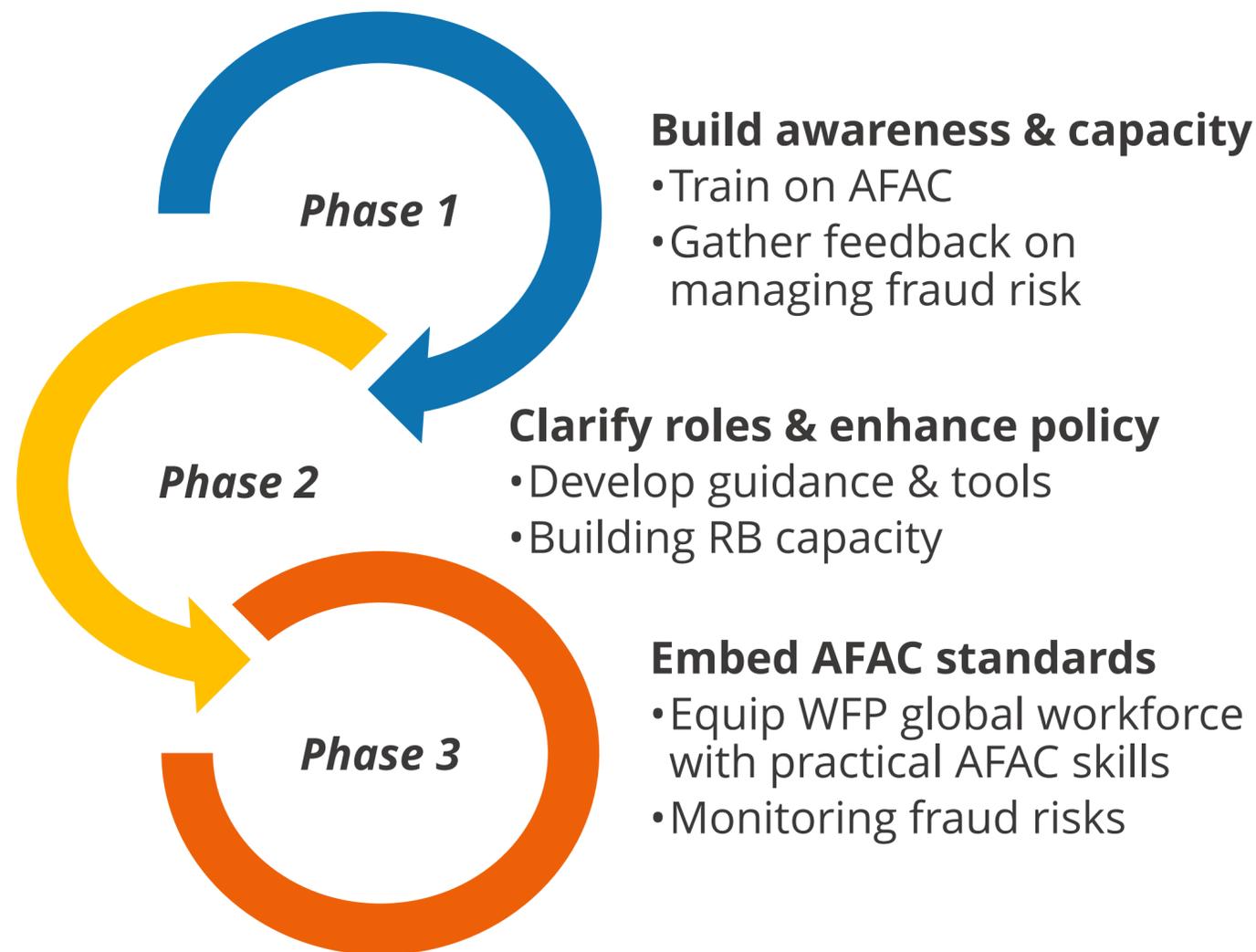
2020 Priorities

- Enhanced standalone Statement on Internal Control, with enhanced evidence base using insight from global management
- Integration of control assessment, risk review and planning processes
- Continued growth in oversight follow-up and reporting



Anti-Fraud Anti-Corruption Team (AFAC)

AFAC 2018 – 2020 Strategy and Action Plan



Highlights 2019/20

Build capacity

- AFAC & Certified Fraud Examiner training
- AFAC Specialists on board – HQ, RBC, RBN

Develop guidance & tools

- Fraud risk assessment guide
- Fraud prevention booklet
- Library of red flags
- SOP on reporting fraud
- Fact-finding review guide
- Catalogue of fraud scenarios in CBT

Update AFAC Policy



Risk Management Team

2019 Highlights

- Leadership retreat on corporate risks
- Protocol to CDs for sharing risk information
- Broad field engagement to initiate embedding risk appetite through risk metrics in Country Offices / HQ functions
- Risk assessment support to HQ and field teams focused on new initiatives and offices with CSP submissions
- Risk & Recommendation Tracking Tool (R2) configuration and roll-out across WFP to 700 users for annual assurance process

2020 Priorities

- Information campaign to further disseminate concepts and tools in the ERM policy
- Continued roll-out of risk metrics for risk monitoring across key functions / offices
- E-learning program rollout introducing risk and control framework and risk certification for employees in the risk function
- Risk and Recommendation Tracking Tool (R2) continued configuration and roll-out for risk and oversight tracking



Q&A



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KEY EXECUTIVE BOARD DATES

KEY RM DATES AND DOCUMENTS IN 2020 (First Semester)

03 February	Resource Management Seminar
6-7 February	FAO Finance Committee on WFP matters
24-25 February	First Regular Session of the Executive Board
08 May	Beyond the 2019 Annual Performance Report Series: snap shots by themes
27 May	Resource Management Seminar on items to be presented to the Board at its annual session of 2020
27 May	Briefing on the Management Plan (2021 – 2023)
28 May	Briefing on the 2019 Annual Performance Report
3-5 June	FAO Finance Committee on WFP matters
29 June - 3 July	Annual Session of the Executive Board

First Regular Session

- Update on the Integrated Road Map: Proposed delegations of authority and other governance arrangements (for approval)
- Summary report on the evaluation of the WFP People Strategy (2014–2017) and management response (for consideration)
- Reports by the Joint Inspection Unit relevant to the work of WFP (for consideration)

Annual Session

- Annual Performance Report for 2019
- Audited Annual Accounts, 2019
- Report on the implementation of the External Auditor's recommendations



THANK YOU