Executive Board

Resource Management Seminar

25 January 2021 | **09:30-12:30**

Photo Credits: WFP/Damilola Onafuwa

Introduction to WFP's Resource Management Department

Speaker: Mr Manoj Juneja

Executive Board | January 2021

Section 1

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Slide 2

Driving performance management, safeguarding resources and enabling WFP and humanitarian operations to improve the lives of the people we serve.

Driving performance management

Safeguarding resources

Enabling WFP and humanitarian operations

Continuously innovating and finding new ways of working

Who we are

MANOJ JUNEJA
CFO & Assistant Executive Director (RM)

ENRICA PORCARI
Technology (TEC)

ROBERT VAN DER ZEE
Corporate Finance (FIN)

JONATHAN HOWITT
Enterprise Risk Management (ERM)

SARA S. ADAM
Management Services (MSD)

EDDIE ROWE
Corporate Planning & Performance (CPP)

Overview of RM Divisions

CPP
- CPP combines the former Performance Management & Reporting and Budget & Programming divisions to ensure simple, streamlined end-to-end WFP-wide planning, budgeting and reporting processes
- Responsible for producing key corporate planning and reporting documents to inform data-driven decision-making
- Provides oversight on the entire resource management process to ensure optimized funds utilization
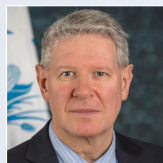
ERM
- Embeds risk management and strengthened accountability across WFP
- Enables risk leadership through WFP supported by integrated tools, guidance, insightful analysis and continuous learning
- Supports operations to continually raise standards on fraud prevention, detection and response throughout WFP

FIN
- FIN provides financial services to our operations worldwide
- Provides assurance to donors and stakeholders
- Financial insights and advisory to improve decision-making as well as financial risk management

MSD
- Ensure a safe, effective and well-equipped work environment for WFP's global workforce.
- Wide-ranging portfolio including travel, facilities, asset and fleet management, field accommodation and implementation of WFP's environmental policy
- Provide life saving and changing operations with engineering services for road, bridge, camps to warehouse construction

TEC
- TEC drives the digital transformation of WFP
- Works across the organization, and with a spirit of agility and service, enabling WFP's mandate to save lives and change lives wherever and whenever solutions are needed
- Provides humanitarian agencies with support through digital expertise and ETC leadership

MR MANOJ JUNEJA

CFO & Assistant Executive Director

Agenda

Section 2

Driving Performance Management
Speakers: Mr Eddie Rowe, Mr Robert van der Zee

Section 3

Safeguarding Resources
Speakers: Mr Robert van der Zee, Ms Sara Adam, Mr Jonathan Howitt

Section 4

Enabling WFP and Humanitarian Operations
Speakers: Mr Eddie Rowe, Ms Sara Adam, Ms Enrica Porcari

Section 5

Exploring Innovation and New Ways of Working
Speakers: Ms Enrica Porcari, Ms Sara Adam, Mr Robert van der Zee

Driving Performance Management

Speakers: Mr Eddie Rowe, Mr Robert van der Zee

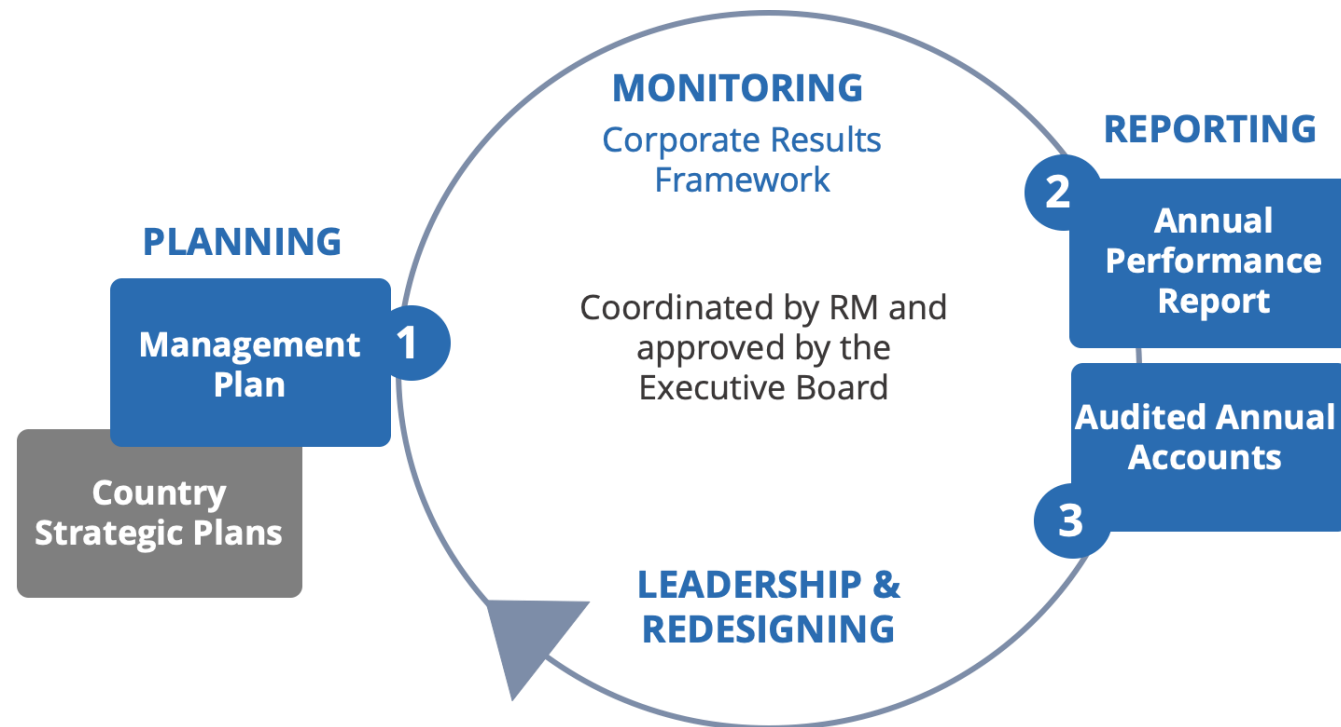Executive Board | January 2021

Section 2

Slide 8

Performance Management Cycle

How do we drive performance management?

—

- Ensure simple, **streamlined business processes**, systems, platforms and tools for end-to-end service and product delivery

- Support informed, **data-driven decision-making** and evidence-based reporting that demonstrates the effectiveness and efficiency of WFP's operations

- Provide oversight on the entire **resource management process** allowing an optimized utilization of funds made available by donors and steering operational efficiency

MONITORING
Corporate Results Framework

Coordinated by RM and approved by the Executive Board

REPORTING

PLANNING

Management Plan 1

2 Annual Performance Report

3 Audited Annual Accounts

Country Strategic Plans

LEADERSHIP & REDESIGNING

MR EDDIE ROWE

Corporate Planning & Performance (CPP)

The Management Plan

The Management Plan is **presented to the Executive Board** every year for approval.

- Consolidates WFP's **Programme of Work** and the **budgetary support** to implement it;

- Outlines **planned outcomes and indicators of WFP's achievements** under Strategic Objectives and Appropriation Lines;

- Considers **assessed needs** and related operational requirements, as well as **forecasted funding.**

KEY ELEMENTS

- **Funding context** and resourcing assumptions

- Overview and analysis of **operational requirement**

- **Programme Support and Administrative** (PSA) budget (**USD 443.5 million** for 2021)

- **Extra-budgetary** funds budget

- **Management performance measurement** for corporate priorities set in the CRF

The **Bottom-Up Strategic Budgeting Exercise** (BUSBE) is to be introduced in the Management Plan (2022-24) to determine the **optimal PSA budget allocation**
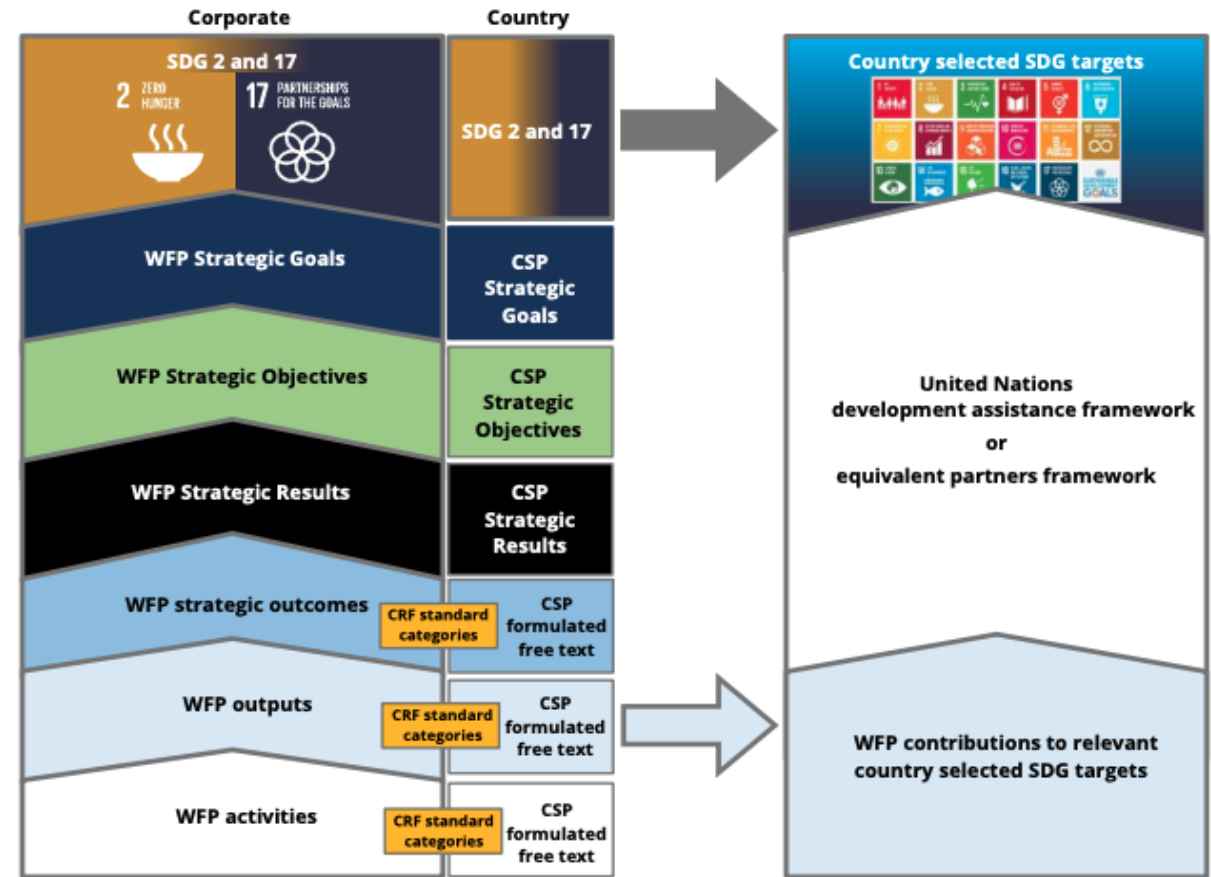
MR EDDIE ROWE

Corporate Planning & Performance (CPP)

Corporate Results Framework

Defines a hierarchy of measurable results

- Presented in the Strategic Plan, Corporate Results Framework and Country Strategic Plans

- 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

- New Strategic Plan and Corporate Results Framework (2022-2026) are being developed in parallel, and will be presented for consultation with the Executive Board in April 2021

Performance Reporting

Annual Country Reports

Demonstrates WFP's performance at **country level**

- →

All reports can be accessed in the dedicated ACR section
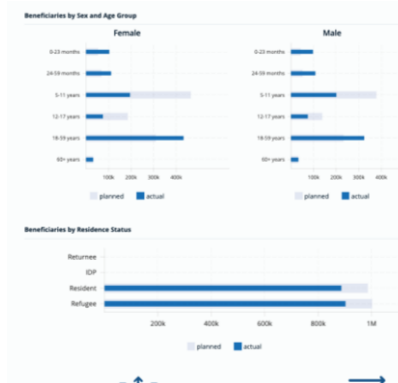
Annual Performance Report

Demonstrates WFP's aggregated performance at **global level**

- →

Report and dashboard can be accessed in the dedicated APR section

CSP Data Portal

What is the CSP Data Portal?

Provides Member States with access to WFP's **programme, financial, and performance data**

Main progress made in 2020

- Refinement and enhancement of **content, visuals and technical features** to improve stability, clarity and usability of the tool

- Added the new **distribution tab** for Food and CBTs and **updated Implementation Plan** figures

- Developed a **user guidance manual** to better support navigation

- Improved **export functionality** to enable clearer visualization of data, improved exporting and printing

https://cspdata.wfp.org

MR EDDIE ROWE

Corporate Planning & Performance (CPP)

Audited Annual Accounts

1. External Audit Opinion and Report of the External Auditor

2. Executive Director's Statement

Provides overview of:
- Operational context
- Financial Analysis
- Budgetary Analysis
- Enhancing Transparency and Accountability
- Financial Risk Management

3. Statement on Internal Control
- The Internal Control and Enterprise Risk Management Framework
- Review of the Effectiveness of Internal Control
- Significant Risk and Internal Control Matters

4. 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

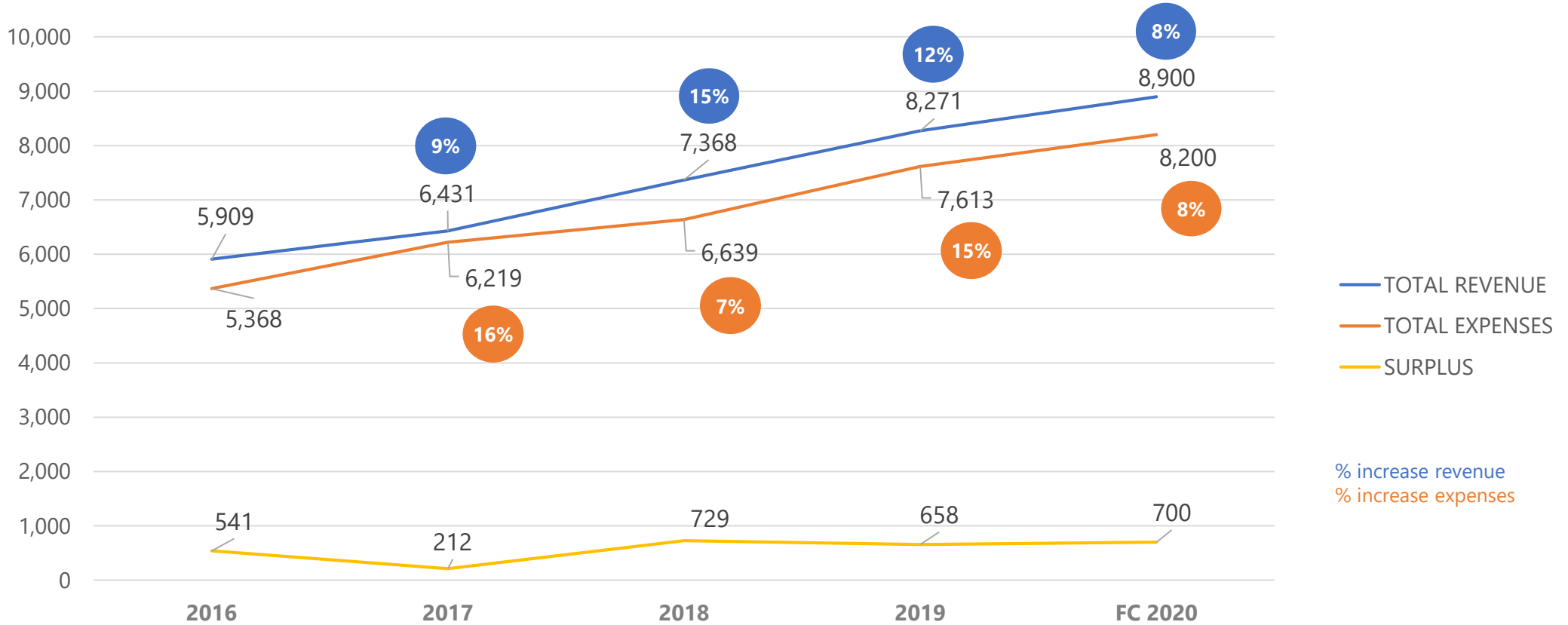## 5. Notes to the Financial Statements

Financial Performance 2016 - 2020

Continued strong growth in revenue and expense over the past five years:

* Preliminary estimated figures for 2020

MR ROBERT VAN DER ZEE
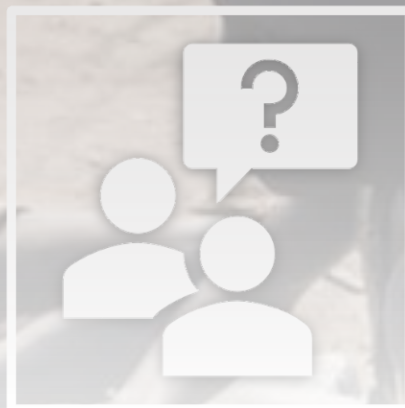
Corporate Finance (FIN)

Q & A

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**EB | RM Seminar
January 2021**

Safeguarding Resources
Speakers: Mr Robert van der Zee, Ms Sara Adam,
Mr Jonathan Howitt

Section 3

Executive Board │January 2021

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Slide 17

Cash-based Transfers in Numbers

USD 2.1 billion in transfer value
- Cash: **54%**
- Value voucher: **34%**
- Commodity vouchers: **12%**

37%
of total WFP assistance

218
Financial Service Providers (FSPs)

68
countries
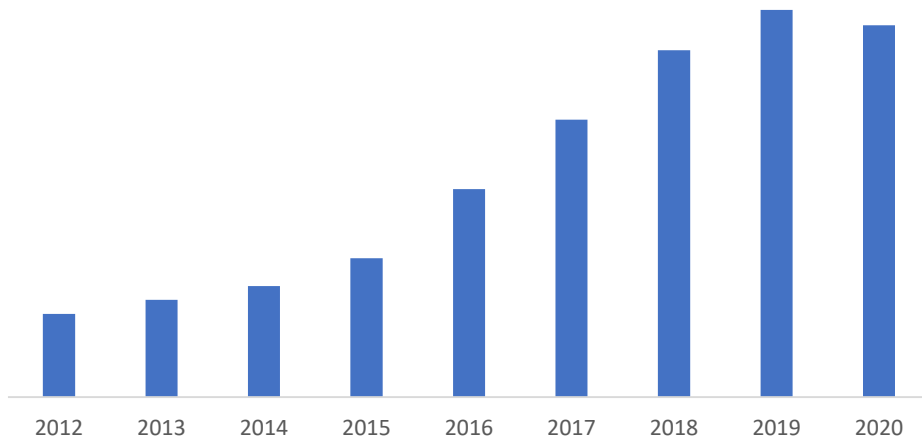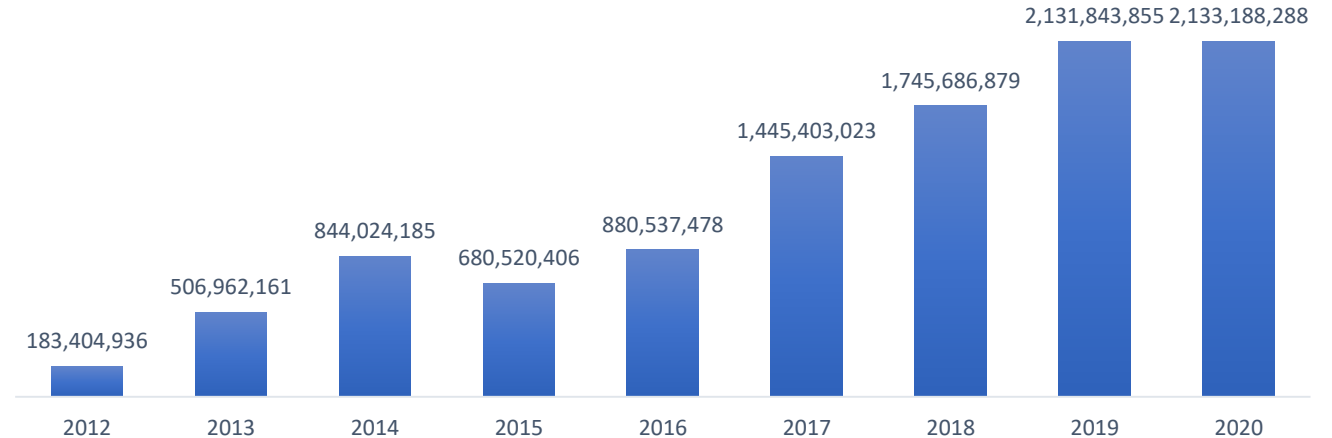
26,827,934
BENEFICIARIES ASSISTED

CBT DISTRIBUTION
(millions)

Preliminary figure to be finalized during Q1 2021

CBT Distribution chart values:
- 2012: 183,404,936
- 2013: 506,962,161
- 2014: 844,024,185
- 2015: 680,520,406
- 2016: 880,537,478
- 2017: 1,445,403,023
- 2018: 1,745,686,879
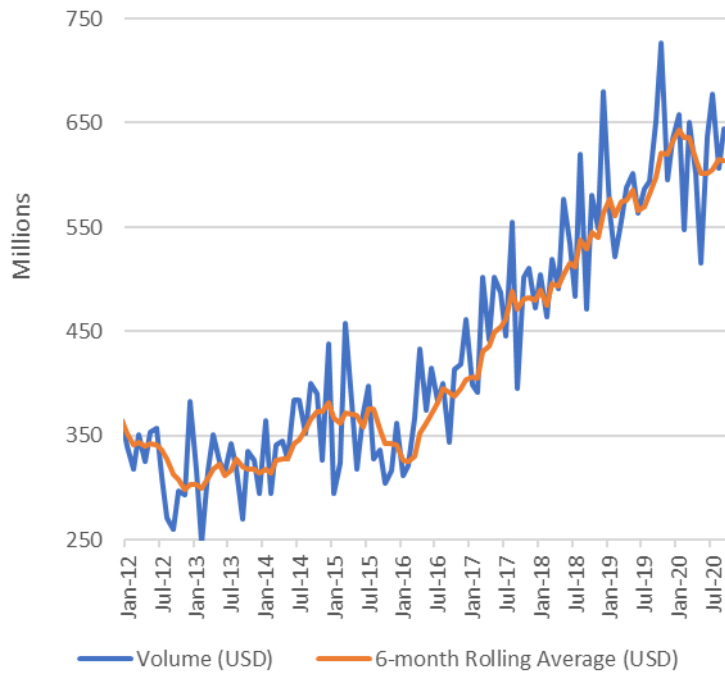- 2019: 2,131,843,855
- 2020: 2,133,188,288

MR ROBERT VAN DER ZEE
Corporate Finance (FIN)

Treasury in Numbers

Monthly Disbursement Volume (USD)

Liquidity Portfolio Trend 2012 - 2020 (USD)
- P2 (0-3 years benchmark)
- P1 (from 3 months benchmark)
- P0 (0-3 months benchmark)
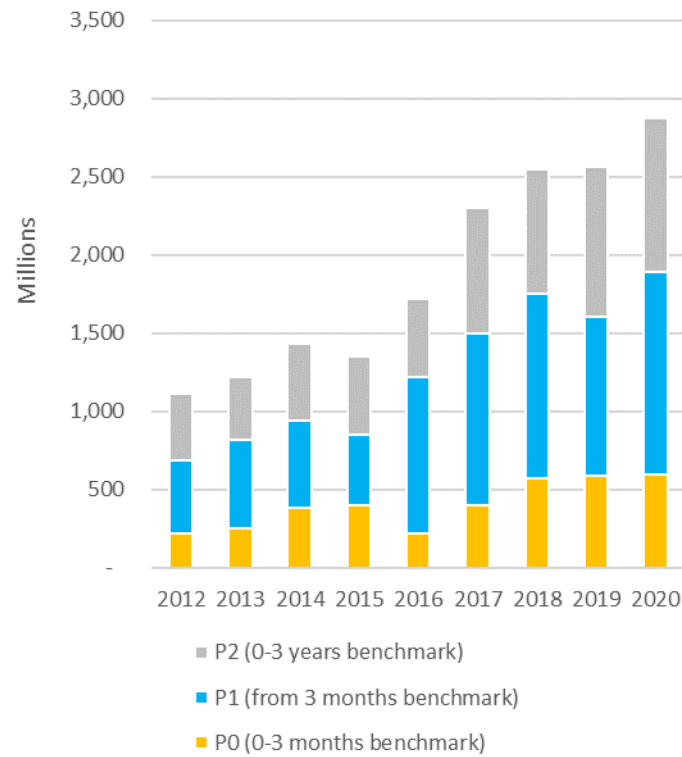
Purchase of local currency (USD M)
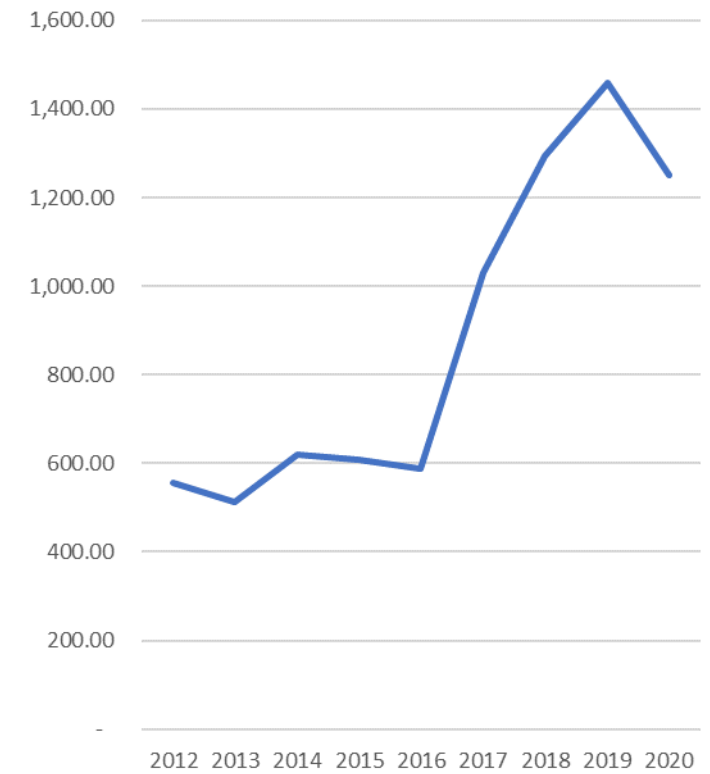
MR. ROBERT VAN DER ZEE

Corporate Finance (FIN)

Safeguarding People and Assets

Asset Management
being accountable for our donors

- WFP owns **USD 925 million of assets** equivalent to 400,000 pieces of equipment.

- **Asset management life cycle** for our operational crucial resources, from planning to disposal.

- Assets recorded in **GEMS** & the *Asset Management Dashboard* available for live updates of the asset portfolio in each CO.

Keeping Staff Safe
Safely transport staff

- **Safety of WFP staff and drivers** and ensure operations continue.

- With COVID-19 the **training** and road safety rapidly went **digital** and was made corporately available via webinars.

- Key **driver safety** messages have been included at WFP HQ with a forward-looking plan to promote this work in 2021 globally.

Occupational Safety and Health (OSH)
People and Safety first

- Focus on **workplace culture** by providing key data that will inform decision-making for a **safer & cost-efficient WFP**.

- **Self-service tool** that captures work-related incidents.

- **Submission** of observations, near-misses, accidents, incidents and fill questioners even **in remote places offline.**
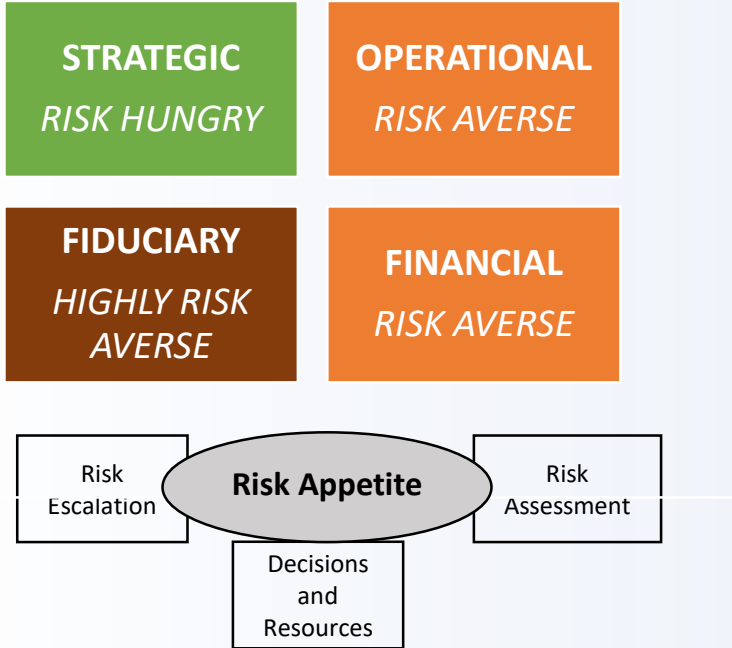
Enterprise Risk Management Framework

Enterprise Risk Management (ERM) Framework

STRATEGIC	OPERATIONAL
RISK HUNGRY	*RISK AVERSE*

FIDUCIARY	FINANCIAL
HIGHLY RISK AVERSE	*RISK AVERSE*

Risk Escalation

Risk Appetite

Risk Assessment

Decisions and Resources

Roles and Responsibilities

Regional/Country Directors

FIRST LINE
- Assign Risk Owners
- Define/Monitor Risk Appetite metrics
- Chair regular risk discussion

RISK OWNERSHIP
Risk Identification
Risk Assessment
Risk Mitigation
Risk Monitoring

SECOND LINE
- Strengthen accountability mechanisms
- Advise, Guide & Challenge in each risk specialism

RISK APPETITE
Policies and Standards
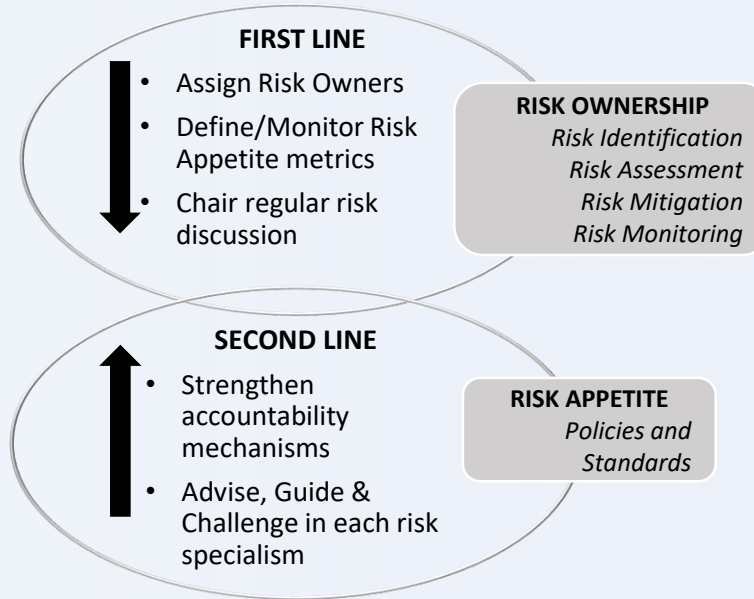
Functional Heads

Risk Appetite

To achieve **common understanding** among internal and external stakeholders of those risks with which WFP is comfortable and those it is not

Risk Appetite Statements and mechanisms to embed them throughout the organization with risk metrics for tracking

Focus on potential events/incidents which might have the largest impact on WFP today and in the future

From **tacit risk management** to a **structured and integrated approach**

MR JONATHAN HOWITT
Enterprise Risk Management (ERM)

2020 Risk and Accountabilities Update

COVID-19 Risk Register and

Corporate Risk Register and CO Risk Registers

Minimum controls for managing 3rd party risks clarified and distributed to the field

Best practices for remote and virtual oversight were shared with RBx

Summary of RB oversight shared with the global COVID-19 task force

MAP initial findings presented to AC and EB

| Mar-Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |

COs asked about control concerns on COVID-19

HQ updated guidance

Training on fraud risk in all RBx, with ~ 3,000 staff

ED COVID-19 Controls Inquiry Note shared with Audit Committee (AC)

Launch of annual EDA and separate 2020 Management Assurance Project (MAP)

Management Assurance Project

PROJECT BACKGROUND

1. COVID-19 context
2. Less physical presence in the field
   - *Fewer audit, evaluation and monitoring missions*
   - *Remote working*
   - *Increasing needs*
   - *Programme modifications*

PROJECT OBJECTIVES

1. Provide management assurance for ED, Audit Committee and EB on control implementation in the field in 2020
2. Provide recommendations for the implementation of ERM policy to improve ownership and transparency of control issues all the way to field operations

Preliminary returns from COs:

Globally:
- 88% compliant
- 11% partially compliant
- 1% non-compliant

Little variation across regions

Pie chart: 1%, 11%, 88%. Legend: ■ Fully ■ Not at all ■ Partially
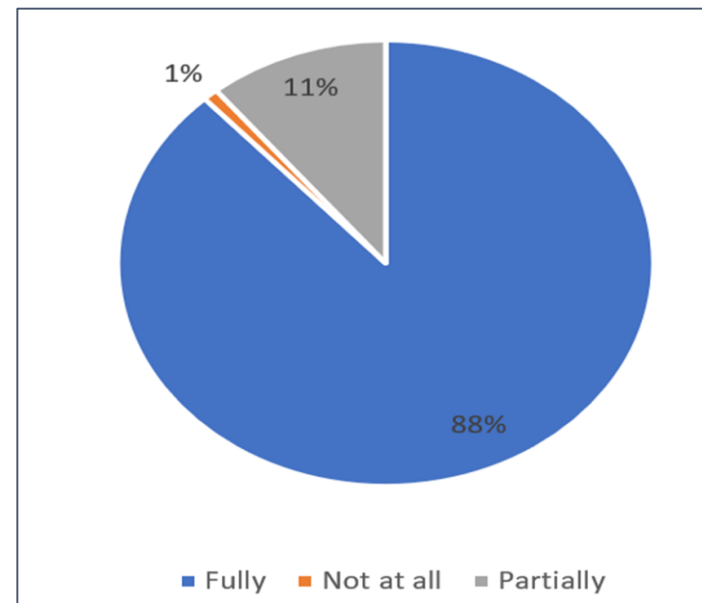
Anti-Fraud Anti-Corruption (AFAC) Update

2020 RESULTS

- Fraud Prevention handbook

- Training – Fraud Risk Assessment

- Catalogue of CBT fraud schemes, scenarios and controls

- AFAC best practices across United Nations agencies

2021 FOCUS

- EB Approval of updated AFAC Policy

- Updated reporting processes in line with new policy; fraud risk indicators, metrics and guidance on incident management

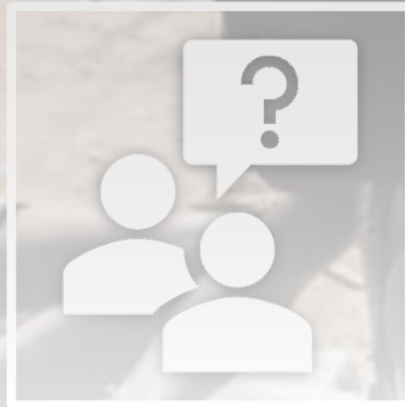- Fraud risk catalogues for high-risk COs and functions

Enabling WFP and Humanitarian Operations

Speakers: Mr Eddie Rowe, Ms Sara Adam, Ms Enrica Porcari

Executive Board | January 2021

Photo Credits: © WFP/Musa Mahadi

Advance Financing

2020 ADVANCE FINANCING RELEASE OF FUNDS TO COUNTRY OFFICES, REGIONAL BUREAUX AND HQ DEPARTMENTS

Internal Project Lending

USD 1.4 B

advanced to WFP operations using forecasted contributions as collateral, allowing country offices to **access funds before their confirmation date**

Immediate Response Account

USD 168 M

allocated to provide **life-saving food assistance** in absence of forecasted funds

top three recipient countries for IRA advances

LEBANON

YEMEN

MOZAMBIQUE

Capital Budgeting Facility

USD 27 M

advanced to capital projects with **quantifiable economic and efficiency benefits** (e.g. Share the Meal, SCOPE in South Sudan, enhancement of truck fleet in Ethiopia)

Global Commodity Management Facility

ADVANCED FOOD PROCUREMENT TO ACCELERATE FOOD DELIVERY IN 2020

Purpose and Scope

Reduces delivery lead-time

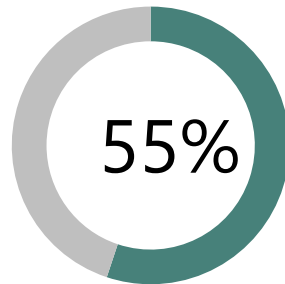**Allows** faster response time in emergencies

Enables food procurement when prices are lower

High Performance

1.8 million mt

of food sourced by Supply Chain through the GCMF

55% of the overall volume of food procured by Supply Chain
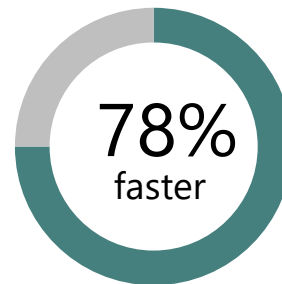
Fast Response

In 2020, country offices received their food after an average

26 days

78% faster compared to **120 days** for "conventional" purchases

Cost Savings

USD 60 M

on **air transport costs** in South Sudan

USD 2 M

on **purchase of wheat** in the post-harvest season

USD 6 M

on price paid for **maize and pulses** in Southern Africa

Field and Emergency Support

Engineering and Emergency Response
continued technical support

- Continued **technical advice** and critical **emergency response**.

- In just five weeks time, **MSD led the construction of two critical field hospitals** to respond to COVID-19 impact.

- Interagency partnership (WHO, UNDP, UNHCR, UNICEF).

Global Air Passenger Service & Travel Restrictions Map
on the HUB

- Providing humanitarians with fully **digital and improved service delivery.**

- **One-stop-shop** for live updates for a safe, secure and informed travel in a global pandemic.

- **400,000 hits in 2020** and hailed as a **huge success in the Interagency Travel Network** annual meeting in 2020.

Humanitarian Booking Hub
continued expansion and proved critical

- Digitalized booking and back-office services for **accommodation, transportation, clinics, and counsellor services**.

- Continuous expansion of our service portfolio providing a 24/7 one-stop solution.

Fleet Management
for more cost-efficient management of activities

- Provision of **end-to-end fleet management services**.

- **RIGHT Sizing** and **RIGHT Profiling** to enable effective, safe and efficient fleets.

- Interagency collaborations (FAO & UNHCR).

Ms Sara Suleiman Adam
Management Services (MSD)

Emergency Telecommunications Cluster

Increased number of humanitarian operations supported with flexible services and secure solutions which lead to a high level of user satisfaction

Sustain	Support	Enable	Scale up

ETC in 2020

- Seven Operations (L2, L3)
- 92% User Satisfaction
- Adapted to COVID-19 blended delivery
- Cybersecurity Task Force

Emergency Telecommunications Cluster

Closer and closer to our beneficiaries

Sustain	Support	Enable	Scale-Up

Support to COVID-19

🏛 Five Nations supported with COVID-19 Call Centers

💬 +18,000 Calls answered (Libya)

🎧 Launch of ETC Chatbot
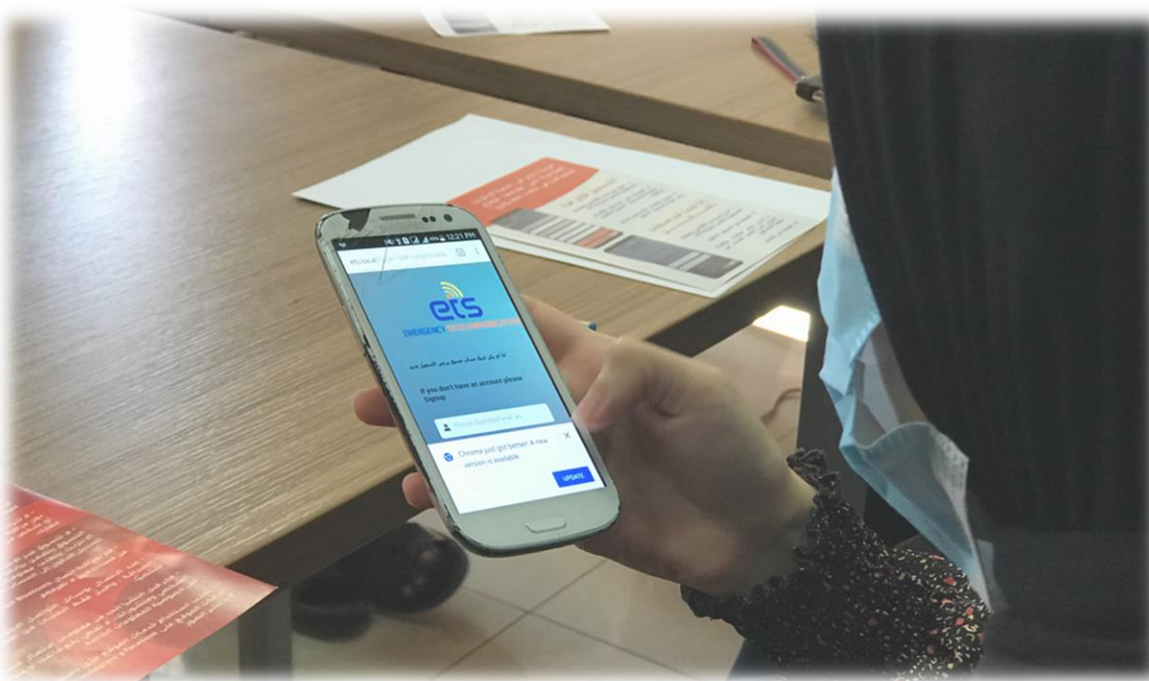
🏥 +24 treatment & isolation centers connected

MS ENRICA PORCARI
Technology Division (TEC)

etc
EMERGENCY TELECOMMUNICATIONS
CLUSTER

Emergency Telecommunications Cluster

A transformative approach to supporting humanitarian operations while incorporating current trends and future requirements.

SG Roadmap

UN Reform

UNSDCF

SDG17

Looking Ahead

Address Digital Divide

Localized Coordination & Services

Responsible & Secure Data

Partnerships Versatility

Blended Capacity Building

Improved decision-making

Q & A

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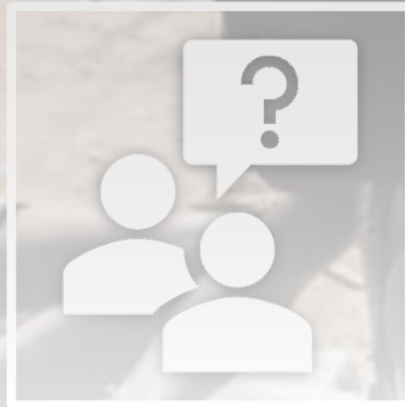
EB | RM Seminar
January 2021

Exploring Innovation and New Ways of Working
Speakers: Ms Enrica Porcari, Ms Sara Adam, Mr Robert van der Zee   Section 5
Executive Board | January 2021

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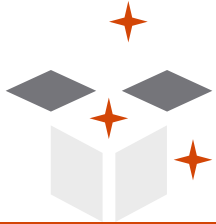
Slide 34

Adapting to a New Way of Working: Technology

With the COVID-19 outbreak, TEC had to reinvent how to support the Organization to work remotely overnight. We have immediately adapted and adopted new ways of working – our "new normal".

We have assisted the Organization to automate and digitize our work to continue efficient delivery when in person interaction was not possible	We have strengthened our collaborative platforms to work securely and safely in a virtual environment	We have strengthened our field connectivity - revamping the network infrastructure to provide reliable links from anywhere	We have nurtured relationship with our clients and within our teams –as remote working placed new challenges, we put in place new ways to interact

- 20,000 + WFP staff
  - 11% increase in one year
- 102 Countries
- +40% support requests
- 32 million chat messages sent
- 13,000+ Teams meetings
  - 3,000% more than in 2019
- 316,000 one-on-one audio/video calls
  - 2,500% increase from 2019
- 220 sites deployed with new satellite equipment

Despite Covid:

- 100+ training sessions on corporate tools

Automation

Transforming WFP into a modern, paperless organization → **Automating repetitive, time-consuming tasks** → **Staff spend less time on paperwork & more on value-added activities**
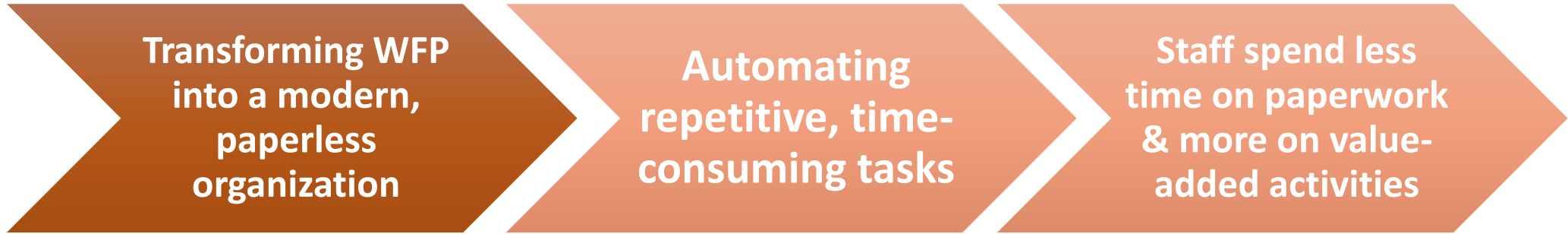
Automation Working Group

Principles
- Cross-functional
- Field–first
- Simplification
- Automation best practices

Activities
- Annual Planning & Prioritization
- Best Practices in automation Critical Success Factors:
  - Change management
  - Process simplification
  - Human-centered design
- Efficiency Gains Framework

Automation

Automation of 400,000 requests 2019-2020

Benefits

- Process time saving, reduction of administrative burden creating more time for value-added activities
- Digitization of data, enhanced data quality and availability for reporting and analytics in support of evidence-based decision-making and improved compliance
- Automation of service management functions simplifying tracking & management of global staff requests

HR

- 95% satisfaction rating on reduced processing time for HR requests

Finance

- 30,000 requests for vendor data updates in WINGs automated
- Estimated reduced lead time by 120 hours

Management Services

- 11,000 service Dec 2019 - Sep 2020
- Lead time to resolve reduced by 50%

Supply Chain

- Reduction in printing of documents - 60,000 transactions per year on average, printing of associated documents equivalent to 120 trees per year

Provide the necessary data to enable WFP to make the right decisions at the right time. With data, WFP can know how best to intervene with aid, assess the results of interventions, and modify for the future.

Adapting to a New Way of Working: Facilities

Office infrastructure and facilities management (COVID-19)

❑ *Rapid Business Continuity Measures implemented* - Structure, Telework, Hygiene, Testing.
❑ Reorganization of workstations, new outdoor meeting spaces, COVID-19 testing center.
❑ **Remote conferencing to allow the EB** to be held remotely with all the interpretation requirements and all WFP governing body's meetings.

Supporting the field, facilitating business continuity during COVID-19

❑ *Cascade approach to guide country offices* in the return to the office.
❑ Coordination with Wellness division, along with WHO.
❑ Release of relevant **guidelines on OP web** to rearrange and manage WFP facilities during COVID-19.

Beyond COVID-19 – the *New Normal*

❑ *People at the center of the change -* guaranteeing a collaborative approach ensures transparency and promotes coordinated response and efficiency and effectiveness.
❑ **Jointed collaboration** across functions led by a Steering committee to define vision and guiding principles for **the future workplace** in WFP HQ, regional bureaux and country offices.

Ms Sara Suleiman Adam

Management Services (MSD)

WFP's Environmental Policy

WFP's Environmental Policy

Approved by the Executive Board in February 2017 and is being implemented globally in facilities, operations and programmes

Programme PRO-C

Focus on beneficiary-facing activities

Management Services Division

Focus on WFP's operations

Environmental Management System focus areas include:

Energy Efficiency	Waste Management	Water Use	Sustainable Procurement	Staff Awareness

Environmental Management System (EMS) implemented in seven country offices and Headquarters in Rome

[Environmental Management System at WFP](#)

Ms Sara Suleiman Adam

Management Services (MSD)

**WFP joined forces with UNHCR and ICC
to set up the Digital Solutions Centre to deliver automated services across the UN**

The Centre aims to use **cutting-edge technologies** to address common operational challenges faced by both agencies, and the wider UN.
The UN Digital Solutions Centre provides **innovative technology** to deliver automated, shared digital business solutions to the UN family.

Projects

Sanctions Bot   ▶   *Uses Robotic Process Automation (RPA) to automate sanctions list screening processes.*

Digital ID   ▶   *Digitizing employee info, enabling reliable and scalable data interaction between the different agencies to optimize processes.*

Clearing House   ▶   *A cashless invoice automation system for humanitarian booking hub payments.*

Jambo   ▶   *A UN Phonebook App available on Google and Apple Stores.*

MR ROBERT VAN DER ZEE

Corporate Finance (FIN)

Innovative Finance

Debt swaps

- Aligned to broader **debt relief developments**.
- **Food security key challenges** due to macro-economic impact of the pandemic.
- Alignment with **national priorities** and **2030 Agenda**.
- **Suitable WFP programmes** in social protection and resilience, e.g. school-feeding and livelihood programmes.
- **Scalable operations** with local currency absorption capacity.
- History of **successful implementation of programmes** funded through debt swaps.

Blended finance

- Blended finance is relatively **new to WFP** but not to the UN.
- Related programmes within the UN System include the **Global Agriculture and Food Security Program (GAFSP)** under IFC.

- **Potential areas for application:**
  - Food systems (stimulated local and regional food procurement).
  - Climate change mitigation and adaptation.
  - Livelihood programmes.

Co-financing

- Main aim is to **convene** an increasing pool of funders towards food security and related development programmes.

- Under this workstream, WFP is exploring potential for providing small **grants as means of incentivizing** other partners to commit new financing towards SDG 2 programmes.

- Potential **partners** include IFIs, DFIs and new donors/funds.

Work on innovative finance is being co-led by RM, PD and PA departments.

MR ROBERT VAN DER ZEE

Corporate Finance (FIN)

Key 2021 RM Dates

Date	Event	Details
28 & 29 January	184th Session of the FAO Finance Committee	
22 – 24 February	First Regular Session of the Executive Board	✓ Update on the Bottom-Up Strategic Budgeting Exercise (BUSBE) ✓ Update on Operational Requirements and Funding Forecast for 2021
22 – 24 March	154th Session of the Audit Committee	
18 May	Resource Management Seminar on EB.A items	
18 May	Informal Consultation on the 2020 Annual Performance Report	
19 May	Briefing on the Management Plan (2022-2024)	
7-9 June	186th session of the FAO Finance Committee	
21- 25 June	Annual Session of the Executive Board	✓ Annual Performance Report for 2020 ✓ Revised anti-fraud an anti-corruption policy ✓ Audited Annual Accounts, 2020

MR MANOJ JUNEJA

CFO & Assistant Executive Director (RM)

Key 2021 RM Dates

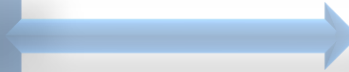| Date	Event
05 – 07 July	155th Session of the Audit Committee
21 July	First Informal Consultation on the Management Plan (2022-2024)
September	Second Informal Consultation on the Management Plan (2022-2024)
22 – 24 September	156th Session of the Audit Committee
28 – 29 October	187th Session of the FAO Finance Committee
15 – 19 November	Second Regular Session of the Executive Board → ✓ WFP Management Plan (2022-2024)
06 – 08 December	157th Session of the Audit Committee

MR. MANOJ JUNEJA

CFO & Assistant Executive Director (RM)

Q & A

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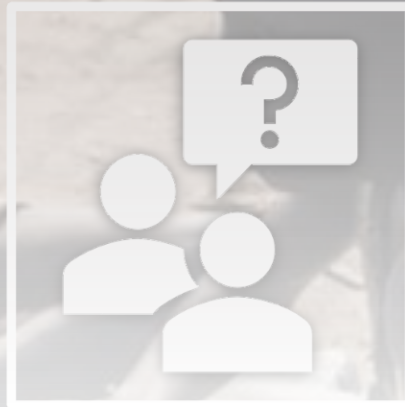
EB | RM Seminar
January 2021

Saving Lives, Changing Lives

Thank you