



CORPORATE PLANNING AND PERFORMANCE (CPP)

WFP Management Plan

EB Informal Consultation

21 July 2021



World Food Programme

SAVING
LIVES
CHANGING
LIVES

Structure of the presentation

- Management Plan (MP) document outline
- Resourcing & financial context
- Baseline approach
- 2022 PSA budget
- Corporate Services Finance Mechanism
- Status of the **PSA Equalization Account** & proposed drawdown
- Unearmarked portion of the General Fund
- Overview of 2022 **operational requirements**
- Next steps

-- Several pauses for Q&A throughout presentation --

MANAGEMENT PLAN DOCUMENT OUTLINE



Outline of the Management Plan

Significant departure from past structures

Management Plan 2022 Sections

Executive summary / Draft decision – encompasses key messages and presents Draft Decisions for Approval

1. Introduction
2. Funding context and resourcing assumptions
3. Operational requirements and provisional Implementation Plan in 2022, supporting SDG 2 and 17
4. BUSBE process and baseline prioritization (new)
5. Programme support and administrative budget
6. Corporate Services Financing Mechanism (new)
7. Status of reserves (new)
8. Management performance measurement

Web Annexes

- The 2022 PSA budget proposal
- Analysis of PSA budget by organizational unit, pillar, staffing, budget
- Review of the management plan (2021–2023)
- Trust Fund and Special Accounts and their narratives
- Key Performance Indicators
- Pillars/Products & Services
- BUSBE Annex
- Critical Corporate Initiatives

RESOURCING & FINANCIAL CONTEXT



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Key external drivers

INCREASINGLY COMPLEX OPERATING ENVIRONMENT

underscored by **COVID-19, economic, climate and conflict shocks**



HUNGER

both chronic and acute, is **on the rise** across the world – up to 811M people undernourished in 2020



POVERTY

First increase in poverty in two decades – 97M additional people pushed to extreme poverty in 2020



UNEVEN GLOBAL ECONOMIC RECOVERY FOLLOWING COVID-19



INCREASING FORCED DISPLACEMENT

in 2020 marking the ninth consecutive year of increasing displacement



FOOD SYSTEMS SUMMIT

to set the pathway to transform food systems globally



OVERALL IMPORTANCE OF SOCIAL ASSISTANCE AND SAFETY NETS

with school meals as the most important safety net for children



HUMANITARIAN DEVELOPMENT PEACE NEXUS & UN REFORM

focus strategy, programme and policy development with partners to operate cohesively towards collective outcomes



Key internal drivers

STRATEGIC PLAN 2022–2026 AND CORPORATE RESULTS FRAMEWORK

Bridging to new Strategic Plan
and CRF



REFINE KEY MANAGEMENT PRIORITIES

to accelerate achievement of
strategic goals.



OPERATIONAL REQUIREMENTS, GLOBAL FORECAST, CARRY OVER



EXPECTED INCREASE IN SERVICE PROVISION ACTIVITIES

in support of UN agencies
activities and Host Governments



DIGITAL TRANSFORMATION

Translate advances in **digital transformation** to improve services to beneficiaries while seeking opportunities to generate **efficiencies** and enhance **data security**



BUSBE ROLL-OUT AND IMPLEMENTATION

of new budget process and
governance structure



NEW POLICIES IN 2021

Budget implications of new policies in 2021 to be considered in developing the management plan



Key 2022 figures

USD 13.9B



Operational Requirements

13% increase from MP 2021

USD 8.3B



Updated funding forecast

USD 8.5B



Provisional Implementation Plan

39% gap compared to 2022 Operational Requirements

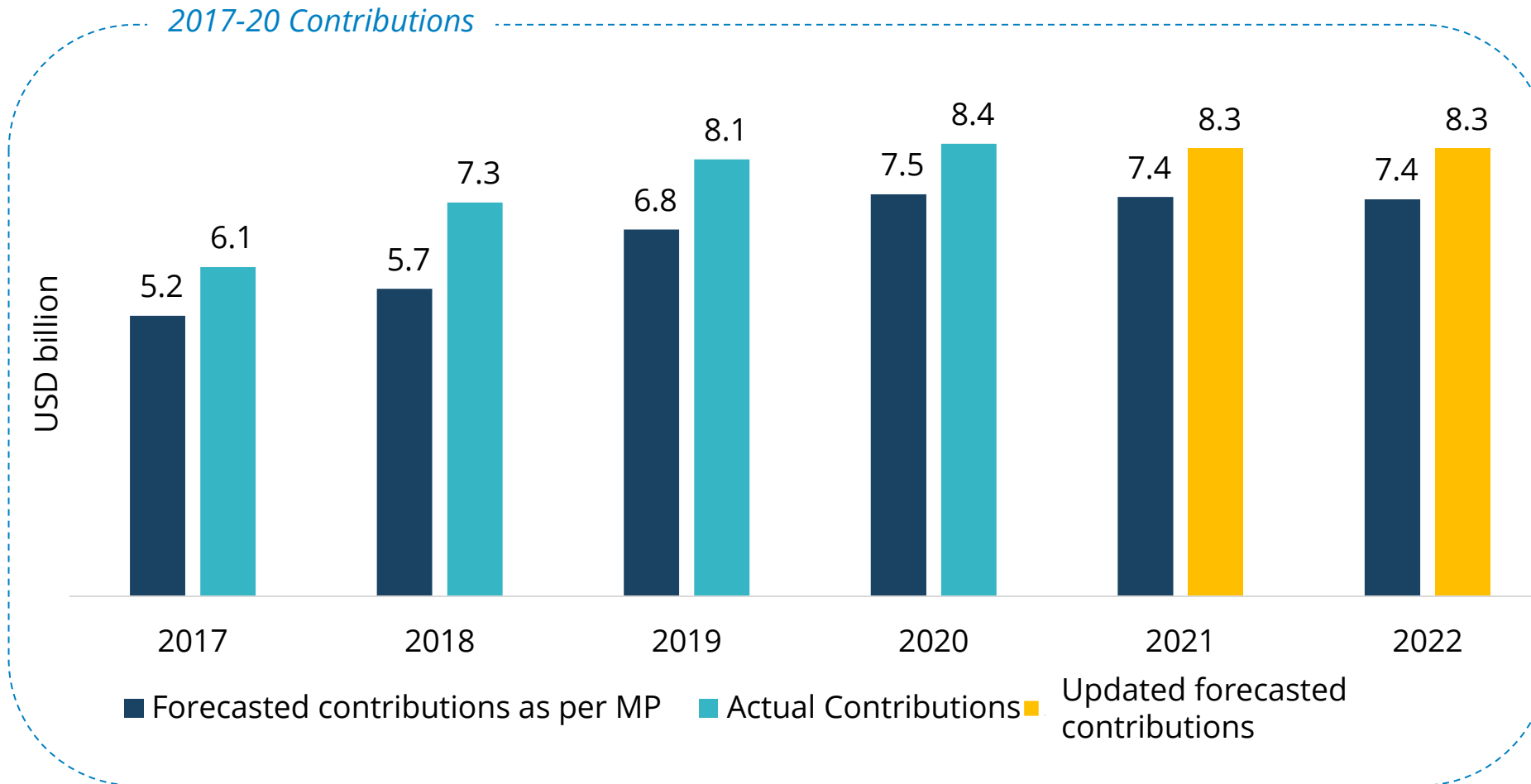
USD 495M



Proposed PSA budget

Against an expected ISC income of USD 499.3 M

2017-20 actual contributions and 2021-22 projections*



ISC utilization for PSA in 2021 will remain at **USD 443.5M despite a 12% increase** in projected Contribution Income

Funding forecast of **USD 8.3B** assumed for MP 2022 planning (**USD 900M** increase from original projections in MP 2021)

***Data Source:**

- Confirmed and Projected 2017-2022 – Figure II.1 MP 2021
- 2020 Actuals based on Audited Annual Accounts 2020
- 2021-2022 updated forecast

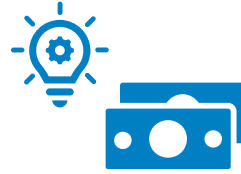
Factors impacting 2022 funding outlook



High level of **uncertainty** due to the impact of the **COVID-19 outbreak** on donors' domestic economies



Enhanced strategic engagements for continued funding, **intensified efforts to enlist new donors** and diversify funding resources



Continued engagement in **new financing solutions**, including development financing partnerships with national governments and International Financial Institutions, and **innovative financing mechanisms** (including debt swaps and co-financing arrangements)

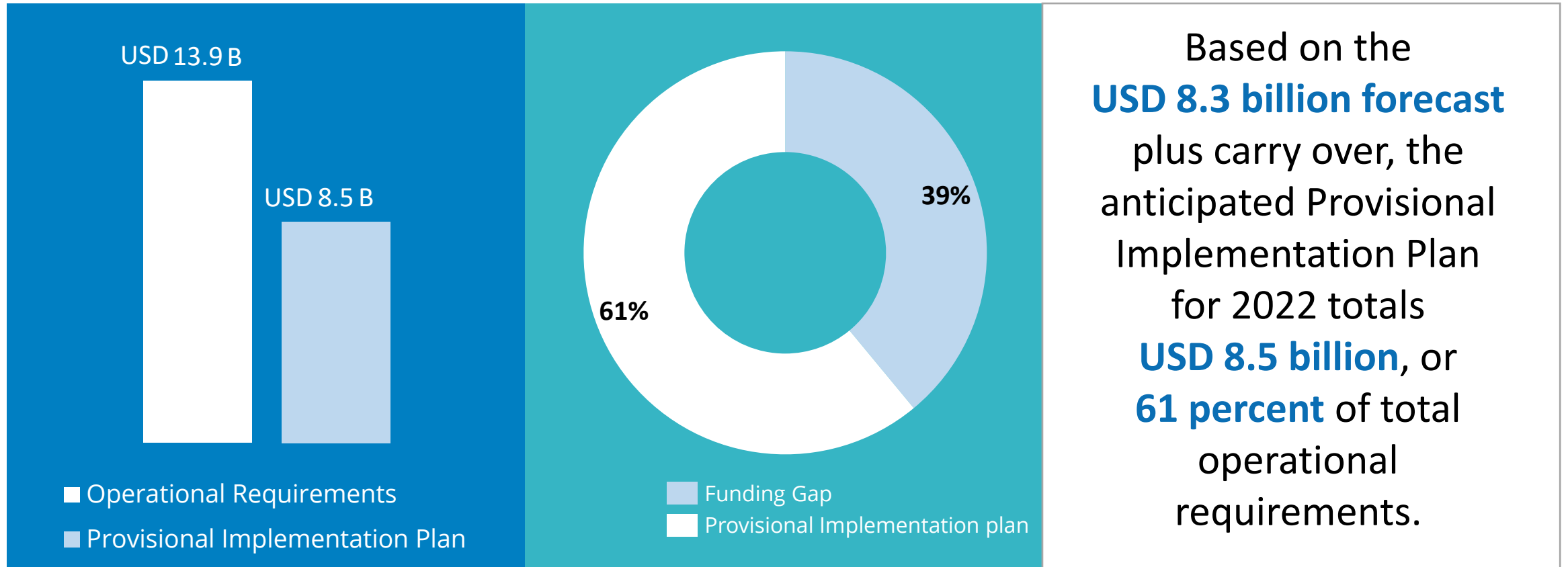


Enhanced efforts and reach are delivering **encouraging funding results with private sector donors** and supporters



Proactive engagement with donors **on predictable, flexible, and multi-year funding** while reporting on use and added value in APR

2022 Operational Requirements vs. Provisional Implementation Plan



RESOURCING & FINANCIAL CONTEXT

Q&As



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BASELINE APPROACH



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Baseline - Definition

What is the Baseline?

Baseline activities are **essential activities** that contribute to the efficient and effective delivery of the annual Implementation Plan, but cannot be readily traced to individual Country Strategic Plans. These activities include the fulfilment of **WFP's institutional obligations** through corporate management and administrative functions, representational functions, operational services, policy and advisory functions and oversight functions. Enabling WFP to achieve its goals, strategic direction and corporate priorities, these activities ensure delivery of our commitment to **value for money** and they position us to **mitigate emerging risks**. Baseline activities may be **recurring or one-time**, and the latter may span more than one year. Baseline activities are **funded by indirect support cost revenue, directed contributions**, and may also be funded by management recovery fees.

What is its purpose?

- Contribute to the **efficient and effective delivery of annual Implementation Plan** – covering costs that are not readily traced to individual Country Strategic Plans
- Indirectly enabling WFP to achieve **its goals, strategic direction and corporate priorities**

What is it composed of?

- Corporate management and administrative functions,
- Representational functions
- Operational services
- Policy and advisory functions
- Oversight functions

How is it funded?

- From **indirect support cost revenue** on each contribution
- From **directed donor contributions*** for activities overseen by HQ or RBx to **Trust Funds and Special Accounts**
- Management cost recovery fees

Setting expectations for baseline analysis in Management Plan 2022-2024

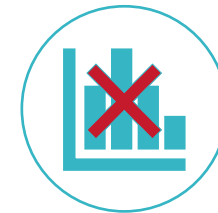
Objectives

- **Ensure** all funding sources are aligned to various activities undertaken in HQ and RBx
- **Enhance** transparency of WFP funding allocation between HQ and RBx
- **Enable** a more efficient use of funding



Outputs

- Full view of 2022 baseline budget **split by recurring and one-time costs**
- Presented by appropriation line, pillar, department, functional area, and object of expenditure
- **Baseline CANNOT be shown in a time series**
 - Although possible for PSA component view



Multilateral Contributions

Due diligence

- Internal review and peer agency benchmarking performed of historical use of multilateral contributions
- Leadership Group and Executive Director agreed **multilateral contributions would not be used for indirect costs unless explicitly agreed with the donor**
- **Multilateral contributions not included as funding source in baseline definition**

Way forward

- Multilateral contributions utilized for activities traceable to CSPs
- Opportunity to build trust and transparency to promote increased support through flexible funds

Challenges ahead

- WFP to rely on bilateral support
- Less flexibility for baseline budget management during the implementation cycle, which could be mitigated by a “pending allocation” provision within the PSA budget

Directed Trust Funds

What are they

Trust Funds - established to provide funding for enhancing WFP's organizational capacity, effectiveness and ability to work in specific thematic areas.

How are they funded?

Resources mobilized under the overall lead of Partnership and Advocacy Department for **direct donor contributions.**

Funding Outreach Themes

In 2022, WFP will continue to strengthen its advocacy and funding outreach around the following themes:

- Emergency preparedness and anticipatory actions
- Climate Change, Environmental and Social Sustainability Framework
- Innovation and change in humanitarian and development sectors
- Gender, Protection and Disability mainstreaming across CSPs
- Social Protection Systems and Delivery
- Roll-out of School Feeding strategy
- Mainstream capacity strengthening across CSPs
- South-South cooperation and supply chain strengthening

2022 Baseline Sample Tables

Tables to be updated pending finalization of BUSBE exercise and subsequent Resource Allocation exercise

Appropriation Line

TABLE XX: BASELINE ALLOCATIONS BY APPROPRIATION LINE (USD thousand)			
	Recurring	One-Time	Total 2022
Strategy and direction	-	-	-
Services to operations	-	-	-
Governance, independent oversight and fundraising	-	-	-
Grand Total	-	-	-

Funding Source

TABLE XX: BASELINE ALLOCATIONS BY FUNDING SOURCE (USD thousand)			
	Recurring	One-Time	Total 2022
Programme Support and Administrative	-	-	-
Directed Trust Funds and Special Accounts	-	-	-
Programme Support and Administrative Equalization Account	-	-	-
Management Cost Recovery Fees	-	-	-
Grand Total	-	-	-

Object of Expenditure

TABLE XX: BASELINE ALLOCATIONS BY EXPENDITURE (USD thousand)			
	Staff costs	Non-staff costs	Total 2022
Recurring	-	-	-
One-Time	-	-	-
Grand Total	-	-	-

Location / Organizational Unit

TABLE XX: BASELINE ALLOCATIONS BY DEPARTMENT (USD thousand)			
	Recurring	One-Time	Total 2022
Headquarters	-	-	-
Regional Bureaux and Country Offices	-	-	-
Grand Total	-	-	-

2022 PSA BUDGET



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The Programme Support & Administrative Budget

What is the PSA?

A portion of the WFP budget providing **indirect support to WFP activities** (i.e.: costs that cannot be directly linked to the execution of a programme or activity)

How is it funded?

From the **ISC charge** on each contribution

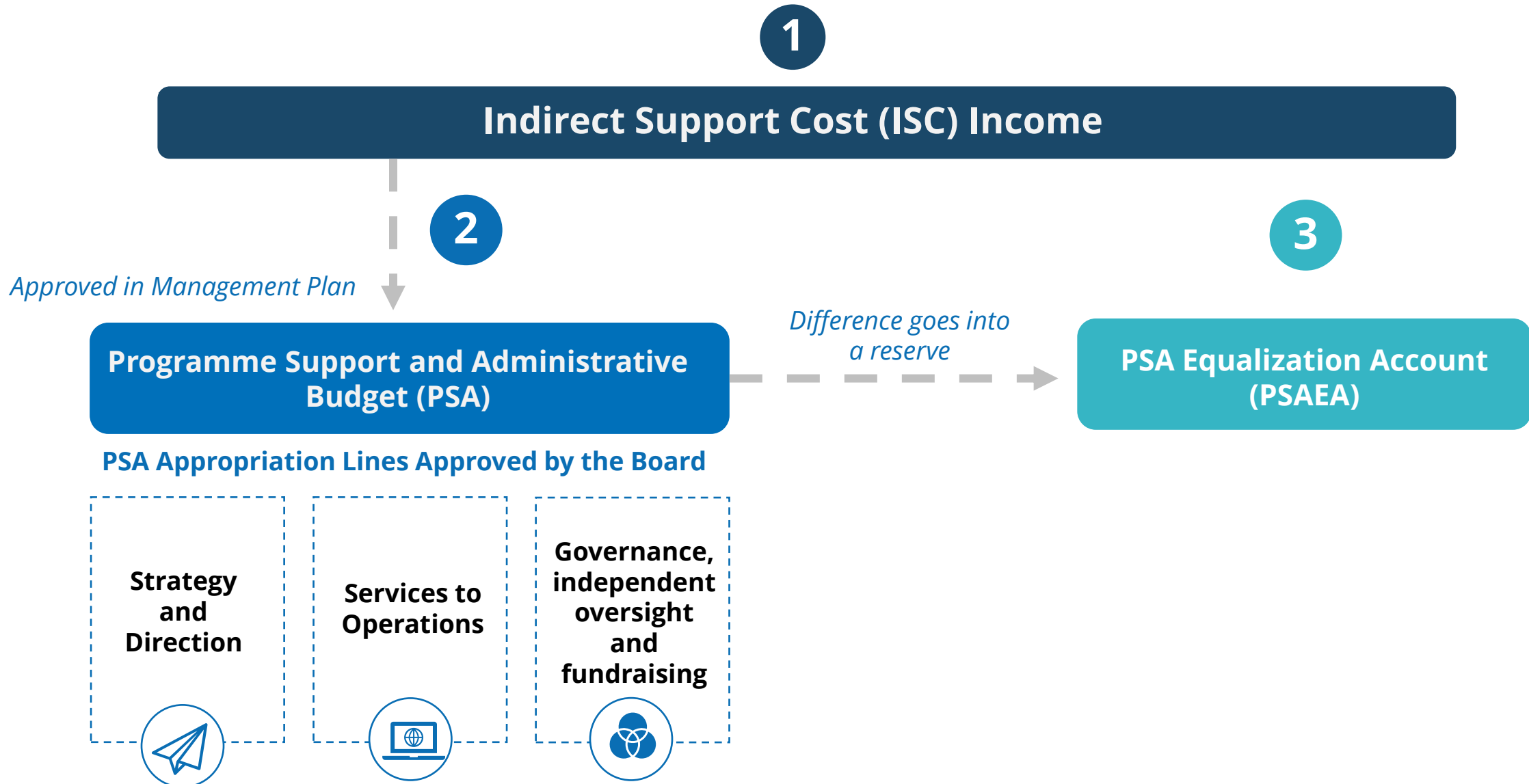
What does it cover?

The majority of **HQ and RBx costs**, as well as the “backbone” structure of country offices

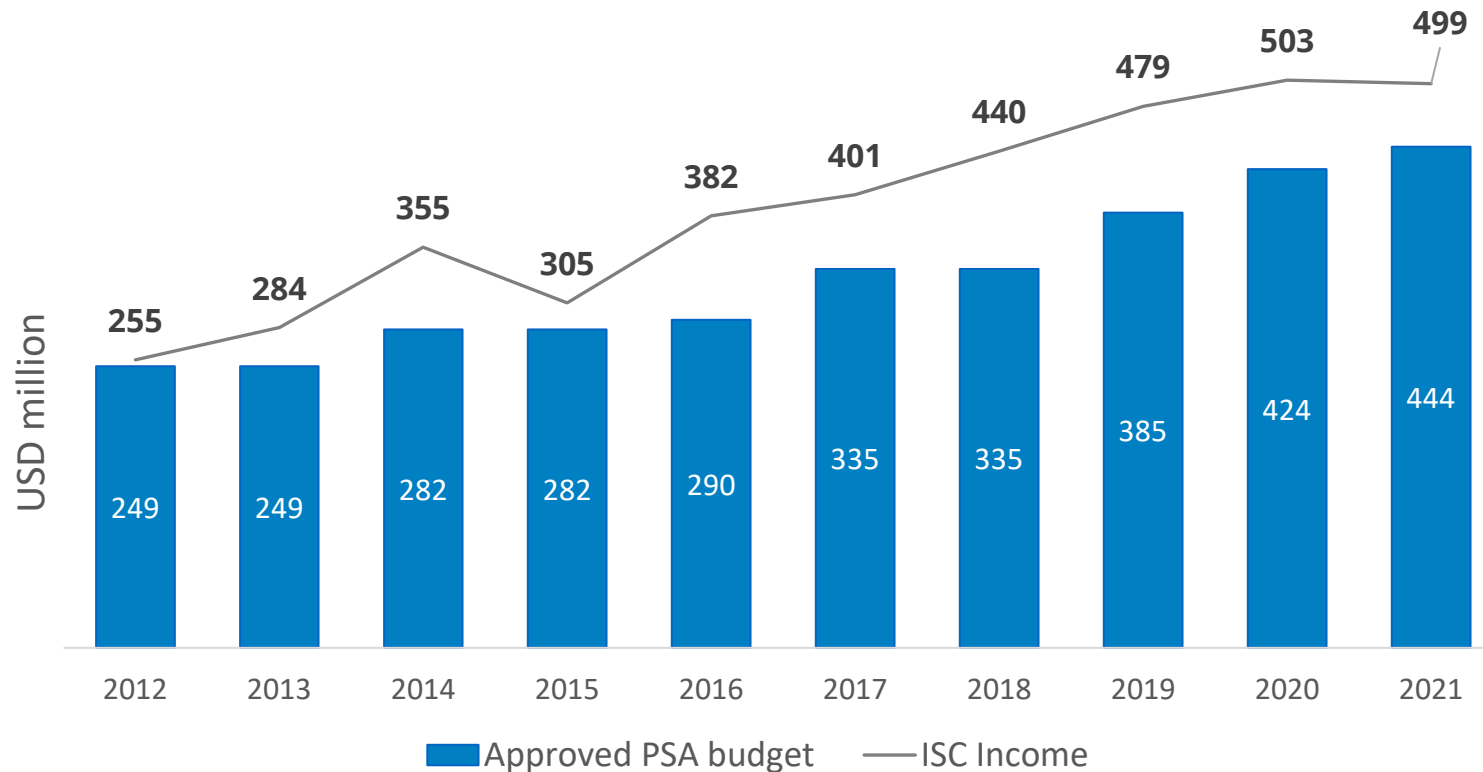
How is it approved?

The EB approves the PSA appropriation within the Management Plan, giving authority to the ED to spend

The Programme Support & Administrative Budget



PSA budget covered by 2021 ISC



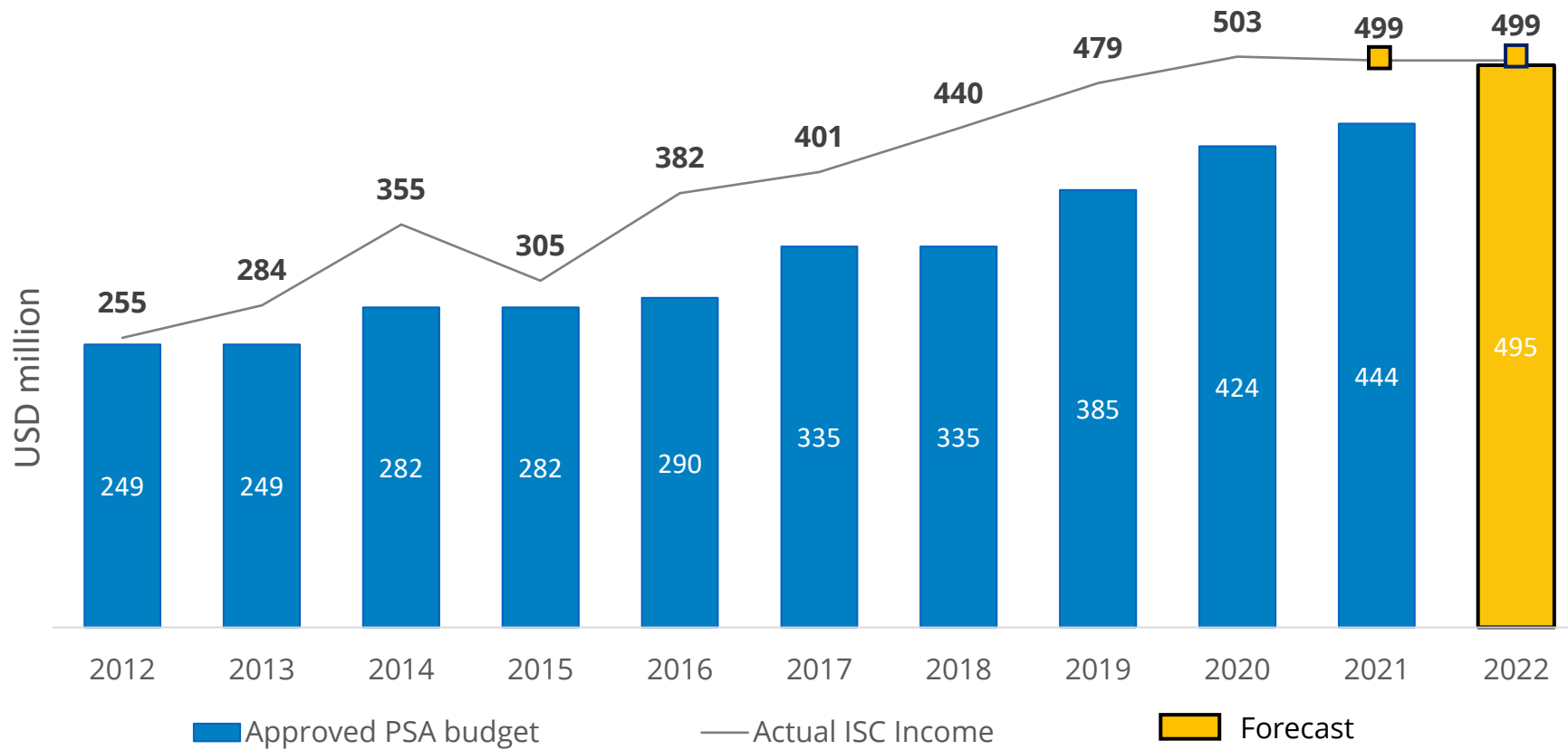
ISC income vs. PSA budget, 2021

Item	USD million		
	Approved in MP	Updated projections	Variation
Estimated overall income	7,450.0	8,300.0	+900.0
Estimated ISC income	445.1	499.3	+54.2
Proposed PSA budget	443.5	443.5	-
Estimated ISC income <i>minus</i> Proposed PSA budget	1.6	55.8	+54.2

Actual ISC income realized **consistently higher** than PSA Budget.

Latest WFP 2021 income forecast of **USD 499 M** is higher than PSA budget of **USD 443.5 M** generating additional **USD 55.8M** for the **PSA equalization account**.

PSA budget covered by 2022 ISC



2022 PSA projections (USD million)

Estimated Overall Income	8,300
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Estimated ISC Income	499.3
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Proposed PSA level	495.0
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Proposed **2022 PSA budget** level of **USD 495 M** is fully covered by the projected ISC income of **USD 499.3 M**

2022 PSA Sample Tables for MP Presentation*

*Data currently unavailable

By Pillars / Objects of Expenditure (Recurring)

Table XX: PSA ANALYSIS OF BUDGET BY PILLAR (USD thousand)							
	A. Strategy and Direction	B. Business Services to Operations	C. Policy Guidance and Quality Assurance	D. Advocacy, Partnerships, fundraising and United Nations Coordination	E. Governance and Independent Oversight	Total 2022	Total 2021
Staff costs	-	-	-	-	-	-	-
Non-staff costs	-	-	-	-	-	-	-
Grand Total	-	-	-	-	-	-	-

By Pillars / Location / Org Unit (Recurring)

Table XX: PSA ANALYSIS OF BUDGET BY PILLAR (USD thousand)							
	A. Strategy and Direction	B. Business Services to Operations	C. Policy Guidance and Quality Assurance	D. Advocacy, Partnerships, fundraising and United Nations Coordination	E. Governance and Independent Oversight	Total 2022	Total 2021
Headquarters	-	-	-	-	-	-	-
RBx & COs	-	-	-	-	-	-	-
Grand Total	-	-	-	-	-	-	-

By Pillars / Post Count

Table XX: PSA ANALYSIS OF BUDGET BY PILLAR							
	A. Strategy and Direction	B. Business Services to Operations	C. Policy Guidance and Quality Assurance	D. Advocacy, Partnerships, fundraising and United Nations Coordination	E. Governance and Independent Oversight	Total 2022	Total 2021
Professional Staff	-	-	-	-	-	-	-
General Service	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
Temporary Staff	-	-	-	-	-	-	-
Grand Total	-	-	-	-	-	-	-

Small one-time costs incurred over the calendar year are presented under PSA.

Significant one-time (e.g. greater than USD 1 million) and multi-year initiatives are reflected as Critical Corporate Initiatives.

For Executive Board Approval: Indirect Support Cost Rate

- Maintain the standard **ISC rate of 6.5 percent**, and a lower ISC rate (at least **4 percent**) for:

Host government contributions to their own programmes



Contributions from governments of developing countries or with economies in transition



- Propose removal of the **ISC Rate Calculation** in the Management Plan as the ISC rate decision is driven by:
 1. Available PSAEA balance retention
 2. PSA level set within ISC income forecast

2022 PSA BUDGET

Q&As



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CORPORATE SERVICES FINANCING MECHANISM



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Corporate Services

What is it?

The **corporate services** financing mechanism adopted in 2014 enables WFP to provide services economically and efficiently through three mechanisms

FLEET CENTRE



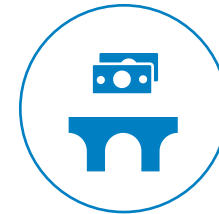
To fund capital costs subsequently recovered through vehicle leasing fees charged to project

FEE FOR SERVICE ACTIVITY



Advances for activities like IT per capita and Security with recoveries made during the year ensuring outstanding balance not to exceed ceiling

CAPITAL BUDGETING FACILITY



Revolving facility to enable WFP to provide advances for multi-year projects

Adjustments to Corporate Services Financing Mechanism

Current level (USD 82 M)

Proposed adjustments (USD 147 M)

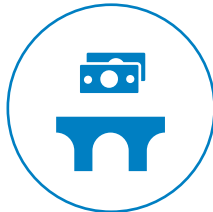


FLEET CENTRE

USD 15 M

FLEET CENTRE

USD 15 M



CAPITAL BUDGETING FACILITY

Click to add text

USD 47 M

CAPITAL BUDGETING FACILITY



To USD 82 M



FEE-FOR-SERVICE ACTIVITIES

USD 20 M

FEE-FOR-SERVICE ACTIVITIES



To USD 50 M

These mechanisms serve as **internal tools** to flexibly manage operations and **do not require any funding from donors.**

Examples of Capital Budgeting Facility (CBF)

Ongoing uses of CBF in 2021

South Sudan SCOPE activities

Corporate innovation through SCOPE by scaling up the biometric registration of affected populations, which will directly contribute to the operation's cost-efficiency and internal controls.

Private-sector partnerships and fundraising strategy

Digital fundraising strategy that engages people worldwide (e.g. Share the Meal – awarded as the 2020 best app of the year by Google and Apple), to increase yearly income from individual supporters and WFP brand familiarity by 2025.

Office premises

Support COs with capital to construct new facilities:

- Mali: new premises include post-COVID new standard work modalities, security upgrades and a solar power system to improve the facility's energy efficiency.
- Uganda: construction of a joint new green WFP/UNICEF common premises, allowing for approximately 25% more staff and achieving full compliance with security standards.

New CBF Initiative in 2022:

Human Capital Management platform

Support the multi-year implementation of cutting-edge technology and analytics, which will foster efficient and effective people management, HR services and data-driven people management decisions.

Fee for Service

What are they?

According to WFP's rules and regulations, if an activity can be traced to a specific CSP then it should be charged directly.

Principles:

- Non-normative activity (i.e. policy guidance are normative and therefore indirect activities)
- Often transactional, which can be tied to a specific operation
- Advance financing is recognized as a prerequisite for establishing a direct funding model, e.g. fee for service mechanism

BUSBE to elaborate on principles and approach of direct cost attribution

Examples

Existing:

- Food Safety and Quality
- ICT Services
- GCMF

Proposed:

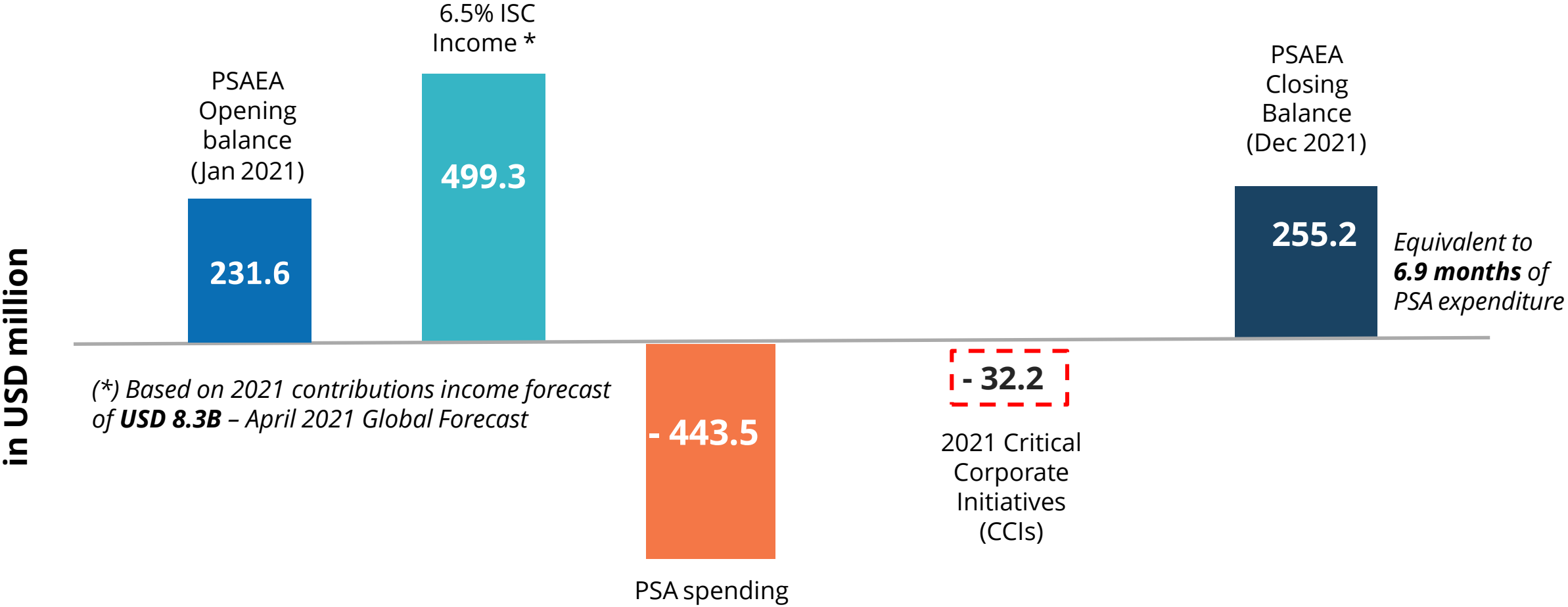
- Beneficiary Management
- Shipping Services
- Procurement Services

STATUS OF THE PSA EQUALIZATION ACCOUNT & PROPOSED DRAWDOWN



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Projected PSAEA balance end 2021



At 2021 contributions income of **USD 8.3B**, WFP is expecting the PSAEA balance to grow to cover **6.9 months of PSA expenditure**

PSAEA projections for 2022 and proposed Critical Corporate Initiatives in 2022

PSAEA projections for 2022

Item	USD M
Projected account balance at 31 December 2021	255.2
2022 ISC projected revenue (<i>based on USD 8.3B forecasted income</i>)	499.3
2022 proposed PSA	(495.0)
PSAEA drawdowns to be pursued in 2022 for CCIs	(37.9)
PPF Private Sector Strategy	(17.1)
Investing in WFP People	(20.8)
Projected closing balance at 31 December 2022	221.5

Critical Corporate Initiatives (CCI)

- A **CCI** is an activity to strengthen WFP's programming, operational and administrative capacity to fulfill its mission and delivering value for money
- CCIs are **one-off in nature**, often multi-year, focused on organizational change, require predictable funding and **do not benefit a single operation**

Projected 2022 year-end PSAEA balance is equivalent to **5.4 months** of PSA costs which is above the 5 months threshold

For Executive Board Approval: PSAEA drawdown for Critical Corporate Initiatives

Subject to EB approval, the PSAEA is proposed to be used to **support two critical corporate initiatives** in 2022:

- 1. Continue multi-year initiative on Private Sector Strategy**, for disbursement of third and final tranche, which includes resource mobilization activities that will enhance WFP's visibility
- 2. Investing in WFP People**, initial tranche of multi-year (2022-2024) proposal, with further tranches to be approved by the EB subject to satisfactory results reporting

Item	USD million
PPF Private Sector Strategy	17.1
Investing in WFP People	20.8
TOTAL	37.9

In Compliance with External Audit: CCI proposed will contain detailed budget information, expected results, and implementation schedule in the management plan for approval

UNEARMARKED PORTION OF THE GENERAL FUND & UNQUANTIFIED POTENTIAL FUTURE USES

The Unearmarked Portion of the General Fund

Overview

- The General Fund accrues investment income and exchange rate gains that are not designated to a specific programme category or project and therefore are unearmarked building up over time
- This unearmarked portion of the General Fund supports specific WFP **treasury activities** (e.g. investment income, exchange rate management)
- The **Executive Board** can approve its use for areas that aim to strengthen WFP's resourcing and financing mechanisms in support of strategic priorities
- Over the past few years, WFP has accumulated a **balance of the unearmarked portion of the General Fund with an actual position as at 1 January 2021 of USD 280.9 million.**

For Executive Board Approval: Proposed increase of treasury activities funded from the unearmarked portion of the General Fund

Request for higher utilization of the unearmarked portion of the General Fund in 2022 for the

Executive Board's approval:

- Propose to increase resources allocated to the Treasury Branch from **USD 1.55M to USD 2.35M**
- **Enhance treasury management capacity** to ensure optimal management of investments, and related investment and foreign exchange risk, required due to growth of volumes and activities, increased complexity, including but not limited to expansion of service provision to host governments, and challenging macro-economic environment for many WFP operations

Illustration of unearmarked portion of the General Fund

1	Strengthen WFP's operational reserve	Operational reserve now covers only 5% of annual Internal Project Lending (IPL); IPL increased by 70% since 2014
2	Direct inject to the IRA	Increased funding required as the demand for IRA allocations is increasing in the current environment
3	Establish the Transformational Fund	A thematic fund for the Changing Lives agenda with the aim to support WFP COs in becoming a key partner for SDG 2 transformation by bringing proof of concept for WFP's expertise and capacities to generate a "return" from IFIs or host governments.
4	ERP (WINGS)	Expansion of WINGS to implement a future state of cloud-based ERP corporate platform to streamline, simplify and harmonize WFP processes
5	Emerging Donor Matching Fund (EDMF)	A funding facility to support national governments in covering the associated costs of their contributions to WFP
6	Strategic Plan	Support for the transformation and adaptation of WFP systems and CSPs to implement the new Strategic Plan and CRF 2022-2026
7	Implementation of WFP policies	To accelerate the design and implementation of normative policies

STATUS OF PSAEA & POTENTIAL USES OF THE UNEARMARKED PORTION OF THE GENERAL FUND

Q&As



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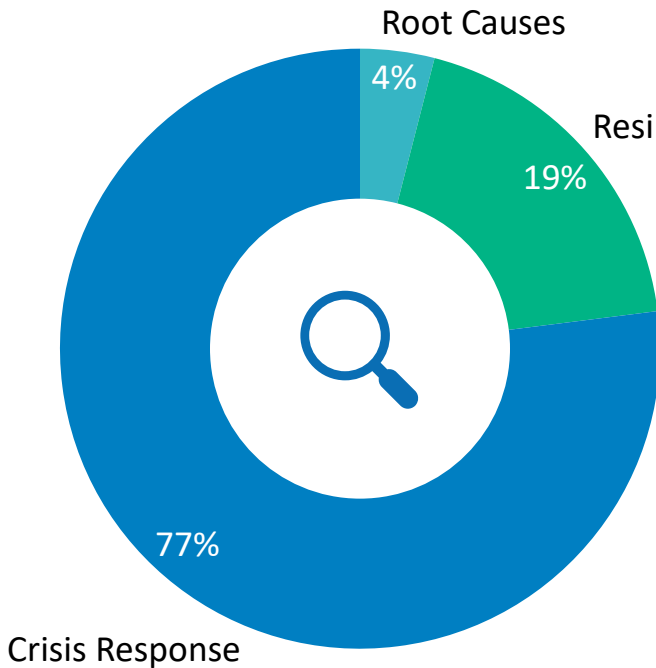
OVERVIEW OF 2022 OPERATIONAL REQUIREMENTS AND PROVISIONAL IMPLEMENTATION PLAN



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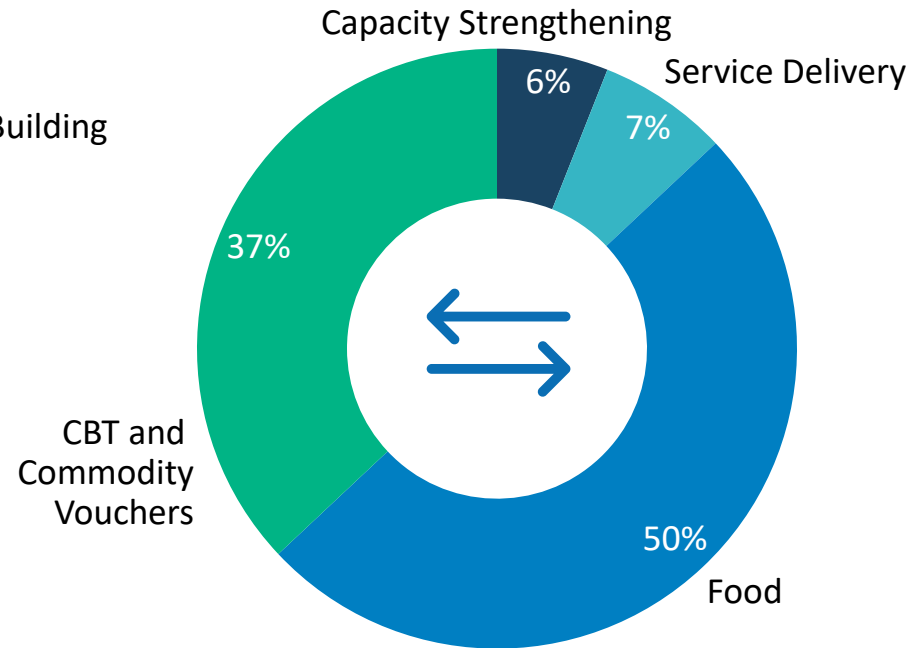
2022 Operational Requirements Analysis

By Focus Area



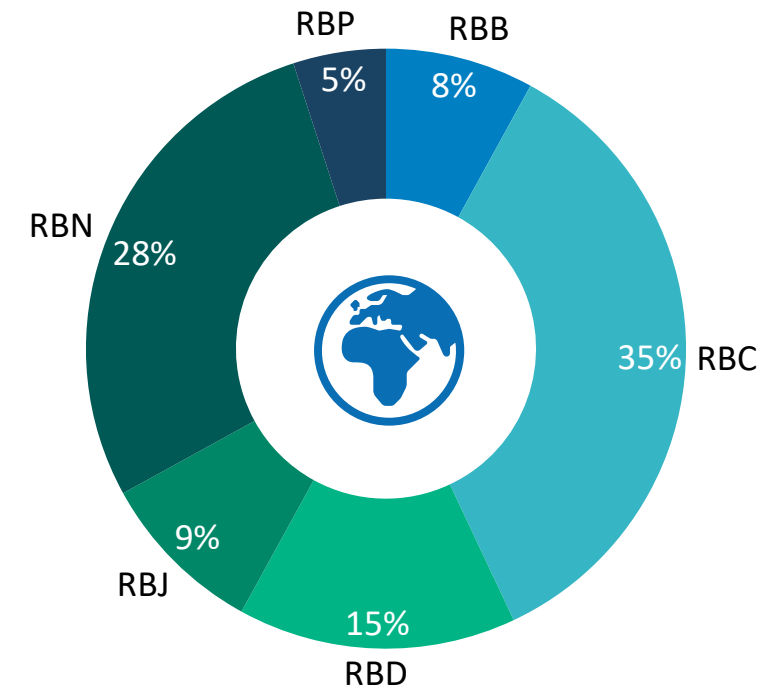
Largest increases compared with MP 2021 are in **Resilience Building** and **Crisis Response**

By Transfer Modality



Largest increases compared with MP 2021 are in **Service Delivery** and **Capacity Strengthening**

By Regional Bureau



Largest increases compared to MP 2021 are in **RBB, RBP** and **RBD**.

Comparison based on percentage terms

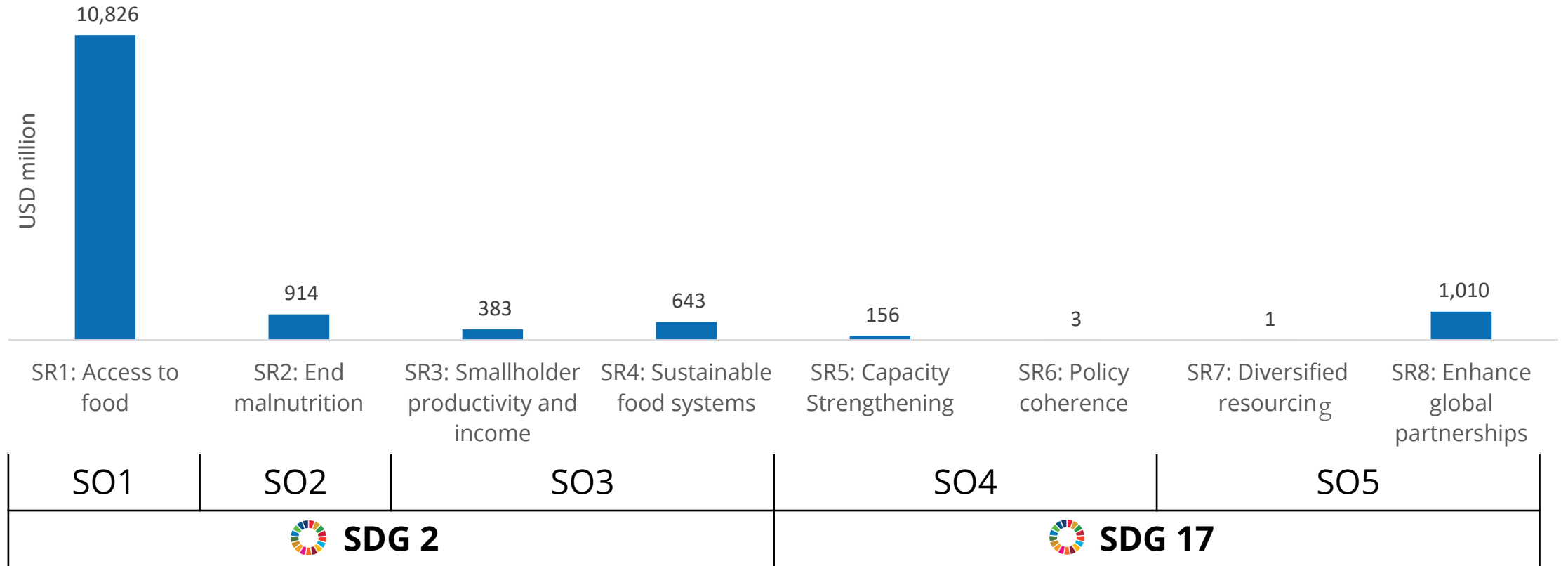
2022 Operational Requirements Top 10 countries of operation

Country of operation	2022 Operational Requirements (US Million) / %	
Yemen (L3)	1,912	14%
Syria (L3)	1,370	10%
South Sudan (L3)	1,149	8%
Sudan	974	7%
Lebanon (L2)	834	6%
Ethiopia	672	5%
Somalia	513	4%
Afghanistan	498	4%
DR Congo (L3)	428	3%
Nigeria (L3)	406	3%
Others	5,182	37%
TOTAL	13,937	100%

Top 5 operations account for **45 percent** of the 2022 Operational Requirements;

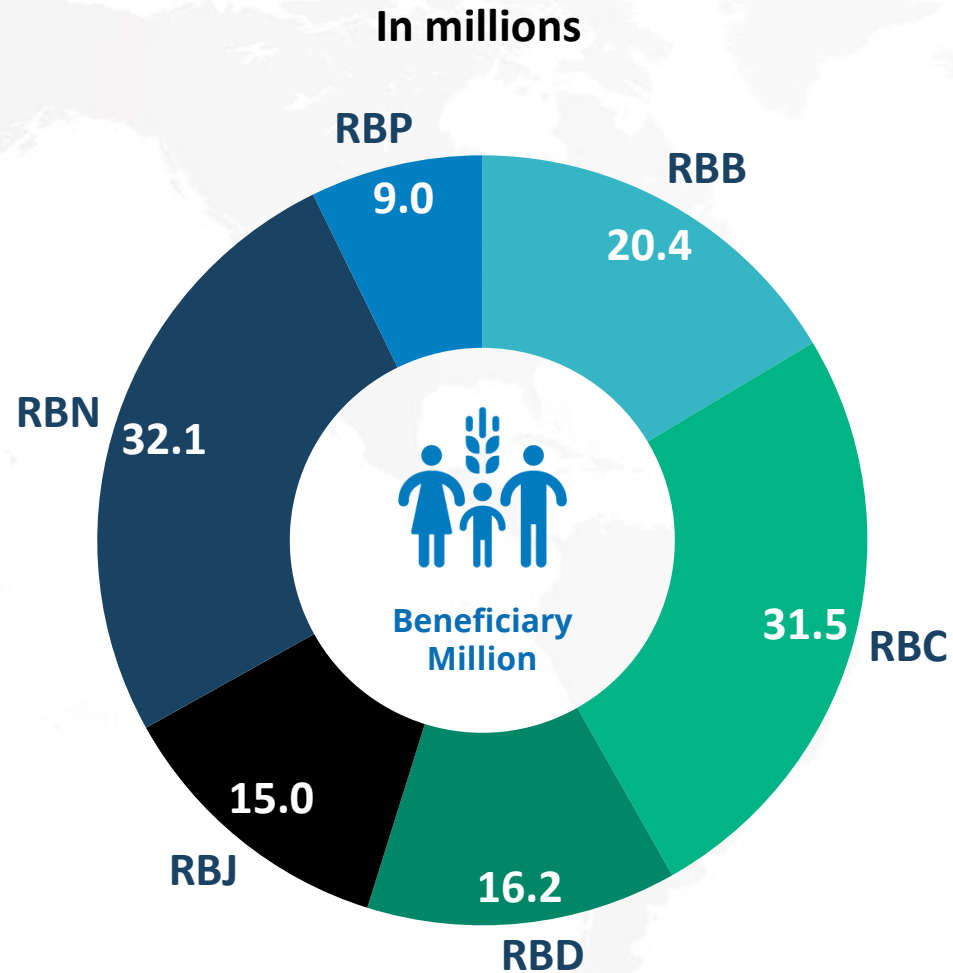
6 out of the top 10 countries are facing L3 or L2 emergencies

2022 Operational Requirements by SR, SO and SDG



Strategic Results 1, 2 and 8 account for **91 percent** of total 2022 requirements

2022 Operational Requirements Targeted Beneficiaries by RB



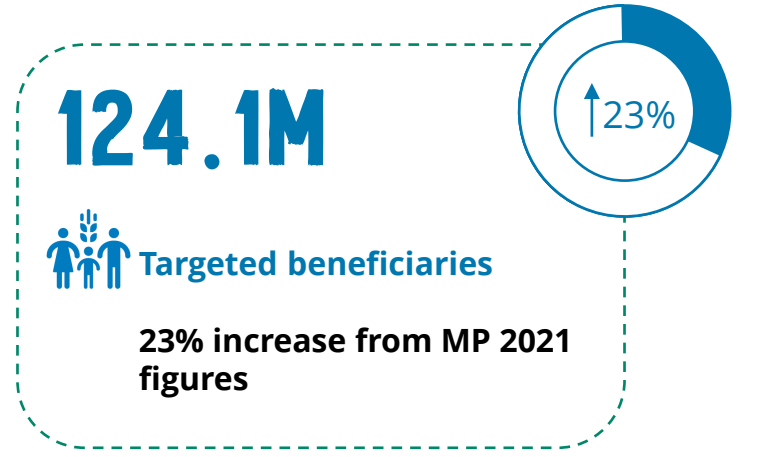
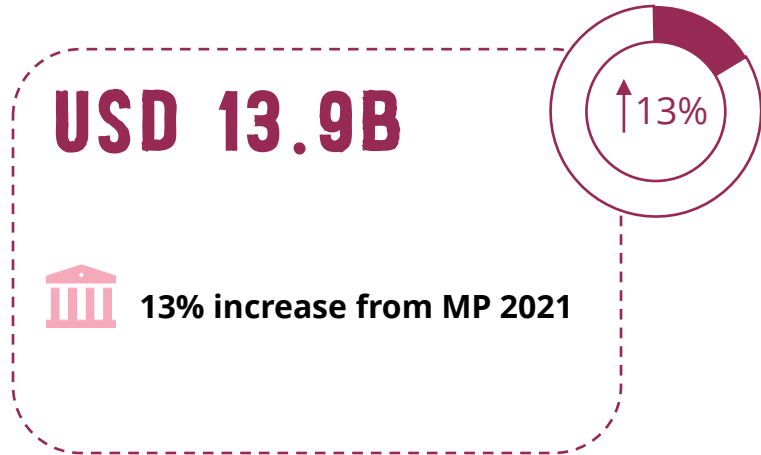
124.1 million beneficiaries targeted in 2022 (23 percent increase as compared to MP 2021)

Top 3 Regional Bureaux with the largest share of targeted beneficiaries are **RBN, RBC and RBB**.

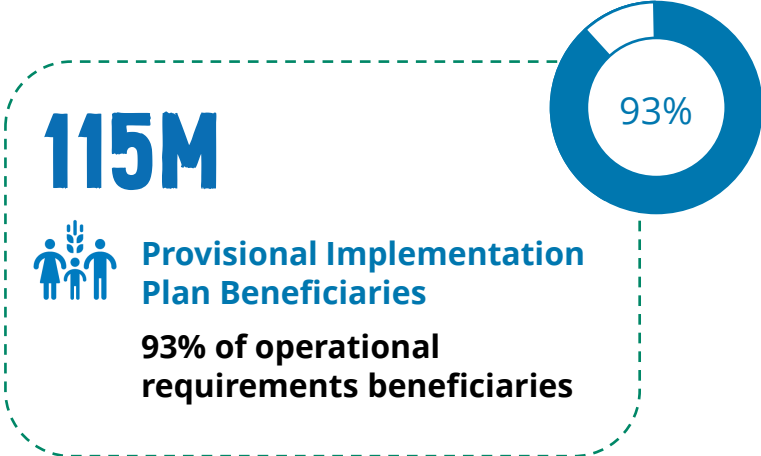
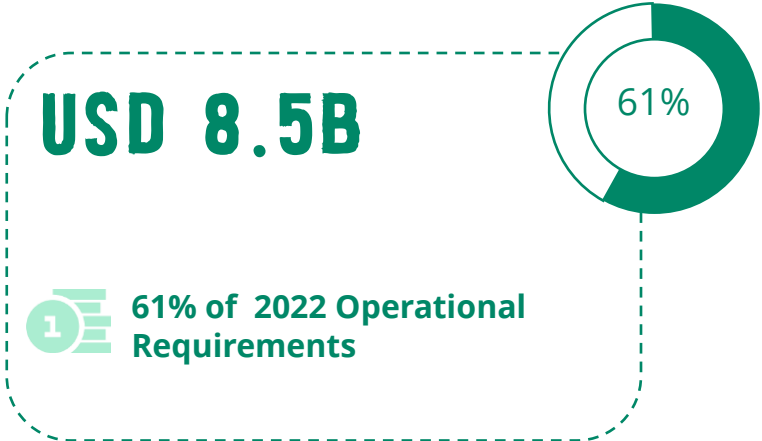
Largest increases from 2021, in percentage terms, are in RBB (+89 percent), RBP (+78 percent) and RBD (+27 percent)

2022 Operational Requirements and Provisional Implementation Plan: Key Figures

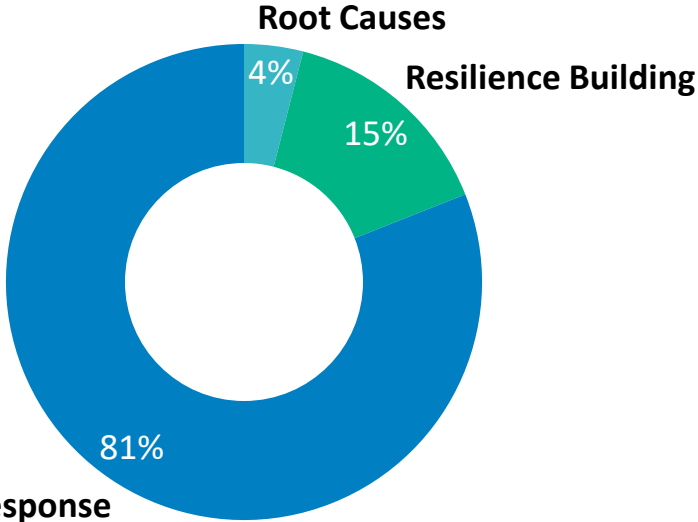
Operational Requirements



Provisional Implementation Plan



By Focus Area



Services supporting SDG 17

Context

- WFP provides common services, mobilizes and shares knowledge, expertise, technology and financial resources in humanitarian and other situations, and when called on by partners
- WFP's service provision capacity, mandated and on-demand services, is key in enabling humanitarian response on the ground
- Increasing relevance in formulation of new Strategic Plan and CRF

Principles

- Managed on a cost recovery basis and fee per WFP rules and regulations
- Services may not directly relate to zero hunger but support Agenda 2030 and match core strengths
- Do not implement services in contexts where viable, inclusive, safe and reliable alternatives are available or where other actors are better placed

Examples

- United Nations Humanitarian Response Depot
- Aviation Services
- Logistic humanitarian services
- Fast Information Technology and Telecommunications Emergency Support Team (FITTEST)
- Other on-demand services

NEXT STEPS



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Next Steps

May 26



EB informal briefing

Jul 21



1st informal consultation

Sept



Submission of Key Extracts to the EB

- *Sections I – VIII of narrative text (in English)*
- *CCI concept notes detailing budget information and KPIs*

Sept 24



2nd informal consultation to provide “extracts” and discuss draft EB decision

Oct



Advisory Committee on Administrative & Budgetary Questions (ACABQ)

FAO Finance Committee

Nov 15



EB Second regular session – MP approval

OVERVIEW ON 2022 OPERATIONAL REQUIREMENTS AND PROVISIONAL IMPLEMENTATION PLAN | NEXT STEPS

Q&As



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THANK YOU



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Terminology & Acronyms

Baseline - activities identified that must be funded, regardless of funding source, required to support operations and other services of the programme

BUSBE - the **Bottom-Up Strategic Budgeting Exercise** aims to revisit WFP funding source management and determine how best to align them to activities in RB/CO/HQ divisions

Capital Budgeting Facility - A revolving facility for enabling WFP to implement large-scale initiatives that improve efficiency by reducing costs in the long term

CBT – Cash-based Transfers - set of transfer modalities through which beneficiaries are provided with purchasing power in the form of cash and/or value vouchers

CCI - Critical Corporate Initiatives - non-recurring investments funded by allocations from the PSA equalization account aimed at strengthening WFP's programming, operational and administrative capacity

CSPs - Country Strategic Plans

EB - Executive Board

General Fund (GF) - accounting entity established for recording, under separate accounts, indirect support cost recoveries, miscellaneous income, operational reserve and contributions received which are not designated to a specific programme category fund, trust fund, or special account

IFI - International Financial Institution

ISC - Indirect Support Costs - costs which support the execution of activities which cannot be directly linked with their implementation

KPI - Key Performance Indicators

MP - Management Plan

Multilateral contributions – cash contributions provided by donors, which, at the time of confirmation, have not been designated to a specific programme category or bilateral project

PPR - Public Partnerships and Resourcing Division

PSA - Programme Support and Administrative (Budget) is the portion of the WFP budget that pertains to providing indirect support to WFP's activities

PSAEA - Programme Support and Administrative Equalization Account

Reserves - established by the Executive Board as facilities for operational support and for other specific funding purposes

Service Provisions - The provision of services consistent with the purposes, policies and activities of WFP to a party in exchange for payment

UN - United Nations

WEB - World Wide Web

WINGS - WFP Information Network and Global System