Risk Management Division

First Risk Management Informal Briefing to the Executive Board

10 February 2025

WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

Agenda

a)	Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update
b)	2024 End-year review of the Corporate Risk Register Dashboard
c)	Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

d)	Progress on implementation of internal and external oversight recommendations
e)	Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework
f)	Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)
g)	RMD Budget and Staffing

BREAK for Q&A followed by closing

Agenda

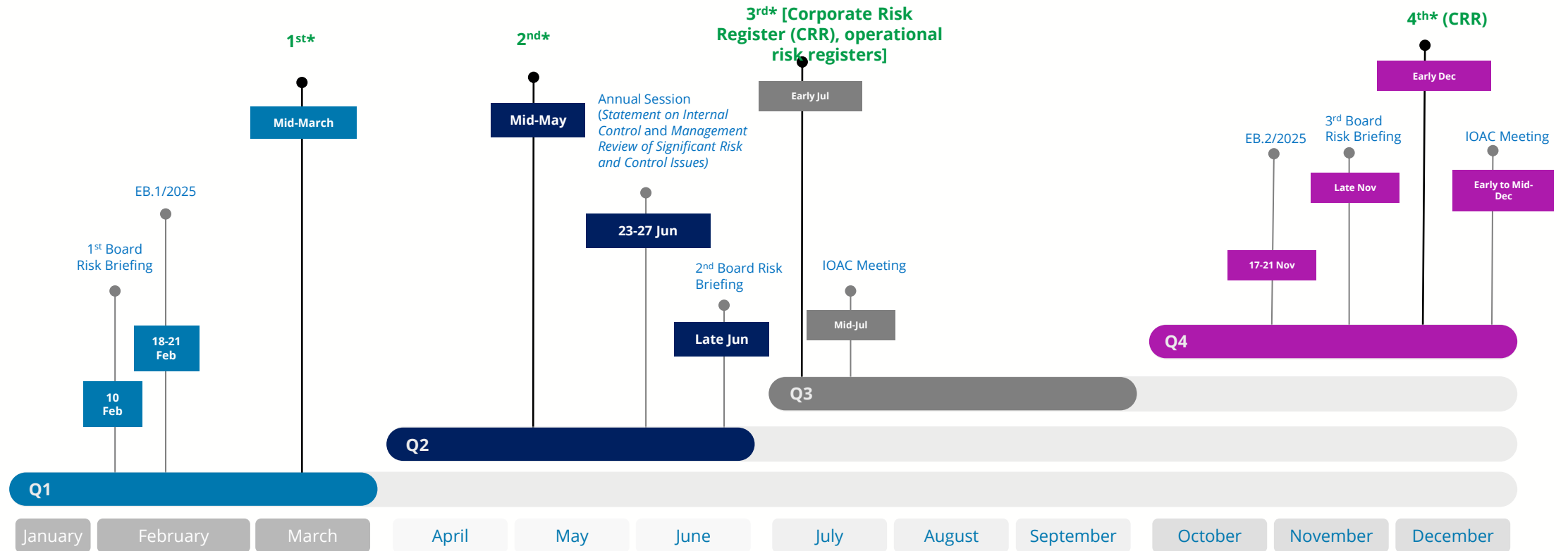|	
a)	**Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update**
b)	2024 End-year review of the Corporate Risk Register Dashboard
c)	Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

d)	Progress on implementation of internal and external oversight recommendations
e)	Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework
f)	Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)
g)	RMD Budget and Staffing

BREAK for Q&A followed by closing

Working Draft – 2025 Risk Programme Work with Key Milestones

WFP Risk Committee – presentations will mirror those in the triannual informal Risk Management briefings to the Board

1st*

2nd*

3rd* [Corporate Risk Register (CRR), operational risk registers]

4th* (CRR)

Early Dec

Mid-March

Mid-May

Early Jul

Annual Session (*Statement on Internal Control* and *Management Review of Significant Risk and Control Issues*)

EB.1/2025

EB.2/2025

3rd Board Risk Briefing

IOAC Meeting

23-27 Jun

Late Nov

Early to Mid-Dec

1st Board Risk Briefing

2nd Board Risk Briefing

IOAC Meeting

17-21 Nov

18-21 Feb

Late Jun

Mid-Jul

Q4

10 Feb

Q3

Q2

Q1

January	February	March	April	May	June	July	August	September	October	November	December

* Quarterly Risk Management Committee proposed agenda items
- ❖ Ahead of each RMD Risk Briefing to the WFP Executive Board
- ❖ Supply Chain matters to be planned quarterly post SCD Oversight Working Group quarterly meetings and Food Safety and Quality matters to be planned bi-annually
- ❖ Periodic review of major insured incidents (e.g., non-cargo) to advise on loss/risk mitigation strategies
- ❖ Global Assurance Framework implementation will be a standing agenda item for every Risk Committee meeting

CRO Strategic Update

1. **Recent CRO Field Missions:**
   Sudan, DRC, Eswatini, RBN, RBJ, RBC, RBD

2. **Governance and Org. Structure:**
   - Board Informal Meetings on Risk Management (3x/year)
   - Global Risk Committee (quarterly)
   - CRO member of the Senior Management Team (SMT)

3. **Risk Escalation and Risk Sharing:**
   - Internal mechanisms to ensure consistent execution
   - Recent cases: Yemen, Myanmar, Burkina Faso

4. **Crisis Management / Business Continuity:**
   - Crisis Management Team (CMT) activation – Lebanon, Syria, DRC
   - HQ – Business Continuity Management (BCM) working group

Fraud Awareness Week (FAW) Highlights 17-23 November 2024

Our Vision

EMBEDDING RISK CULTURE TO ACHIEVE WFP'S MANDATE

Who we support

Assurance & Oversight to
EXECUTIVE BOARD

Transparency & Trust to
DONORS

PEOPLE WE SERVE

Informed Decision-Making & Accountability by
MANAGEMENT

Support & Safeguard
OPERATIONS

What we do

AS AN OVERARCHING 2ND LINE FUNCTION, WE…

Enterprise Risk Management

Risk Analysis
Risk Escalation and Sharing
Risk Appetite
Risk Monitoring and Key Risk Indicators
Country Risk Profile Index

Anti-Fraud and Anti-Corruption

Fraud Risk Management
Looting and Diversion Prevention
Donor Review Management

…MONITOR, ADVISE, SUPPORT.

Organizational Resilience Management

Incident Notification and Escalation
Incident Management
Crisis Management
Business Continuity Management

Oversight and Internal Controls

Executive Director Assurance
Management Oversight
Statement on Internal Control
Assurance Framework
Delegation of Authority

Enablers
Global Risk Officer Network, Policy and Guidance, Risk Systems Training and Awareness, Interagency Risk Coordination, Coordination with Three Lines

How we do it

RISK MANAGEMENT FRAMEWORK

PREVENT

DETECT

CORRECT

IDENTIFY
Threats & Opportunities

ASSESS
Severity

MITIGATE
Weaknesses

MONITOR
Controls

RESPOND
to Risks

Agenda

a) Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update

b) **2024 End-year review of the Corporate Risk Register Dashboard**

c) Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

d) Progress on implementation of internal and external oversight recommendations

e) Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework

f) Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)

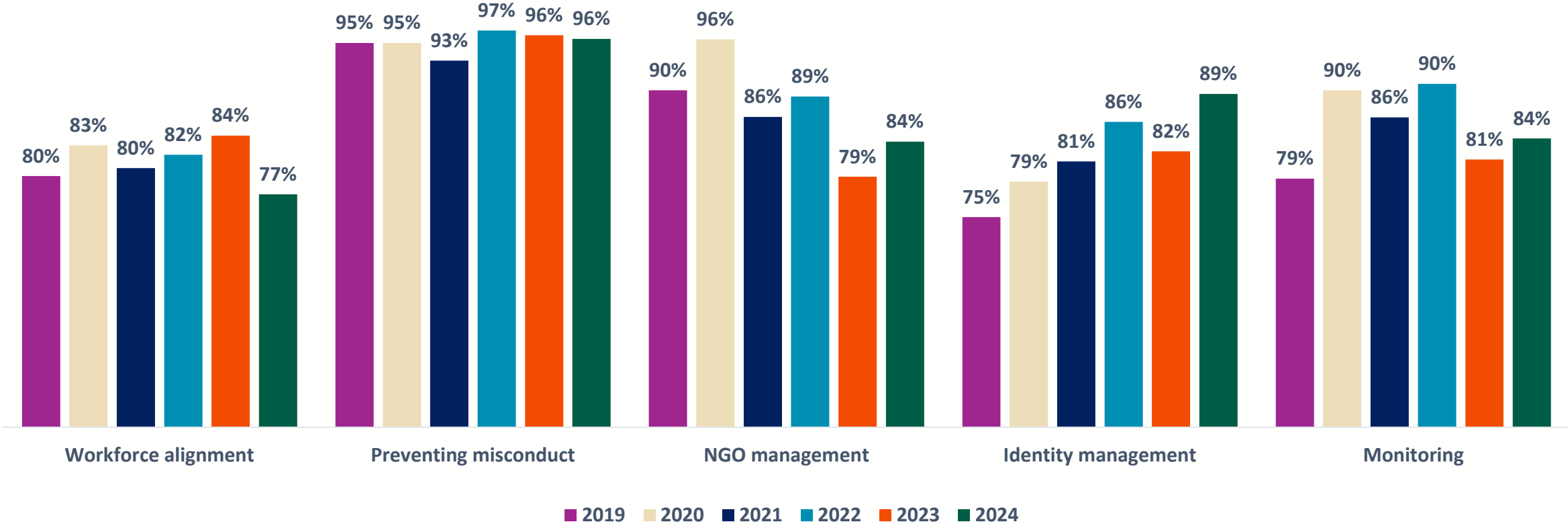**g)** RMD Budget and Staffing

BREAK for Q&A followed by closing

2024 Corporate Risk Register

Corporate risk	Lead	
1. Fraud & corruption	DED & COO	→
2. Beneficiary protection	Programme Operations	→
3. Operational partnerships	Programme Operations	→
4. Funding gap	Partnerships & Innovation	→
5. Employee duty of care	Workplace & Management	→
6. Digital transformation	Workplace & Management	→
7. Programme focus	Programme Operations	→
8. Workforce alignment	Workplace & Management	→

Strategic

Operational

Fiduciary

Financial

RMD: Risk Response decision tree

YES — Risk owner can take on higher degree of risk without exceeding appetite → **PURSUE** / **ACCEPT**

YES — Risk is within risk appetite

NO

YES — Risk can be mitigated by risk owner → **REDUCE** — Identify Risk Mitigation Actions

NO

ESCALATE

YES — Risk can be mitigated by higher (2nd and 3rd) level risk owner → Risk is to be reduced through partner(s), vendor(s) and/or insurance

NO

YES — Risk is to be reduced through partner(s), vendor(s) and/or insurance → **SHARE**

NO → **AVOID**

Update / consult / notify MEMBER STATES / DONORS

STRATEGIC — Risk Hungry
OPERATIONAL — Risk Averse
FIDUCIARY — Highly Risk Averse
FINANCIAL — Risk Averse

Collaborative Risk Management
Foster active engagement across the risk delivery chain for shared accountability.

Engagement with Donors
Build strong relationships with the Donor Community through proactive outreach and regular participation in donor and CP sessions.

Preparedness
Maintain and share an updated "risk package" (e.g., Risk Register, Risk Appetite Statement) to clarify risk parameters and mitigation plans.

Incident Notifications
Implement a structured, regular incident notification system to ensure transparency, trust, and timely decisions.

Single Accountability
Foster a culture where individuals take full ownership of risks within their purview, ensuring clear accountability while leveraging cross-functional input for effective mitigation and aligned strategies.

Agenda

| a) | Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update |

| b) | 2024 End-year review of the Corporate Risk Register Dashboard |

| c) | **Preliminary highlights of the 2024 Executive Director Assurance Exercise** |

BREAK for Q&A

| d) | Progress on implementation of internal and external oversight recommendations |

| e) | Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework |

| f) | Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD) |

| g) | RMD Budget and Staffing |

BREAK for Q&A followed by closing

Preliminary Highlights: Global trends across all country offices (COs) 2019-2024 (as of 3 Feb 2025)

Trends show which areas are doing particularly well and which may need strengthening.

CO respondents **increased** their self-assessment in **Identity Management** (+7%). **Preventing misconduct** remains high at 96% in 2024.

Results slightly improved in **Monitoring** (+3%) and **NGO management** (+5%). Yet these areas still **lag behind** in terms of maturity (both at 84% in 2024).

Self-assessments **decreased** in **Workforce alignment** (-7%). This may reflect restructuring necessitated by the global drop in funding.

Workforce alignment: 2019 80%, 2020 83%, 2021 80%, 2022 82%, 2023 84%, 2024 77%

Preventing misconduct: 2019 95%, 2020 95%, 2021 93%, 2022 97%, 2023 96%, 2024 96%

NGO management: 2019 90%, 2020 96%, 2021 86%, 2022 89%, 2023 79%, 2024 84%

Identity management: 2019 75%, 2020 79%, 2021 81%, 2022 86%, 2023 82%, 2024 89%

Monitoring: 2019 79%, 2020 90%, 2021 86%, 2022 90%, 2023 81%, 2024 84%

Legend: 2019 2020 2021 2022 2023 2024

Agenda

a)   Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update

b)   2024 End-year review of the Corporate Risk Register Dashboard

c)   Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

d)   **Progress on implementation of internal and external oversight recommendations**

e)   Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework

f)   Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)

g)   RMD Budget and Staffing

BREAK for Q&A followed by closing

Membership Access to RMD Oversight Dashboards!

Risk Management Division

Outstanding Oversight Recommendations/Actions by Original Due Year

Legend:
- Within due date (light blue)
- Overdue (dark blue)

Year	2019		2020	2021		2022			2023				2024				2025				2026		2027
Value	4	2	3	4	8	11	18	1	26	67	9	8	119	100	19	5	235	111	32	3	23	69	1
Type	IA	EV	IA	IA	EV	IA	EV	EA	IA	EV	EA	JIU	IA	EV	EA	JIU	IA	EV	EA	JIU	IA	EV	IA
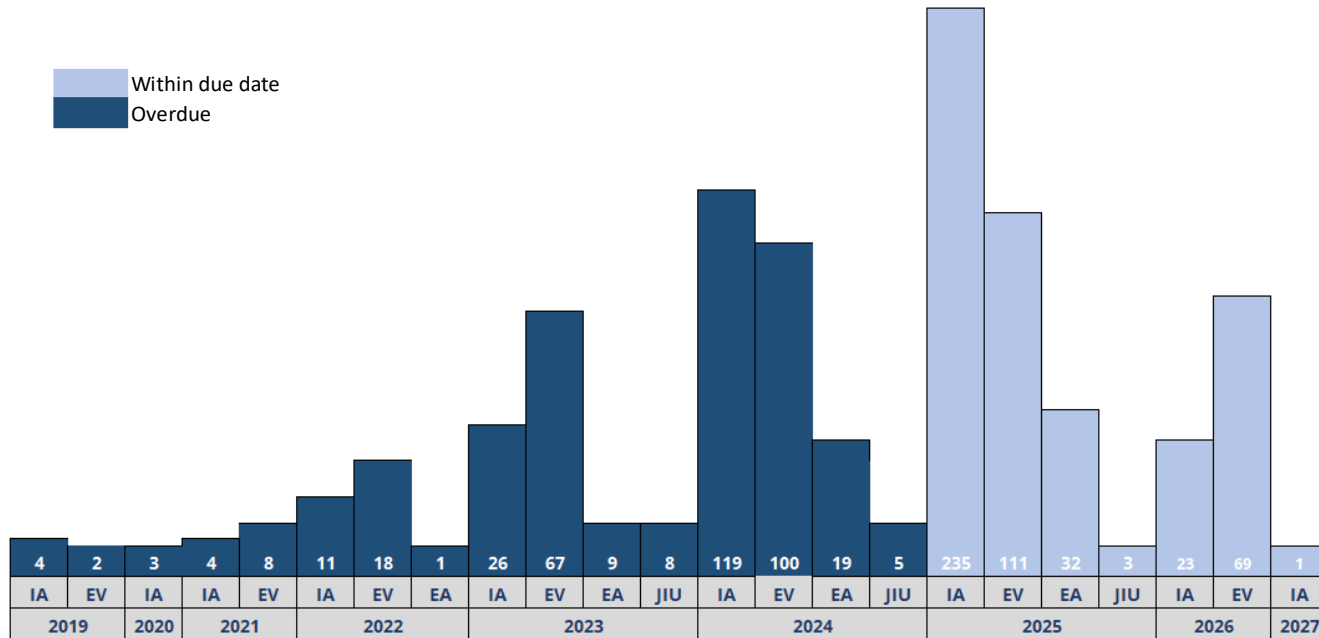
Executive Summary

- Consolidated update on the status of **Third Line independent assurance activities** – internal audit (IA) and evaluation – as well as **external assurance activities** – external audit (EA) and the Joint Inspection Unit (JIU)

- As of 30 January 2025, **881 oversight recommendations/actions** are outstanding. Of which, 404 are overdue, 195 are from evaluations, 167 from internal audits, 29 from external audits, and 13 from JIU reviews.

- For EA, JIU, and Evaluation, overall numbers are calculated based on recommendations. In the future, we aim to standardize all data based on recommendations

- While the overall implementation rate reflects steady progress, there is a slow increasing trend in overdue recommendations, particularly for internal audit and evaluations.

- Actions being taken to ensure timely closure include:
  - RMD continues to perform a **bi-annual stocktaking exercise** for evaluation recommendations
  - OIGA has initiated **proactive follow-ups with relevant functions** to resolve long-standing recommendations while **Chief of Staff issued first 2025 message to directors on 8 January 2025**.
  - For the EA and JIU, RMD continues to implement its regular follow-up in preparation for Executive Board reporting. To date, there are no outstanding recommendations prior to 2022.

Outstanding actions by due date year
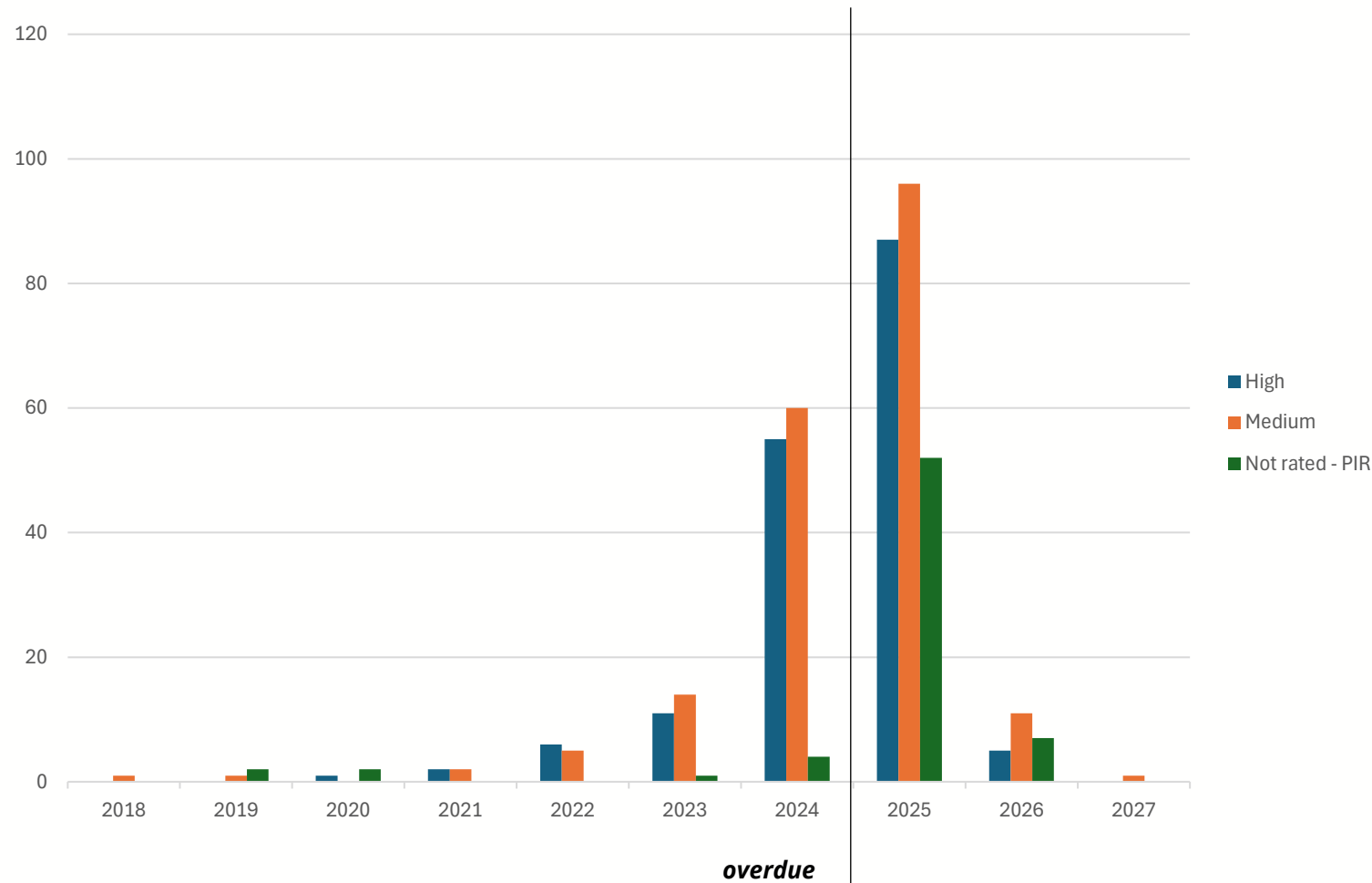
HIGHLIGHTS:

Internal Audit actions – progress as of 30 January 2025

- **426 actions** were outstanding
  - ❖ 358 relate to internal audits
  - ❖ 68 relate to proactive integrity review reports.
  - ❖ 29 implemented and under OIGA verification for closure

- Outstanding actions stem from:
  - ❖ 67 internal audits; 31 country office audits and 30 thematic audits
  - ❖ 6 Proactive Integrity Reviews (PIRs)
  - ❖ The areas of supply chain and delivery, risk management, information and communication technology, security and access, monitoring, accountability to affected population, beneficiary management, and NGO management.

- In 2025 alone, **39 actions have been closed**, and no new reports have been issued to date.

- As of 30 January 2025, **167 actions** are overdue, of which **73 are HQ owned and largely strategic in nature**, requiring policy and system updates which take longer to implement.

Overdue Evaluations Recommendations by Original Due Year

Data labels (line – Number of recs per year): 832, 190, 208, 312, 202, 129, 36, 39

Bar values (Overdue / Within Due Time):
- <2020: 2
- 2021: 8
- 2022: 18
- 2023: 67
- 2024: 100
- 2025: 111
- 2026: 34
- >2027: 35

Legend: ■ Overdue ■ Within Due Time ●— Number of recs per year

Categories: <2020, 2021, 2022, 2023, 2024, 2025, 2026, >2027
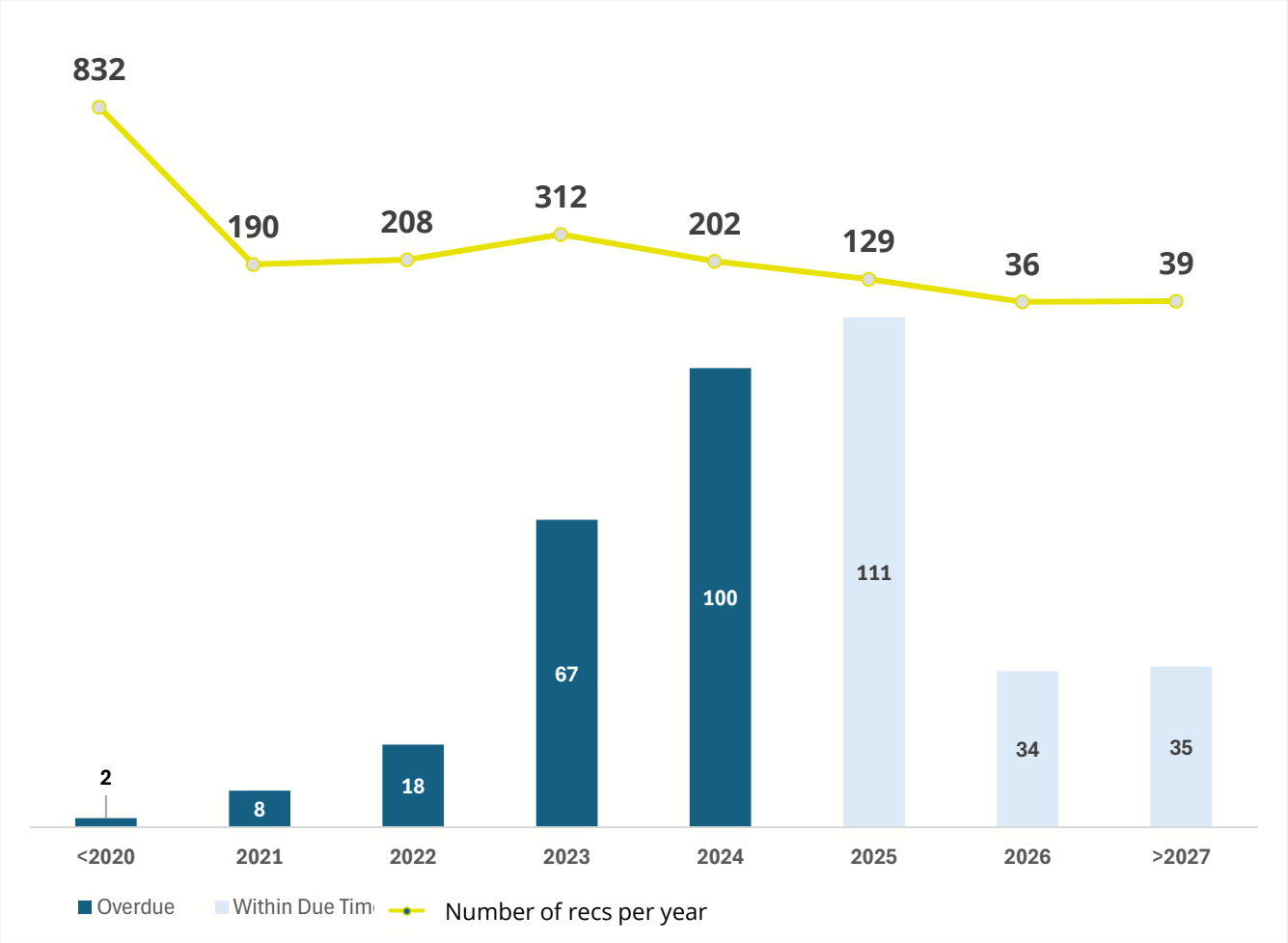
* All calculations are made as of 30 January 2025
* This calculation includes recommendations that are remediated and pending final approval

HIGHLIGHTS:

Progress on Evaluation recommendations

Current Status of Recommendations:
- A total of 375 evaluation recommendations are ongoing.
- These recommendations are tracked through **1,825 actions of which 30% (544)** are already closed.

Centralized vs. Decentralized Evaluations:
- 55% of 375 recommendations originate from centralized evaluations.
- 45% originate from decentralized evaluations

Overdue Recommendations:
- Of the 375 recommendations:195 are overdue (52%).
- The remaining 180 recommendations are still within their original due dates.

Implementation Performance (KPI):
- The KPI for 2024 measures the proportion of recommendations closed by their original due date. The **current KPI stands at 50% (target is 85%)**.
- This calculation includes recommendations that are remediated and pending final approval by the recommendation owner. Follow up is underway with recommendation owners as part of the **bi-annual stocktaking exercise**.

Status of outstanding performance and financial audit recommendations by report

Year report issued	Report name	Total # of recs	Outstanding as of EB.A/2024	Implemented (pending validation)	Outstanding recommendations as of 30 January 2025
2022	Oversight by management	15	5	1	4
	Management of cooperating partners	15	8	6	2
	2021 audited annual accounts	4	1	1	-
2023	Support services	13	10	3	7
	Fuel management	17	7	-	7
	2022 audited annual accounts	27	12	5	7
2024	Consultancy services	8	6	-	6
	Delegation of authority	6	8	1	7
	2023 audited annual accounts	37	37	13	24
	Total	**142**	**94**	**30**	**64**

HIGHLIGHTS:

Performance and Financial Audit Recommendations

- As of EB.A/2024, **94** recommendations were outstanding, of which 48 relate to 2022 and 2023 reviews and 51 to new recommendations in 2024.

- Out of the 94 outstanding recommendations, the following **30** implemented recommendations are under External Auditor validation, representing an estimated **32% closure rate** since EB.A/2024:
  - oversight by management (1);
  - management of cooperating partners (6);
  - 2021 audited annual accounts (1);
  - support services (3);
  - 2022 audited annual accounts (5);
  - Consultancy services (1); and
  - 2023 audited annual accounts (13).

- Similar to EB.A/2024, the status of the performance and financial audit recommendations will be reported at EB.A/2025, as an annex to the External Auditor's audited annual accounts report.

- The final audit is planned in late February to assess progress on all outstanding recommendations and finalize the audit findings which will all be attached to the Audited Annual Accounts 2024 report.

External Audit Management Letters recommendations

Status of outstanding management letter recommendations by country office

Financial year covered	Country Office/Regional Bureau	Total recommendations	Closed at EB.2/2024	Implemented under quality review	Outstanding as at 30 January 2025
2018	Jordan CO	1	0	-	1
2020	Egypt CO	3	2	-	1
2022	Egypt CO	13	10	-	3
	Jordan CO	13	12*	-	1
	Lebanon CO	12	8	-	4
	Malawi CO	8	8*	-	0
	Mozambique CO	11	7	-	4
	Tanzania CO	10	10	-	0
	Zimbabwe CO	6	3	-	3
	RB Cairo	12	8	-	4
	RB Johannesburg	9	9	-	0
2023	Burundi CO	15		12	3
	Cameroon CO	8		4	4
	Colombia CO	14		6	8
	Ethiopia	14		6	8
	Kenya CO	13		4	9
	Nigeria CO	15		6	9
	RB Dakar	8		7	1
	RB Nairobi	9		5	4
	RB Panama	10		6	4
Total		**204**	**77**	**56**	**71**

*Of which 2 recommendations have been closed-overtaken by events

HIGHLIGHTS:

Management Letter Recommendations

▪ Of the **98** outstanding recommendations since the 2022 field audits, **75** recommendations were implemented, **2** have been overtaken by events and **21** remain outstanding, resulting in a 77% implementation rate which the **EA Präsident cited as due to** the proactive communication and coordination between the External Auditor and WFP.

▪ In 2023, the External Auditor conducted **9 audit missions** to **6 country offices** and **3 regional bureaux**, issuing **106 new recommendations**. RMD has begun following up with the relevant offices: currently, **56 recommendations** are under quality review for closure, reflecting a **44%** closure rate. This process is ongoing, and the closure rate is expected to rise.

▪ The 2024 External Audit field visits are underway, with findings to be shared via management letters to the Deputy Executive Director & Chief Operating Officer and a summary field report to be presented to the Executive Board at its second regular session in November 2025.

Status of outstanding JIU recommendations

Year of report issuance	Report Name (JIU Programme of Work year)	Outstanding as of 19 November	New	Closed	Outstanding as of 30 January
2022	Ethics Function (2020)	1	0	1	0
2023	Preventing and addressing racism and racial discrimination (2021)	1	0	0	1
	Accountability frameworks (2021)	3	0	0	3
	Internal pre-tribunal stage appeal mechanisms (2021)	4	0	0	4
2024	Flexible working arrangements (2022)	6	0	3	3
	Non-staff personnel and related contractual modalities (2022)	7	0	7	0
	Health insurance schemes (2022)	3	0	1	2
	Administration and action on JIU reports and recommendations (2022)	4	0	4	0
2025	Budgeting in organizations of the United Nations system, Parts I and II (2024)	0	3	0	3
Outstanding as of 30 January 2025		29	3	16	**16**

Status of ongoing JIU reviews
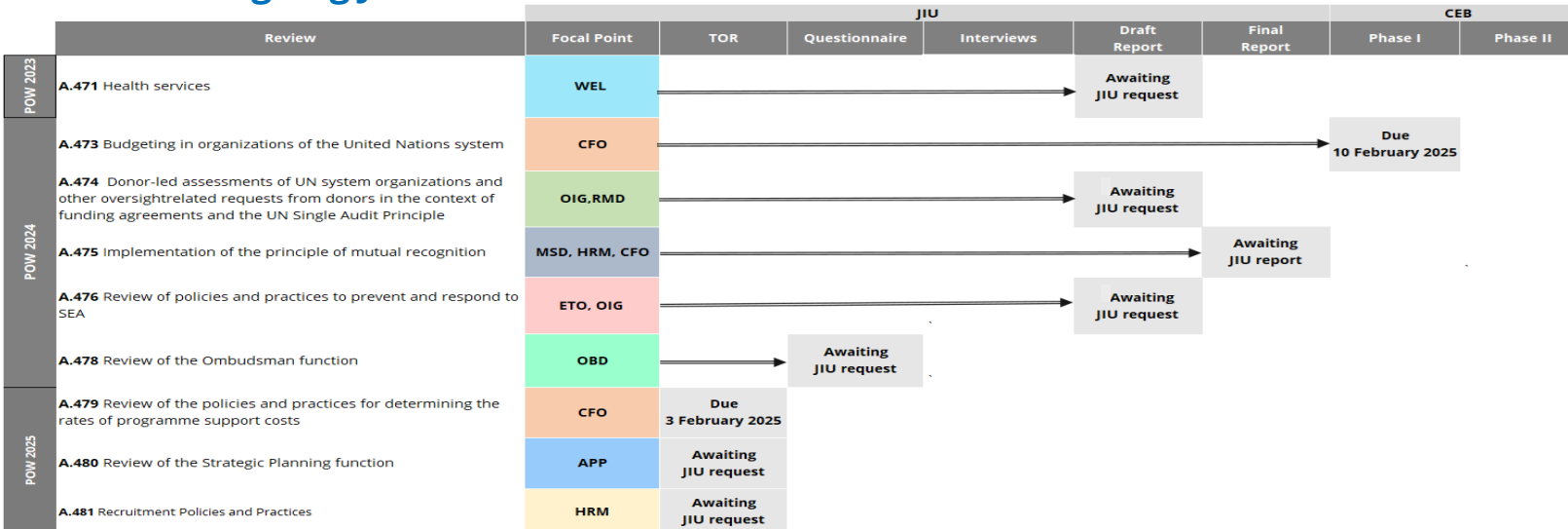
HIGHLIGHTS:

JIU reviews and recommendations

- Since December 2024, the JIU issued 3 new recommendations related to the review of budgeting in organizations of the United Nations system whose management responses will be included in the JIU annual report for EB.1/2026.

- RMD followed up on 29 recommendations, of which 16 have been reported as implemented, subject to Board consideration.

- RMD will present the Reports by the Joint Inspection Unit relevant to the work of WFP at the First Regular Session of the Executive Board in February 2025

Agenda

a) Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update

b) 2024 End-year review of the Corporate Risk Register Dashboard

c) Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

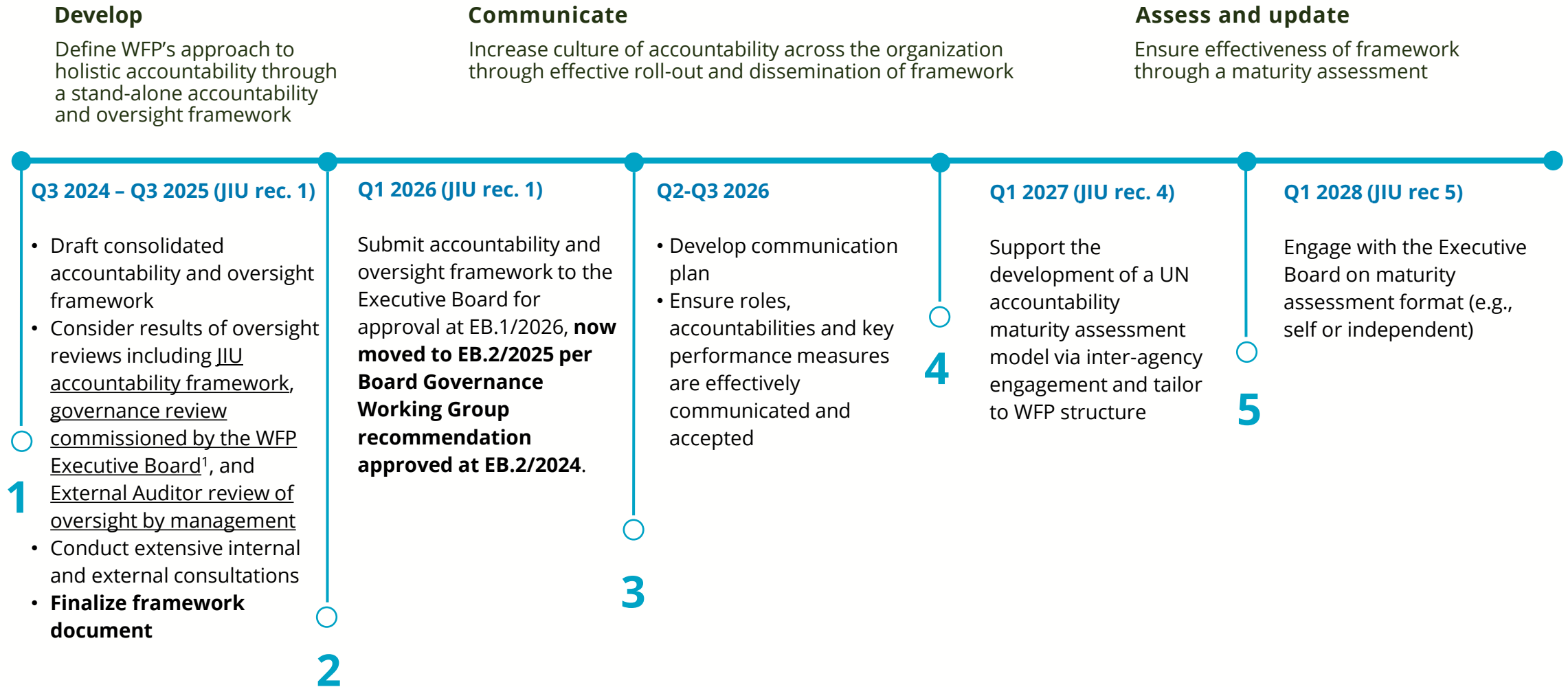**d)** Progress on implementation of internal and external oversight recommendations

e) Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework

f) Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)

g) RMD Budget and Staffing

BREAK for Q&A followed by closing

Accountability and oversight framework

WFP's approach to holistic accountability and oversight *(post Board Governance Review)*

Develop

Define WFP's approach to holistic accountability through a stand-alone accountability and oversight framework

Communicate

Increase culture of accountability across the organization through effective roll-out and dissemination of framework

Assess and update

Ensure effectiveness of framework through a maturity assessment

Q3 2024 – Q3 2025 (JIU rec. 1)

- Draft consolidated accountability and oversight framework
- Consider results of oversight reviews including JIU accountability framework, governance review commissioned by the WFP Executive Board[1], and External Auditor review of oversight by management
- Conduct extensive internal and external consultations
- **Finalize framework document**

1

2

Q1 2026 (JIU rec. 1)

Submit accountability and oversight framework to the Executive Board for approval at EB.1/2026, **now moved to EB.2/2025 per Board Governance Working Group recommendation approved at EB.2/2024**.

Q2-Q3 2026

- Develop communication plan
- Ensure roles, accountabilities and key performance measures are effectively communicated and accepted

3

Q1 2027 (JIU rec. 4)

Support the development of a UN accountability maturity assessment model via inter-agency engagement and tailor to WFP structure

4

Q1 2028 (JIU rec 5)

Engage with the Executive Board on maturity assessment format (e.g., self or independent)

5

[1]Second interim report of the Executive Board working group on the governance review: Remaining recommendations from the independent consultant's report, recommendations from other governance initiatives and next steps

Accountability and oversight framework outline

1

INTRODUCTION

- Scope
- Definitions
- Implementing accountability at WFP

2

WFP ACCOUNTABILITY FRAMEWORK

- WFP guiding principles of accountability
- Accountability pillars
- Accountability compact
- Accountability system

3

GOVERNANCE AND OVERSIGHT STRUCTURE

- Executive Board and Governing Body/Advisory Committee responsibilities
- Three Lines Model

4

ASSESSMENT MECHANISM

- Effectiveness and Efficiency of the framework
- Accountability system components metrics

5

CONTINUOUS IMPROVEMENT AND CONCLUSION

- Backward learning (Stocktaking of steps to strengthen accountability in WFP)
- Forward learning (Periodic review of the Accountability and Oversight Framework)
- Commitment statement to accountability

First draft (four chapters) completed and currently under review in preparation for internal consultations

Agenda

a)   Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update

b)   2024 End-year review of the Corporate Risk Register Dashboard

c)   Preliminary highlights of the 2024 Executive Director Assurance Exercise
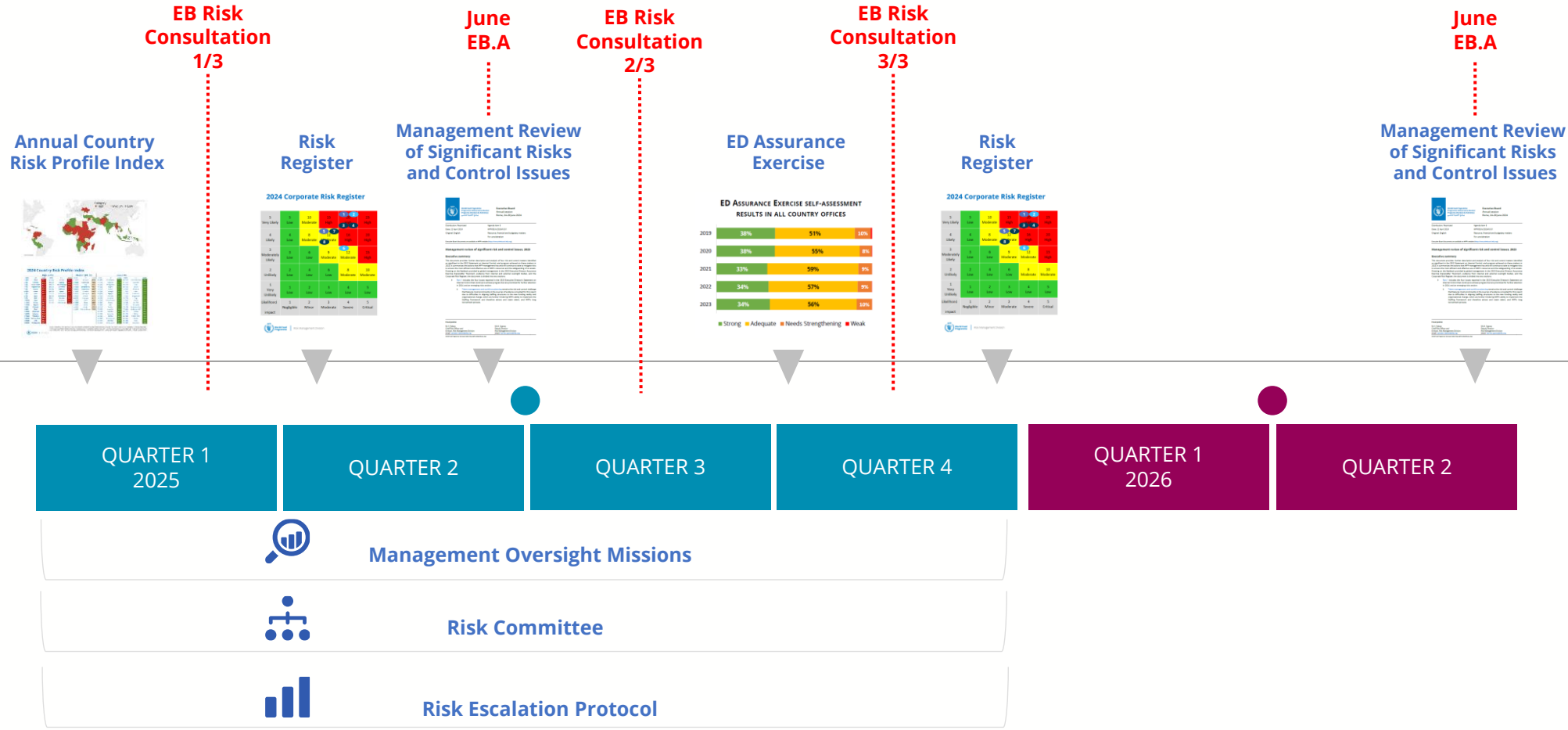
BREAK for Q&A

d)   Progress on implementation of internal and external oversight recommendations

e)   Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework

f)   **Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)**

g)   RMD Budget and Staffing

BREAK for Q&A followed by closing

Assurance Framework incorporated into Risk Management
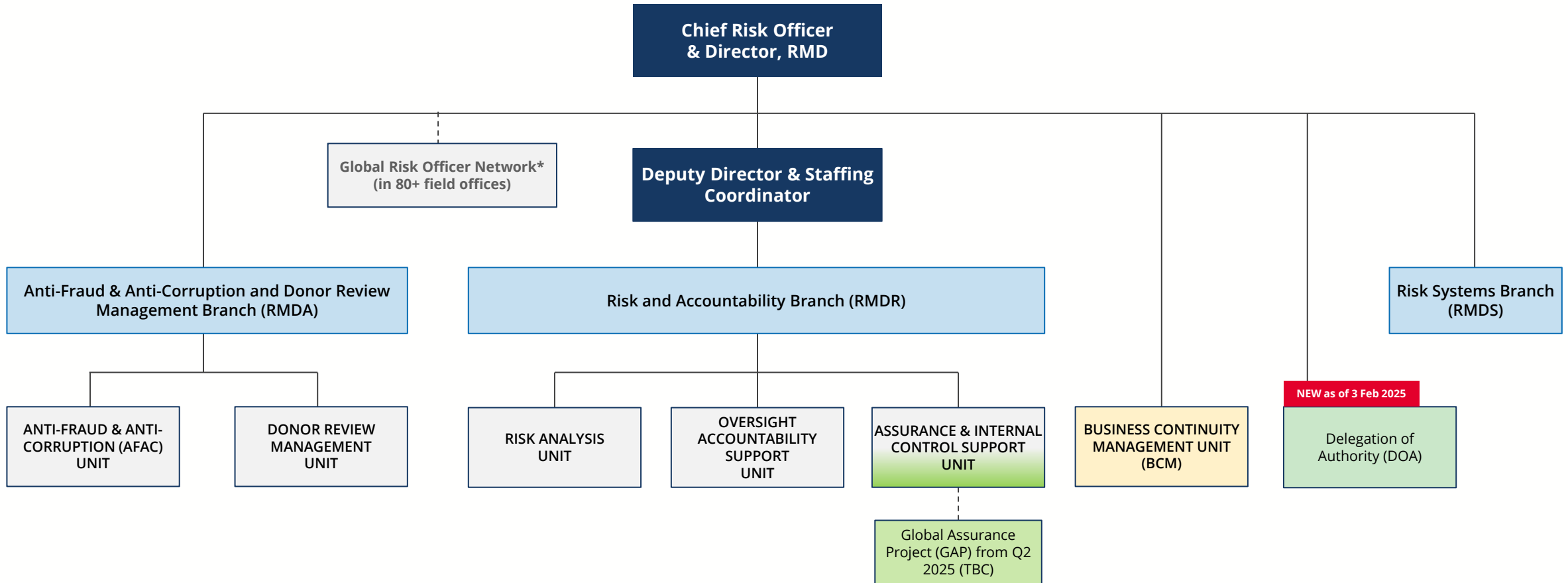
Annual cycle 2025-2026

Agenda

a)	Risk Committee Working Timeline and informal updates to the Board (for discussion) and CRO strategic update
b)	2024 End-year review of the Corporate Risk Register Dashboard
c)	Preliminary highlights of the 2024 Executive Director Assurance Exercise

BREAK for Q&A

d)	Progress on implementation of internal and external oversight recommendations
e)	Update on WFP's approach and timeline to achieve the JIU recommended holistic accountability and oversight framework
f)	Update on the transition strategy for the Global Assurance Project (GAP) to the Risk Management Division (RMD)
g)	**RMD Budget and Staffing**

BREAK for Q&A followed by closing

Risk Management Division Functional Organigram

Chief Risk Officer & Director, RMD

Global Risk Officer Network* (in 80+ field offices)

Deputy Director & Staffing Coordinator

Anti-Fraud & Anti-Corruption and Donor Review Management Branch (RMDA)

Risk and Accountability Branch (RMDR)

Risk Systems Branch (RMDS)

ANTI-FRAUD & ANTI-CORRUPTION (AFAC) UNIT

DONOR REVIEW MANAGEMENT UNIT

RISK ANALYSIS UNIT

OVERSIGHT ACCOUNTABILITY SUPPORT UNIT

ASSURANCE & INTERNAL CONTROL SUPPORT UNIT

BUSINESS CONTINUITY MANAGEMENT UNIT (BCM)

NEW as of 3 Feb 2025

Delegation of Authority (DOA)

Global Assurance Project (GAP) from Q2 2025 (TBC)

Risk Management Division Budget and Staffing

	2024 (pre-budget cuts)	2025
Fixed-Term (FT) / Limited Fixed-Term (LFT)	23	20
Short-term Professionals*	2	2
Consultants (CSTs)	18	11
General Service (GS)	5	4
When Actually Employed (WAE)	2	2
Total	50	39

* Two staff will be converted to LFT in Q2 and Q3 2025, as per WFP Staffing Framework

	Budget (Million)		Number of Employees	
Baseline 2023 (100%)	6.95	100%	50	100%
Approved 2025 (70%)	4.85	70%	32	64%
Carry-over TF from 2024**	01		1	
Additional DOA	0.3		2	
Additional USAID/BHA General Contribution**	0.3		3	
Total Budget 2025	**5.55**	**80%**	**38**	**76%**

**Due to 90-day suspension of foreign assistance, all projects funded by U.S. contributions to Trust Funds and Special Accounts have been put on hold, affecting several RMD positions (one P4 field position, two CST Level II positions, and one CST Level I position).

Global Risk Officer Network Numbers

RBx/COs	RB/CO total	Full-time Risk Capacity	Part-time Capacity	FT	LFT	CST	National Officers	GS	Service Contractors	UNV
RBB	37	5	32	3			2			
RBC	29	17	12	5		3	3	3	2	1
RBD	36	22	14	8	2	4	4	2		1
RBJ	17	10	7	3		4	3			
RBN	23	15	8	7		4	2	1	1	
RBP	21	5	16	3		1			1	
Grand Total	163	74	89	31	2	16	14	6	5	1

Final Q&A