Structure of the presentation

Management Plan (MP) document outline

Resourcing & financial context

Overview of 2023 Operational Requirements & Provisional Implementation Plan

Programme Support & Business Operations

- Baseline approach
- Management Results Measurement
- PSA Budget
- Status of the PSAEA & Proposed Drawdown (CCIs)
- Reserves

Strategic financing facilities

Next steps

-- Several pauses for Q&A throughout presentation --
Management Plan 2023 Proposed Draft EB Decisions

For approval:

- Level of the Programme Support and Administrative budget
- Use of the PSA Equalization Account
- Indirect Support Cost rate
- Use of Reserves
- Revise the ceilings of strategic financing mechanisms
- IRA Target (under review)
- Adjust the PSA for the year not exceeding 2% of income change

For noting:

- Funding level
- Projected Operational Requirements and Provisional Implementation Plan
MANAGEMENT PLAN DOCUMENT OUTLINE
Outline of the Management Plan

Management Plan 2023 Sections

Executive summary
Draft decision
1. Introduction
2. Funding context and resourcing assumptions
3. Operational requirements and provisional Implementation Plan
4. Programme Support and Business Operations
   • Baseline Approach
   • Pillars/Management Results Measurement
   • PSA
   • PSA Equalization Account and CCIs
   • Reserves
5. Strategic financing facilities

Annexes

- Tables showing PSA budget by organizational unit, pillar, staffing, budget, etc.
- Evaluation Workplan
- Trust Fund and Special Accounts
- Critical Corporate Initiatives Concept Notes

Notes

Annexes
INTRODUCTION, RESOURCING & FINANCIAL CONTEXT
Key external drivers

**Conflicts**
have risen markedly over the past decade, in number and severity, and **forced displacement surpassed** the dramatic **100 million** milestone in 2022.

**Hunger**
is on the rise – up to **828M** people undernourished in 2021 and up to **345M** people acutely hungry or at high risk in 2022.

**Climate variability**
driven by back-to-back La Niña events adding to natural climate variability have long-lasting food security implications.

**Malnutrition**
persists in many forms across all regions and **immense efforts are required to reach the 2030 global nutrition targets** despite global setbacks.

**COVID-19 pandemic**
continues to disrupt economies as incomes remain depressed, the global debt burden has risen to dangerous levels, and inflation is high.

**Poverty**
up to **95M** more people are expected to live in extreme poverty in 2022.

**Greatest cost-of-living-crisis in a generation**
with 1.2 billion people living in countries highly exposed and vulnerable to high food and fuel prices and financial distress.

**High food, fuel and fertilizer prices**
have created a food access crisis, which high costs for fertilizer could turn into a food availability crisis.
Internal Context

Strategic Plan 2022-2025
frames the organizational context for the management plan

Corporate Results Framework 2022-2025
strengthens accountability and moves WFP towards greater United Nations alignment

Management Results
support performance management and accountability with four priorities identified through the call for action in 2023
1. Effectiveness in Emergencies
2. People Management
3. Engage in Effective Partnerships
4. Effective Funding for Zero Hunger
5. Evidence and Learning
6. Leverage Technology
7. Leverage Innovation

Management review of significant risk and control issues
➢ Workplace culture and conduct
➢ Talent management and workforce planning
➢ Non-governmental organization management
➢ Beneficiary management and information technology solution
➢ Field Monitoring

Rising Operational Costs
Increased food prices
Increased fuel/energy cost
Key 2023 figures

**Operational Requirements**

USD 19.7 B

- 41% increase from MP 2022

**Provisional Implementation Plan**

USD 12 B

- 61% of 2023 operational requirements

**Contribution Forecast**

USD 11 B

**Proposed PSA budget**

USD 580 M
Actual contributions beat projections and have grown steadily
Factors impacting 2023 funding outlook

High level of uncertainty & pressures due to the impacts of the 4 C’s (conflict, covid-19, climate, costs) on donors’ domestic economies

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

Continued engagement in new financing solutions, including development of financing partnerships with national governments and International Financial Institutions, and innovative financing mechanisms

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
OVERVIEW OF 2023 OPERATIONAL REQUIREMENTS AND PROVISIONAL IMPLEMENTATION PLAN
# 2023 Operational Requirements and Provisional Implementation Plan: Key Figures

<table>
<thead>
<tr>
<th>Operational Requirements</th>
<th>Provisional Implementation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td><strong>Value</strong></td>
</tr>
<tr>
<td><strong>USD 19.7 B</strong></td>
<td><strong>USD 12.0 B</strong></td>
</tr>
<tr>
<td>41% increase from MP 2022</td>
<td>61% of 2023 operational requirements</td>
</tr>
<tr>
<td><strong>Targeted Beneficiaries</strong></td>
<td><strong>Planned Beneficiaries</strong></td>
</tr>
<tr>
<td><strong>150.5 M</strong></td>
<td><strong>140.0 M</strong></td>
</tr>
<tr>
<td>21% increase from MP 2022</td>
<td>93% of operational requirements beneficiaries</td>
</tr>
</tbody>
</table>
The anticipated Provisional Implementation Plan for 2023 totals USD 12 billion, or 61 percent of total operational requirements.

<table>
<thead>
<tr>
<th>USD Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution Forecast</td>
</tr>
<tr>
<td>Net use of fund balances</td>
</tr>
<tr>
<td>Service Provision</td>
</tr>
<tr>
<td>Provisional Implementation Plan</td>
</tr>
</tbody>
</table>
2023 Operational Requirements Analysis - USD 19.7 B

By Focus Area

- **Resilience Building**: 19%
- **Root Causes**: 3%
- **Crisis Response**: 78%

The **share of each focus area** out of the total requirements **remains stable** since MP2020.

By Transfer Modality

- **Capacity Strengthening**: 48%
- **Service Delivery**: 6%
- **CBT and Commodity Vouchers**: 40%
- **In-kind Food**: 6%

The **share of each transfer modality** out of the total requirements **remains stable** since MP2019.

By Regional Bureau

- **RBC**: 41%
- **RBB**: 15%
- **RBP**: 5%
- **RBN**: 20%
- **RBJ**: 7%
- **RBD**: 12%
- **RBC**: 41%

RBC continuously accounts for the **largest share** of requirements. RBB represent the **most significant increase** in requirements compared to MP2022.
## 2023 Operational Requirements by Strategic Outcome

<table>
<thead>
<tr>
<th>Strategic Outcome</th>
<th>SDG 2 (93%)</th>
<th>SDG 17 (7%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. People are better able to meet their urgent food and nutrition needs</td>
<td>14.0 USD billions</td>
<td>0.2 USD billions</td>
</tr>
<tr>
<td>2. People have better nutrition, health and education outcomes</td>
<td>2.4 USD billions</td>
<td>1.2 USD billions</td>
</tr>
<tr>
<td>3. People have improved and sustainable livelihoods</td>
<td>1.9 USD billions</td>
<td></td>
</tr>
<tr>
<td>4. National programmes and systems are strengthened</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Humanitarian and development actors are more efficient and effective</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PROGRAMME SUPPORT AND BUSINESS OPERATIONS
Status of four workstreams of the BUSBE

1. Budget Governance - Fully completed
2. Cost Recovery Analysis - Mostly completed
3. Country Office Budget Analysis - Fully completed
4. Technical Budgeting - Mostly completed
Comprehensive Budgeting Process

Key steps to ensure proper oversight and scrutiny prior to EB approval

- Leadership Group Meeting
- Regional/HQ Budget Submissions
- Leadership Group Meeting
- Leadership Group Meeting
- Global Budget Committee Review
- Leadership Group Meeting
- Executive Director Endorsement
Optimal programme support and business operations requirements to ensure WFP's internal resource allocation process are:
- aligned with priorities;
- sufficient to support programme needs;
- based on the most appropriate funding source; and

Composed of:

**Baseline activities** - essential activities contributing to the efficient and effective delivery of the annual Implementation Plan, but not traceable to Country Strategic Plans.

**Other Services** - capture surge or scale-up activities that are timebound and new.

**Directed Services** – certain services traceable to individual CSPs

Funded from:
- indirect support cost revenue
- directed donor contributions (through Trust Funds and Special Accounts)
- management cost recovery fees and/or direct charges to CSPs
### TABLE XX: BUDGET BY APPROPRIATION LINE (USD MILLION)

<table>
<thead>
<tr>
<th>Appropriation Line / Pillar</th>
<th>Baseline</th>
<th>Other Services</th>
<th>Direct</th>
<th>Total 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy and direction</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>A – Strategy and direction</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Services</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>B – Business services</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>C – Policy, guidance and quality assurance</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Governance, independent oversight and fundraising</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>D – Advocacy, partnerships, fundraising and UN coordination</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>E – Governance and Independent oversight</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

### TABLE XX: BUDGET BY ORGANIZATIONAL STRUCTURE (USD MILLION)

<table>
<thead>
<tr>
<th>Departments</th>
<th>Baseline</th>
<th>Other Services</th>
<th>Direct</th>
<th>Total 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country offices</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Regional bureaux</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Headquarters</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Operations Management Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Divisions Reporting to the Executive Director</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Supply Chain, Emergencies and Security Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Partnerships and Advocacy Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
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</tr>
<tr>
<td>Programme and Policy Development Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Management Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Workplace Culture Department</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Central appropriations</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>
2023 Management Results

Call to Action Response Strategy

- Enhanced Food Security Monitoring and Early Warning
- Adapt and optimize WFP ops - focus on local procurement and cash transfers
- Reinvigorate national social protection programmes
- Support Govt and Regional Structures to build resilient regional and national food systems and related supply chains
- Re-establish the Global Food Crisis Response Programme
- Advocacy and connector for all-inclusive stakeholder support

Strategic Plan Enablers / CRF Management Results with emphasis on MR 1, 2, 5 and 6

1. Effectiveness in Emergencies
2. People Management
3. Engage in Effective Partnerships
4. Effective Funding for Zero Hunger
5. Evidence and Learning
6. Leverage Technology
7. Leverage Innovation
## 2023 Management Results Tables

### Management Results / Baseline & PSA

<table>
<thead>
<tr>
<th>Management Result</th>
<th>USD</th>
<th>% Distribution</th>
<th>Pillar A</th>
<th>Pillar B</th>
<th>Pillar C</th>
<th>Pillar D</th>
<th>Pillar E</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>0.0</td>
<td>0.0</td>
<td>%</td>
<td>0.0</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Management Results / Pillar

<table>
<thead>
<tr>
<th>Management Result</th>
<th>Pillar A</th>
<th>Pillar B</th>
<th>Pillar C</th>
<th>Pillar D</th>
<th>Pillar E</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Effectiveness in emergencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - People management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Engage in effective partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Effective funding for zero hunger</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 - Evidence and learning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 - Leverage technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 - Leverage innovation</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Not directly tied to a Management Result</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2023 PSA BUDGET
The Programme Support & Administrative Budget

What is the PSA?
A portion of the Baseline budget providing **indirect support to WFP activities** (i.e.: costs that cannot be directly linked to the execution of a CSP)

What does it cover?
The majority of **HQ and Regional Bureaux costs**, as well as the basic structure of country offices

Primarily **recurring costs**

How is it funded?
From the **Indirect Support Cost** rate applied to contributions

How is it approved?
EB approves three appropriation lines within the Management Plan giving authority to the ED to spend:

- Strategy & Direction
- Service to operations
- Governance, independent oversight and fundraising
Approved PSA trend below actual ISC income

Actual ISC income, has been exceeding forecast ISC income due to higher overall contributions levels.

2023 PSA projections (USD million)

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Overall Income</td>
<td>11,000</td>
</tr>
<tr>
<td>Estimated ISC Income</td>
<td>630</td>
</tr>
<tr>
<td>Proposed PSA level</td>
<td>580</td>
</tr>
</tbody>
</table>

Proposed PSA level of **USD 580 million** far less than projected ISC income of USD 630 million.

* Excludes adjustments of up to 2% increase of the contributions to be released under ED's authority.
31% increase in contribution income (from USD 8.4B to 11B)

41% increase in provisional implementation plan (from USD 8.5B to 12B)

17% increase in PSA (from USD 496.1M to 580M)

2023 Proposed PSA

PSA Increase

- Inflation: 24%
- Staffing framework: 10%
- UN cost sharing, secondments: 4%
- Strengthening risk areas (monitoring, NGO mgmt): 5%
- Surge capacity - management and response: 6%
- Country Office contingency fund: 6%
- Strengthen recruitment, promotion and staff development: 4%
- Strengthen field security - strategy and sub-regional support: 2%
- Increases due to volume, complexity: 28%
For Executive Board Approval: Indirect Support Cost Rates

Maintain the standard **ISC rate of 6.5 percent**, and a 4 percent rate for:

1. **Host government** contributions to their own programmes
2. Contributions from **governments of developing countries** or with economies in transition
3. **International financial institutions** under such conditions as determined by the Board

*(Approved at EB.A/2022 and Secretariat requested JIU review of UN rates applied to IFIs)*
STATUS OF THE PSA EQUALIZATION ACCOUNT & PROPOSED DRAWDOWN (CCI)
Healthy PSAEA balance projected at end 2022

- Balance 1 Jan 2022: 326.6
- 2022 ISC income: 630.0
- Approved PSA: (496.1)
- 2% add’l PSA (TBC): (26.7)
- CCIs: (57.8)
- Wellness Fund: (8.0)
- IRA: (30.0)

Ending balance: **USD 338 M**

= to 7 months of 2023 PSA
### PSAEA projections and usage for 2023

#### PSAEA projected balance for 2023

<table>
<thead>
<tr>
<th>Item</th>
<th>USD M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected account balance at 31 December 2022</td>
<td>338</td>
</tr>
<tr>
<td>2023 ISC projected revenue <em>(based on USD 11B forecasted income)</em></td>
<td>630</td>
</tr>
<tr>
<td>2023 proposed PSA budget</td>
<td>(580)</td>
</tr>
<tr>
<td><strong>Balance</strong></td>
<td><strong>388</strong></td>
</tr>
<tr>
<td>Target PSAEA (5 months of PSA as reserve)</td>
<td>(242)</td>
</tr>
<tr>
<td><strong>Projected surplus balance at 31 December 2023</strong></td>
<td><strong>146</strong></td>
</tr>
</tbody>
</table>

#### PSAEA potential usage for 2023

<table>
<thead>
<tr>
<th>Item</th>
<th>USD M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical corporate initiatives</td>
<td>50</td>
</tr>
<tr>
<td>Strengthening of reserves</td>
<td>50</td>
</tr>
<tr>
<td>ISC Shortfall from World Bank contributions</td>
<td>6</td>
</tr>
<tr>
<td><strong>Projected PSAEA drawdowns in 2023</strong></td>
<td><strong>106</strong></td>
</tr>
<tr>
<td>Potential use for CCI's extended to year 2024</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>146</strong></td>
</tr>
</tbody>
</table>

Projected 2023 year-end PSAEA surplus of **USD 146 million** available for critical corporate initiatives, strengthening reserves or thematic funding.
For Executive Board Approval: PSAEA usage for Critical Corporate Initiatives

Proposed CCIs in 2023:

- Investing in WFP People (Year 2)
- SP/CRF Implementation (Year 2)
- Country Office Support Model Optimization & Simplification
- UNSDG Efficiency Road Map

Characteristics

- 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

In Compliance with External Audit: CCI proposed will contain detailed budget information, expected results, and implementation schedule in the management plan
## Examples of critical corporate initiatives (1 of 2)

|   | **Investing in WFP People**<br>Est. USD 27 million<br>Year 2<br><br>To support strengthening WFP’s organizational capacity and absorb new corporate processes | **Deliverables:**<br>1) Proactive management of structures and positions<br>2) Acquisition and retention of diverse talent<br>3) Capability and capacity development<br>4) Development of respectful and inclusive workplaces<br>5) Employee safety, health, and wellbeing |
|---|---|

|   | **SP/CRF Implementation**<br>Est. USD 13 million<br>Year 2<br><br>To re-align and upgrade existing platforms that oversee planning, monitoring and reporting | **Deliverables:**<br>1) Financial and donor reports, beneficiary counting, systems and platform realignment<br>2) Fully aligned planning, budgeting and reporting for all COs to new SP and CRF<br>3) Optimization of field budget processes to enhance Resources -to- Results<br>4) Project management and change management<br>5) End to End Planning to Reporting – Digital Transformation<br>6) Support to SPI workstreams<br>7) Mainstreaming of cross-cutting priorities within WFP operations<br>8) Strengthening of evidence generation and evaluation<br>9) Roadmap for thematic funding |
### Examples of critical corporate initiatives (2 of 2)

<table>
<thead>
<tr>
<th></th>
<th>Country Office Support Model Optimization &amp; Simplification (COSMOS)</th>
<th>UNSDG Efficiency Road Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td><strong>Est. USD 3 million</strong>&lt;br&gt;<strong>Year 1</strong>&lt;br&gt;<em>To improve effectiveness and efficiency of CO support provided by global HQ</em></td>
<td><strong>Est. USD 7 million</strong>&lt;br&gt;<strong>Year 1</strong>&lt;br&gt;<em>To ensure WFP has capacity to prepare and respond to inter-agency reform efforts</em></td>
</tr>
</tbody>
</table>

**Deliverables:**

1) Piloting the models for TEC and CBT (which will be designed during 2022)
2) Completing the design of the SCO model followed by piloting
3) Assuming piloting is successful, designing models for a further six functional areas.

**Deliverables:**

1) **UNSDG Activities:**
   - Common Premises
   - Business Operation Strategy (BOS)
   - Local Shared Service Centers (LSSC)/Common Back Offices
   - Global Shared Services (GSS) – including mandatory UNDCO contribution
2) UN Booking Hub
3) UN Fleet
4) Global Payment Solution (GPS)
RESERVES
The Unearmarked Portion of the General Fund

Overview

- Investment income accrual and exchange rate gains not designated to any specific programme category or project
- Projected year-end 2022 balance is USD 151 million.
- The Executive Board approves its use, for example:
  - WFP treasury activities e.g. investment income, exchange rate management (up to USD 2.35 million per annum)
  - Increase operational reserve in support of IPL increase (estimated at USD 50 million)
STRATEGIC FINANCING FACILITIES
Strategic financing mechanisms

Internal facilities that provide diverse financing solutions to WFP’s operations enabling timely, efficient and effective assistance to beneficiaries.

**Internal Project Lending (IPL)**
- to provide spending authority to projects

**Global Commodity Management Facility (GCMF)**
- for food purchases prior to requests from specific countries

**Corporate Services (CS)**
- for vehicles, IT systems, capital investments, etc.

These internal tools do not require any funding from donors.
The Board authorizes the ED to adjust the IPL and GCMF ceilings in accordance with a change in the level of the global forecast throughout the year, at a level **not to exceed 10%** of the annual contribution forecast.

- **IPL ceiling not to exceed the 10:1 leverage ratio to operational reserve**
- **IPL operational reserve to be increased**
- **MAF ceiling within IPL will remain at USD 270 million**
- **Allow GCMF growth in line with growing contributions**
- **GCMF fully covered by self-insurance**
Increase to Corporate Services to meet growing needs

**Current level: USD 147 M**

- **FLEET CENTRE**
  - USD 15 M

- **CAPITAL BUDGETING FACILITY**
  - USD 82 M

- **FEE-for-service activities**
  - USD 50 M

**Proposed adjustments: USD 200 M**

- **FLEET CENTRE**
  - To USD 20 M (fleet expansion)

- **CAPITAL BUDGETING FACILITY**
  - To USD 130 M (increased demand in coming years)

- **FEE-for-service activities**
  - USD 50 M
NEXT STEPS
Next Steps

May 27
EB informal briefing

Jul 29
1st informal consultation

Sept
Submission of Key Extracts to the EB
- Main Sections narrative text (in English)
- CCI concept notes detailing budget information and KPIs

Sept 20
2nd informal consultation to provide “extracts” and discuss draft EB decision

Oct
Advisory Committee on Administrative & Budgetary Questions (ACABQ) *
- FAO Finance Committee

Nov 14 - 18
EB Second regular session – MP approval

* ACABQ requested for earlier meeting.
THANK YOU
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