

Executive Board Annual Session

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# RESOURCE, FINANCIAL AND BUDGETARY MATTERS

Agenda item 6



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# REPORT OF THE ADVISORY COMMITTEE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS (ACABQ)

The Executive Director is pleased to submit herewith the report of the ACABQ pertaining to WFP. The report covers the following agenda items:

- Audited Annual Accounts, 2010 (WFP/EB.A/2011/6-A/1)
- Review of the Management Plan Cycle (WFP/EB.A/2011/6-B/1)
- Annual Report of the Audit Committee (WFP/EB.A/2011/6-C/1)
- Report on the Implementation of the External Auditor Recommendations (WFP/EB.A/2011/6-D/1 + Corr.1)
- Report of the Inspector General (WFP/EB.A/2011/6-E/1)
- ➢ WINGS II Value Assessment (WFP/EB.A/2011/6-F/1)
- Fifth Update on the WFP Management Plan (2010–2011) (WFP/EB.A/2011/6-G/1)
- Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4 (g)) (WFP/EB.A/2011/6-H/1 + Corr.1)
- Oversight Framework and Reports Disclosure Policy (WFP/EB.A/2011/5-C/1)

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# COPY OF LETTER RECEIVED FROM THE UNITED NATIONS — NEW YORK Reference: AC/1740

Advisory Committee on Administrative and Budgetary Questions

27 May 2011

Dear Ms. Sheeran,

Please find attached a copy of the report of the Advisory Committee on Administrative and Budgetary Questions on your submissions concerning:

- Audited Annual Accounts, 2010 (WFP/EB.A/2011/6-A/1)
- Review of the Management Plan Cycle (WFP/EB.A/2011/6-B/1)
- Annual Report of the Audit Committee (WFP/EB.A/2011/6-C/1)
- Report on the Implementation of the External Auditor Recommendations (WFP/EB.A/2011/6-D/1 + Corr.1)
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- Oversight Framework and Reports Disclosure Policy (WFP/EB.A/2011/5-C/1)

I should be grateful if you would arrange for the Advisory Committee's report to be placed before the Executive Board at its forthcoming session, as a complete and separate document. I would also appreciate it if a printed version of the document could be provided to the Advisory Committee at the earliest possible opportunity.

Yours sincerely,

Collen V. Kelapile Chairman

Ms. Josette Sheeran Executive Director World Food Programme Via C.G.Viola 68 Parco dei Medici 00148 Rome, Italy



# World Food Programme

# Resource, Financial and Budgetary Matters

- 1. The Advisory Committee on Administrative and Budgetary Questions has considered the Audited Annual Accounts of the World Food Programme (WFP) for the year 2010 (WFP/EB.A/2011/6-A/1); the Oversight Framework and Reports Disclosure Policy (WFP/EB.A/2011/5-C/1); and the Review of the Management Plan Cycle (WFP/EB.A/2011/6-B/1), presented to the Executive Board of WFP for approval. The Committee also had before it the following reports, the first three for consideration by the Executive Board and the remainder for information:
  - Annual Report of the Audit Committee (WFP/EB.A/2011/6-C/1);
  - Report of the Inspector General (WFP/EB.A/2011/6-E/1), covering the period 1 January through 31 December 2010;
  - Report on the Implementation of the External Auditor Recommendations (WFP/EB.A/2011/6-D/1 + Corr.1);
  - Fifth Update on the WFP Management Plan (2010–2011), (WFP/EB.1/2011/6-G/1);
  - Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4(g)) (WFP/EB.A/2011/6-H/1 + Corr.1);
  - WINGS II Value Assessment (WFP/EB.A/2011/6-F/1).
- 2. During its consideration of the reports, the Advisory Committee met with the Deputy Executive Director for Resource Management and Accountability/Chief Financial Officer, as well as other representatives of WFP, who provided additional information.

# Audited Annual Accounts, 2010

- 3. The Audited Annual Accounts of the World Food Programme (WFP) for the year ended 31 December 2010 (WFP/EB.A/2011/6-A/1) are submitted to the Executive Board for approval in accordance with Article XIV.6 (b) of the General Regulations and Financial Regulation 13.1, and represent the third set of International Public Sector Accounting Standards IPSAS-compliant annual financial statements issued by WFP since implementing IPSAS with effect from January 2008. The Audited Annual Accounts of WFP consist of the Executive Director's Statement; the Statement of Financial Position (Statement I); the Statement of Financial Performance (Statement II); the Statement of Changes in Net Assets (Statement III); the Statement of Cash Flow (Statement IV); the Statement of Comparison of Budget and Actual Amounts (Statement V); the Notes to the Financial Statements at 31 December 2010; the Independent Auditor's Report as well as the long-form Report of the External Auditor on the Financial Statements. Also, for the third time, the financial statements and the report of the External Auditor have been presented as part of the Audited Annual Accounts.
- 4. As stated in the Audited Annual Accounts, total revenue in the year 2010 amounted to US\$4,266.2 million, while total expenditure amounted to US\$4,237.7 million in the same period, leaving an overall surplus of US\$28.5 million in 2010, compared to a surplus of US\$145.2 million in 2009. Total contributions to WFP fell from US\$4,373.3 million in 2009 to US\$4,266.2 million in 2010, equivalent to a decrease of 2 percent. The total value of food commodities delivered by WFP amounted to US\$2,254.6 in 2010, compared to



US\$2,380.4 million in 2009, equivalent to a decrease of 5 percent. The Advisory Committee notes that cash vouchers distributed in 2010 amounted to US\$60.3 million compared to US\$15.1 million in 2009 (see paragraph 27 below).

- 5. According to the Executive Director's Statement in the Audited Annual Accounts, overall cash, cash equivalents and short-term investment balances held to support WFP requirements decreased by US\$415.3 million from US\$1,744.4 million in 2009 to US\$1,329.1 million in 2010, equivalent to 24 percent, due primarily to the timing of the receipt and recording of a number of large contributions following the close of the financial period. WFP representatives informed that the decrease in cash and cash equivalents in Statement I was due, in part, to the movement of approximately US\$200 million from money market to short-term cash investments, as well as efforts to minimize cash balances held in the field. The Advisory Committee was further informed that the return on investments in the year 2010 had decreased as a result of lower interest rates vis-à-vis 2009.
- 6. The Advisory Committee notes that the External Auditor concluded that the financial statements presented fairly, in all material respects, the financial position of WFP at 31 December 2010; the WFP financial performance and cash flows for the year ended 31 December 2010 were in accordance with IPSAS; and the transactions of WFP, in all significant respect, were in accordance with the WFP Financial Regulations. The External Auditor has made a total of 7 recommendations accepted by management in respect of the financial statements. These recommendations relate to the valuation, expensing and internal controls of inventory; contingent liabilities; receivables; property, plant and equipment and the WFP Information Network and Global System II (WINGS II) enterprise resource management system (see paragraphs 7-11 below).
- 7. As stated in the report, the accounting policy of WFP is to expense food commodities when distributed directly by WFP or once they are handed over to Cooperating Partners for distribution. WFP considers that it transfers ownership and control over the commodities after handing over food commodities and that, at that point, the risks are passed on to the Cooperating Partner. The External Auditor is of the opinion that the value and volume of food inventories lying undistributed with the Cooperating Partners must also be disclosed. The Advisory Committee concurs with the Auditor's recommendation that WFP should disclose in the Notes to the Financial Statements, the volume and value of food and non-food commodities handed over to Cooperating Partners but not distributed to the beneficiaries, and also that the integrity of the data captured in Commodity Movement Processing and Analysis System (COMPAS) should be ensured.
- 8. The External Auditor recommended that WFP introduce a regular monitoring mechanism for the review of items under the heading of other receivables and conduct a structured review of the allowance policy for impairment of other receivables based on an age analysis. The Auditor found that WFP creates allowances for doubtful donor contributions receivable on the basis of their age. Contributions receivable outstanding for more than 4 years are provided in full under allowances for doubtful accounts, while those outstanding for more than of 3 to 4 years are provided at 50 percent and those outstanding for of 2 to 3 years provided at 10 percent. The Auditor pointed out, however, that there is no provision under the allowances for doubtful accounts for contributions receivable outstanding less than 2 years.
- 9. As stated in the report, other receivables in the amount of US\$186.4 million as at 31 December 2010 in the Statement of Financial Position include value-added tax (VAT) reimbursements receivable from governments. The Advisory Committee was informed during the hearings that WFP considers VAT reimbursement as obligatory under the



1946 Convention on Privileges and Immunities of the United Nations. However, according to Note 2.5 to the Financial Statements, VAT payments receivable in the amount of US\$45.4 million are reflected as well in the allowance for doubtful accounts. The Committee was also informed that payment had been received in 2011 from one of the two recipient countries owing the most in VAT reimbursement. The Committee reiterates its previous recommendation<sup>1</sup> that the Board be kept informed of the concrete measures taken by the WFP Secretariat to resolve all VAT-related issues and of the status of recovery of VAT owed from host governments.

- 10. While reviewing legal and contingent liabilities cases, the External Auditor observed three cases, ranging from US\$0.1 million to US\$0.9 million, which had not been disclosed as contingent liabilities, because WFP did not consider the amounts to be material. The Auditor noted that currently no monetary threshold levels for disclosure of contingent liabilities had been established in WFP, and recommended that WFP adopt monetary threshold levels for disclosure of contingent liabilities in its accounting policies.
- 11. The External Auditor also noted that there was a stock difference of 12,047 mt between the COMPAS and WINGS II as at 31 December 2010, mainly due to delayed data entry in COMPAS and rejection of the COMPAS data during migration into WINGS II. The Auditor further noted that there was no means for the extracted data to be regularly validated by Logistics, at least on a sample basis, for accuracy before it is ported into WINGS II through the interface. The External Auditor recommended that, inter alia, WFP strengthen the reconciliation process of differences in the control figures between COMPAS and WINGS II in coordination with the different functional wings and incorporate validation checks in the process.
- 12. The Advisory Committee expects that the above-summarized and other accepted recommendations will be implemented expeditiously (see also paragraph 24 below).

#### **Oversight Framework and Reports Disclosure Policy**

13. The Oversight Framework and Reports Disclosure Policy (WFP/EB.A/2011/5-C/1) describes the governance and oversight framework of WFP, reporting arrangements and policies for disclosure of oversight reports. The Advisory Committee recalls that the General Assembly, by its resolution 57/278, requested the Secretary-General and the executive heads of the funds and programmes of the United Nations to examine governance structures, principles and accountability throughout the United Nations. As stated in the report, the General Regulations of WFP establish the governance and oversight structure with clear distinctions among: i) governing bodies that involve Member States, including the General Assembly, the Food and Agriculture Organization of the United Nations (FAO) Conference, the Economic and Social Council of the United Nations (ECOSOC), the FAO Council, the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the FAO Finance Committee and the WFP Executive Board; ii) external advisory bodies that provide independent external oversight, including the Joint Inspection Unit, the WFP External Auditor and the WFP Audit Committee; and iii) the WFP Secretariat. As head of the WFP Secretariat, the Executive Director is responsible for establishing effective internal control in Management and an effective system of independent internal oversight through the Office of Evaluation (OE) and the Oversight Office (OS).

<sup>&</sup>lt;sup>1</sup> Contained in the Report of the Advisory Committee on Administrative and Budgetary Questions on documents before the Executive Board during the Annual Session held 7–11 June 2010 (WFP/EB.A/2010/6(A,B,C,D,E,F,G,H,I,J,K)/2)



- 14. The Director of the Office of Evaluation (OE) is responsible for implementing the evaluation policy, in particular for setting up the institutional arrangements for independent evaluation and ensuring adherence to the code of conduct for evaluators. The Director of OE is accountable for ensuring the quality, credibility and utility of evaluations. The Executive Board exercises oversight functions over evaluation by providing strategic guidance, reviewing and approving the work plan and budget, and reviewing the independence of the evaluation function. The Oversight Office (OS) reports to the Executive Director of WFP and provides assurance on governance, policy, risk, resources, operational and accountability issues, and it provides information to the Board, through the Report of the Inspector General. The oversight services provided by OS include internal audit, investigation, inspection and advisory functions. The scope of work includes all systems, processes, operations and activities undertaken by WFP. The Director of the Oversight Office, with the combined roles of Inspector General and Chief Audit Executive, has the responsibility for ensuring the integrity, efficiency and effectiveness of WFP's management, administration and operations and is responsible for preparing an annual report on OS activities, including a summary of significant oversight findings and the implementation status of recommendations, and submitting this report to the Executive Director and the Executive Board.
- 15. As stated in the report, the reporting requirements in support of the oversight framework are either provided for in the General Regulations approved by the United Nations General Assembly and the FAO Conference, or decided by the Executive Board. In particular, Article VI.3 of the General Regulations stipulates that the Board shall submit an annual report to ECOSOC and the FAO Council, containing sections referring to one or all of the following, as appropriate:
  - a) monitoring of the implementation of all [relevant] previous policy decisions [formulated by the General Assembly and the FAO Conference];
  - b) policy recommendations;
  - c) coordination recommendations, including for improvement of field-level coordination; and
  - d) such other matters as may be required pursuant to decisions of the Economic and Social Council and the Council of FAO.
- 16. It is indicated that the Executive Director makes available, upon written request and on a confidential basis, final versions of specific internal audit reports to Permanent Representatives accredited to the United Nations Rome-based agencies ("Permanent Representatives") under the procedure and subject to the conditions set forth in the "Policy for Disclosure of Internal Audit Reports to Member States", approved by the Executive Board on 11 November 2010 and attached thereto as Annex I. Nevertheless, the report informs that where disclosure of the contents of an audit report would be inappropriate for reasons of confidentiality, or where it could place in jeopardy the safety and security of any individual, or run the risk of violating the due process rights of individuals, the report may be redacted or in extraordinary circumstances withheld at the discretion of the Executive Director or the Inspector General and Director, Oversight Office, who shall provide the reasons for such action to the requesting Permanent Representative. The Advisory Committee appreciates that the approved Policy for



Disclosure of Internal Audit Reports to Member States takes into account its earlier observations<sup>2</sup> and provides greater transparency in respect of access by Member States.

17. The Policy for the Disclosure of Investigation Reports is presented to the Executive Board for approval, and is attached as Annex II to the report on the Oversight Framework and Reports Disclosure Policy. As stated in the report, the WFP reporting policy is intended to ensure that investigation findings with a bearing on the effectiveness of internal controls and operational effectiveness can be disclosed, enabling the Executive Board to carry out its oversight function effectively, while protecting the confidentiality of sensitive information. The Advisory Committee has no objection to the Executive Board's approval of the Policy for the Disclosure of Investigation Reports.

#### **Review of the Management Plan Cycle**

- 18. In the report on the Review of the Management Plan Cycle (WFP/EB.A/2011/6-B/1), it is proposed that the current management plan cycle of WFP be changed to a three-year rolling plan with yearly approval of the WFP budget, including the Programme Support and Administrative (PSA) appropriations. As stated in the report, the three-year rolling plan with annual appropriations would have several benefits over the current biennial cycle, including: improved medium-term planning, as the organization would have a threeyear planning horizon; the ability to scale up or down in a more structured and planned manner; better alignment with IPSAS and the Annual Performance Report; simplicity and clarity, by having the budget period, the financial period and the reporting period coincide; and, the facilitation of multi-year contributions with a programme of work that would look forward over three years. The details of operational and support costs and the associated analysis, including price and income projections, will concentrate on the first-year budget, but the management plan will have a medium-term outlook of three years that includes its objectives and indicators of achievement, and the indicative budget of WFP, for a future planning period of at least two years. The report states that changing the management plan cycle would also entail annual approval by the Executive Board and yearly preparation of the budget, which implies significant amounts of time to collect data, perform analysis, and engage in internal and external stakeholder consultations.
- 19. The Advisory Committee has no objection to the proposal to change the current management plan cycle of WFP to a three-year rolling plan with yearly approval of the WFP budget, including the PSA appropriations. The Committee is however of the view that the introduction of a three-year rolling management plan with annual appropriations presents opportunities for WFP to focus on improving its budget formulation process, incorporate more trend analysis and improve budgeting assumptions, and thereby reduce the need to present revisions to the approved management plan to its governing bodies. The Committee notes that the frequency of reporting does not provide sufficient time to realize appreciable change or to properly assess progress achieved. In this connection, the Committee urges the Executive Board to consider means, in coordination with the WFP Secretariat and with its other governing bodies, of streamlining the process of reviewing financial and administrative documents requiring the approval of the Executive Board, with a view to enhancing the effectiveness of the interaction with the Advisory Committee as well as with the other legislative bodies engaged in the process.

<sup>&</sup>lt;sup>2</sup> Contained in the Report of the Advisory Committee on Administrative and Budgetary Questions on documents before the Second Regular Session of the Executive Board held 8–11 November 2010 (WFP/EB.2/2010/5(A,B,C,D,E)/2)



## Annual Report of the Audit Committee (2010–2011)

20. The Annual Report of the Audit Committee (WFP/EB.A/2011/6-C/1) contains the principal activities and opinions of the Audit Committee from 1 April 2010 to 31 March 2011 and is submitted to the Executive Board for consideration. In paragraph 3 of the report, the Audit Committee notes that it has been the intention of the Executive Board to review the current Terms of Reference of the Audit Committee. The Advisory Committee was informed that the current Terms of Reference for the WFP Audit Committee contained in Annex I to the Annual Report of the Audit Committee have not yet been approved by the Board, and that the bureau of the Board, following a decision at the First Regular Session of the Executive Board in 2009, established a review group consisting of two Board members and two members appointed by the Executive Director, which held its first meeting in May 2011, to review the Terms of Reference and to report on its findings. The Advisory Committee trusts that the Executive Board will take fully into account its previous comments<sup>3</sup> on the Terms of Reference of the Audit Committee.

## **Report of the Inspector General**

- The Report of the Inspector General (WFP/EB.A/2011/6-E/1), covering the period 21. 1 January through 31 December 2010, is presented to the Board for consideration, and gives an overview of the work undertaken by the Oversight Office under the direction of the Inspector General. As stated in the report, the oversight work performed and reported in 2010 did not disclose any significant weaknesses in the internal controls, governance, and risk management processes of WFP that would have a pervasive effect on the achievement of its objectives. The Oversight Office assurance strategy and workplan use a risk-based approach, which involves obtaining audit assurance on the processes and sub-processes put in place to manage risks and achieve objectives. In the year 2010, a total of 31 internal audit reports were issued, inclusive of one pre-audit risk report; 24 audit missions were conducted; and 22 advisory services were provided in the year 2010 compared to 20 internal audits reports; 20 audit missions and 36 advisory services in the previous year. The four audit reports in the Report of the Inspector General rated as unsatisfactory were Somalia, the Sudan, Afghanistan and Burundi. Partially satisfactory reports included operations in Bangladesh, Chad, Haiti and Uganda, where the audit was carried out in 2009 and reported in 2010.
- 22. As stated in the report, under governance, weaknesses were observed in internal controls over actions taken during corporate emergencies and in emergency response training and briefing procedures in one country. Under financial management, major issues noted were weaknesses in internal controls over commodity loans, write-offs, resource transfers and contractual agreements, and significant outstanding sums of value-added tax (VAT) due from some governments, the recovery of which is uncertain. Under operations and programme management, the main weaknesses noted were in relation to procurement controls, including inadequate vendor verification, lack of a formal strategy for non-food procurement, and in some cases inadequate verification and monitoring of beneficiary numbers, as well as with certain cooperating partners. Under support services, the main weaknesses noted were deficiencies in minimum operating security standards for some security phase 3 and 4 locations, and high incidence of international professional staff vacancies in country offices and sub-offices in some insecure areas. The main weaknesses were noted in information technology applications, particularly non-standard profiles in the

<sup>&</sup>lt;sup>3</sup> Contained in its report of the Advisory Committee on Administrative and Budgetary Questions on documents before the Executive Board during the Annual Session held 7–11 June 2010 (WFP/EB.A/2010/6(A,B,C,D,E,F,G,H,I,J,K)/2).



WINGS II; control weaknesses in electronic payment systems; weak password management controls, which have since been improved; and the lack of a framework for future developments of IT projects. The Advisory Committee expects WFP to address the weaknesses identified by the Inspector General, especially those pertaining to the WINGS II system.

23. As stated in the report, a total of 20 high-risk recommendations were outstanding at 1 January 2010; 27 high-risk recommendations were made in the year 2010; and a total of 27 high-risk recommendations were implemented in 2010. Audit reports issued in 2010 contained 27 high-risk recommendations to address weaknesses, all of which have been accepted by management; 9 have been implemented and 18 are in progress. A total of 20 high-risk recommendations were pending implementation at 31 December 2010, inclusive of 2 high-risk recommendations corresponding to prior years. A total of 69 investigation cases were outstanding at 1 January 2010, 89 cases were registered under the Office of Investigations in 2010, and 55 investigation cases were completed during the year 2010.

#### **Report on the Implementation of the External Auditor Recommendations**

24. In the Report on the Implementation of the External Auditor Recommendations (WFP/EB.A/2011/6-D/1 + Corr.1), WFP highlights the progress made in implementing recommendations made by the External Auditor in reports to the Board, including the Report of the External Auditor on WFP Operations in Somalia (WFP/EB.1/2011/5-B/1) and the Audited Annual Accounts, 2010 (WFP/EB.A/2011/6-A/1). The report details actions taken in respect of each of recommendations of the External Auditor outstanding from the previous reports of the External Auditors. In paragraph 7-11 above, the Advisory Committee notes the additional information provided on the actions taken to expedite implementation of external audit recommendations and stresses the need for focused efforts toward the implementation of remaining outstanding audit recommendations.

### Reports submitted for the Information of the Executive Board

- 25. The Fifth Update on the WFP Management Plan (2010–2011), (WFP/EB.1/2011/6-G/1), the Report of the Executive Director on the Utilization of Contributions and Waivers of Costs (General Rules XII.4 and XIII.4(g)) (WFP/EB.A/2011/6-H/1 + Corr.1) and the WINGS II Value Assessment (WFP/EB.A/2011/6-F/1) have been submitted to the Executive Board for information. The Advisory Committee notes that, in accordance with the Executive Board's decisions on governance approved at the Annual and Third Regular Sessions in 2000, reports submitted for information are not generally discussed by the Board, and has therefore limited its consideration of these three reports. As stated in the report on the WINGS II Value Assessment, the investment cost of the 2009 edition of WINGS II was US\$56.5 million, comprising all costs associated with project implementation annual recurring benefits, while the economic benefit, including cost savings and cost avoidance, that WFP should realize as a result of the implementation of WINGS II are estimated to be US\$11.55 million. The Committee notes that WFP management estimated that the investment in the WINGS II system will be recovered as savings within five years of its introduction.
- 26. The representatives of WFP informed the Advisory Committee of their experience implementing IPSAS and WINGS II and the advisory role they have since played in the implementation of enterprise resource planning (ERP) in Headquarters and in sharing lessons learned. As stated in the Report on the WINGS II Value Assessment, in order to meet IPSAS requirements, the WINGS II project owners decided to defer implementation



of a fully integrated solution and instead to implement an interim custom-developed solution that combined SAP5 with the existing COMPAS data for inventory stock accounting. WINGS II records transactions till the stage of expensing of inventory, and thereafter information is captured in COMPAS. The data extracted from COMPAS is imported into WINGS II through the SAP-COMPAS Interface. The Advisory Committee was informed that WFP had considered a number of options replacing the aging COMPAS system, and had decided to pursue the development of the Logistics Execution System (LES) programme. The Advisory Committee trusts that the LES programme will address the recommendation of the External Auditors on the need to strengthen the reconciliation process of differences in the control figures between COMPAS and WINGS II (see paragraph 11 above)

27. As stated in the Fifth Update on the WFP Management Plan (2010–2011), in the original Management Plan, cash and voucher transfers were projected to account for US\$300.4 million. WFP implemented cash and voucher programmes in 25 countries in 2010 at a cost of US\$139.0 million, and approved projects in 27 countries in 2011 at a planned cost of US\$154.5 million. Since the last update of the Management Plan, WFP has approved additional cash-based intervention worth US\$74.6 million in eight more countries, including Haiti, the Sudan and Zambia. The Advisory Committee recalls its comments<sup>4</sup> in the context of its consideration of the Fourth Update to the Management Plan 2010–2011. The Committee trusts that its recommendations, including, inter alia, on the monitoring by the External Auditor of the use of cash vouchers<sup>5</sup>, will be implemented and reported on.

<sup>5</sup> Ibid, paragraph 5.



<sup>&</sup>lt;sup>4</sup> Contained in the Report of the Advisory Committee on Administrative and Budgetary Questions on documents before the Executive Board during the First Regular Session 14–16 February 2011 (WFP/EB.1/2011/5(A,B,C)/2).