

برنامج  
الأغذية  
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Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Third Regular Session**

**Rome, 20–24 October 2003**

# **RESOURCE, FINANCIAL AND BUDGETARY MATTERS**

**Agenda item 5**



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9 October 2003

ORIGINAL: ENGLISH

## **WFP BIENNIAL MANAGEMENT PLAN (2004–2005)**

**CORRIGENDUM**

This document is printed in a limited number of copies. Executive Board documents are available on WFP's WEB site (<http://www.wfp.org/eb>).

1. In the Draft Decision, the second bullet point under k) should read:
  - ii) for non-LDC, cash received from the government of up to 50 percent of PSA-funded local costs (staff and other) will be treated as GCCC revenue of the General Fund; any excess will be retained in the country offices as additional support resources for the country.
2. On page 5, paragraph 18, fifth line, replace US\$233 million with US\$139 million.
3. On page 47, in Table 39, the details under sub-column “OEDO” should read:  
Review and implementation of best practices in oversight, steps to adopt code of ethics, assist ED in policy matters

4. On page 59, in Table 47, the figures for “Total number of staff” have changed as indicated below:

<b>Total number of staff</b>	<b>6</b>	<b>60</b>	<b>66</b>
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5. On page 61, in Table 49, under the “2004–2005” column, replace 244 with 495 and 2 637 with 2 888.
6. On page 68, paragraph 196 should read:
  196. WFP will also need to explore ways of engaging with private charitable foundations and with individuals. The Programme will assess the potential costs and benefits of embarking on private, non-corporate fund-raising.
7. On page 77, in Table 55, point 1, under “Results”, should read:  
Adequate support to WFP interventions (i.e., EMOPs, PRROs and development projects) ensured by efficient guidance of country offices and in line with general target figures of 7.7 million beneficiaries and 527,000 mt of food deliveries in the biennium.
8. On page 116, under “Fundraising New York (FRF)”, the bullet point under “Challenges for 2004–2005” should read:
  - ⇒ FRF will have to gain knowledge in a new, complex area—foundations and New York-based corporations. It will have to build trustful relations with a selected group of funding partners at a time of global economic uncertainty and establish a long-lasting alliance that will broaden WFP’s funding base in a sustainable manner.
9. On page 130, under “Strategy, Policy and Programme Support Division (PSP)”, the text for point vi under “Objectives for 2004–2005” should read:

vi.	programme technical support to field offices, partners and Headquarters related to school feeding programmes;
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10. The following pages replace their corresponding pages in the Biennial Management Plan. The last page lists additional corrections related to security upgrades.



**TABLE 77: EXPECTED RESULTS\* AND INDICATORS**

Results	Performance indicators
<p>1. Increased oversight coverage: country office audits increased by 68 percent; Headquarters thrust-area audits, including IT, by 23 percent; investigations by 67 percent; and inspections by 23 percent. (Oversight coverage also includes the internal audit of the Biennium Financial Statement 2002–2003 and Interim Financial Statements 2004–2005.)</p>	<ul style="list-style-type: none"> <li>◇ Timeliness of reporting:               <ul style="list-style-type: none"> <li>– Country office and Headquarters audit reports issued within 30 days after completion of field work.</li> <li>– Inspection reports issued within ten days of completion of field work.</li> </ul> </li> <li>◇ Number of planned country office audits and reviews.</li> <li>◇ Number of investigations and inspections.</li> <li>◇ Amount of recoveries and savings achieved.</li> <li>◇ Percentage of recommendations implemented.</li> </ul>
<p>2. Increased staff awareness of corporate ethics and oversight policies.</p>	<ul style="list-style-type: none"> <li>◇ Number of messages received through the enhanced oversight hotline.</li> <li>◇ Issuance of WFP's code of ethics by December 2004.</li> </ul>
<p>3. Introduction of corporate risk management begun.</p>	<ul style="list-style-type: none"> <li>◇ Corporate risk management plan endorsed by senior management.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

**TABLE 78: RESOURCE REQUIREMENTS, 2004–2005**

	Total (US\$ thousand)
PSA	4 812
Other	378
<b>Total</b>	<b>5 190</b>
Staff count	24



## FUNDRAISING ASIA DIVISION (FRA)

### LINK TO STRATEGIC PRIORITIES: MP9) INCREASED RESOURCES FOR INCREASED NEEDS

- ⇒ WFP will require unprecedented resources in future years to respond to food aid needs and meet organizational objectives. The current donor base needs to be broadened; FRA will mobilize contributions from new and emerging donors in the Asia region.

### CHALLENGES FOR 2004–2005

- ⇒ Mobilizing resources from emerging donors in the Asia region is largely a new venture for WFP. The Regional Director and Country Directors will need to be fully engaged in planning and implementation.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	develop long-term strategic partnerships with emerging donors;
ii.	ensure stable and increased funding from non-traditional donors; and
iii.	facilitate host-government contributions to WFP country programmes (CPs).



<b>TABLE 81: EXPECTED RESULTS* AND INDICATORS</b>	
<b>Results</b>	<b>Performance indicators</b>
1. Broaden WFP's resource base by attracting increased contributions from emerging donors.	<ul style="list-style-type: none"> <li>◇ Number of new donors.</li> <li>◇ Percentage of new donors continuing to contribute over the biennium.</li> <li>◇ Value of annual contributions.</li> </ul>
2. Ensure stable and increased funding from non-traditional donors.	<ul style="list-style-type: none"> <li>◇ Value of annual contributions.</li> <li>◇ Percentage increase in contributions.</li> </ul>
3. Facilitate host-government contributions to WFP country programmes (CPs).	<ul style="list-style-type: none"> <li>◇ Value of annual contributions.</li> <li>◇ Percentage increase in contributions.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

<b>TABLE 82: RESOURCE REQUIREMENTS, 2004–2005</b>	
	<b>Total (US\$ thousand)</b>
PSA	790
Other	-
<b>Total</b>	<b>790</b>
Staff count	3



## COMMUNICATIONS DIVISION (FRC)

### LINK TO STRATEGIC PRIORITIES: MP8) COMMUNICATION AND ADVOCACY

- ⇒ Communication and advocacy sensitize the public, donors, the private sector and decision-makers to WFP activities and generate financial support. If funding declines because of donor budget constraints, FRC activities will be even more critical in stimulating new resourcing initiatives.

### CHALLENGES FOR 2004–2005

- ⇒ WFP's policy of not engaging in paid advertising to raise resources has been a formidable limitation to raising its visibility. FRC will compensate with donated advertising, an expanded Internet presence, and more imaginative use of traditional public information tools to get WFP's message across. Other challenges include lack of an established brand name and limited advocacy materials for information campaigns in United Nations and other languages.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	enhance WFP's voice in alerting the world to immediate humanitarian needs in order to raise the resources to respond;
ii.	position WFP in the medium-term and long-term as a leader on hunger and food aid issues, with the aim of ensuring support;
iii.	improve internal communications on corporate policies and priorities to increase effectiveness; and
iv.	ensure consistent content and identity in corporate publications.



<b>TABLE 83: EXPECTED RESULTS* AND INDICATORS</b>	
<b>Results</b>	<b>Performance indicators</b>
1. Increased recognition of WFP as the frontline agency in the fight against global hunger among donors, opinion-makers, the media and the public.	<ul style="list-style-type: none"> <li>◇ Number of mentions of WFP in key media outlets.</li> <li>◇ Relative coverage of WFP in the media (percentage, when compared with other major relief agencies).</li> <li>◇ Number media campaigns.</li> </ul>
2. Opinion makers and donors motivated to support and provide funding for WFP operations.	<ul style="list-style-type: none"> <li>◇ Donor response time to emergencies.</li> <li>◇ Number of pledges made during the first month of an emergency operation.</li> </ul>
3. Increased publicity and recognition of donors and NGO partners.	<ul style="list-style-type: none"> <li>◇ Number/scale of joint information campaigns conducted with donors, and NGO/corporate partners.</li> </ul>
4. Increased advocacy efforts on the needs of the hungry poor.	<ul style="list-style-type: none"> <li>◇ Percentage of FRC time and resources devoted to advocacy activities.</li> <li>◇ Number of campaigns/publications highlighting global or regional hunger issues.</li> </ul>
5. Increased internal communication of corporate messages and priorities.	<ul style="list-style-type: none"> <li>◇ Number of internal information bulletins, newsletters and statements issued.</li> <li>◇ Number of corporate messages on key priority areas prepared and issued.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

<b>TABLE 84: RESOURCE REQUIREMENTS, 2004–2005</b>	
	<b>Total (US\$ thousand)</b>
PSA	10 459
Other	–
<b>Total</b>	<b>10 459</b>
Staff count	34



## DONOR RELATIONS DIVISION (FRD)

### LINK TO STRATEGIC PRIORITIES: MP9) INCREASED RESOURCES FOR INCREASED NEEDS

- ⇒ FRD is responsible for raising funds from donors to enable WFP to carry out its mission. Funds from the United States, the European Union, Belgium and the private sector are not part of FRD's remit.

### CHALLENGES FOR 2004–2005

- ⇒ The challenges for 2004–2005 are to:
- ◇ ensure that WFP's strategic priorities are fully funded;
  - ◇ secure substantial additional funding from traditional donors, in spite of increasing difficulties, for activities other than humanitarian operations;
  - ◇ access new funding windows from traditional donors;
  - ◇ nurture a culture of fund raising and advocacy;
  - ◇ find creative ways to meet FCR for emerging donors' contributions; and
  - ◇ define fund-raising responsibilities in terms of respect for donor conditionalities and deadlines, reduction in unspent balances and reporting.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	raise funds from traditional donors;
ii.	broaden WFP's resource base by raising more funds from more emerging donors; and
iii.	increase funding in support of protecting livelihoods in crisis situations, improved nutrition and health (e.g. HIV/AIDS) and improved access to education.





## LIAISON OFFICE JAPAN (FRJ)

### LINK TO STRATEGIC PRIORITIES: MP9) INCREASED RESOURCES FOR INCREASED NEEDS

- ⇒ WFP's office in Japan will contribute to corporate objectives by advocating WFP's cause to the public, promoting strategic partnerships with key stakeholders in Japan and securing resources for WFP.

### CHALLENGES FOR 2004–2005

- ⇒ WFP needs to diversify its funding base. New sources of ODA funding will need to be identified through enlarging the network of contacts; advocacy and public-information efforts will be directed at gaining support from both the Government and the private sector.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	develop and maintain an excellent partnership with the Government of Japan and other influential stakeholders in Japan with a view to enhancing funding for WFP operations;
ii.	enhance WFP's profile in Japan and create awareness, visibility and support for global and WFP food aid issues; and
iii.	raise levels of private-sector fund-raising.



## UNITED STATES RELATIONS DIVISION (FRU)

### LINK TO STRATEGIC PRIORITIES: MP9) INCREASED RESOURCES FOR INCREASED NEEDS

- ⇒ Adequate funding must be available to enable WFP to accomplish its organizational objectives. WFP is voluntarily funded; more than 50 percent of contributions come from the United States Government. To improve interaction with the United States Government, most of FRU's functions and services will be transferred from Rome to Washington. Interaction with other stakeholders such as NGOs, the private sector and commodity groups will enhance WFP's profile, help advocate for the hungry poor and improve resourcing levels.

### CHALLENGES FOR 2004–2005

- ⇒ FRU is a new unit with new or expanded responsibilities. There will be a steep learning curve, as most staff will be new to this type of work, in which networks and relationships are crucial. The division will work to ensure a smooth transfer of responsibilities from Rome to Washington and to equip staff with tools such as WINGS and RMS to service WFP's largest donor.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	develop an excellent relationship with the United States Government and other sources, with a view to obtaining funding for WFP operations;
ii.	enhance WFP's profile in the United States and create awareness of global and WFP food aid issues; and
iii.	ensure that contributions from the United States are dealt with promptly and effectively.



## EXECUTIVE BOARD SECRETARIAT (PEB)

### LINK TO STRATEGIC PRIORITIES: MP8) COMMUNICATION AND ADVOCACY

⇒ PEB is WFP's frontline unit supporting the Executive Board, facilitating interaction between corporate management and the Board.

### CHALLENGES FOR 2004–2005

- ⇒ The challenges for 2004–2005 are to:
- ◇ handle anticipated growth in business complexity and volume and WFP involvement with other United Nations agencies in the context of coordination, harmonization and simplification; and
  - ◇ identify suitable career prospects for language staff.

### OBJECTIVES FOR 2004–2005

⇒ The objectives for 2004–2005 are to:

i.	facilitate interaction between the Executive Board and the Secretariat;
ii.	provide editing and translation services for communication and advocacy materials, and service ad hoc meetings; and
iii.	manage the relationship between the Executive Board and other governing bodies.



## GENEVA OFFICE (PEG)

### LINK TO STRATEGIC PRIORITIES: MP8) COMMUNICATION AND ADVOCACY

- ⇒ PEG's objective is to ensure the inclusion of hunger issues in the inter-agency and intergovernmental processes in Geneva. It also augments the visibility of WFP's work to increase support for its operations, including "forgotten emergencies" and recovery operations, as well as higher-visibility operations.

### CHALLENGES FOR 2004–2005

- ⇒ The challenges are to handle increased communication and advocacy requirements, in light of the growing importance of coordination.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	improve inter-agency partnerships, particularly with UNHCR, OCHA, IFRC, ICRC, inter-governmental bodies and Geneva-based NGO consortia;
ii.	act as the WFP focal point for the Humanitarian Liaison Working Group (HLWG); and
iii.	implement public-information and awareness activities with the Geneva-based press corps.



**TABLE 99: EXPECTED RESULTS\* AND INDICATORS**

<b>Results</b>	<b>Performance indicators</b>
1. Hunger issues and WFP's strategic priorities and operational concerns are well articulated in the United Nations fora.	<ul style="list-style-type: none"> <li>◇ Number of meetings with other United Nations agencies and partners on issues of common concern.</li> <li>◇ Number of documents that reflect WFP inputs into IASC working groups.</li> </ul>
2. The HLWG and diplomatic missions are informed about resource requirements and unmet needs.	<ul style="list-style-type: none"> <li>◇ Number of briefings presented to HLWG meetings, diplomatic missions and academic institutions.</li> <li>◇ Number of queries answered.</li> </ul>
3. Increased awareness of hunger issues and of WFP's activities.	<ul style="list-style-type: none"> <li>◇ Number of briefings and interviews given to news media.</li> <li>◇ Number of press releases and articles in the media.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

**TABLE 100: RESOURCE REQUIREMENTS, 2004–2005**

	<b>Total (US\$ thousand)</b>
PSA	1 500
Other	–
<b>Total</b>	<b>1 500</b>
Staff count	7



## NEW YORK OFFICE (PEN)

### LINK TO STRATEGIC PRIORITIES: MP8) COMMUNICATION AND ADVOCACY

- ⇒ PEN's objective is to ensure the inclusion of hunger issues in the United Nations system and inter-agency and intergovernmental processes in New York. It also augments visibility of WFP's work to increase support for WFP operations, including "forgotten emergencies", development activities and high-visibility operations.

### CHALLENGES FOR 2004–2005

- ⇒ As WFP becomes more visible, additional responsibilities will arise. There will be additional requests for policy explanation and media presence.

### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	ensure inclusion of humanitarian, development and recovery issues, especially those related to hunger, in United Nations and intergovernmental policy processes;
ii.	advocate for actions related to reduction of poverty and hunger, in line with the MDGs, in the main United Nations Executive Committees; and
iii.	engage in dialogue on issues related to WFP operations, including "forgotten emergencies", development activities and specific high-visibility operations.



<b>TABLE 101: EXPECTED RESULTS* AND INDICATORS</b>	
<b>Results</b>	<b>Performance indicators</b>
1. Ensure WFP participation in discussions of strategic importance to ensure that its operational concerns are taken into account in United Nations, interagency and intergovernmental processes.	<ul style="list-style-type: none"> <li>◇ Output of meetings.</li> <li>◇ Number of conferences that include references to hunger issues.</li> </ul>
2. Increased visibility and advocacy for WFP's work to increase support for policies, strategies and operations, including "forgotten emergencies", development activities and specific high-visibility operations.	<ul style="list-style-type: none"> <li>◇ Number of requests by stakeholders for WFP contribution in policy debate.</li> <li>◇ Number of contributions or requests for information about contributing to WFP.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

<b>TABLE 102: RESOURCE REQUIREMENTS, 2004–2005</b>	
	<b>Total (US\$ thousand)</b>
PSA	2 274
Other	–
<b>Total</b>	<b>2 274</b>
Staff count	8



## EXTERNAL RELATIONS DIVISION (PER)

### LINK TO STRATEGIC PRIORITIES: MP1) STRENGTHENING

#### PARTNERSHIPS

- ⇒ PER is responsible for maintaining an overview of WFP's inter-agency relations, developing a strategic approach to inter-agency activities and advising senior management in support of WFP's efforts to strengthen partnerships. PER supports WFP's communication and advocacy priorities through its relations with external bodies and the Government of Italy. PER strengthens the knowledge base of the organization through the WFP Library.

#### CHALLENGES FOR 2004–2005

- ⇒ The need for coordination to ensure support to beneficiaries is increasingly important and will require strengthened engagement and support through PER.

#### OBJECTIVES FOR 2004–2005

- ⇒ The objectives for 2004–2005 are to:

i.	strengthen inter-agency and NGO partnerships and ensure participation in discussions and decisions related to achievement of the MDGs;
ii.	increase awareness and understanding of WFP's mission and priorities, and their contribution to the MDGs, and WFP's understanding of those of other organizations;
iii.	advise and support senior management on interagency matters, including participation in meetings;
iv.	improve the WFP Library and knowledge base; and
v.	strengthen relations with the Government of Italy, including support for fund-raising and advocacy.





**TABLE 103: EXPECTED RESULTS\* AND INDICATORS**

Results	Performance indicators
1. Strengthened partnerships with United Nations bodies, international organizations and NGOs.	<ul style="list-style-type: none"> <li>◇ Joint Plans of Action and Letters of Intent with UNHCR and FAO completed.</li> <li>◇ Number of interagency agreements revised with United Nations agencies, international organizations and NGOs.</li> <li>◇ Number of new partnership agreements signed.</li> <li>◇ Number of implementation problems resolved.</li> </ul>
2. Mutual awareness and understanding of WFP's mission and activities and those of other United Nations entities, international organizations and NGOs.	<ul style="list-style-type: none"> <li>◇ Number of external meetings and conferences attended.</li> <li>◇ Number of United Nations reports prepared.</li> <li>◇ Number of comments on key United Nations documents prepared.</li> <li>◇ Number of Executive staff briefs on United Nations, NGOs and other fora prepared.</li> </ul>
3. Enhanced information and support on external relations matters made regularly available to the Executive Board, senior management and staff.	<ul style="list-style-type: none"> <li>◇ Number of documents on external relations prepared for the Executive Board.</li> <li>◇ Participation in and response to the Triennial Policy Review.</li> <li>◇ The JIU follow-up report prepared for the May 2004 Annual Executive Board.</li> <li>◇ Number of hits on PER's web page.</li> <li>◇ Number of profiles on United Nations agencies, NGOs and international organizations prepared and distributed.</li> <li>◇ Data collection system (DACOTA) to collect field-level partnership information running by mid-2004.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

**TABLE 104: RESOURCE REQUIREMENTS, 2004–2005**

	Total (US\$ thousand)
PSA	2 992
Other	–
<b>Total</b>	<b>2 992</b>
Staff count	13



## WASHINGTON LIAISON OFFICE FOR BRETTON WOODS INSTITUTIONS (PSPW)

### LINK TO STRATEGIC PRIORITIES: MP1) STRENGTHENING PARTNERSHIPS

- ⇒ Food transfers to the hungry poor work best when they are part of wider programmes. The Bretton Wood Institutions (BWI) facilitate such programmes and make non-food resources available to partner countries.

### CHALLENGES FOR 2004–2005

- ⇒ Working closely with the BWI should ensure a wider international buy-in for development and rehabilitation programmes supported by WFP. This requires an investment of WFP capacity, and collaboration on programming.

### OBJECTIVES FOR 2004–2005

- ⇒ The objective for 2004–2005 is to:

- |    |  |
|----|--|
| i. | facilitate interaction and dialogue between WFP and BWI on operational and policy matters related to the strategic priorities. |
|----|--|



<b>TABLE 107: EXPECTED RESULTS* AND INDICATORS</b>	
<b>Results</b>	<b>Performance indicators</b>
BWI to integrate food assistance into policy and programme development.	<ul style="list-style-type: none"> <li>◇ Number of BWI-supported programmes that incorporate food assistance.</li> <li>◇ Number of joint collaboration projects.</li> </ul>

\* Delivery of results is the responsibility of the regional/divisional director.

<b>TABLE 108: RESOURCE REQUIREMENTS, 2004–2005</b>	
	<b>Total (US\$ thousand)</b>
PSA	709
Other	
<b>Total</b>	<b>709</b>
Staff count	2



### Additional Corrections Related to Security Upgrades

11. The provision for security upgrades has been raised from US\$10 million to US\$20 million. All references to security upgrades should therefore be modified in the following places in the document:

- page vi, para. 5, last line;
- page vi, table (“Security upgrades” row);
- page viii, table (“Security upgrades” row);
- page ix, table (“Security upgrades” row);
- page xii, para. i);
- page 5, para. 20, seventh line;
- page 9, Table 6 (“Security upgrades” row);
- page 12, Table 10 (“Security upgrades” row) and para. 41, second line;
- page 31, Table 27 (“Security upgrades” row);
- page 58, para. 147, third line;
- page 60, para. 157, second and eighth lines.

12. In view of the above changes, all corresponding totals should be modified as follows:

- on page v, para. 4, point ii, replace US\$39 million with US\$49 million;
- on page vi, para. 5, first sentence, replace US\$4.78 billion with US\$4.79 billion and US\$422 million with US\$432 million;
- on page vi, in the table, under “Total Management Plan costs”, replace 4 686 with 4 696 and 4 784 with 4 794;
- on page viii, in the table under column “2004–2005 budget”, replace 867 with 877 and 4 784 with 4 794;
- on page ix, para. 12, replace US\$4.784 billion with US\$4.794 billion and US\$380 million with US\$390 million;
- on page ix, under the right-hand column of the table, replace 380 with 390;
- on page 5, para. 20, ninth line, replace US\$45 million with US\$35 million;
- on page 5, para. 22, first line, replace US\$4.784 billion with US\$4.794 billion; and in the second line, replace US\$380 million with US\$390 million;
- on page 6, in Table 2, under “General Fund/other”, replace 96 with 106 each time it appears in that column;
- on page 6, in Table 2, under the “Total” column, replace 96 with 106 each time it appears in that column, and 4 784 with 4 794 each time it appears;
- on page 7, in Table 4, under the “2004-2005 projected” column, replace 223 with 233 and 4 784 with 4 794;
- on page 8, in Table 5, under the “2004-2005 projected” column, replace 101 000 with 111 000, 867 431 with 877 431 and 4 784 289 with 4 794 289;
- on page 9, in Table 6, in the “Net change” row, replace 380 with 390;
- on page 10, para. 29, third line, replace US\$867 million with US\$877 million;
- on page 10, para. 29, third left-hand bullet, replace US\$39 million with US\$49 million;
- on page 12, in Table 10, the last row should be modified to read:

<b>31 Dec. 2005 net estimated balance</b>	<b>35.1</b>	<b>25.1</b>
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- on page 31, para. 80, second line, replace US\$867.431 million with US\$877.431 million;
- on page 31, in Table 27, under the “2004–2005 projected” column, replace 867 431 with 877 431, 883 431 with 893 431, and 4 784 289 with 4 794 289;
- on page 159, in Table A.3, under the “General Fund” column, replace 96 with 106 each time it appears and 401 with 411 each time it appears; under the “Total” column, replace 96 with 106, 4 784 with 4 794 each time it appears, 117 with 127.

