



Resource Management SEMINAR

Executive Board, 24 January 2019

AGENDA

Introduction

1. Supporting & Enabling Operations

2. Corporate Planning & Reporting

3. Safeguarding Our Resources

Key EB dates



INTRODUCTION

OUR TEAM



Manoj Juneja
Assistant Executive Director
for RM and CFO



Sean O'Brien
Budget & Programming (RMB)
and Deputy CFO



Robert van der Zee
Finance & Treasury (RMF)



Philip Ward
Management Services (RMM)



Jane Pearce
Performance Management
& Monitoring (RMP)



Christophe Boutonnier
Security (RMQ)



Jonathan Howitt
Enterprise Risk Management
(RMR)



Sergio Arena
Staff Wellness (RMW)



RM in one sentence

Supporting and enabling operations
by leading performance
management and safeguarding
resources to improve the lives of the
people we serve

WHAT WE DO

3 Key Thematic Areas



**Supporting
& Enabling Operations**

**Corporate Planning
& Reporting**

**Safeguarding
Our Resources**



1

SUPPORTING & ENABLING OPERATIONS

1. Enabling Financial Mechanisms
2. Enabling Programme Modalities & Services
3. Taking care of our people
4. Contribution towards UN reform



SUPPORTING & ENABLING OPERATIONS

1.1

Enabling Financial Mechanisms

Enabling Financial Mechanisms

IPL



Internal Project Lending and Macro-Advance Financing

IRA



Immediate Response Account

CBF



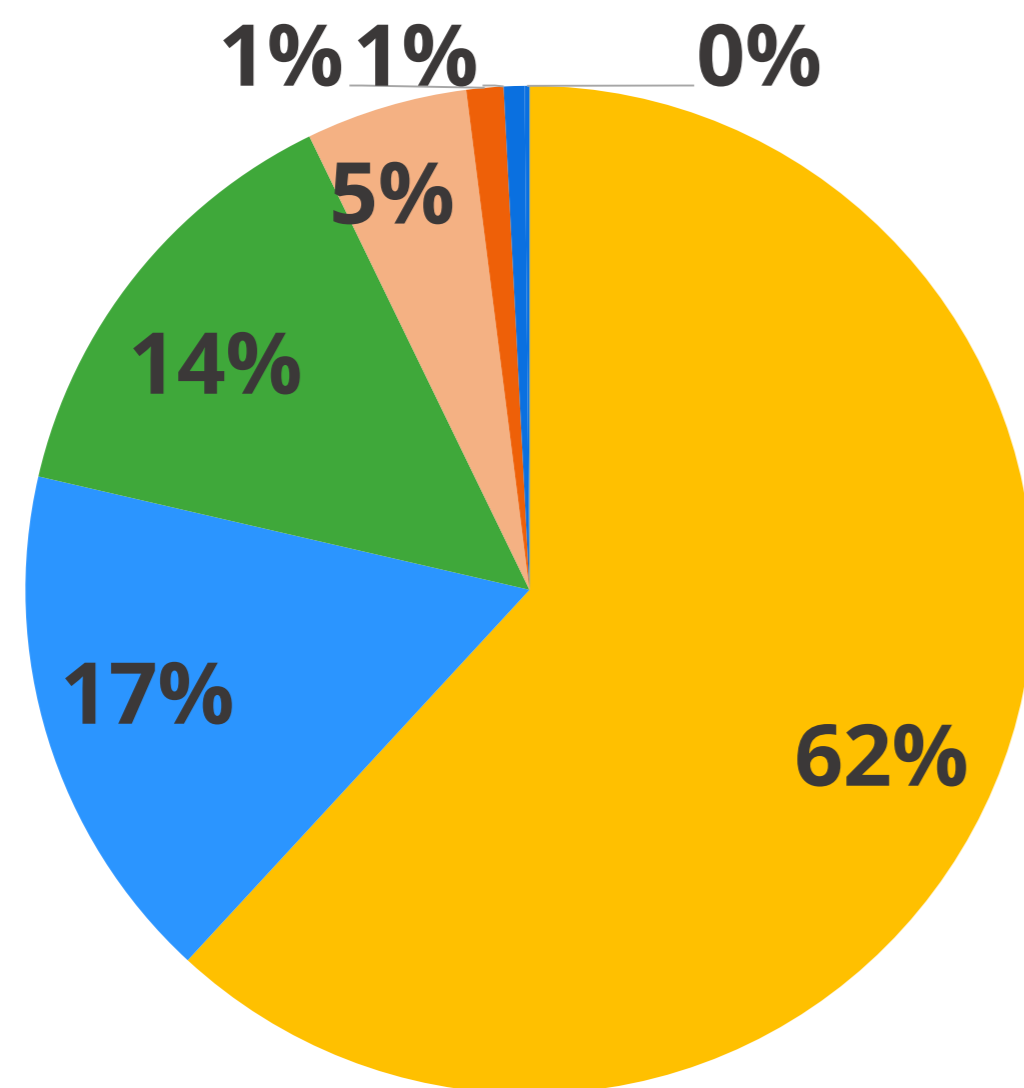
Capital Budget Facility

Advance release of funds to Country Offices

IPL

USD 1,200 M

149 advances
in 44 countries



- Crisis Response
- EMOP
- Root Causes
- PRRO
- Resilience Building
- SOP

IRA

USD 144 M

2018 IRA
replenishment:
USD 96.7 million

31% directed
contributions

24% multilateral
allocations

45% PSAEA
replenishment

CBF

USD 47 M

USD 20 M
allocated to LESS*

+ USD 28 M
8 projects
allocated for
Field Premises
Improvements (FPI)
(Somalia and Mali)
and
Energy Efficiency Projects
(EEP) in various countries

*Logistics Execution Support System



SUPPORTING & ENABLING OPERATIONS

1.2

**Enabling
Programme Modalities &
Services**

GCMF – Global Commodity Management Facility

Accelerating Food Delivery

HIGH PERFORMANCE

2 million MT
GCMF food
procured in 2018

USD 810 million
purchase value
44% of total
WFP food procured

BENEFICIARIES REACHED

35% (32 million)
of WFP beneficiaries

35% of food sold
to L3 emergencies

AV. LEAD TIME

32 days

SAVED

nearly
3
months*

2018 TOP 10 GCMF Recipient Countries

Country	GCMF sales (mt)
Yemen	629,000
Ethiopia	287,000
South Sudan	209,000
Uganda	193,000
Nigeria	139,000
Syria	72,000
Tanzania	59,000
Chad	52,000
Sudan	49,000
Niger	44,000

*in lead time thanks to GCMF as compared with conventional procurement process

Enabling Programme Modalities: CBT in Numbers

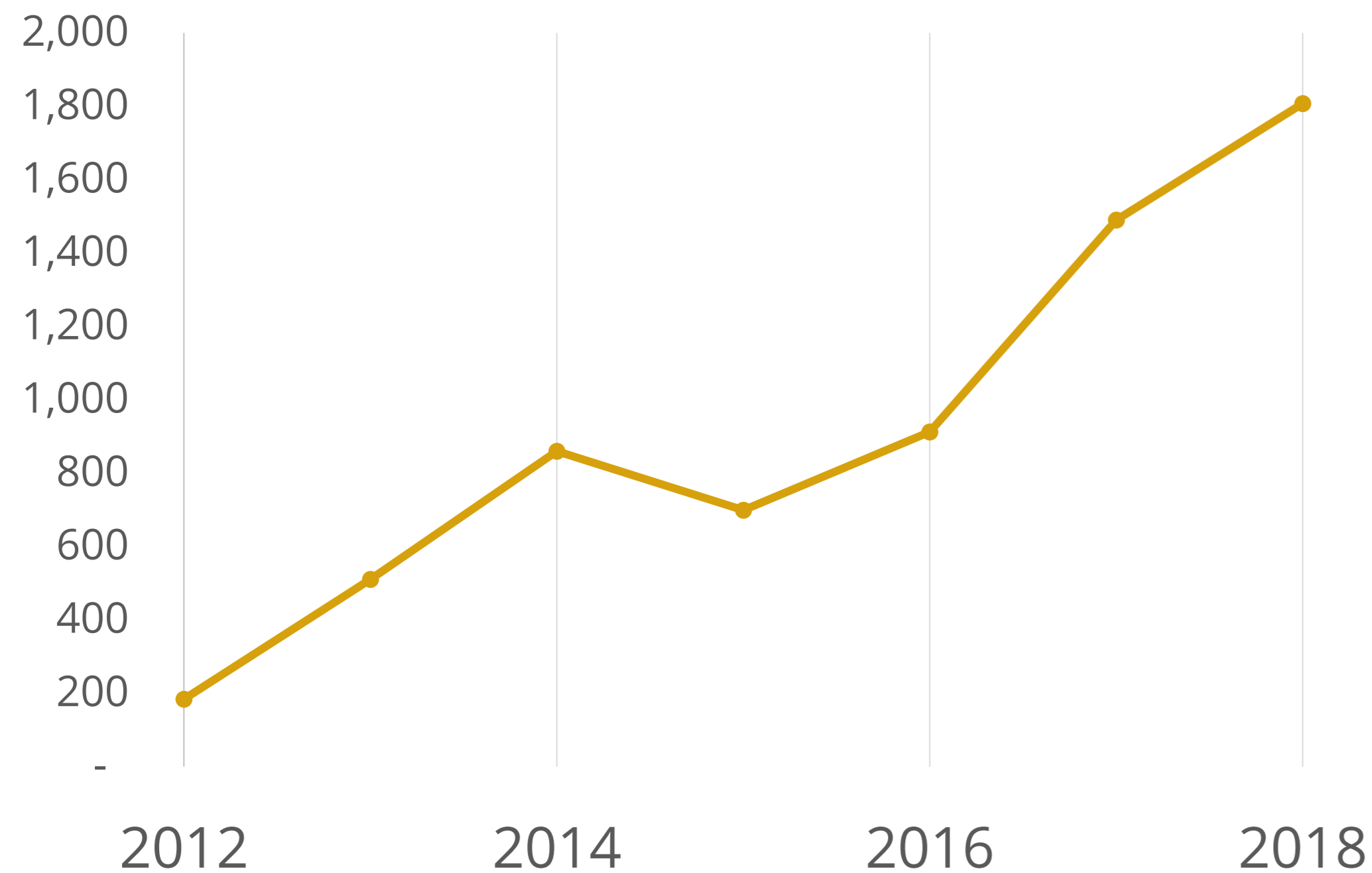
USD 1.8 B in CBTV

35% of WFP total assistance

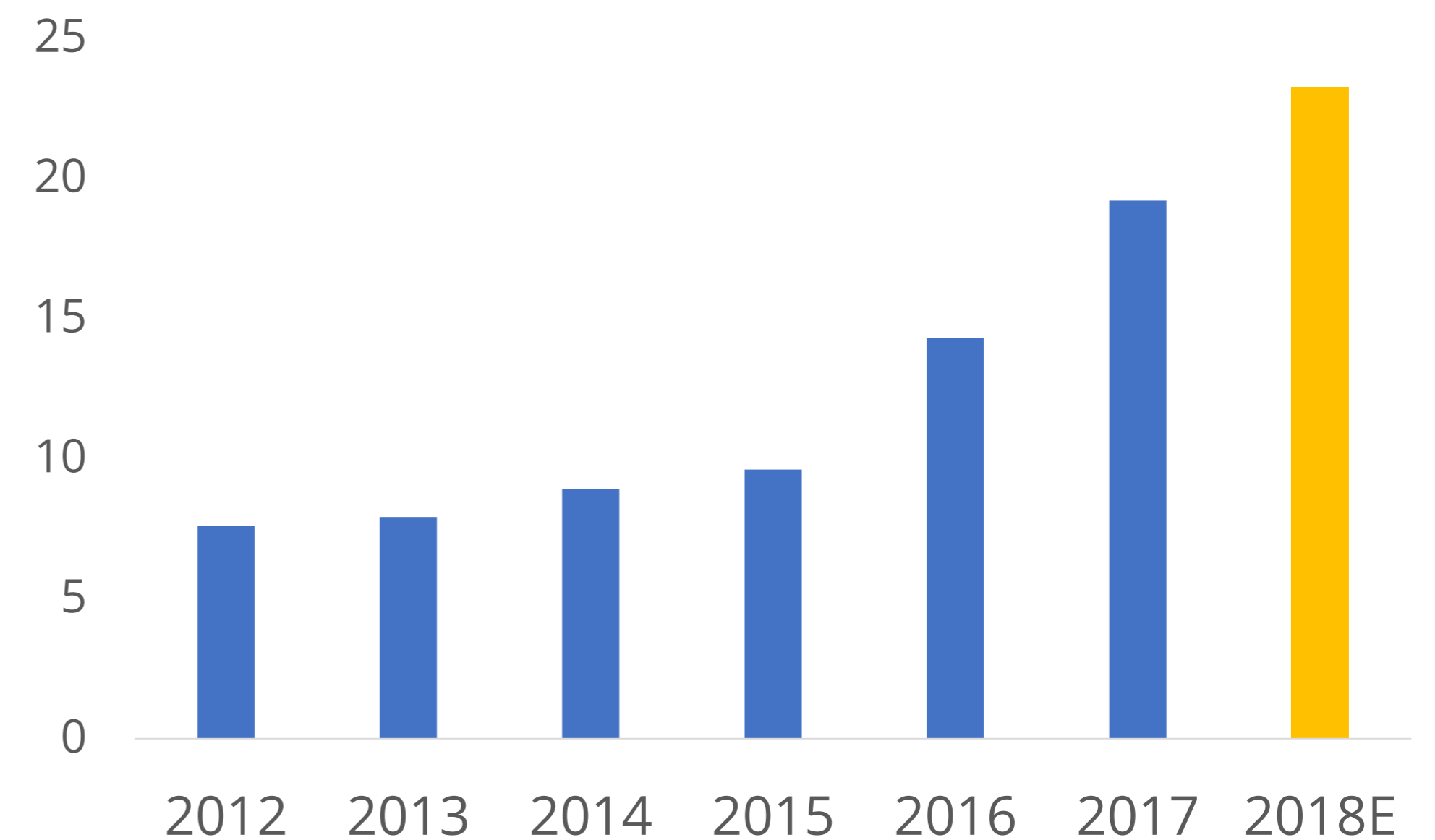
178 Financial Service Providers (FSPs)

in 63 countries

CBT Distribution (M)



No. of Beneficiaries (millions)



CBT: Innovation & Collaboration

Using **Blockchain** for CBT

WFP uses blockchain technology **to manage and track beneficiaries' entitlements** as they make purchases from approved retailers

- **106K beneficiaries served in Jordan in 2018**
- **USD 34 M in CBT transfer value**
- **USD 512K in savings achieved in 2018**



WFP CBT Service Provision



USD 164 M
in value
transferred

1.5 M
beneficiaries
reached

7 Countries
served

Integration
with SCOPE

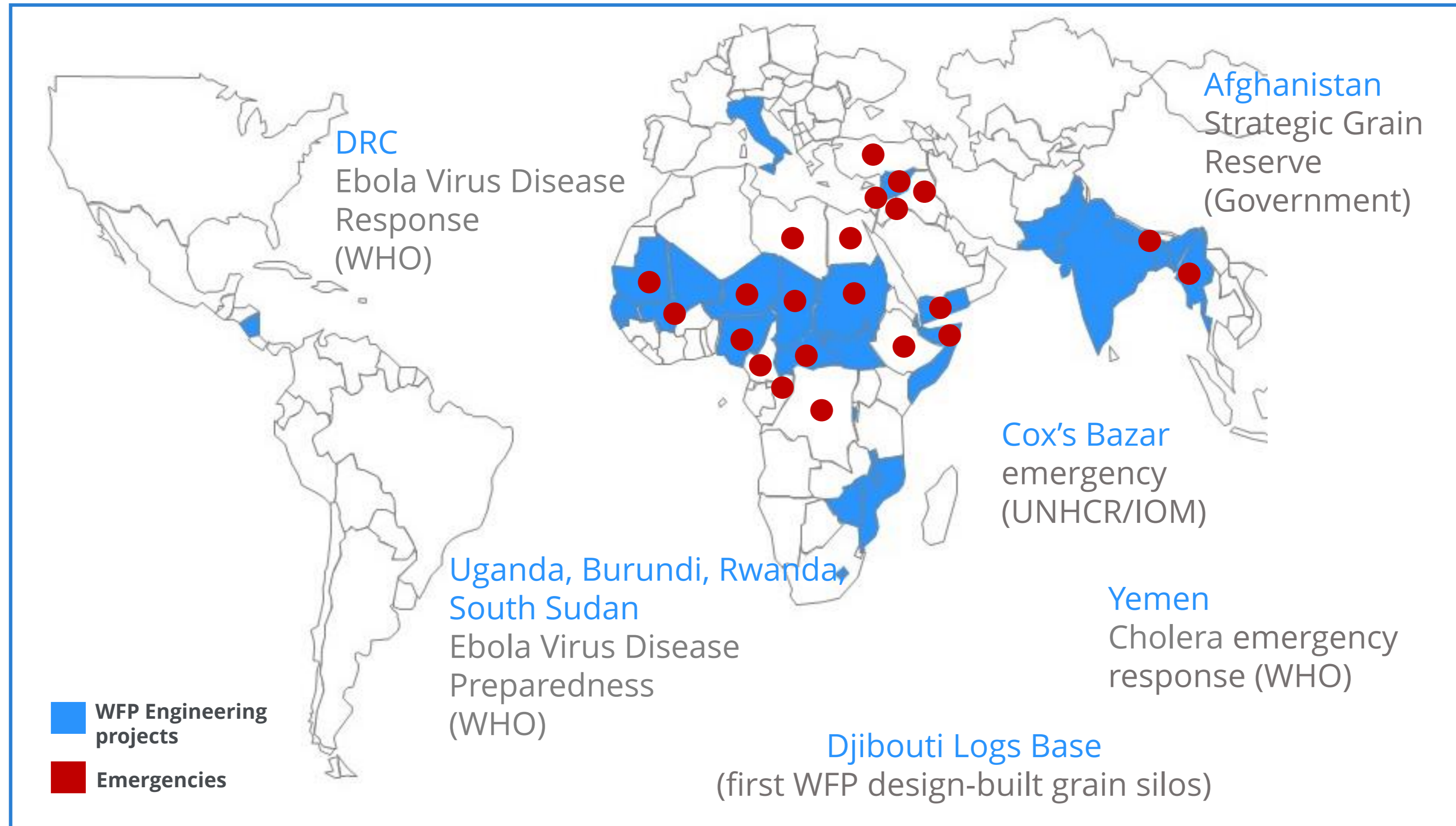
Global Beneficiary Payment Solution (GBPS)

Enabling Programme Services: New Fleet Centre

 Light Vehicle Leasing	 Armoured Vehicle Leasing	 Insurance	 Fitting	 Driver Training
NEW  Fleet Management Support	NEW  System Integration	 FMS Support	 Customer service	 Tracking
NEW  Fleet Management Tools	NEW  Fleet Management Training	NEW  Road Safety Training	NEW  Digital Platform	NEW  Vehicle Disposal

**A new One-Stop-Shop
for light vehicle fleet management**

Enabling Programme Services: WFP Engineering



USD ≈100 M
Engineering work
in 25 countries

**Global team
+90 Engineers**

**Projects
covering 90% of
Corporate
Emergencies**

Engineering emergency response

PLAY VIDEO





Q & A



SUPPORTING & ENABLING OPERATIONS

1.3

Taking care of our people

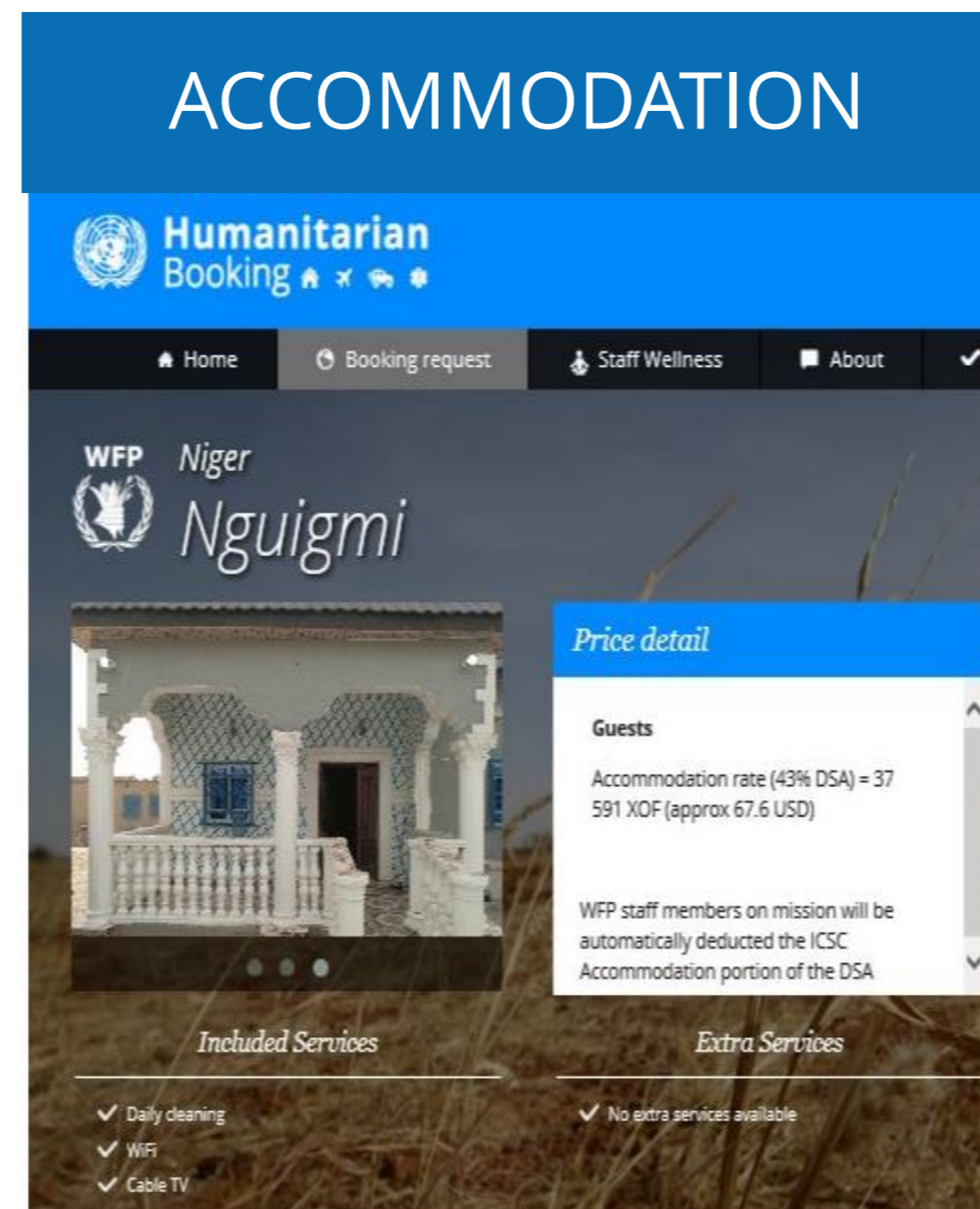
Taking care of our people

STAFF WELLNESS



Vaccination Campaign
in South Sudan

ACCOMMODATION



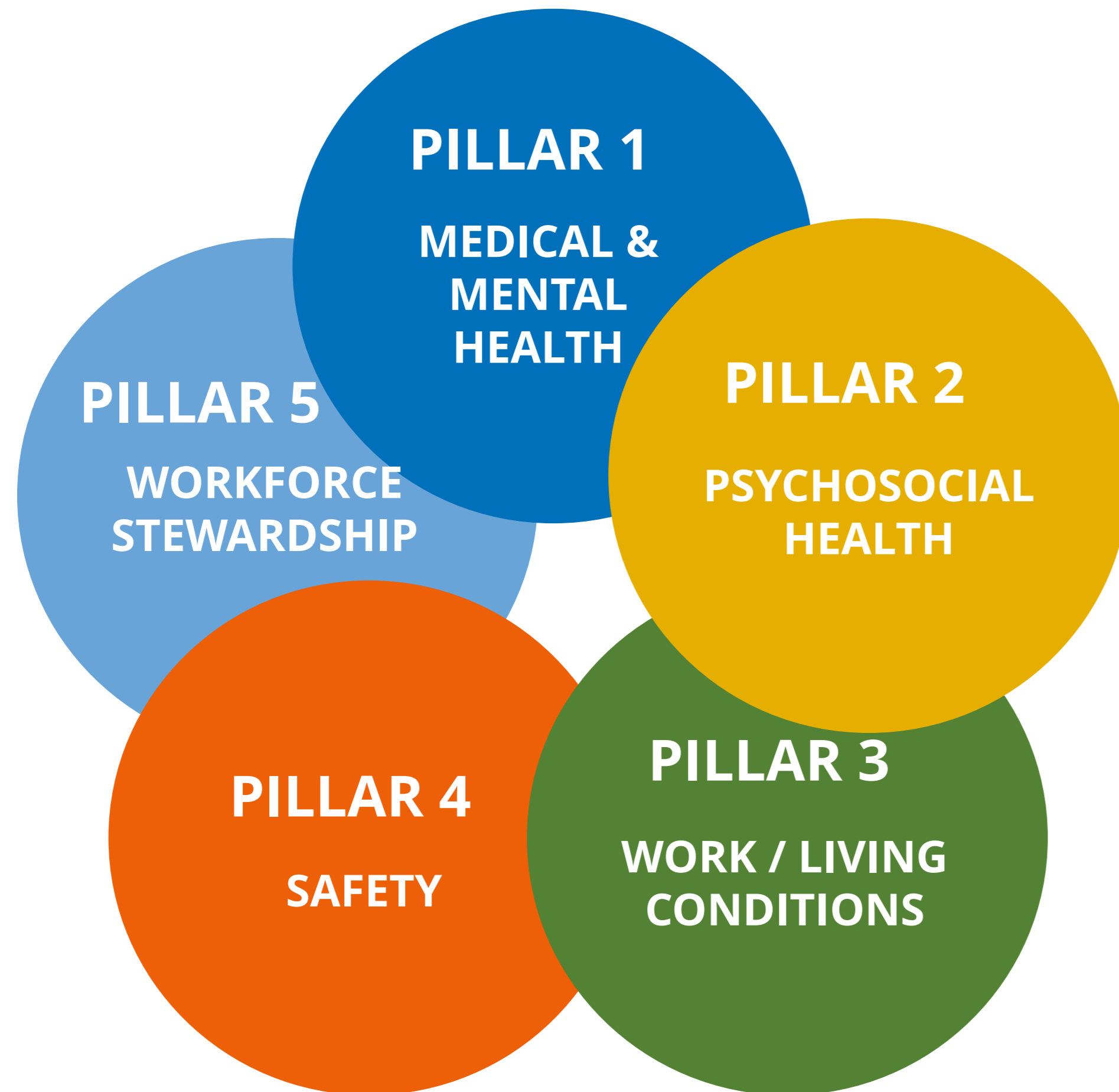
New and upgraded
accommodation

SECURITY & SAFETY



SSAFE Security Training

Wellness Strategy at WFP



PILLAR 1 Medical and Mental Health



Shift the focus to

**PREVENTION
IN THE FIELD**

Shift the focus to

**MEDICAL SUPPORT
IN THE FIELD**

Wellness Strategy at WFP

PILLAR 2

Psychosocial
Health

**PSYCHOLOGICAL
RESILIENCE**

**PRE-DEPLOYMENT
BRIEFINGS**

PILLAR 3

Work/Living
Conditions

**ACCOMMODATION
QUALITY
UPGRADES**

**CATERING AND
COMMUNITY
SERVICES
SIGNIFICANTLY
IMPROVED**

PILLAR 4

Occupational
Safety

**CREATION OF A
SAFETY
MANAGEMENT
SYSTEM**
(on going)

PILLAR 5

Workforce
Stewardship

**DIMENSIONS OF
PEOPLE
STRATEGY**
(in coordination with HR)

**HEALTH
INSURANCE
SERVICES**

Smart Security

1 Keeping our personnel safe & secure



TRAINING

9,622 Personnel trained

17 PARTNERSHIPS FOR THE GOALS



PARTNERSHIPS

**450 evac/reloc
Strategic engagement**



PHYSICAL RISK MITIGATION

**Building Upgrades
Fleet**

2 Enabling Operations



SECURITY ANALYSIS

Coverage HQ-RB-CO



INNOVATION: TESS PROJECT

**Streamlining emergency
telecoms**



COMPLIANCE & OVERSIGHT

KPI compliance 95%

Accommodation



80+ guesthouses



21 countries



15,000+ guests annually



1,170 beds



180 focal points

43% non-WFP guests

Digital services to run guesthouses and produce reports in one click



UN Living Standards Upgrades 2018

BEFORE



AFTER



Paoua, CAR



USD 14.1 M

invested in upgrades

USD 5 M

from Wellness fund

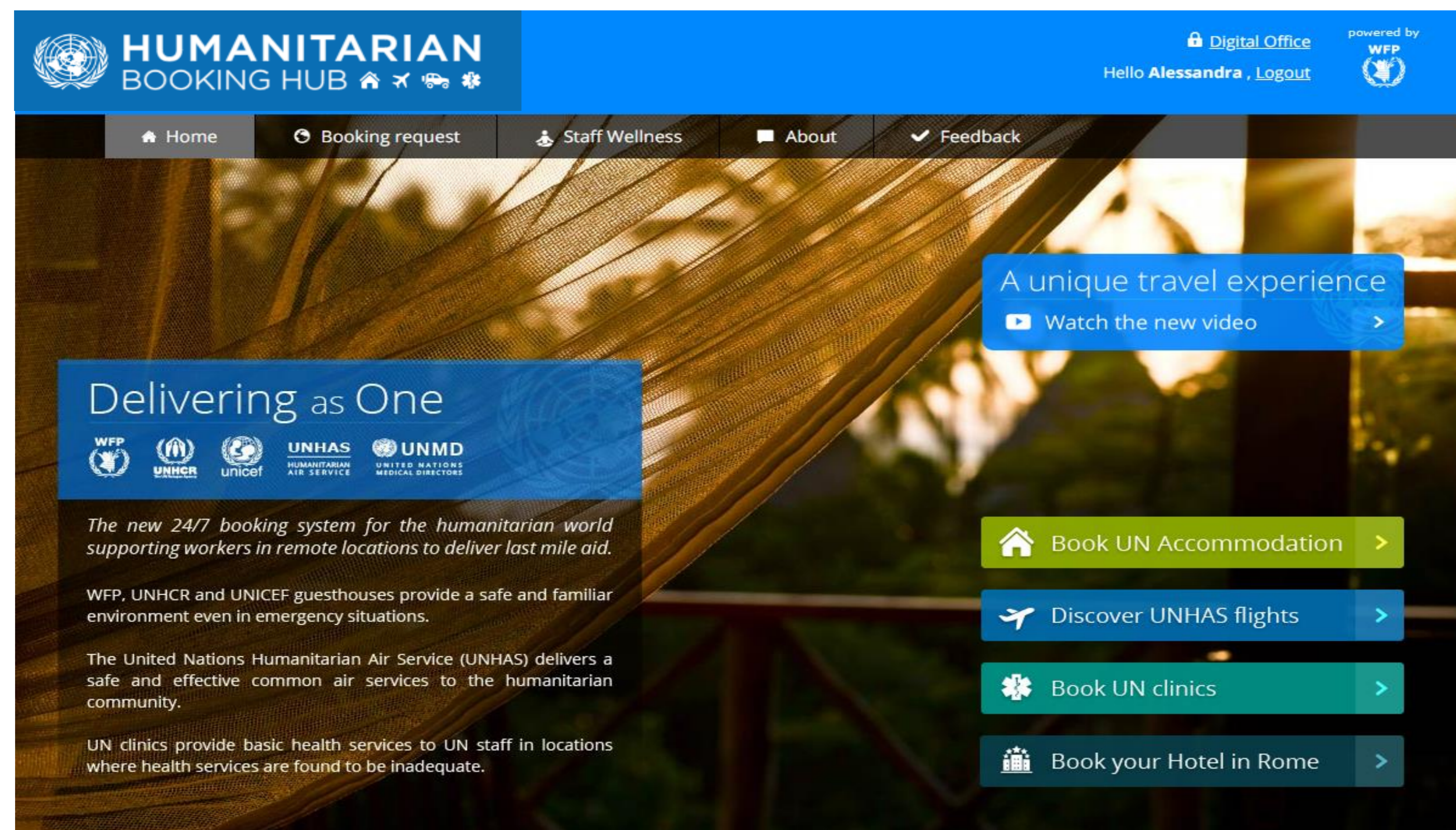
55

Locations upgraded to quality standards








UN common service

The innovative humanitarian 24/7 booking service featuring UN accommodation, UN clinics, UNHAS flights & pickups



Delivering as One

180+ UN guesthouses
in deep field locations

285+ UNHAS flight
destinations

45+ UN clinics

50+ countries served

Partners: UNHCR, UNICEF, UNHAS, UNMD
Pilots: IOM, UNFPA, UNDP



SUPPORTING & ENABLING OPERATIONS

1.4

**Contribution towards UN
Reform**

UN Secretary-General's Vision on Business Operations



Business Operations Strategies

All UNCTs to ensure compliance to an improved BOS by 2021



Enhanced Management

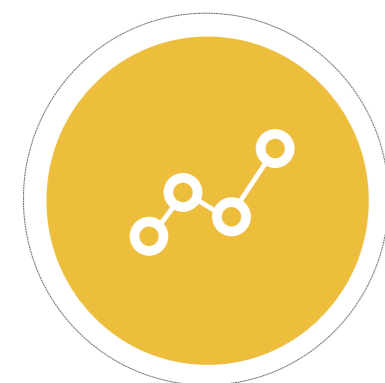
The BOS helps prioritize business operations spending, and helps focus investments within individual agencies



Common back office for all UNCTs by 2022

All location-dependent services will be consolidated at the country level

Redesign of Headquarters structures required. Explore options, including consolidation of location-dependent service into 6-7 centre networks



Mutual Recognition

All entities to operate according to the principle of mutual recognition



Common Premises

We have >2,900 UN premises globally, of which 16% are common premises
We will bring this to 50% by 2021

Business Innovations Strategic Results Group (BIG): co-chaired by UNHCR and WFP

A high-level Mutual Recognition Statement has been agreed by 7 agencies* + the UN Secretariat:
a fundamental enabler of back office reform

*ILO, UNDP, UNFPA, UNHCR, UNICEF, UNOPS and WFP



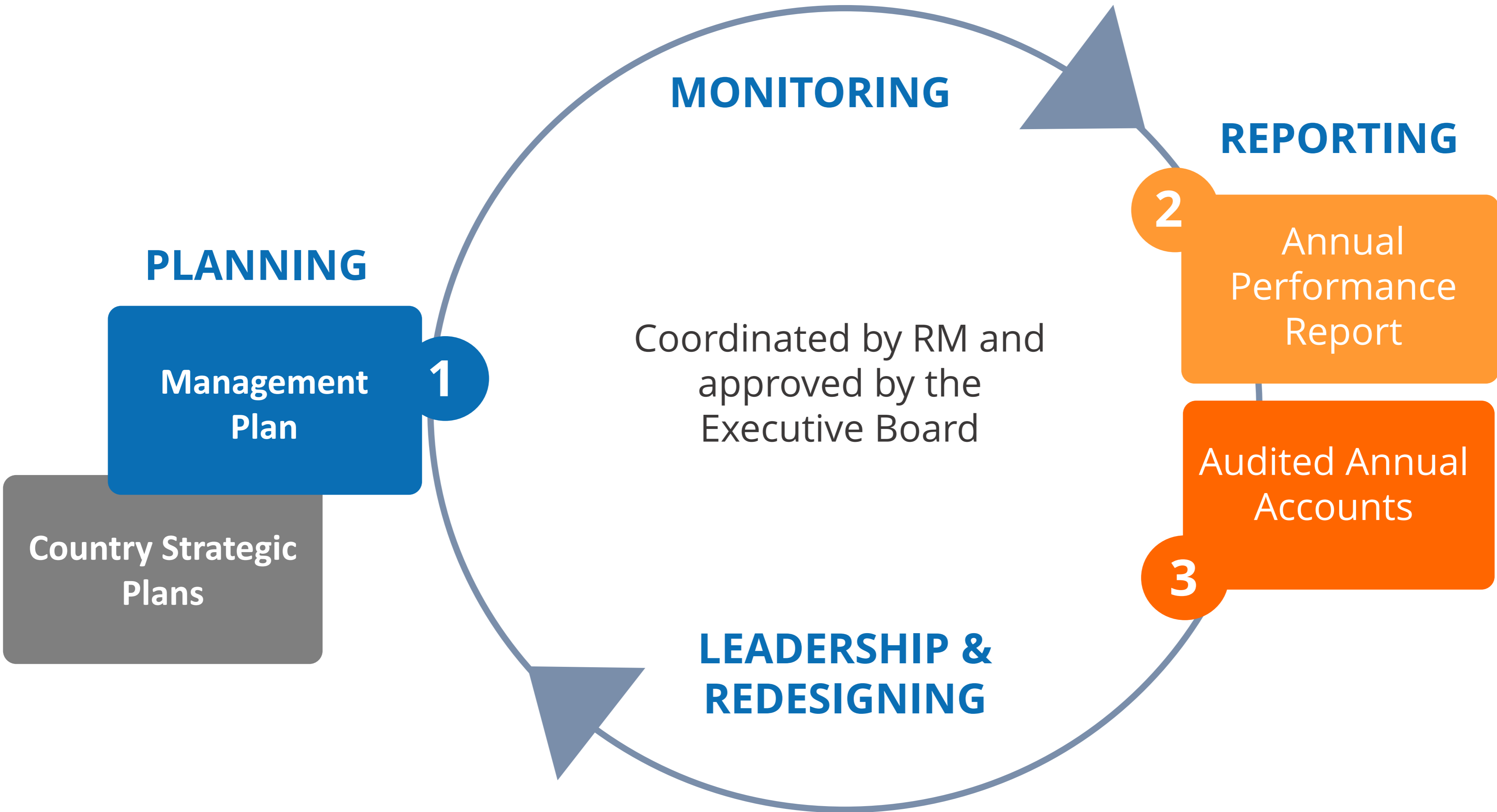
Q & A



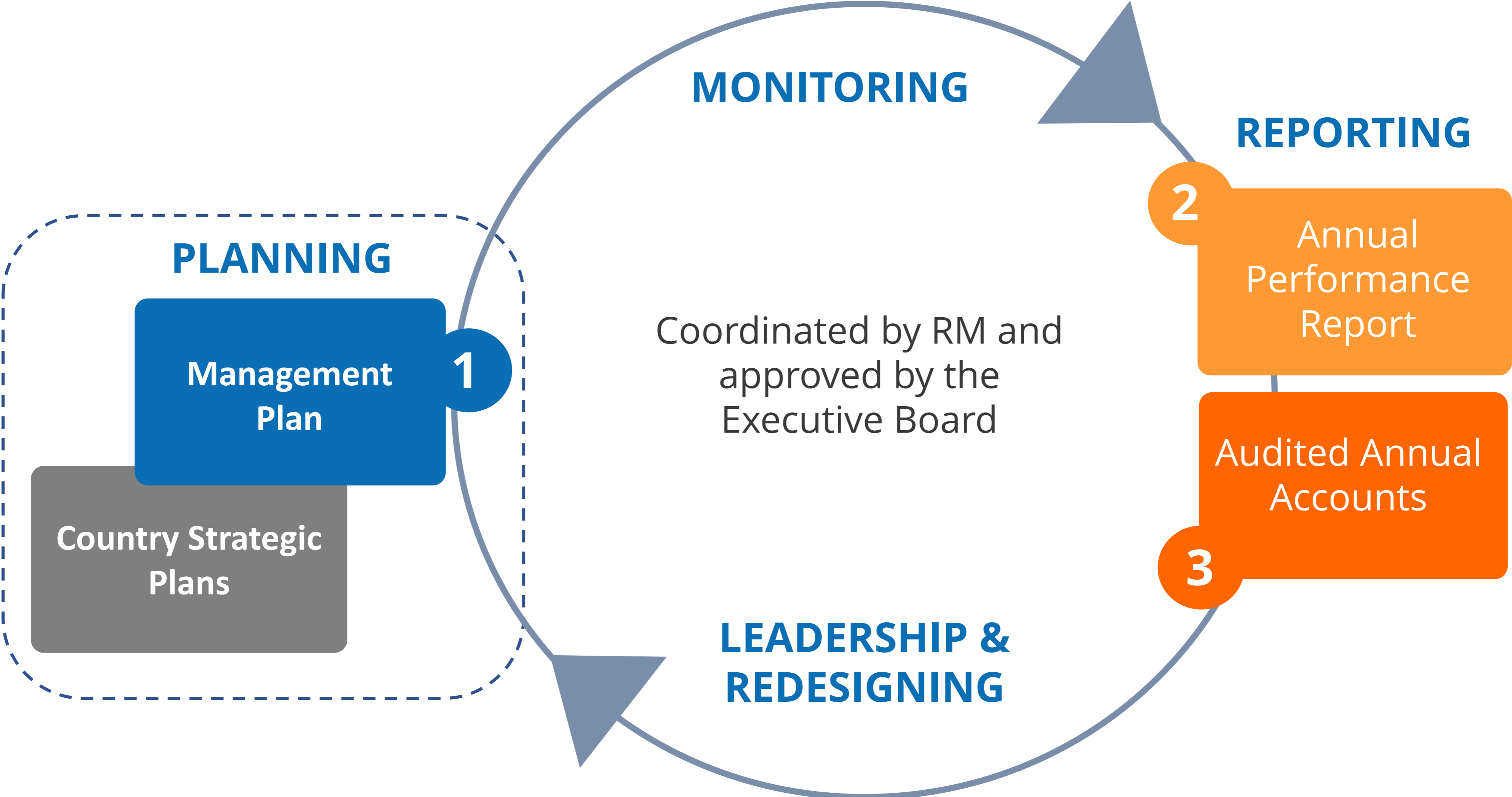
2

Corporate Planning and Reporting

Key Planning and Reporting Documents



Key Planning and Reporting Documents



Key Figures: 2019 Operational requirements



**82
countries**



**79 million
beneficiaries**



**21 billion
rations**



**USD 9.8
billion
needs**

**USD 6.8 billion
prioritized PoW**

The Prioritized Plan of Work (PoW) is prepared within the context of assessed needs, forecasted funding, the scope of the Strategic Plan and organizational capacity

CSP Data Portal

The portal is a “One-Stop-Shop” where Member States can view WFP’s programme, financial, and performance data

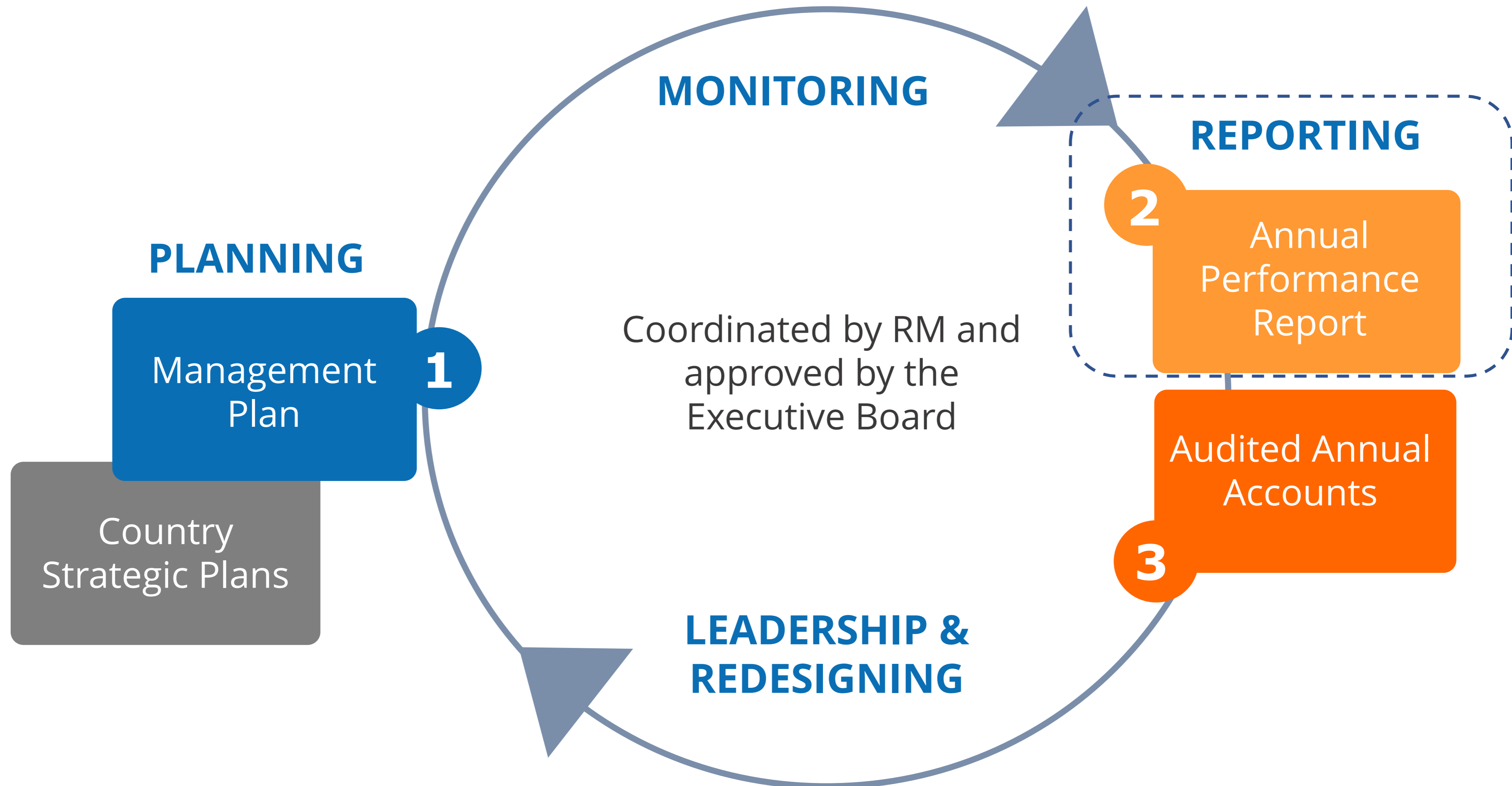
Objectives:

- provide Member States with clear information to enable them to fulfill their governance/oversight roles and facilitate funding decisions.
- In the longer term, assess the extent to which information from the portal could replace existing information shared and customized reporting required by some donors.
- In the longer term, assess the level of detail included in the CSP and reduce today’s processes



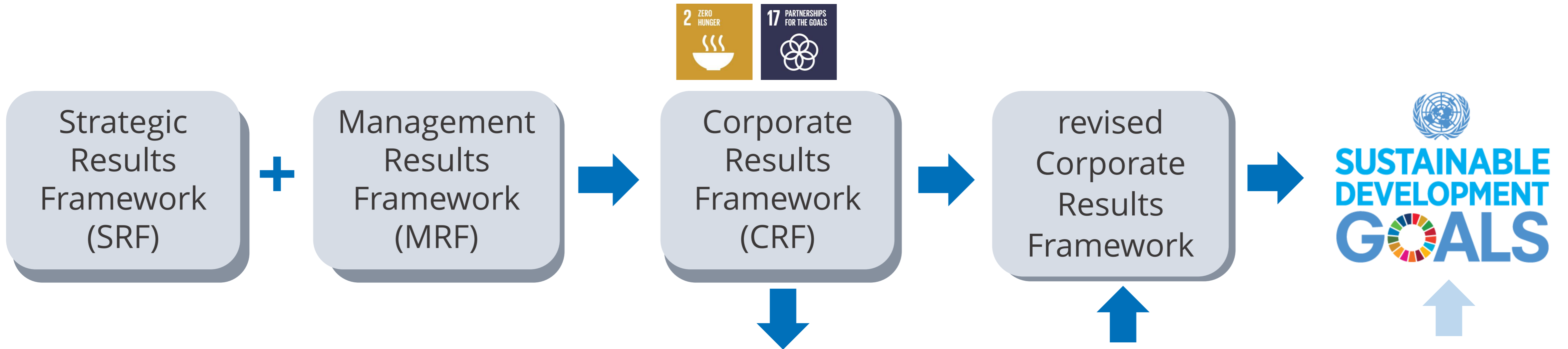
<https://cspdata.wfp.org/#/index>

Key Planning and Reporting Documents



Revised CRF - Overview of key changes

(November 2018)

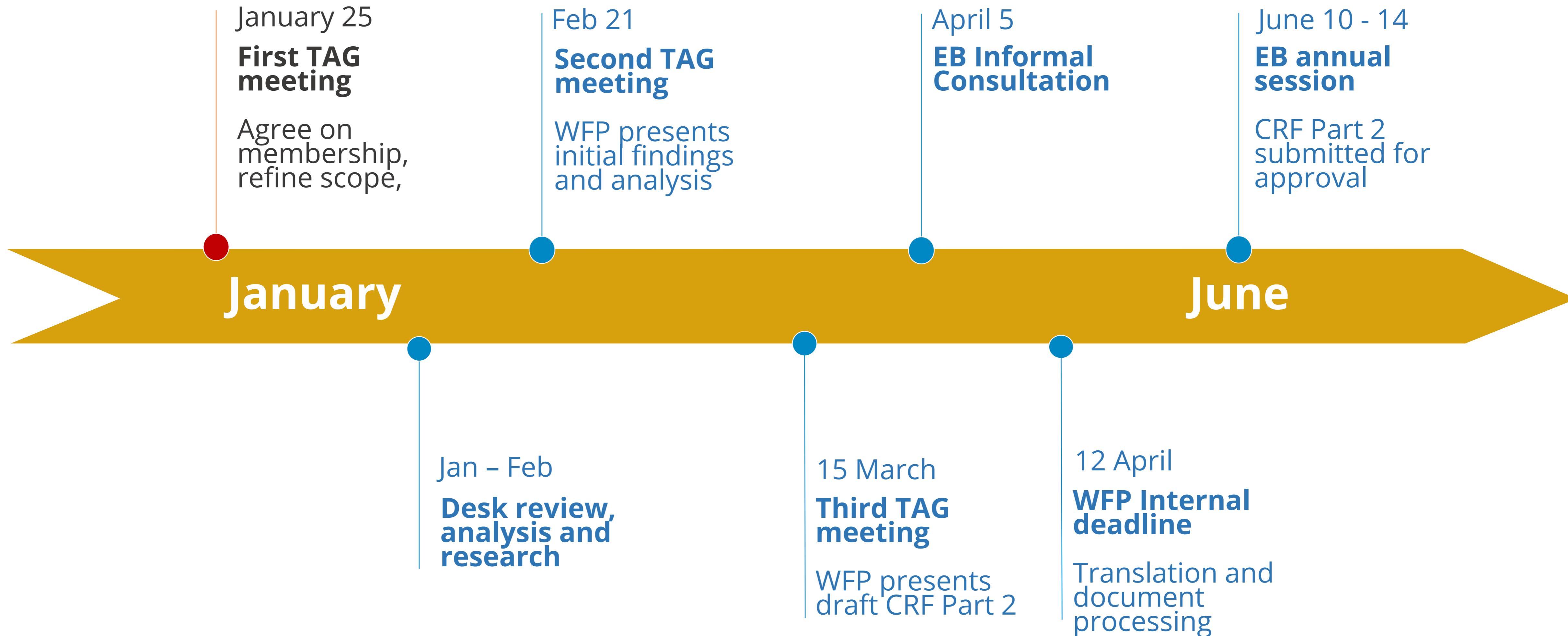


Key changes

- Strengthen programme performance indicators
- Annex indicators & activity categories for EB's consideration
- Fully integrate management performance approach
- SDG-related indicators

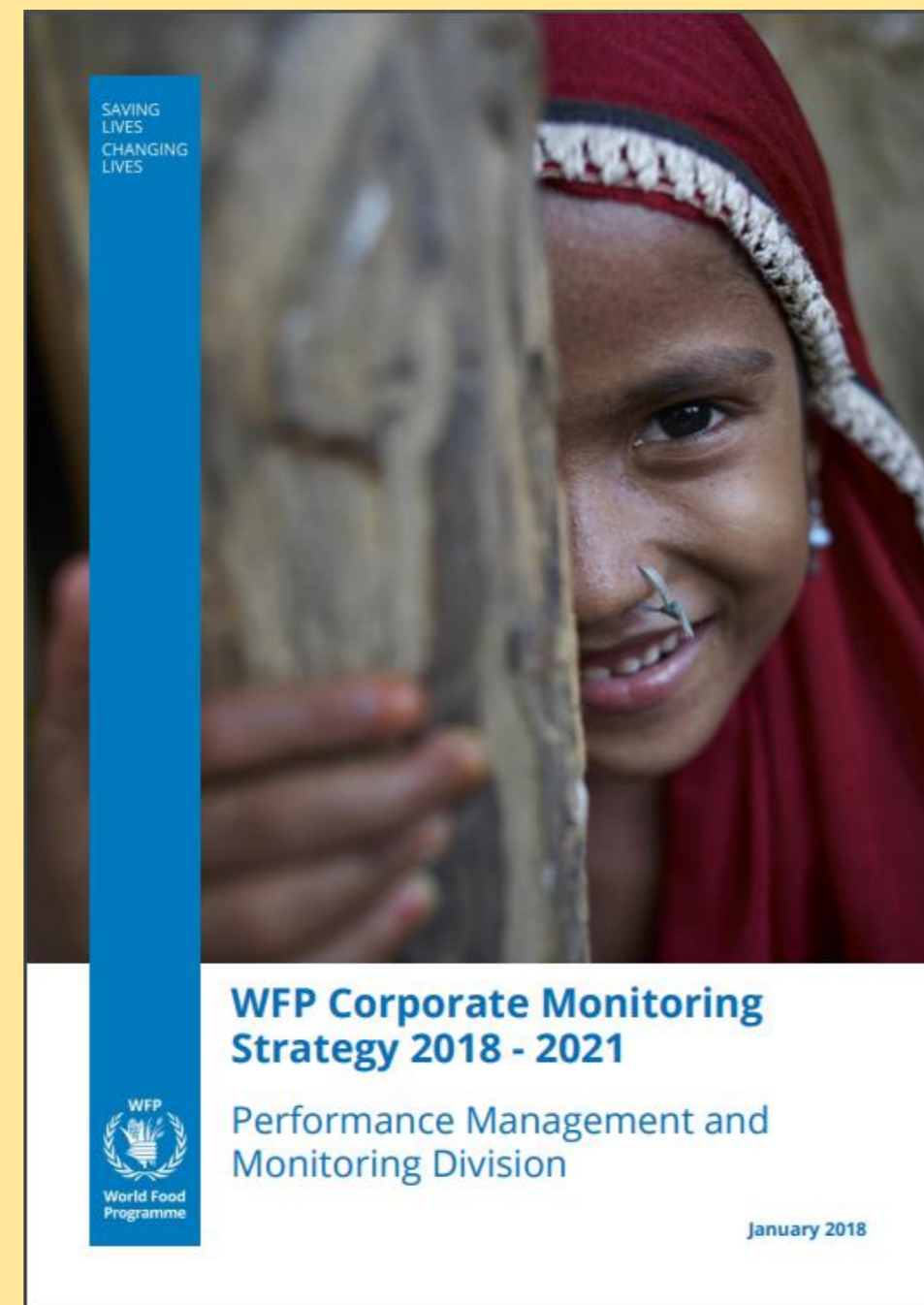
Revised CRF - Technical Advisory Group (TAG)

Timeline and Deliverables



Revised CRF - Implementation

Corporate Monitoring Strategy



Guidance and systems updates

World Food Programme

COMET

COMET is WFP's comprehensive online tool to design, implement and monitor programmes and to improve organisational performance.

Username

Password

Login

Having problems logging in?

SPRING

Food Security

Food Consumption Score

Food Consumption Score (FCS)	
Acronym	FCS
Technical unit	OSZAF
CRF ref.	1.1.1/3.1.5/4.1.1
Exact wording	Percentage of households with poor food consumption score Percentage of households with borderline food consumption score Percentage of households with acceptable food consumption score
Unit	Percentage of households
Definition	The household Food Consumption Score (FCS) is associated with household's food access and is therefore used as a proxy for household food security. Food consumption indicators are designed to reflect the quantity and quality of people's diets. ² The FCS is used to classify households into three groups: poor, borderline or acceptable food consumption. These food consumption groups aggregate households with similar dietary patterns - in terms of frequency of consumption and diversity - and access to food. Poor food consumption: Households that are not consuming staples and vegetables every day and never or very seldom consume protein-rich food such as meat and dairy. Borderline food consumption: Households that are consuming staples and vegetables every day, accompanied by oil and pulses a few times a week. Acceptable food consumption: Households that are consuming staples and vegetables every day, frequently accompanied by oil and pulses, and occasionally meat, fish and dairy.
Rationale	The FCS is a measure of dietary diversity, food frequency and the relative nutritional importance of the food consumed. A high FCS increases the probability that a household's food intake is adequate. The FCS is a good proxy for the current food security status and highly correlated with other food security assessment indicators, including coping strategies and income.

	Thresholds	Adjusted thresholds ²
Poor food consumption	0-21	0-28
Borderline food consumption	21-35	28.5-42
Acceptable food consumption	>35	>42

WFP
World Food Programme

WeLearn
WFP'S LEARNING PLATFORM

WFP Guidance, pg. 234
² thresholds in your country or region.

Impact of the revised CRF on the Annual Performance Report (APR)

2017 APR

2018 APR

2019 APR

Programme Performance Results

- CRF (*approved in November 2017*) for selected projects aligned to CRF
- CRF (*approved in November 2017*) for all operations already transitioned to I/T/CSPs
- Revised CRF (*approved in November 2018*) for all WFP I/T/CSPs

Management Performance

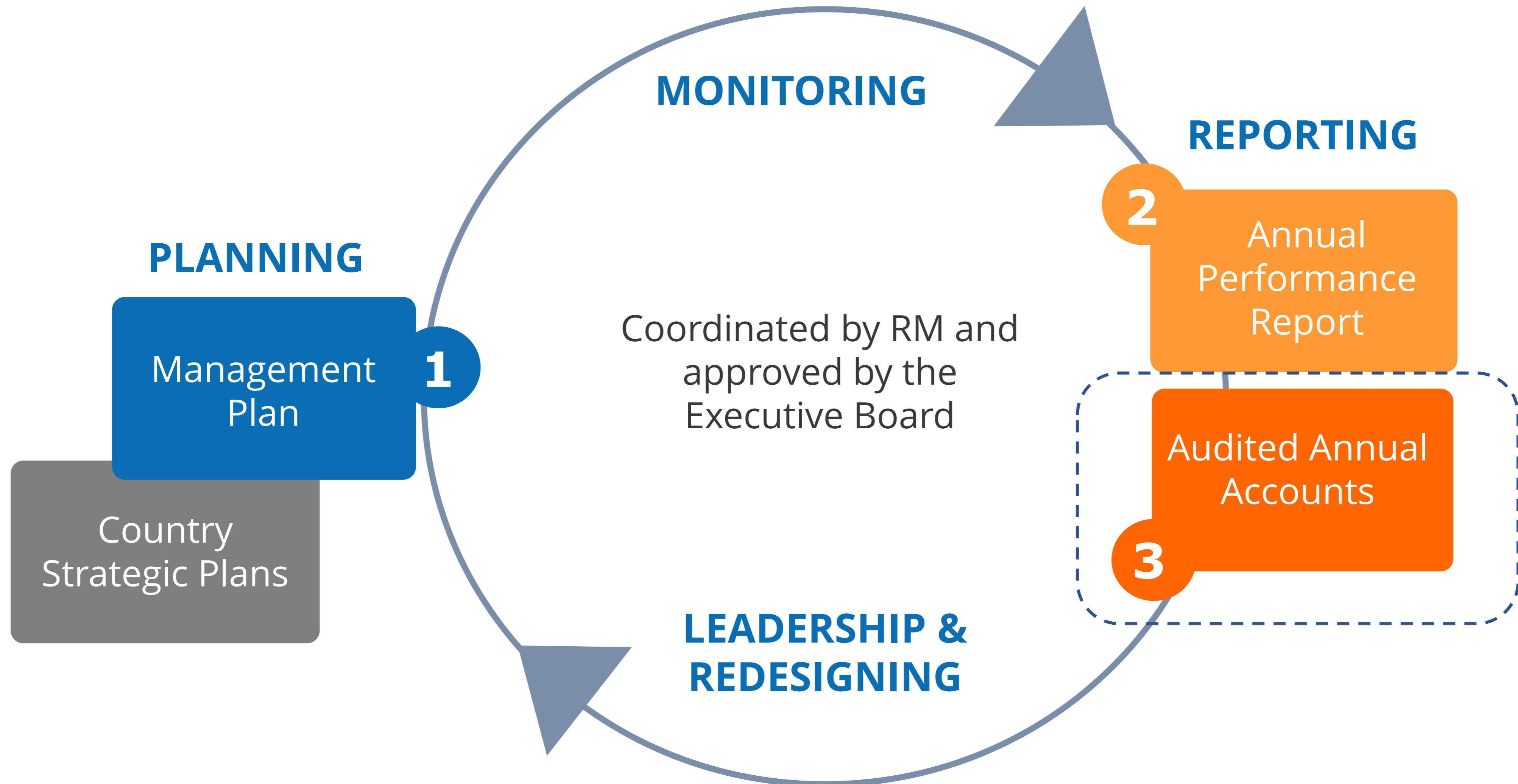
- Captured by using the Management Plan Results Pillars and KPIs (*reporting advanced from 2018 Management Plan*)
- Captured by using the Management Plan Results Pillars and KPIs (*included in 2018 Management Plan*)
- By using the new CRF management performance KPIs (*included in 2019 Management Plan*)

Note: All projects not aligned with CRF

Note: All projects are expected to be aligned with CRF

Note: All projects are expected to be aligned with the revised CRF

Key Planning and Reporting Documents



Content of Annual Financial Statements

1. Executive Director's Statement

Provides overview of:

- Operational context
- Financial Analysis
- Enhancing Transparency and Accountability
- Financial Risk Management

2. Statement on Internal Control

- The Internal Control Framework and Enterprise Risk Management
- Review of the Effectiveness of Internal Control
- Significant Risk and Internal Control Matters

3. Financial Statements I to V

Provide financial views on WFP's operations.

Key statements are:

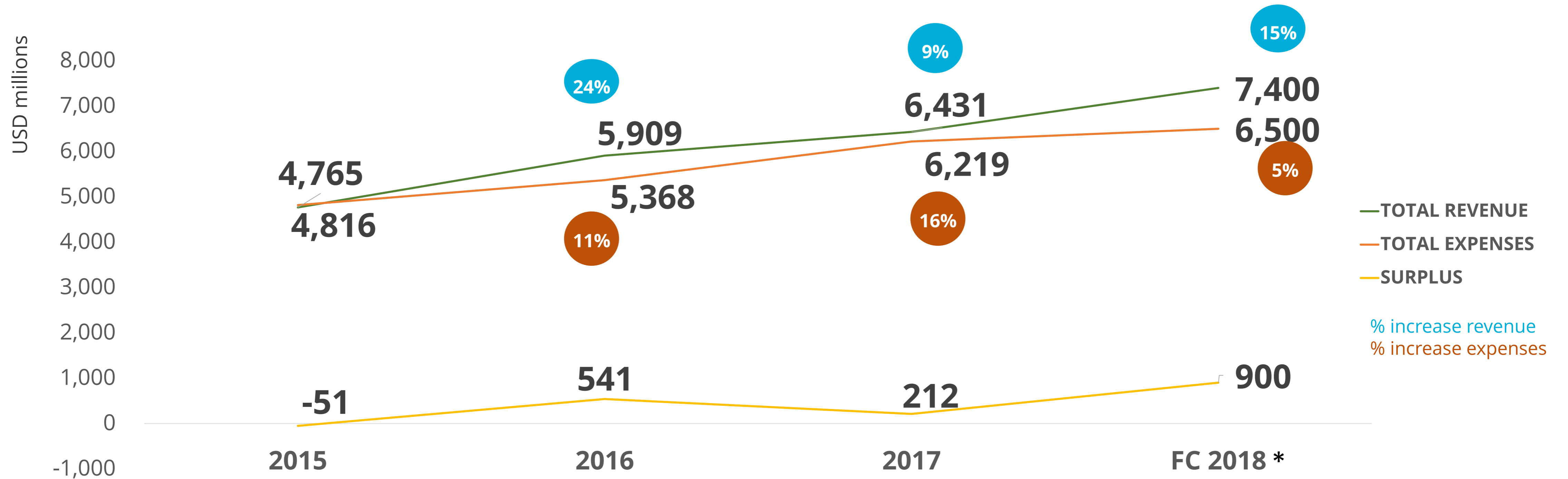
- Statement I – states the financial position at year end
- Statement II – states the financial performance for the year
- Statement V – compares WFP's Actual performance against Budget.

4. Notes to the Financial Statements

5. External Audit Opinion and Report

Revenue Growth

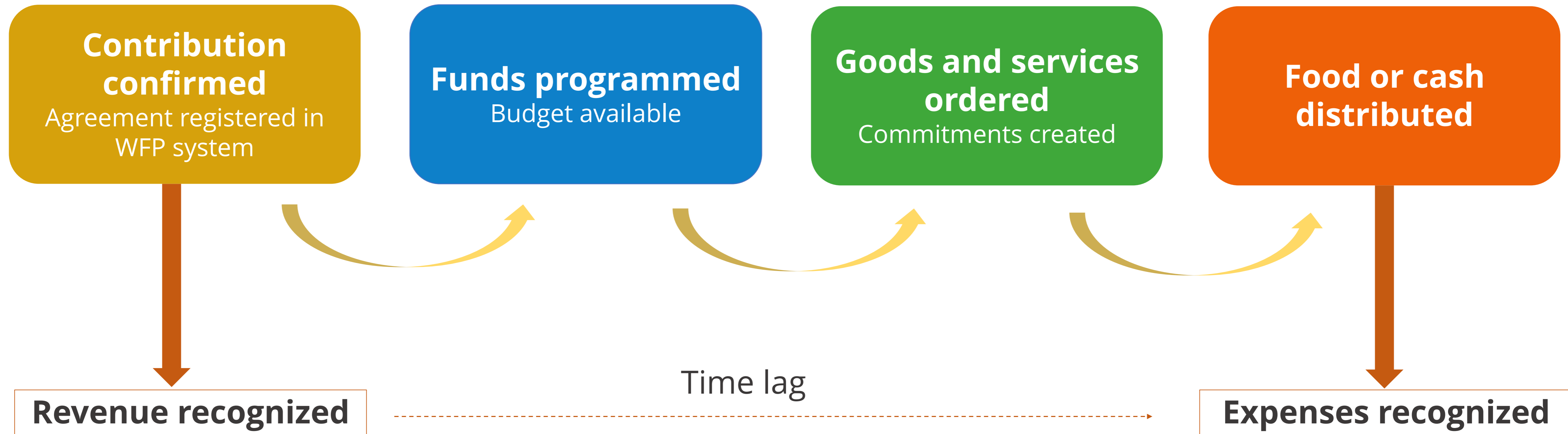
Revenue growth in 2018 is stronger than growth in expenses



*Preliminary estimated figures for 2018. The majority (approx.90%) of the forecast surplus relates to Yemen, Syria and the Syrian refugee operations.

Revenue and Expense Recognition

There is inherent time lag between revenue and expense recognition





Q & A



3

SAFEGUARDING OUR RESOURCES

1. Enterprise Risk Management
2. Financial Risk and Cash Management
3. Asset Management

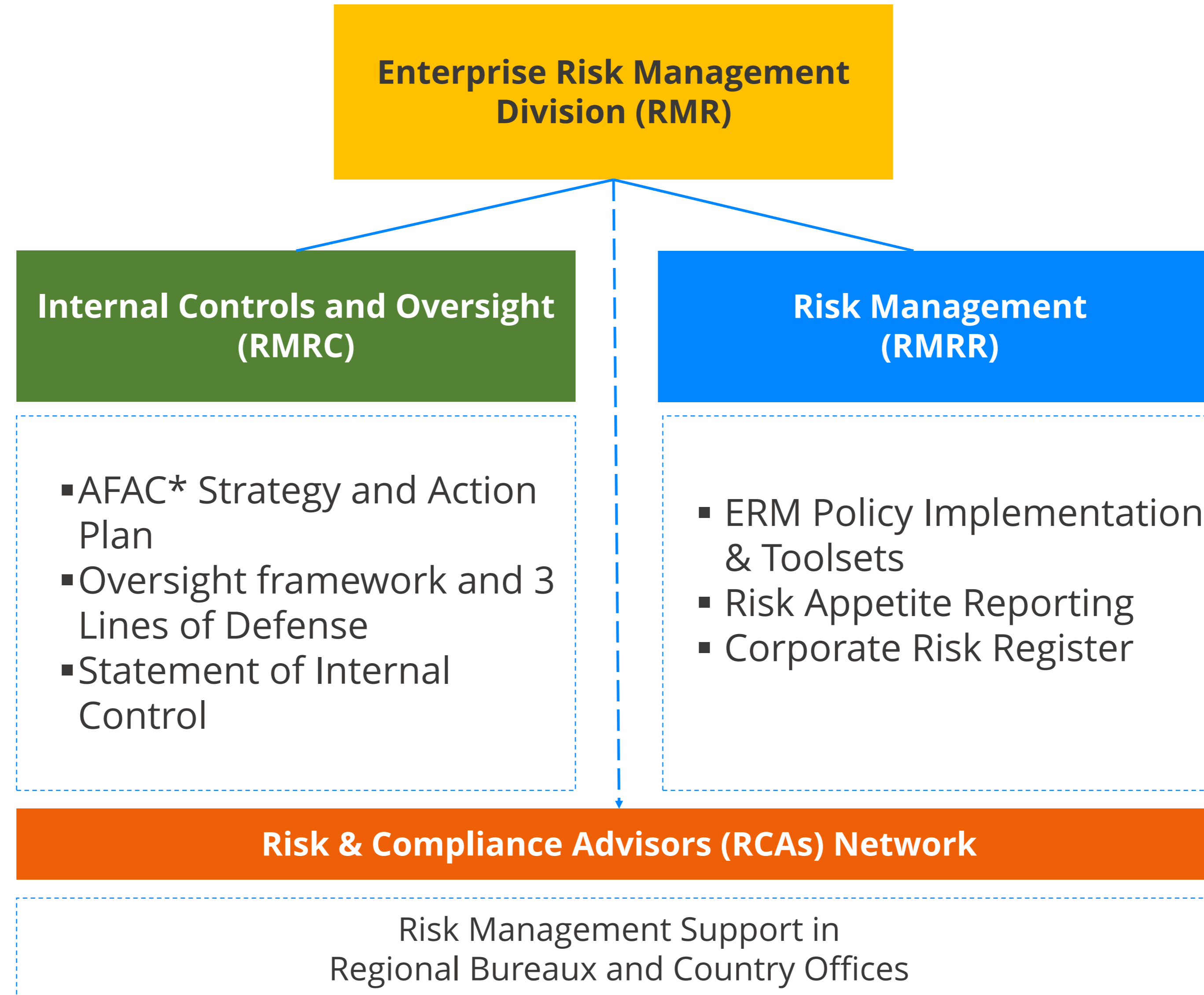


SAFEGUARDING OUR RESOURCES

3.1

Enterprise Risk Management

Enterprise Risk Management Division (RMR)



*Anti-Fraud Anti-Corruption

Internal Controls and Oversight

2018 Highlights

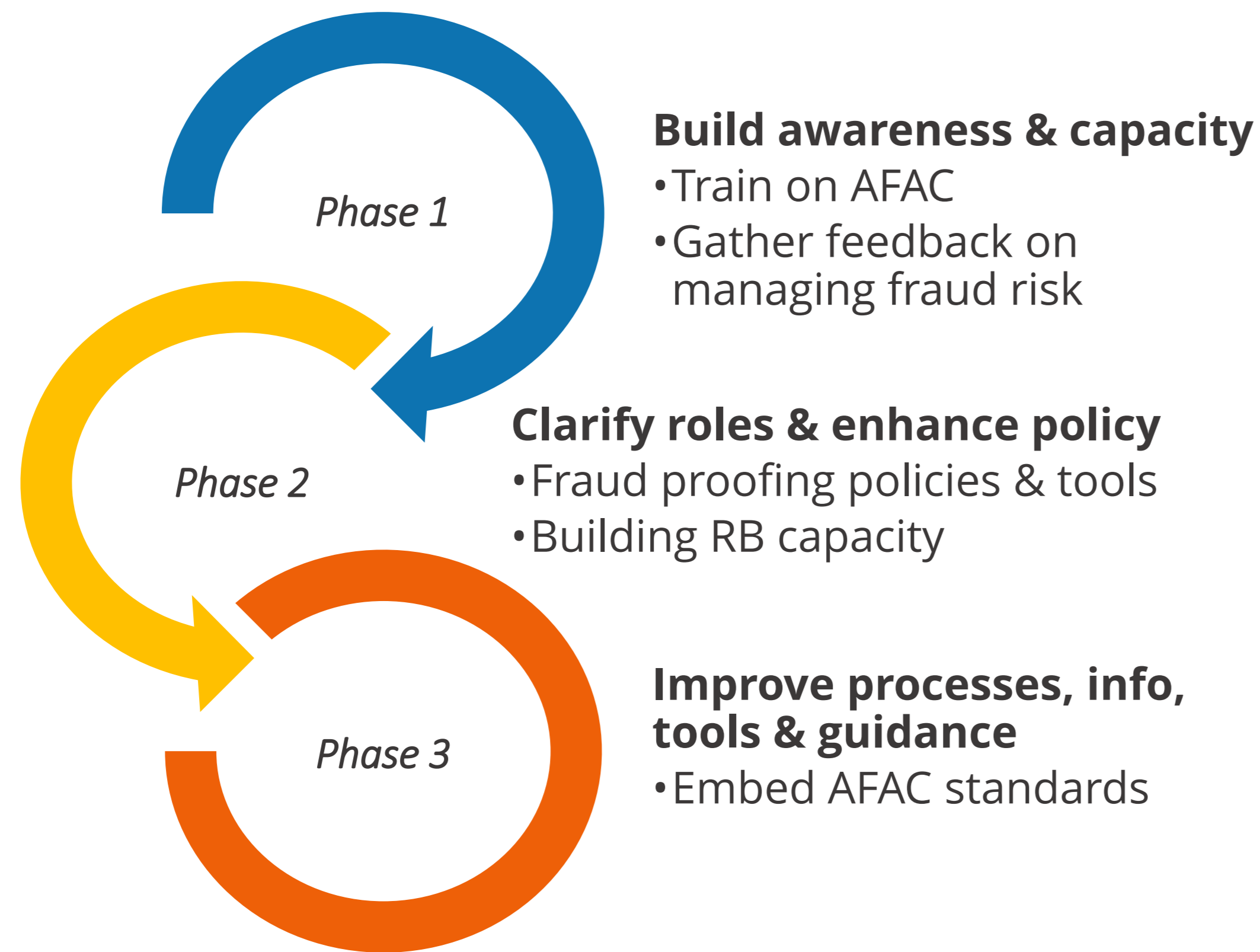
- EB Approval of Oversight framework and management endorsement of AFAC Strategy and Action Plan
- AFAC + Certified Fraud Examiner (CFE) training
- SAP Access Rights & Roles Profiles- reduced #of non- standard assignments by approx. 40%

2019 Priorities

- AFAC implementation
- eLearning Solution on 3 Lines of Defense
- Automation of audit and oversight follow-up process through Governance, Risk and Compliance (GRC) system
- Documentation of fraud scenarios and key controls, prioritizing Cash-Based Transfers

Internal Controls and Oversight

AFAC 2018 – 2020 Strategy and Action Plan



Highlights 2018/19

Resourcing

- Complete the hiring of AFAC Specialists in HQ, RBC and RBN

Training

- Certified Fraud Examiner (CFE) training at RBJ and RBC
- Customized AFAC training missions to Nigeria, South Sudan and Jordan well-received

External Audit

- Report on prevention and detection of fraud at June Board

Risk Management

2018 Highlights

- EB Approval of Enterprise Risk Management policy
- Risk review (risk identification, assessment, and mitigation) missions to field offices
- Defined business requirements for new Governance, Risk and Compliance (GRC) system
- Regional workshops with RMP for DCDs and PARCs to support 2019 performance planning using the new risk categorization

2019 Priorities

- Embedding of risk appetite and development of risk metrics
- Risk review missions to field offices – prioritizing country offices with CSP submissions
- Protocols for risk escalation and sharing risk information
- Governance, Risk and Compliance system (GRC) configuration and roll-out

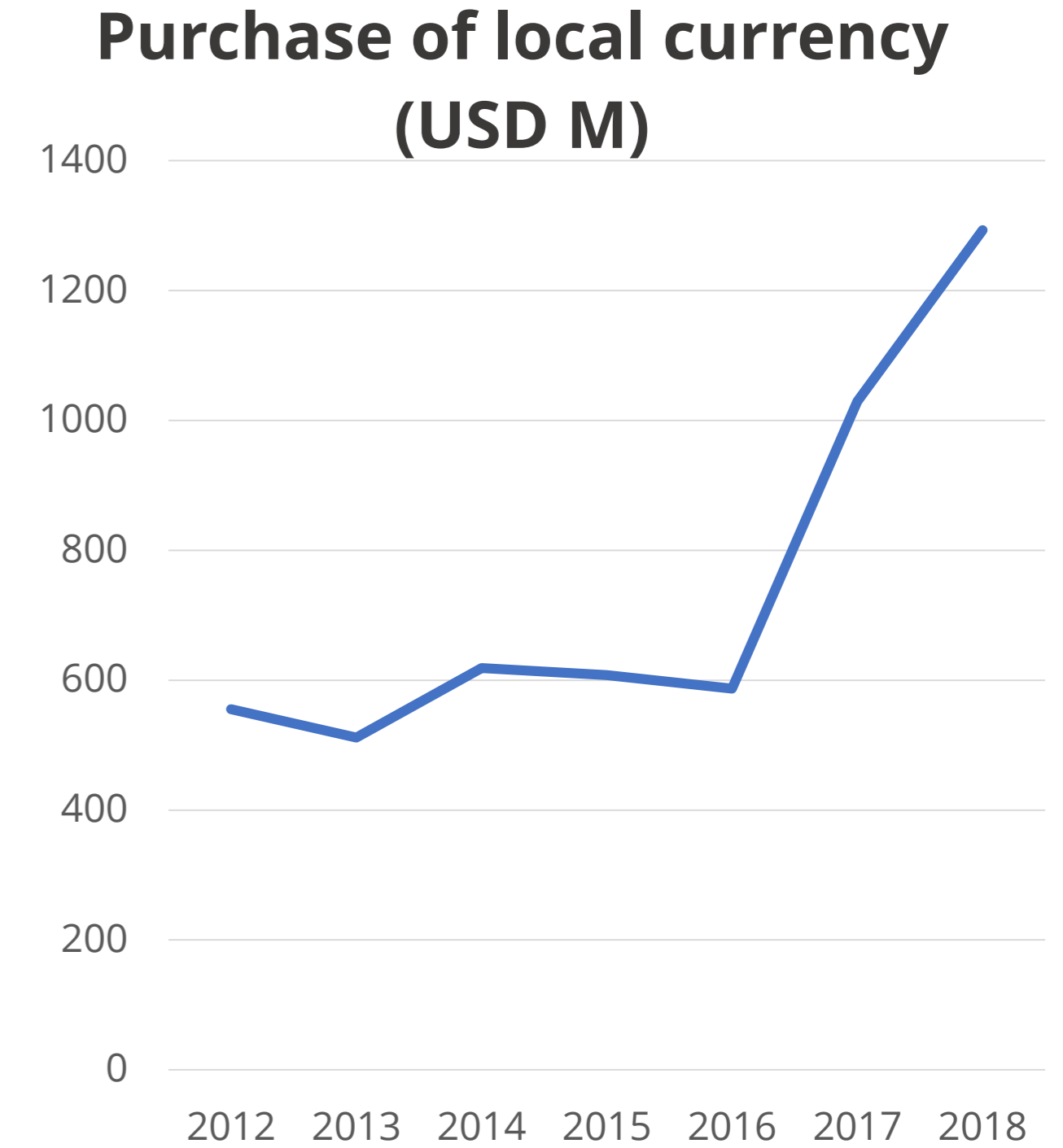
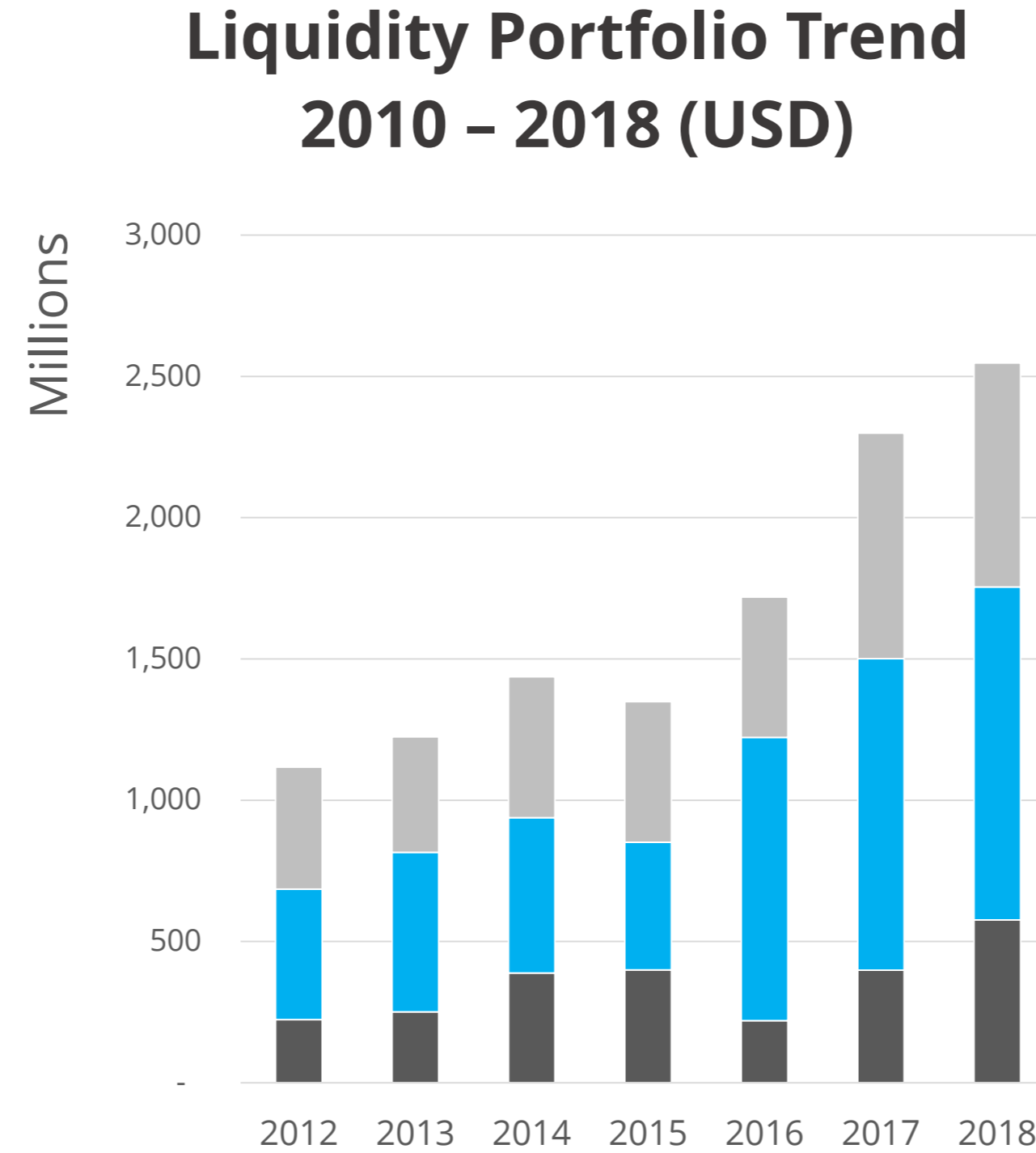
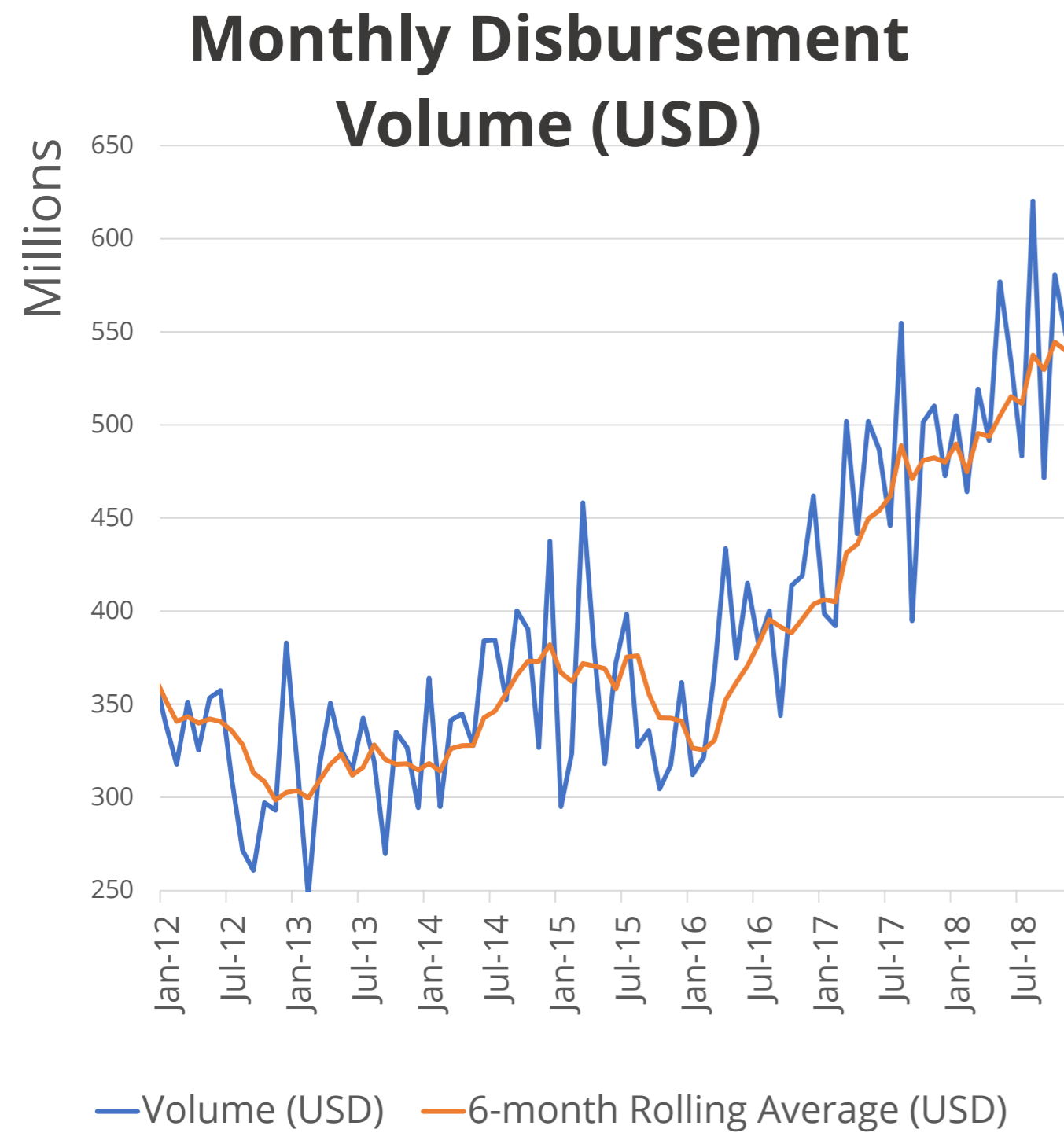


SAFEGUARDING OUR RESOURCES

3.2

Financial Risk and Cash Management

Treasury in Numbers



Financial Risk Management

Treasury

- Centralized purchase of local currency to ensure **Value for Money**
- **Counterparty risk management:**
 - 398 bank accounts
 - 94 banks
 - 85 countries
- **Liquidity management** to provide necessary cash flow to field operations in timely manner
- **Investment policy review** with World Bank Treasury

Cash-based Transfers

- **CBT Risk and Internal Control Reviews** to identify risks and emerging issues
- **Financial Service Provider (FSP) contracts:**
 - Standard templates for CBT modalities
 - Specialist functional review
- Enhanced **risk assessment tools** including:
 - FSP Due Diligence reviews
 - FSP Cyber Security Self-Assessment Tool



SAFEGUARDING OUR RESOURCES

3.3

Asset Management

Asset Management-key priority

USD 1.6 M allocated

2018 Internal Audit recommendations will be addressed through:

System Integration and improved data quality
Improved Governance

Improved Asset management in emergencies
Cleaning up obsolete and unused assets



WFP owns over 300,000 assets acquired at value of USD 769 million



Global Roll-out of GEMS Mobile to be completed in 2019



GAS Team to dispose of obsolete assets and generate savings



Q & A



KEY EXECUTIVE BOARD DATES

KEY RM DATES AND DOCUMENTS IN 2019

24 January	Resource Management Seminar
25 January	1 st Meeting of the TAG on the CRF
28 January	Update on the Management Plan (2019-2021)
21 February	2 nd Meeting of the TAG on the CRF
25-27 February	First Regular Session of the Executive Board
15 March	3 rd Meeting of the TAG on the CRF
18 April	Briefing on the Enterprise Risk Management
22 May	<ul style="list-style-type: none"> • Resource Management Seminar on EB.A/2019 items • Briefing on the Management Plan (2020-2022)
10-14 June	Annual Session of the Executive Board
16 July	1 st Informal Consultation on the Management Plan (2020-2022)
05 September	2 nd Informal Consultation on the Management Plan (2020-2022)
25 September	Induction Session for new Members and Observers of the EB
18-22 November	Second Regular Session of the Executive Board

First Regular Session

- Reports by the Joint Inspection Unit relevant to the work of WFP
- Update on the Management Plan (2019-2021)

Annual Session

- Annual performance Report for 2018
- Revised Corporate Results Framework (2017–2021) – Part II
- Audited Annual Accounts, 2018
- Report on the Utilization of WFP's Advance Financing Mechanisms
- Report on the implementation of the External Auditor's recommendations

Second Regular Session

- WFP Management Plan (2020-2022)



THANK YOU