Resource Management SEMINAR

Executive Board, 03 February 2020
AGENDA

1. Introduction and Corporate Priorities

2. People and Duty of Care Functions
   i. People
   ii. Wellness and Facilities Management

3. Chief Financial Officer (CFO) Functions
   i. CFO Functional Review
   ii. Corporate planning and performance
   iii. Corporate finance (enabling tools and Services)
   iv. Management Services (enabling tools and services)
   v. Safeguarding our resources

4. Key Executive Board dates
Introduction
Corporate Priorities
Six corporate priorities to guide the WFP’s vision for 2020 and beyond

- Leadership in emergency
- Funding & partnerships for zero hunger
- Excellence in Programme - humanitarian development-peace nexus
- Unlocking our potential: Simplification and efficiency
- Digital transformation
- 80+ Millions of People we serve

6th priority:
- Career Planning
- Performance and Accountability
- Corporate Culture
WHERE DO WE FIT

Executive Director

- Resource Management Department (RM)
- Programme and Policy Development Department (PD)
- Office of the Deputy Executive Director (DED)
- Partnerships and Advocacy Department (PA)
- Chief of Staff (CS)
Supporting and enabling operations by leading performance management and safeguarding (human, financial and material) resources to improve the lives of the people we serve.
WHAT WE DO

RM Thematic Areas

- **Supporting & Enabling Operations**
  - CFO Function
  - People and Duty of Care Functions

**CFO Function**
- Leading performance management and safeguarding material and financial resources, through the roles performed by Corporate Planning & Performance, Corporate Finance, Enterprise Risk Management, and Management Services Divisions

**People and Duty of Care Functions**
- Enabling and sustaining organizational capability, through the roles performed by the Human Resource, Staff Wellness, and Management Service Division
OUR TEAM

MANOJ JUNEJA
Assistant Executive Director for RM and CFO

JOYCE LUMA
Human Resources (HRM)

SERGIO ARENA
Staff Wellness (WEL)

PHILIP WARD
Management Services (MSD)

New Corporate Planning and Performance Division (CPP)

BETTY KA
Budget & Programming (CPP/RMB)*

JANE PEARCE
Performance Management & Reporting (CPP/RMP)*

ROBERT VAN DER ZEE
Corporate Finance (FIN)*

JONATHAN HOWITT
Enterprise Risk Management (ERM)*

*In August 2019, the RM Department initiated a review of its Chief Financial Officer functions that resulted in some organizational changes in 2020. More details provided in Section 3.
People & Duty of Care functions

JOYCE LUMA
Human Resources (HRM)

SERGIO ARENA
Staff Wellness (WEL)

PHILIP WARD
Management Services (MSD)
People

1. WFP trends since 2010
2. Workforce distribution across regions
3. Staff categories (national vs. international)
4. Gender trends
5. HR values and priority areas for 2020
WFP has consistently seen growth in its workforce

WFP Trend since 2010

![Graph showing WFP workforce growth from Q4 2010 to Dec 2019, with data points for each quarter, and a +27% increase note.

Source: WINGS (as at 31 December 2019)
87% of our workforce operating in the field

(RBB) Asia and the Pacific
(RBC) Middle East, North Africa, Eastern Europe and Central Asia
(RBD) West Africa
(RBJ) Southern Africa
(RBN) East Africa
(RBP) Latin America and Caribbean

Joyce Luma
Human Resources (HRM)
Breakdown by categories

- Internationally Recruited: 23%
- Locally Recruited: 77%

Source: WINGS as at 31 December 2019
WFP – Workforce Details

Gender trend

Female International Staff (FT, IA, C)
Female National Employees (All contract types)

Data extracted from WINGS Staff on Special Status Included
Values and workplace culture priority areas for 2020

Leadership
- Accountability
- Leadership Framework
- Management Academy

Performance Management
- Accountability
- Revamped PACE platform
- Management Helpdesk
- Inclusion of all contract types into PACE

Disciplinary Process
- Revision of policies and procedures
- Addressing under-reporting
- Communicating results

Career Management
- Onboarding Programme
- Acquisition
- Staffing coordinators
- Career path

Contractual Framework
- Review workforce contracts
- Duty of care for ST staff
- Competitive recruitment
- Budgetary framework

Diversity & Inclusion – Gender Parity
- Gender Parity Action Plan
- D&I strategy
People

Q&A
Wellness & Facilities Management

1. Taking care of our people
2. Wellness strategy at WFP
3. Accommodation
Taking care of our people

Staff Wellness (WEL)

Vaccination Campaign in South Sudan

New and upgraded accommodation
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

PILLAR 2
Psychosocial Health

PILLAR 3
Work/Living Conditions

PILLAR 4
Safety

PILLAR 5
Workforce Stewardship

Staff Wellness
SERGIO ARENA
Staff Wellness (WEL)
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 (ongoing)

PILLAR 5: Workforce Stewardship
- Dimensions of People Strategy (in coordination with HR)
- Health Insurance Services

Staff Wellness (WEL)
Management Services (MSD)

80+ guesthouses
21 countries
17,800 yearly guests
39% non-WFP guests
450 admin focal points

UN Living Standards Upgrades

USD 14.4 M
Invested in upgrades
USD 6.5 M
from Wellness Fund

59
Upgraded guesthouses
4
Hygiene & safe lodging on line trainings
80
Quality Checklists
12
New gyms, kitchen and canteen

Paoua, CAR
CFO Functions

New Corporate Planning and Performance Division (CPP)

- **BETTY KA**
  Budget & Programming (CPP/RMB)*

- **JANE PEARCE**
  Performance Management & Reporting (CPP/RMP)*

- **ROBERT VAN DER ZEE**
  Corporate Finance (FIN)*

- **JONATHAN HOWITT**
  Enterprise Risk Management (ERM)*

- **PHILIP WARD**
  Management Services (MSD)
1. Why change is needed
2. Key priorities and workstreams
3. The new Resource Management Department
CFO functions review looked at successes, pain points, root causes & outside best practices...

**Pain points:** Take comprehensive stock of issues through interviews and documents review

**Root causes:** Resist jumping to solutions before asking why the problem persists

**CFO excellence:** Consider any major 'deltas' between CFO functions at WFP vs. elsewhere
Three priority areas for focus in 2020 were identified:

- Streamline end-to-end grant management process
- Streamline end-to-end planning, budgeting and reporting process
- Ensure insightful performance reporting

Two key enablers were identified:

- Reduce fragmentation and overlap (HQ)
- Change the way to drive change by empowering countries to lead change

1. Budget & Programming (RMB), Finance & Treasury (RMF), Performance Management & Monitoring (RMP), Enterprise Risk Management (RMR)
CFO Programme 2020: Three work streams + PMO

**Key outputs**

1. **E2E Grant Management**
   - Streamlined and tested E2E concept

2. **E2E Planning to Reporting**
   - Concept for one single annual planning to reporting exercise

3. **Performance Reporting**
   - Hierarchical KPI driver tree for WFP

**Programme Management Office (PMO) at HQ**

- Coordination and progress tracking across work streams – regular status updates to RM leadership

**HQ-based**

- Organizational Redesign (CFO)
  - Org structure for new CPP division & implementation plan
Three new divisions as core CFO Functions

- Budget & Programming (RMB)
- Finance & Treasury (RMF)
- Performance Management and Reporting (RMP)
- Corporate Planning and Performance (CPP)
- Corporate Finance (FIN)
- Enterprise Risk Management (ERM)
Resource Management Department

Assistant Executive Director and CFO

- Corporate Planning and Performance (CPP)
- Enterprise Risk Management Division (ERM)
- Corporate Finance (FIN)
- Human Resources Division (HRM)
- Management Services Division (MSD)
- Staff Wellness Division (WEL)
Corporate Planning and Performance

1. Integrated Road Map
2. WFP programme results chain
3. Corporate results framework
4. Key planning and reporting documents
5. Enabling Operations through advance financing
6. Global Commodity Management
7. Key figures 2020 operational requirement
8. CSP Portal
9. Bottom-up strategic budgeting
10. Indirect support cost flexibility
Integrated Road Map (IRM)
Aligns WFP’s strategic, operational and financial frameworks

WFP’s approach to contributing to Zero Hunger

**Strategic Plan (2017-2021)**

**Country Strategic Plans**

**Country Portfolio Budget**

**Corporate Results Framework**

IRM enables WFP to:

- Design better programmes that are aligned with national priorities
- Allocate resources more effectively
- Learn from performance
- Increase transparency
- Collaborate better with partners
**WFP PROGRAMME RESULTS CHAIN**

 Defines a hierarchy of measurable results

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**WFP Programme Results Chain**

- Presented in the Strategic Plan, CRF and CSPs
- Aligns WFP with global and national development goals
- Guides country offices in monitoring and measuring whether interventions are achieving intended outputs, outcomes and cross-cutting priorities

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Corporate

SDG 2 and 17

17 ACHIEVEMENTS FOR SDG GOALS

WFP Strategic Goals

CSP Strategic Goals

WFP Strategic Objectives

CSP Strategic Objectives

WFP Strategic Results

CSP Strategic Results

WFP strategic outcomes

CRF formulated free text

WFP outputs

CRF formulated free text

WFP activities

CRF formulated free text

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Country

SDG 2 and 17

WFP contributions to relevant country selected SDG targets

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United Nations development assistance framework or equivalent partners framework

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CORPORATE RESULTS FRAMEWORK
Towards a more robust approach to measuring performance

Before

- Strategic Results Framework
- Management Results Framework

Now

- Revised Corporate Results Framework
- Revised Corporate Results Framework Part 2

Key changes

- Strengthen programme performance indicators
- Annex indicators & activity categories for EB consideration
- Fully integrate management performance approach
- SDG-related indicators
- Global targets for programme and management indicators

The revised Corporate Results Framework has strengthened the Annual Performance Report
Key Planning and Reporting Documents

**Planning**
- Management Plan
- Country Strategic Plans

**Monitoring**
Coordinated by RM and approved by the Executive Board

**Reporting**
- Annual Performance Report
- Audited Annual Accounts

**Leadership & Redesigning**
Enabling Operations through advance financing

- **IPL**: Internal Project Lending and Macro-Advance Financing
- **IRA**: Immediate Response Account
- **CBF**: Capital Budget Facility
Advance release of funds to Country Offices, Regional Bureaux and HQ Departments

**IPL**
- USD 1,819 M
- 280 advances in 44 countries

**IRA**
- USD 161 M
- 2019 IRA replenishment: USD 41.9 million
- 44% directed contributions
- 55% multilateral allocations
- There were no transfers from the PSA Equalization Account (PSAEA) to the IRA in 2019*

**CBF**
- USD 2.3 M
- Allocated for the UN Hub in Benghazi

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* USD 9 million was transferred from the PSAEA to the IRA in 2018 and a transfer of USD 22.5 million was approved for 2020
GCMF – Global Commodity Management Facility

Accelerating Food Delivery

**HIGH PERFORMANCE**

- 2 million MT GCMF food procured in 2019
- USD 830 million purchase value
- 41% of total WFP food handled

**AV. LEAD TIME**

- 31 days
- **SAVED**
  - nearly 3 months*

52% of food sold to L3 emergencies

*in lead time thanks to GCMF as compared with conventional procurement process (120 days)

**2019 TOP 10 GCMF Recipient Countries**

<table>
<thead>
<tr>
<th>Country</th>
<th>GCMF sales (mt)</th>
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<tbody>
<tr>
<td>Yemen</td>
<td>653,000</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>382,000</td>
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<tr>
<td>South Sudan</td>
<td>173,000</td>
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<tr>
<td>Uganda</td>
<td>152,000</td>
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<tr>
<td>Zimbabwe</td>
<td>81,000</td>
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<tr>
<td>Burkina Faso</td>
<td>59,000</td>
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<tr>
<td>Nigeria</td>
<td>49,000</td>
</tr>
<tr>
<td>Sudan</td>
<td>44,000</td>
</tr>
<tr>
<td>Mozambique</td>
<td>37,000</td>
</tr>
<tr>
<td>Niger</td>
<td>33,000</td>
</tr>
</tbody>
</table>

Budget & Programming
Key Figures: 2020 Operational requirements

- 85 countries
- 88 million beneficiaries
- 22 billion rations
- USD 10.6 billion needs
- USD 7.45 billion funding forecast
What does it show?

- Needs-Based Plan and Original Implementation Plan figures per CSP
- Global and Regional figures for Management Plan, Needs-Based Plan and Original Implementation Plan
- Planned and actual Beneficiaries as well as planned Transfer Modalities
- Results for outcome indicators
- Prioritization Plan
- Quarterly cumulative expenditures and open commitments
- Net Funding Requirements and Allocated contributions

A “One-Stop-Shop” where Member States can view WFP’s programme, financial, and performance data, enabling them to fulfil their governance/oversight roles and facilitate funding decisions.

https://cspdata.wfp.org/#/index
Bottom-up Strategic Budgeting (BUSB):

Bottom up budgeting aims to determine and optimize each individual unit’s planned costs for meeting its contributions to the organizations’ objectives and optimize corporate budget.

**MAIN STEPS**

- Intensive investigation using all data sources to analyze costs at the lowest level units;
- Identify cost efficiency and effectiveness at HQ and Regional Bureaus;
- Identify support cost requirements from all funding sources – PSA, Trust Funds, Special Accounts, etc.;
- All resources are optimized according to the first, second and third lines of defense;
- Results will set Management Plan 2021-2023 proposals for PSA and appropriate indirect support cost (ISC) rates.

**Immediate Preparatory Steps**

- Issue concept note and discussed with the leadership Group;
- Alert the GMM about the overall scope and timing of this exercise;
- Engage a BUSB Project Leader and experts to guide and help implement the process;
- Formation of an internal Working Group to help with the data collection, analysis and interpretation, etc.
Indirect Support Cost Flexibility

A. Preparation Phase and Analyses (January-April 2020)

- Review of other organizations' support cost policies (IFIs, Global Funds and Other UN)
- Propose few key questions to the Board as a basis for discussion;
- Prepare ISC analyses and paper;

B. Engagement with the Member States (April-November 2020)

- Informal/formal consultations with the Board;
- Produce the final paper based on the Board's views for possible inclusion and incorporation into the Management Plan 2021 proposal or as a separate formal Board paper.
Corporate Planning & Performance

Q&A
Corporate Finance

1. Key planning and reporting documents
2. Content of audited annual accounts
3. Financial performance 2015 - 2019
4. Revenue and expenses/ financial performance
5. Enabling programme modality (CBT)
6. Treasury in numbers
7. Financial risk management
8. Finance digital transformation
Key Planning and Reporting Documents

PLANNING
1. Management Plan
2. Country Strategic Plans

LEADERSHIP & REDESIGNING

MONITORING
Coordinated by RM and approved by the Executive Board

REPORTING
2. Annual Performance Report
3. Audited Annual Accounts

Coordinated by RM and approved by the Executive Board
1. Executive Director’s Statement
Provides overview of:
• Operational context
• Financial Analysis
• Budgetary Analysis
• Enhancing Transparency and Accountability
• Financial Risk Management

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 and expense growth in 2019 continues, with surplus realized for the 4th consecutive year.

*Preliminary estimated figures for 2019*
Revenue and Expense Recognition

There is inherent time lag between revenue and expense recognition

- **Contribution confirmed**: Agreement registered in WFP system
- **Funds programmed**: Budget available
- **Goods and services ordered**: Commitments created
- **Food or cash distributed**

{\text{Time lag}}

- **Revenue recognized**
- **Expenses recognized**
Enabling Programme Modality
CBT in Numbers

USD 2.1 Billion in transfer value:
• 59% Cash
• 30% Value Voucher
• 11% Commodity voucher

37.6% OF WFP TOTAL ASSISTANCE

171 FINANCIAL SERVICE PROVIDERS (FSPs)

64 COUNTRIES

CBT DISTRIBUTION (millions)

BENEFICIARIES ASSISTED (millions)
Treasury in Numbers

Monthly Disbursement Volume (USD)

Liquidity Portfolio Trend 2012 - 2019 (USD)

Purchase of local currency (USD M)

- P2 (0 - 3 years benchmark)
- P1 (from 3 months benchmark)
- P0 (0 - 3 months benchmark)
Financial Risk Management

**Treasury**

- Centralized purchase of local currency to ensure **Value for Money**
- **Counterparty risk management:**
  - 418 bank accounts
  - 97 banks
  - 95 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 (quality control)
  - Global Long Term Agreements (LTAs)
  - Secure File Transfer
- Enhanced **risk assessment tools** including:
  - FSP Due Diligence reviews
  - FSP Cyber Security Self-Assessment Tool
Finance Digital Transformation

**Operating Efficiency**
Roll-out of currently available IT tools to streamline business processes

**Invoice Tracking System (ITS)**
- Over *350,000 invoices* processed per year
- *15% reduction* in Invoice Processing time in HQ and *+50%* in COs
- *43% reduction in re-work* requirements and estimated efficiency gains equivalent to USD 7.24 million.

**Bank Communication Manager (BCM)**
- activated in *67 offices* with more than 800 users trained since 2013.
- 75% of total disbursement with total value of USD 4.9 Billion*
- USD 17.1M savings since 2013 to present date, with **USD 4.2M savings in 2019** alone.

**Robotic Process Automation (RPAs)**
- Sanction check of vendors (more than 40,000)
- Automate follow up on outstanding advances
- Automate Annual Country Report (ACR) Regular Review
- Automate Download of Daily Investment Report from Custodian

**Using Blockchain for CBT**
WFP uses blockchain technology to manage and track beneficiaries’ entitlements as they make purchases from approved retailers
- **100,000 beneficiaries** served every month
- UN-Women
- 2 camps (Zaatari & Azraq)
- USD 38.8 M CBT Transfer value in 2019

**Quantum**
- 44% of all local staff are paid through **Quantum interface**, working in 3 Regional Bureaus (RBC, RBP, RBJ) and 44 Country Offices.
- Impact on **13,600 colleagues** in the field
- 42% reduction in time normally involved in the process.

**Digital Transformative Initiatives**
- Establishment of the UN Digital Solution Centre with UNHCR and UNICC
- **Digital Solutions Challenge**
  - 26 applications received
  - Bootcamp - held in Munich with UN Agencies at Innovation Accelerator in March 2020

\*as of 30 September 2019
Corporate Finance

Q&A
Enabling tools and services – Management and Facilities Services

1. WFP Engineering
2. Environmental sustainability
3. Asset management
4. Fleet center
5. Humanitarian Booking Hub
WFP Engineering

- Sustainable infrastructure in emergencies and development contexts
Environmental Sustainability

- Treading lightly on the earth

Defined environmental and social sustainability standards

Established the Environmental Policy

Environmental Management System (EMS) is underway in six countries
New tools and guidance released in 2019 to support more “Responsible Asset Management”

- New ED Circular
- Updated Asset Manual
- New taxonomy
- New asset dashboard

- Global Roll-out of GEMS Mobile: 95% completed in 2019

- Global Asset Services Team disposed of 3,000 obsolete assets generating USD 2.7 M in 2019
Fleet Centre: WFP’s new global service centre for light vehicle fleet management

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

Fleet Management missions completed in 15 COs in 2019 to reduce total cost of ownership
Humanitarian Booking Hub

Boosting inter-agency collaboration

Innovating Together

Book services provided by 8 UN Agencies:

- 240+ UN guesthouses
- 750+ UN drivers
- 285+ UNHAS flight destinations
- 52+ UN clinics
- 120+ UNDSS suggested hotels
- 35+ UN counsellors
- 50+ Countries with bookable services

Mobile APP for easy booking on the move

Global back-office for UN accommodation, mobility and clinic services
Q&A
SAFEGUARDING OUR RESOURCES

1. Enterprise Risk Management Division
2. Enterprise risk management
3. Management Accountability Team
4. Anti-Fraud Anti-Corruption Team (AFAC)
5. Risk Management Team
Enterprise Risk Management Division (ERM)

Management Accountability and Anti-Fraud Anti-Corruption Teams (ERMC)
- Oversight framework and 3 Lines of Defense
- Statement of Internal Control
- AFAC* Strategy and Action Plan

Risk Management (ERMR)
- ERM Policy Implementation & Toolsets (including staff capabilities development)
- Risk Appetite Reporting
- Corporate Risk Register
- Risk Information System – ‘Risk and Recommendation Tracking Tool’ (R2)

Risk & Compliance Advisors (RCAs) Network
- Risk Management Support in Regional Bureaux and Country Offices

*Anti-Fraud Anti-Corruption
Enterprise Risk Management

**ERМ Framework**

- **Strategic**
  - Risk Hungry
- **Operational**
  - Risk Averse
- **Fiduciary**
  - Highly Risk Averse
- **Financial**
  - Risk Averse

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**Roles and Responsibilities**

**Regional/Country Directors**

**FIRST LINE**
- Assign Risk Owners
- Define/Monitor Risk appetite metrics
- Chair regular risk discussion

**SECOND LINE**
- Strengthen accountability mechanisms
- Advise, Guide & Challenge in each risk specialism

**ERM Framework**

**Risk appetite**

- Decisions and resources
- Risk Escalation

**Functional Heads**

**Risk ownership**

- Risk Identification
- Risk Assessment
- Risk Mitigation
- Risk Monitoring

**Risk appetite**

- Policies and Standards

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**Oversight Framework**

**Embedding Risk Management**

**Statement of Internal Control**

**Anti-Fraud Anti-Corruption**
2019 Highlights

- Redesign of annual ED Assurance Exercise as action-oriented control assessment (for offices) and source of insight (at corporate level)
- 3 Lines of Defense eLearning solution
- Continued growth in oversight reporting including follow-up of outstanding and overdue oversight issues following the ED's commitment at EB.A/2019

2020 Priorities

- Enhanced standalone Statement on Internal Control, with enhanced evidence base using insight from global management
- Integration of control assessment, risk review and planning processes
- Continued growth in oversight follow-up and reporting
Anti-Fraud Anti-Corruption Team (AFAC)

AFAC 2018 – 2020 Strategy and Action Plan

**Phase 1**
- Build awareness & capacity
  - Train on AFAC
  - Gather feedback on managing fraud risk

**Phase 2**
- Clarify roles & enhance policy
  - Develop guidance & tools
  - Building RB capacity

**Phase 3**
- Embed AFAC standards
  - Equip WFP global workforce with practical AFAC skills
  - Monitoring fraud risks

**Highlights 2019/20**

**Build capacity**
- AFAC & Certified Fraud Examiner training
- AFAC Specialists on board – HQ, RBC, RBN

**Develop guidance & tools**
- Fraud risk assessment guide
- Fraud prevention booklet
- Library of red flags
- SOP on reporting fraud
- Fact-finding review guide
- Catalogue of fraud scenarios in CBT

**Update AFAC Policy**
## Risk Management Team

### 2019 Highlights

- Leadership retreat on corporate risks
- Protocol to CDs for sharing risk information
- Broad field engagement to initiate embedding risk appetite through risk metrics in Country Offices / HQ functions
- Risk assessment support to HQ and field teams focused on new initiatives and offices with CSP submissions
- Risk & Recommendation Tracking Tool (R2) configuration and roll-out across WFP to 700 users for annual assurance process

### 2020 Priorities

- Information campaign to further disseminate concepts and tools in the ERM policy
- Continued roll-out of risk metrics for risk monitoring across key functions / offices
- E-learning program rollout introducing risk and control framework and risk certification for employees in the risk function
- Risk and Recommendation Tracking Tool (R2) continued configuration and roll-out for risk and oversight tracking
KEY EXECUTIVE BOARD DATES
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>03 February</td>
<td>Resource Management Seminar</td>
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<tr>
<td>6-7 February</td>
<td>FAO Finance Committee on WFP matters</td>
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<tr>
<td>24-25 February</td>
<td>First Regular Session of the Executive Board</td>
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<td>08 May</td>
<td>Beyond the 2019 Annual Performance Report Series: snap shots by themes</td>
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<tr>
<td>27 May</td>
<td>Resource Management Seminar on items to be presented to the Board at its annual session of 2020</td>
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<td>27 May</td>
<td>Briefing on the Management Plan (2021 – 2023)</td>
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<td>28 May</td>
<td>Briefing on the 2019 Annual Performance Report</td>
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<tr>
<td>3-5 June</td>
<td>FAO Finance Committee on WFP matters</td>
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<tr>
<td>29 June - 3 July</td>
<td>Annual Session of the Executive Board</td>
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**First Regular Session**
- Update on the Integrated Road Map: Proposed delegations of authority and other governance arrangements (for approval)
- Summary report on the evaluation of the WFP People Strategy (2014–2017) and management response (for consideration)
- Reports by the Joint Inspection Unit relevant to the work of WFP (for consideration)

**Annual Session**
- Annual Performance Report for 2019
- Audited Annual Accounts, 2019
- Report on the implementation of the External Auditor’s recommendations