Resource Management Seminar

24 May 2019

World Food Programme Executive Board
AGENDA

Part 1: Key accountability/reporting documents
• Update to the Management Plan (2019-2021)
• 2018 Financial Statements
  including Overview of Statement on Internal Control

Part 2: Other Resources and Budgetary Matters
• WFP's Advance Financing Tools

Part 3: Other matters already covered in previous informal consultations
• Update on the implementation of the 2018 Enterprise Risk Management Policy and Update on WFP’s Anti-Fraud and Anti-Corruption Action Plan (2018–2020)
• Revised Corporate Results Framework: Part II

Part 4: Annual Performance Report for 2018

Key EB dates
Key accountability/ reporting documents

Update to the Management Plan (2019-2021)
Recap since the last FAO Finance Committee discussion

  - 6 February 2019: original version of the document submitted to, and discussed at, the 174th Session of the FAO Finance Committee
  - 20 February 2019: document withdrawn following discussions between WFP management and the Executive Board Bureau
  - 20 March 2019: revised version published taking into account FAO Finance Committee reflections, some divisional title changes and text description refinements and table allocations
  - 2 April 2019: revised (20 March) version presented to the ACABQ*
  - 20 May 2019: revised (20 March) version resubmitted to the 176th Session of the FAO Finance Committee

*Advisory Committee on Administrative and Budgetary Questions*
Main changes between original update and 20 March update

Partnerships Department, Washington office

• Instead of a P4 position being replaced by a D2, a P3 position is being replaced by a D2

• This has the following impacts when compared to the original version of the document discussed at the 174th FAO Finance Committee in February
  ▪ P3 and P4 staff numbers: -1 P3 and +1 P4 with no net change in numbers
    [Annex II Table A.II.2 pages 32, 37, 38, 40]
  ▪ Staff and non-staff costs: adjustments to be split between staff and non-staff costs to reflect the above, with no net impact on total costs
    [Annex II: Table IV.9 page 17, Table IV.13 page 19, Table A.I.1 page 20, Table A.I.3 pages 21, 23, Table A.II.1 pages 26, 29, 30, Table A.II.3 pages 42, 47, 49, 50]
Main changes between original update and 20 March update

Significant additions and changes to the text

- “Emergency Preparedness and Support Response” division retitled to “Emergencies” division¹
- Sentence added to Annex I, paragraph 5: “The Deputy Executive Director also leads all work related to United Nations reform”
- Paragraph 26 added to explain rationale for a Senior Director and front office for the Supply Chain and Emergencies divisions
- Paragraph 28 rewritten and strengthened to give greater emphasis to strategic partnerships and leadership within the Emergencies division
- Government partnerships offices: Beijing listed in place of Madrid

¹. Introduction and overview paragraph 8d; Annex I: paragraph 5, Organization Chart on page 8; Annex II Table A.I.3 page 22, Table A.II.1 page 28, Table A.II.2 page 35, Table A.II.3 page 45
ACABQ recommendations

Technical comments

• Considered that the original document should have highlighted changes to the approved Management Plan in track mode and trusts that such information will be provided in any future submissions of this nature

• Stressed that proposed post upgrades of more than one level should take place by means of abolishing lower level posts and establishing the new posts with the required justification on their own merits

Conclusion: Subject to its observations and recommendation above, the Advisory Committee has no objections to the update of the WFP Management Plan (2019-2021)
Recalled the Committee’s discussion of the Update on the WFP Management Plan (2019-2021) at its 174th Session in February 2019

Appreciated document WFP/EB.A/2019/6-B/1 that had been updated to reflect observations of the Finance Committee at its 174th Session as well as some divisional title changes, text description refinements and table allocations

Further noted that the ACABQ had provided no objection to this update subject to its observations and recommendations

Conclusion: Recommended that the WFP Executive Board approve the Update on the WFP Management Plan (2019-2021) at its Annual Session in June 2019
Key accountability/ reporting documents

2018 Financial Statements including Overview of Statement on Internal Control
Audited annual accounts, 2018
WFP/EB.A/2019/6-A/1 - For approval

Section I
- Executive Director’s Statement
- Statement on Internal Control
- Statements I, II, III, IV and V
- Notes to the Financial Statements

Section II
- Audit Opinion
- Report of the External Auditor
In 2018, growth in revenue exceeded increase in operational spending, resulting in an increased surplus of USD 729 million
Revenue

2018 is another record year with total revenue recognized of USD 7.4 billion, of which USD 7.2 billion or 98% from donor contributions (an increase of USD 1.2 billion or 20% compared to 2017)

Evolution and composition of revenue (in USD millions)
Contribution revenue

87% of contribution revenue of USD7.2 billion are for programme category funds and directed to major emergencies and other large operations. The remaining balance of contribution revenue is for General Fund, Bilateral and Trust fund operations.

Contribution revenue distribution by Regional Bureau (in percentages)

Top 10 Countries by Revenue Distribution

- Yemen: 17%
- Turkey: 12%
- South Sudan: 8%
- Syrian Arab Republic: 6%
- Lebanon: 6%
- Ethiopia: 4%
- Democratic Rep. of the Congo: 4%
- Somalia: 4%
- Jordan: 3%
- Nigeria: 3%
Expenses

Cash-based transfers continued growing faster than other cost categories in 2018, an increase of USD 314.4 million (or 22%)

Evolution and composition of expenses
The 2018 surplus is comprised of surpluses in some operations and deficits in other operations. Most of surplus in 2018 is attributed to the L3 operations in Syria and Syrian Regional Refugee Response and Yemen, as these operations received the highest funding support in 2018, but faced contextual challenges to spending at the same time.

*Includes Syria, Turkey, Lebanon and Jordan

**Net surplus/deficit presented at the level of WFP's offices
Revenue and expense recognition

There is inherent time lag between revenue and expense recognition

As revenues grow, the time lag between revenue and expense recognition contributes to surplus in single reporting period
Statement of Financial Position (Statement I)

- **Net assets** (WFP Fund Balances and Reserves) totalled USD 5,305.7 million representing approximately six months of operational activity.

- **Food inventories** increased by 22% as a result of increase in MT held, from 1.1 million MT in 2017 to 1.6 million MT in 2018. The value of food inventories was USD 842 million, USD 152 million higher than at the end of 2017. Nearly 60% of inventories held were in six locations: Yemen, Syria, Ethiopia, South Sudan, Sudan and DRC.

- **Deferred revenue** decreased by USD 649 million (34%) from USD 1,928.2 million at the end of 2017 to USD 1,279.2 million at the end of 2018. Of total deferred revenue, USD 783.4 million is stipulated for use in 2019.

- The decrease in total **employee benefits liabilities** of USD 99.9 million (11%) is mostly result of changes in actuarial assumptions, in particular, higher discount rate as well as update of assumptions based on recent experience studies.

- Assets set aside in the form of **cash and long-term investments** (bonds and equities) for the funding of the long-term employee benefits liabilities totalled USD 586.4 million, an increase of USD 13.3 million (2%) from USD 573.1 million in 2017. This represents **80% funding level** (2017: 68%).
Statement V - Comparison of Budget and Actual Amounts

Final budget (USD 10 billion) is higher than original by USD 1.2 billion:
- Primarily due to increases related to Bangladesh, DRC and Yemen emergencies.
- Other increases were related to Syrian Regional response, Ethiopia and Somalia.

Actuals higher than implementation plan due to higher than expected contribution revenue.

Utilization rate of the final budget is 68% compared to 59% in 2017.

Largest CBT operations: Syrian refugees' emergency

Largest food operations: Yemen, Syria, Ethiopia and South Sudan.

<table>
<thead>
<tr>
<th>Project costs</th>
<th>Original Budget</th>
<th>Final Budget</th>
<th>Actual on Comparable basis</th>
<th>Difference: Final budget and actual</th>
<th>Implementation Plan</th>
<th>Utilisation rate final budget %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and related DOC</td>
<td>-</td>
<td>1,971.7</td>
<td>1,460.6</td>
<td>511.1</td>
<td>-</td>
<td>74%</td>
</tr>
<tr>
<td>Cash-based transfers and related DOC</td>
<td>-</td>
<td>713.8</td>
<td>359.4</td>
<td>354.4</td>
<td>-</td>
<td>50%</td>
</tr>
<tr>
<td>Capacity augmentation</td>
<td>-</td>
<td>201.9</td>
<td>166.0</td>
<td>35.9</td>
<td>-</td>
<td>82%</td>
</tr>
<tr>
<td>Direct support costs</td>
<td>-</td>
<td>318.2</td>
<td>327.5</td>
<td>.93</td>
<td>-</td>
<td>103%</td>
</tr>
<tr>
<td>Subtotal direct project costs</td>
<td>-</td>
<td>3,205.6</td>
<td>2,313.5</td>
<td>892.1</td>
<td>-</td>
<td>72%</td>
</tr>
<tr>
<td>CSP costs</td>
<td>-</td>
<td>5,349.0</td>
<td>4,248.6</td>
<td>1,382.2</td>
<td>3,390.6</td>
<td>67%</td>
</tr>
<tr>
<td>SR 1. Everyone has access to food</td>
<td>587.4</td>
<td>535.3</td>
<td>225.3</td>
<td>310.0</td>
<td>510.2</td>
<td>42%</td>
</tr>
<tr>
<td>SR 2. No one suffers from malnutrition</td>
<td>583.3</td>
<td>446.0</td>
<td>204.0</td>
<td>242.0</td>
<td>364.1</td>
<td>46%</td>
</tr>
<tr>
<td>SR 3. to SR 7.</td>
<td>940.2</td>
<td>920.9</td>
<td>669.4</td>
<td>261.5</td>
<td>834.7</td>
<td>72%</td>
</tr>
<tr>
<td>SR 8. Strengthening global partnership</td>
<td>580.8</td>
<td>258.7</td>
<td>145.1</td>
<td>113.6</td>
<td>419.4</td>
<td>56%</td>
</tr>
<tr>
<td>Subtotal CSP costs</td>
<td>8,460.7</td>
<td>6,419.5</td>
<td>4,110.2</td>
<td>2,309.3</td>
<td>5,519.0</td>
<td>64%</td>
</tr>
<tr>
<td>Regular PSA &amp;CCI</td>
<td>371.0</td>
<td>378.4</td>
<td>370.9</td>
<td>7.5</td>
<td>371.0</td>
<td>98%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8,831.7</td>
<td>10,023.5</td>
<td>6,794.6</td>
<td>3,208.9</td>
<td>5,890.0</td>
<td>68%</td>
</tr>
</tbody>
</table>

Utilization rate of the final budget is 68% compared to 59% in 2017.
Overview of Statement on Internal Control

SIC signed by Executive Director and published with Annual Financial Statements

100% of Directors, managing 137 WFP HQ and field offices, submitted an Assurance Statement and Letter of Representation

Statement of internal control highlights significant risks and internal control matters:

- One new internal control weakness arose during 2018 (non-governmental organization management)
- Five areas previously reported need further improvement (beneficiary management; IT governance, controls and cybersecurity; scale-up of support to cope with emergency portfolio; operational monitoring and review system; and talent management and workforce planning)
- One area previously reported has been closed (enterprise risk management and management oversight)
WFP’s Advance Financing Tools

1. **Advance financing for release of funds to projects**
   Internal Project Lending (IPL) and Macro-Advance Financing (MAF), providing advances against forecasted contributions or overall income; Immediate Response Account (IRA), providing advances with no collateral for life-saving assistance.

2. **Advance financing for food purchase prior to requests from projects**
   Global Commodity Management Facility (GCMF), purchasing food in advance of requests from projects to reduce delivery lead-time.

3. **Advance financing for corporate services**
   Capital Budgeting Facility, allowing WFP to make investments in the efficiency and quality of corporate services, upon need for larger upfront investments.
WFP’s IPL capacity proved useful in 2018 to minimize gaps due to pipeline breaks and financial transfers.

Immediate Response Account (IRA) remains a lifeline for operations.
2018 Key Figures

Global Commodity Management Facility (GCMF)

- **2.0 million mt of food** delivered to an estimated **33 million beneficiaries** in 47 countries
- **58% of all cash-funded purchases**
- **34 days average lead-time** (86 days faster than the “conventional” process)
- Average monthly inventory during 2018: **710,000 mt** at various stages of the supply chain

Corporate Services

- Upper limit of **USD 82 million**
- Global Vehicle Leasing Programme credit line: **USD 15 million**
- Capital Budgeting Facility: 1 advance of **USD 3.5 million** to LESS (total advanced since 2013 to USD 40.8 million), **completely repaid**
- Fee-for-Service: **1 advance totaling USD 3.0 million**
Expansion of GCMF ceiling for emergency response

Secretariat requests an increase of the GCMF ceiling for emergency response from USD 40 million to USD 100 million (increasing overall GCMF ceiling to USD 560 million)

Current GCMF ceiling of **USD 500 million** approved in June 2018
- USD 460 million allocated to active supply lines
- USD 40 million set aside for responding to unfolding emergencies

Should a new emergency unfold, WFP would need to draw on the USD 40 million emergency response envelope

Analysis indicate that USD 40 million **may not be sufficient** to fulfil requirements for additional humanitarian crises

An **increase of USD 60 million** is requested in the GCMF envelope for emergency response, i.e.: from USD 40 million to USD 100 million, increasing the **overall GCMF ceiling to USD 560 million**
Other matters already covered in previous informal consultations

Update on the implementation of the 2018 Enterprise Risk Management Policy and Update on WFP’s Anti-Fraud and Anti-Corruption Action Plan (2018–2020)
Update on the policy implementation

**Enterprise Risk Management (ERM)**

- **Risk Assessment**
  Improving quality and consistency, strengthening the linkage with planning and decision-making

- **Risk Reporting**
  Defining risk appetite internally with appropriate metrics for countries, regions and functions

- **Embedding**
  Better visibility and use of risk information – Risk System – and building risk management capability in the field

**Anti-Fraud and Anti-Corruption (AFAC)**

**Strategy and Action Plan 2018-2020**

- **Build awareness and benchmarking**
  Aug 18 – May 19

- **Enhance policy, tools and build capacity**
  Jun 19 – Feb 20

- **Embed AFAC standards**
  Mar – July 20
Other matters already covered in previous informal consultations

Revised Corporate Results Framework (CRF): Part II
Revised CRF – programme indicators
Outputs indicators split in two categories

Transfer modalities
- Capacity Strengthening
- Cash-based transfers
- In-kind food
- Service provision

Beneficiaries
- School feeding interventions
- Nutrition-specific interventions
- Food for Assets programmes
- Overall beneficiary figure

Represent where WFP resources are direct and speak to the breadth of WFP’s work

Targets based on historical data trends and needs-based planning figures
### Revised CRF – management indicators

Represent WFP’s performance in terms of how programme results are achieved

<table>
<thead>
<tr>
<th>Category I</th>
<th>Category II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reflect WFP’s corporate performance, and measure management performance that contributes to implementation of the Strategic Plan</td>
<td>More short-term and review progress against corporate priorities set by WFP’s leadership, multilateral arrangements and externally governed commitments</td>
</tr>
<tr>
<td>▪ Overall achievement of Country Strategic Plans</td>
<td>▪ % of employees completing sexual harassment and abuse of power and prevention of sexual exploitation and abuse mandatory trainings</td>
</tr>
<tr>
<td>▪ Overall achievement of management standard</td>
<td>▪ % of country offices with functioning complaint and feedback mechanisms</td>
</tr>
<tr>
<td>▪ Effective and efficient emergency response</td>
<td>▪ % of WFP cash beneficiaries supported digitally</td>
</tr>
<tr>
<td>TARGETS FOR TRANSFER MODALITIES</td>
<td>2021 target</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Total quantity of food provided (mt) to targeted beneficiaries</td>
<td>5.8 million</td>
</tr>
<tr>
<td>Total USD value of food provided to targeted beneficiaries</td>
<td>2.92 billion</td>
</tr>
<tr>
<td>Quantity of fortified food provided (mt)</td>
<td>406k</td>
</tr>
<tr>
<td>Quantity of specialized nutritious food provided</td>
<td>824k</td>
</tr>
<tr>
<td>Total amount of value transferred (USD) through CBT and commodity vouchers to targeted beneficiaries</td>
<td>4.2 billion</td>
</tr>
<tr>
<td>Unrestricted cash</td>
<td>2.6 billion</td>
</tr>
<tr>
<td>Vouchers</td>
<td>1.3 billion</td>
</tr>
<tr>
<td>Commodity vouchers</td>
<td>337 million</td>
</tr>
<tr>
<td>Total USD value of capacity strengthening transfers</td>
<td>464 million</td>
</tr>
<tr>
<td>Percentage of UNHAS passengers served against requested</td>
<td>95 percent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TARGETS FOR BENEFICIARIES</th>
<th>2021 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of beneficiaries targeted through WFP food and CBTs</td>
<td>83 million</td>
</tr>
<tr>
<td>Number of schoolchildren targeted through school feeding interventions</td>
<td>17.9 million</td>
</tr>
<tr>
<td>Number of persons targeted through nutrition-specific interventions</td>
<td>24.6 million</td>
</tr>
<tr>
<td>Number of persons targeted through FFA</td>
<td>12.5 million</td>
</tr>
</tbody>
</table>
## MANAGEMENT INDICATORS

### TARGETS FOR CATEGORY I INDICATORS

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2021 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI 1 – Overall achievement of CSP implementation</td>
<td>90% of COs</td>
</tr>
<tr>
<td>+ Four component indicators</td>
<td>Target for each of the indicators</td>
</tr>
<tr>
<td>KPI 2 – Effective and efficient emergency preparedness and response</td>
<td>5 out of 5 standards achieved</td>
</tr>
<tr>
<td>+ Five component indicators</td>
<td>Target for each of the indicators</td>
</tr>
<tr>
<td>KPI 3 – Overall achievement of management standards</td>
<td>90% of COs</td>
</tr>
<tr>
<td>+ Fifteen component indicators</td>
<td>Target for each of the indicators</td>
</tr>
</tbody>
</table>

### TARGETS FOR SELECTED CATEGORY II INDICATORS

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2021 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of employees completing Sexual Harassment and Abuse of Power and Prevention of Sexual Exploitation and Abuse mandatory trainings</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of country offices that have a PSEA focal point</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of substantiated reported cases on SEA and SH for investigations have been completed, are on-going or are to be started</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of disciplinary measures (separation or other) taken during the year on completed investigations for SEA and SH</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of country offices with functioning complaint and feedback mechanisms</td>
<td>95%</td>
</tr>
<tr>
<td>Percentage of WFP cash beneficiaries supported digitally</td>
<td>80%</td>
</tr>
</tbody>
</table>
Annual Performance Report for 2018
Structure of the report

INTRODUCTION
Global context in which WFP operates

FINANCIAL RESOURCES AND PRIORITIZATION
Overall financial performance and funding gaps

PROGRAMME PERFORMANCE
Overview of WFP's response and coverage

MANAGEMENT PERFORMANCE
WFP results based on KPIs and management results pillars

LESSONS LEARNED
2018 evaluations and focus on digital transformation
PART 1: INTRODUCTION

Global context

821M people in the world are undernourished

COMPARED TO: 815M PEOPLE IN 2017

Conflict, climate change emergencies manifested in

L3 7 L3s

L2 9 L2s

COMPARED TO: 8 L3 AND 7 L2 EMERGENCIES IN 2017

required a corporate or regional emergency response
Overview of financial situation

<table>
<thead>
<tr>
<th>TOTAL NEEDS</th>
<th>CONTRIBUTION REVENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD 10 billion</td>
<td>USD 7.2 billion</td>
</tr>
</tbody>
</table>

- Record level contributions of USD 7.2 billion compared to USD 6 billion in 2017.
- Funding gap stood at USD 2.8 billion which represents a significant improvement from the USD 3.8 billion gap in 2017.
- The top 10 donors accounted for almost 85% of the contribution revenue.
PART 3: PROGRAMME PERFORMANCE

Key figures breakdown

- **People assisted**
  - 86.7M (2018)
  - 91.4M (2017)
  - 84M (2016)

- **Implementation plan within management plan**
  - 69M (2018)
  - 69M (2017)
  - 64M (2016)

- **Among these**
  - 63% residents
  - 17% refugees
  - 15% internally displaced persons
  - 5% returnees

Primary Focus:

- **CHILDREN**
  - 32% girls
  - 30% boys

- People assisted from 2017 to 2018 decreased
- Food transfers remained the same; CBT increased
PART 3: PROGRAMME PERFORMANCE

Key programme areas in numbers

- **16.4M** (2018) schoolchildren provided with meals compared to **18.3M** in 2017
- **3.2M** beneficiaries in L2 and L3 emergencies reached through school feeding programmes
- **15.8M** (2018) beneficiaries reached with nutrition-specific interventions compared to **16.3M** in 2017
- **4.2M** people reached through nutrition messaging and counselling compared to **4M** in 2017
- **10M** (2018) people across 55 countries benefitted from WFP FFA programmes compared to **9.9M** in 2017
- **531** asset locations analyzed by the Asset Monitoring System
**Progress against Strategic Objectives**

**SDG 2**

- **SO 1: End hunger by protecting access to food**
  - ✔️ 3 million metric tons of food and USD 1.2 billion in CBT distributed in 2018.

- **SO 2: Improve nutrition**
  - ✔️ Performance of MAM programmes demonstrated good progress

- **SO 3: Achieve food security**
  - ✔️ 80% of countries with the indicator “percentage of targeted smallholder farmers reporting increased production of nutritious crops” met their annual targets

**SDG 17**

- **SO 4: Support SDG implementation**
  - ✔️ 94% of CSPs approved in 2018 include South-South and triangular cooperation as a means for strengthening host government capacities

- **SO 5: Partner for SDG results**
  - ✔️ WFP-led Logistics Cluster supported 606 organizations, of which 78% were NGOs
  - ✔️ UNHRD sent emergency relief items and equipment worth USD 58 million to 93 countries for 35 partner organizations.
KPI 3 – overall achievement of management performance standards

- Mid to high performance - space for improvement
- Functional areas affected by IRM

**Donor Relations, Communications and Reporting**
- 97% compliance with field security standards
- 4% of enhanced risk items in financial dashboard
- 66% implementation of internal controls in admin

**Human Resources**
- 92% compliance with IT security standards

**Finance**
- 92% compliance with IT security standards

**Administration**
- 4% of enhanced risk items in financial dashboard

**Programme**
- 84% completion of evaluation recommendations

**Budget and Programming**
- 0.8% post-delivery losses
- Average 75% expenditures against implementation plan

**Security**
- 97% compliance with field security standards
Statement on internal control 2018

WFP operated satisfactory systems of internal control

Six significant risk and control issues

• NGO management
• Beneficiary management
• Information technology governance and controls and cybersecurity
• Scale-up of support to cope with the emergency portfolio
• Improving operational monitoring and review systems
• Talent management and workforce planning
Building on evaluation findings

- CSP
- STRATEGIC EVALUATIONS ON THE CSP PILOTS
- WFP
- THE EVALUATION OF THE CORPORATE EMERGENCY RESPONSE
- IRM
- IRM LESSONS LEARNED

Going forward

- Digital transformation
- Workforce planning
- Innovation and critical corporate initiatives
Key Executive Board Dates
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>23 May</td>
<td>Briefing on the Management Plan (2020-2022)</td>
</tr>
<tr>
<td>24 May</td>
<td>Resource Management Seminar on EB.A/2019 items, to include informal consultation on the 2018 Annual Performance Report</td>
</tr>
<tr>
<td>10-14 June</td>
<td><strong>Annual Session of the Executive Board</strong></td>
</tr>
<tr>
<td>16 July</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; IC on the Management Plan (2020-2022)</td>
</tr>
<tr>
<td>05 September</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; IC on the Management Plan (2020-2022)</td>
</tr>
<tr>
<td>25 September</td>
<td>WFP Induction Session for new Members and Observers</td>
</tr>
<tr>
<td>18-22 November</td>
<td><strong>Second Regular Session of the Executive Board</strong></td>
</tr>
</tbody>
</table>

**Annual Session (10-14 June)**
- Annual Performance Report (APR) for 2018
- Audited Annual Accounts, 2018
- Report on the Utilization of WFP's Advance Financing Mechanisms
- Revised Corporate Results Framework (CRF) – Part II
- Update on the implementation of the oversight framework and of the ERM policy

**Second Regular Session (18-22 November)**
- WFP Management Plan (2020-2022)
THANK YOU