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MEASURES TAKEN AND PLANNED TO IMPLEMENT THE GOVERNANCE DECISIONS OF THE EXECUTIVE BOARD

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Draft conclusion

The Board took note of the progress made in, and the planned measures for, implementing the governance decisions of the Executive Board.

PURPOSE

1. This paper is provided to the Board **for information** at the request of the Executive Board's Bureau. It updates the Board on the measures that have been taken to implement the governance recommendations approved by the Board in 2000 and provides the schedule for future implementation measures.

BACKGROUND

2. In March 1999, the Executive Board established a working group to examine the working of the Board and to recommend changes for strengthening its governance of the World Food Programme (1999/EB.1/18). The Working Group on Governance comprised a representative of each of the five WFP Executive Board Electoral Lists and engaged management consultants to assist it in its work. Throughout its term, the Working Group held consultations with WFP Member States to discuss working papers and possible measures for strengthening governance. The resulting Report of the Working Group on Governance (WFP/EB.A/2000/4-D) was presented to the Board at its Annual Session in 2000.
3. That report's recommendations followed from the Working Group's definition of governance vis-à-vis management, and of the respective roles of the Executive Board and the WFP Secretariat. The Working Group foresaw the Board's providing more effective governance and high-level direction of the Programme through the establishment of strategic, policy, oversight and accountability frameworks. It saw the role of the Secretariat as managing the Programme to achieve the planned results approved by the Board. The Working Group recommended the establishment of the frameworks to enable the implementation of its concepts of governance and management. In addition to recommendations for strengthening the effectiveness of governance, the Working Group made recommendations that would allow the Board to work more efficiently.
4. At its Annual and Third Regular Sessions in 2000, the Board considered the Working Group's report, its recommendations and an indicative schedule for their implementation, and approved 22 governance recommendations (decisions 2000/EB.A/6 and 2000/EB.3/1). Implementation of those approved at the Annual Session commenced following the approval of implementation arrangements by the Board's Bureau.
5. At the request of the Board, the Secretariat presented an Information Note (WFP/EB.3/2000/3-A) on follow-up to the governance decisions made in October 2000. That document:
 - described progress in implementation of the decisions made at the Annual Session;



- provided the advice of the Legal Counsel on the changes to the WFP Basic Texts that would be required to implement the governance arrangements fully;
 - showed that the changes in governance, after some initial transformation costs, were not expected to incur added expense; and
 - reconfirmed the Secretariat's ability to adhere to the indicative implementation schedule.
6. In March 2001, the Bureau of the Executive Board decided to establish an informal steering group comprising the President, the Representative of Electoral List B and the Chairman of the former Board Working Group on Governance to oversee and guide the implementation of the governance decisions. The Executive Director has established a contact group, chaired by the Deputy Executive Director, to work on governance matters with the Bureau's informal steering group.

PROGRESS IN IMPLEMENTING THE GOVERNANCE DECISIONS

7. The progress to date in implementing the governance decisions of the Executive Board and the planned implementation measures are shown in the following table. The progress made and the planned measures are consistent with the indicative schedule approved by the Board in 2000.



PROGRESS IN IMPLEMENTING THE GOVERNANCE DECISIONS AND PLANNED IMPLEMENTATION MEASURES

Governance Decisions of the Executive Board	Progress in Implementing the Decisions	Planned Implementation Measures
<i>decisions 2000/EB.A/6 and 2000/EB.3/1, including paragraph references to the body of the Report of the Working Group on Governance, WFP/EB.A/2000/4-D</i>		
a) The Board should focus on strategy, policy, oversight and accountability, and on the related decision-making processes (including for the allocation of resources), operating through four interlinked frameworks (paragraphs 7 and 10).	See progress and planned implementation measures below for the enabling recommendations b), d), e), f), g), h), i), k), q) and s).	
b) The current Strategic and Financial Plan should be adapted into a Strategic Plan, notably by the incorporation of results-based objectives (paragraph 13).	The Strategic and Financial Plan 2002–2005 will be submitted to the Board for approval at the Annual Session 2001. It will comprise the elements required by the current General Rules plus results-based objectives.	At its Annual Session in 2001, the Board will consider amendments to reflect the document's change in name from <i>Strategic and Financial Plan</i> to <i>Strategic Plan</i> in General Rules VI.1 and X.2. Other amendments to the Basic Texts will be presented at the Third Regular Session, 2001, and later sessions as required for the transformation of the governance tools.
c) The case for an occasional symposium on food aid should be considered by the Board when it reviews its forward programme of work each year (paragraph 14).		The desirability of holding a symposium will be considered annually by the Board as it reviews its forward programme of work starting from the Third Regular Session of the Board in 2001.
d) WFP's policy statements should be codified and reproduced in a compendium (paragraph 16).	In planning.	<ul style="list-style-type: none"> ➤ In 2001, a proposed structure for the policy framework will be discussed with the Executive Board Bureau's informal steering group to obtain its comments and guidance. ➤ Existing policies on resources and operational matters will be codified into a policy framework and submitted to the Board at its Annual Session in 2002.
e) The relevance of the codified policy framework should be kept under regular review in the Annual Performance Report (paragraph 17).		Starting from the Board's Annual Session in 2004, the Board will be invited to review the codified policy framework as it considers the Annual Performance Report.



PROGRESS IN IMPLEMENTING THE GOVERNANCE DECISIONS AND PLANNED IMPLEMENTATION MEASURES

Governance Decisions of the Executive Board	Progress in Implementing the Decisions	Planned Implementation Measures
<p>f) The Programme of Work and Budget should be adapted into a Biennial Management Plan, chiefly by specifying planned outcomes and indicators of achievement (paragraph 19).</p>	<p>In planning.</p>	<ul style="list-style-type: none"> ➤ The required amendments to Financial Regulations will be submitted to the ACABQ and FAO Finance Committee and to the Board for approval at its Annual Session in 2002. ➤ In 2002, the proposed structure for the biennial Management Plan will be discussed with the Executive Board Bureau's informal steering group to obtain its comments and guidance. ➤ The Management Plan will be submitted to the Board for its approval each financial biennium, commencing with the Board's Third Regular Session in 2003.
<p>g) The Board is invited to review programming principles for Country Programmes and for projects and operations outside Country Programmes, including its own processes of making decisions on programmes and projects (this does not imply endorsement of paragraph 20).</p>	<p>As a member of the undg Executive Committee, WFP is participating with UNDP, UNICEF and UNFPA in a review of experiences with programme cycles and programme approval processes.</p>	<p>In 2001, WFP will present, to the Bureau of the Board, the conclusions of the interagency review, along with proposals for WFP's programme cycle.</p>
<p>h) An Annual Performance Report should be developed (paragraph 22).</p>	<p>In planning.</p>	<ul style="list-style-type: none"> ➤ The proposed structure and content of the Annual Performance Report will be discussed with the Executive Board Bureau in 2003. ➤ The first Annual Performance Report will be submitted to the Board for its approval at the Board's Annual Session each year, commencing in 2004.
<p>i) The Board should adopt the indicative strategy proposed by the Secretariat for transforming the governance tools available to the Board in line with the recommendations of this report. The target completion date should be 2005 (paragraph 27).</p>	<p>Implementation is proceeding according to the approved schedule.</p>	<p>See decisions b), e), g) and h).</p>





PROGRESS IN IMPLEMENTING THE GOVERNANCE DECISIONS AND PLANNED IMPLEMENTATION MEASURES		
Governance Decisions of the Executive Board	Progress in Implementing the Decisions	Planned Implementation Measures
j) When it reviews its forward programme of work each October the Board should identify subjects that would benefit from being handled through an informal consultation before they are brought to the Board for decision (paragraph 30).	Implemented from the Third Regular Session of the Board in 2000.	The Board will continue to consider the matter during discussions of its biennial Programme of Work at its Third Regular Session each year.
k) Each Board session should start with a short discussion of current and future strategic issues, initiated by the Executive Director (paragraph 32).	Implemented from the First Regular Session of the Board in 2001.	Ongoing. To be included in all agendas for the Executive Board, except the Second Regular Session while it continues to be held back to back with the Annual Session.
l) The format of the annotated agenda for Board meetings should be revised. Items for information should be discussed only if the chair judges this to be a proper use of the Board's time (paragraph 35).	Implemented from the Third Regular Session of the Board in 2000.	Ongoing.
m) Guidance notes on meetings should be developed for Board members and observers, chairpersons and the Secretariat (paragraphs 36,38 and 40).	Draft guidance notes were developed and considered by the Board at its First Regular Session in 2001.	The Board requested its Bureau to work with the consultants who produced the notes to edit them, taking into account the comments and suggestions made by members of the Board and to produce a summary of the guidelines to be distributed for future Board meetings.
n) Reports on Board meetings should comprise a consolidated statement of decisions, distributed and adopted at the end of the meeting; and a summary record, issued within a fortnight and adopted under a silence procedure (paragraph 42).	Implemented.	Ongoing.
o) Board documents should follow a prescribed format (paragraph 43).	Implemented.	Ongoing.
p) Board sessions should be reduced from four to three each year and the total number of meeting days from 14 to 11. Informal consultations should normally be included within this allotment of time (paragraphs 45–50).		Full implementation will require that all of the governance arrangements are in place; this is expected to be achieved from 2005.

PROGRESS IN IMPLEMENTING THE GOVERNANCE DECISIONS AND PLANNED IMPLEMENTATION MEASURES		
Governance Decisions of the Executive Board	Progress in Implementing the Decisions	Planned Implementation Measures
q) Strategic planning of Board business should be undertaken by the Board itself. Each October the Board should review its programme of work for the forthcoming biennium and look back on its operations over the previous 12 months (paragraph 49).	Partially implemented from the Third Regular Session of the Board in 2000.	The Executive Board will consider this annually at its Third Regular Session.
r) Resources consultations should continue (paragraph 51).	Implemented.	Ongoing.
s) When it reviews its forward programme of work each October the Board should decide whether pre-session briefings should be arranged for the following year, and if so on which subjects (paragraph 52).	Implemented.	Ongoing via the Executive Board's Third Regular Session each year.
t) Issues relating to the dual parentage of WFP should be reviewed in due course (paragraph 54).	Issues arising from the Programme's dual parentage arrangements may be placed on the agenda of any session of the Board in accordance with the Rules of Procedure.	
u) The main functions of the Bureau should be to maintain a flow of information to and from the electoral lists; to conduct an ex post review of each Board meeting to ensure that all issues for follow-up have been correctly identified; and to manage succession planning for the posts of President and Vice-President (paragraph 56).	At its first meeting in 2001, the Bureau of the Board made a commitment to implement this recommendation.	Ongoing.
v) Briefing sessions for new members of the Board should be developed into an induction programme (paragraph 58).		<ul style="list-style-type: none"> ➤ The advice of the Bureau on a draft programme will be sought at its June 2001 meeting. ➤ The first induction programme will be held in September 2001.

