

**Integrated Road Map:
Proposed permanent delegations of authority**



Informal consultation

19 September 2019

**World Food Programme
Rome, Italy**

Introduction

1. During the informal consultation on the Integrated Road Map (IRM) held on 4 September 2019, the Secretariat presented the background and rationale for proposals related to governance arrangements and permanent delegations of authority. The proposals entailed ensuring the Board's strategic oversight through a streamlined consultation process; optimizing permanent delegations of authority; simplifying the five-day Member State review process for crisis response-related revisions; and augmenting the country strategic plan (CSP) data portal with additional information to improve its usefulness to users in line with recommendations 7 and 8 of the External Auditor's report on country portfolio budgets.¹
2. The four proposals presented during the informal consultation are summarized in table 1. Following a robust discussion, management agreed to refine proposal 2, related to permanent delegations of authority, and proposal 3, related to the five-day Member State review process for crisis response-related revisions. This update presents the revised proposals, which reflect the feedback provided by Member States during the consultation.

Table 1: Summary of proposals related to governance arrangements and permanent delegations of authority		
Proposal as presented at the 4 September 2019 informal consultation	Update	Reference
1. Streamline the two-step consultation process while ensuring strategic engagement of the Board.	Unchanged from the 4 Sept 2019 informal consultation	Paragraphs 23–33 of the 4 September 2019 background document
2. The Executive Board will approve all new CSPs and interim country strategic plans (ICSPs) and any revisions that add or delete strategic outcomes related to resilience building or root causes. Other revisions will be delegated to the Executive Director or, for crisis response-related revisions, the Executive Director and, if required, the Director-General of the United Nations Food and Agriculture Organization (FAO).	Revised following the 4 September 2019 informal consultation	Paragraphs 34–49 of the 4 September 2019 background document Paragraphs 5–20 and annex I of this update
3. Simplify the five-day Member State review process for crisis response-related revisions by notifying and sharing such revisions ² with Member States.	Revised following the 4 September 2019 informal consultation	Paragraphs 50–62 and annex III of the 4 September 2019 background document Paragraphs 21–33 of this update
4. Provide more detailed information via the CSP data portal to improve its usefulness to users in line with recommendations 7 and 8 of the External Auditor's report on country portfolio budgets.	Unchanged from the 4 September 2019 informal consultation	Paragraphs 63–66 of the 4 September 2019 background document

¹ WFP/EB.A.2019/6-E/1.

² All crisis response-related revisions of CSPs and ICSPs that are more than USD 7.5 million will be shared.

3. This paper also provides for the Member States' review of a draft of the proposed permanent delegations of authority to the Executive Director (see annex I), draft amendments to the WFP General Rules required to implement multi-country strategic plans (MCSPs) (see annex II), and the proposed draft decision on the update on the IRM that will be presented for consideration at the 2019 second regular session (see annex III).
4. The feedback received at the 19 September 2019 informal consultation will be incorporated into the proposals, which will be presented to the Executive Board for consideration at its 2019 second regular session. Permanent delegations of authority will be presented for approval at the Board's 2020 first regular session and, if approved, would take effect 1 March 2020. Governance arrangements with respect to the streamlined consultation process and Member State review of crisis response-related revisions to be presented at the Board's 2019 second regular session would go into effect in 2020.

Revised proposal for permanent delegations of authority

5. Paragraphs 6–20 below are intended to replace paragraphs 42–49 of the background document for the 4 September 2019 informal consultation. They describe the proposed delegations of authority as revised to take into account the input received from Member States during the informal consultation. Annex I sets out the proposed draft permanent delegations of authority themselves.

Authority for initial approval

6. The governance model of the IRM is intended to strengthen the Board's fundamental approval role, reduce fragmentation to enhance the Board's strategic oversight and retain WFP's ability to respond quickly to emergencies.
7. Except as described in the following paragraph, all new CSPs and ICSPs will be approved by the Board. Findings from the review of the application of interim delegations of authority confirm that the IRM framework has delivered a demonstrable, evidence-based improvement in the Board's approval and oversight role. As outlined during the informal consultation of 10 July 2019,³ there has been a substantial increase in the Executive Board's role in approving WFP programmes (CSPs and ICSPs) both in terms of absolute value – from USD 4.4 billion between 2011 and 2016 to USD 13.4 billion in 2018 – and as a proportion of annual approvals – from an average of 53 percent per year between 2011 and 2016 to 96 percent in 2018 – compared with the project-based system.
8. In line with the Policy on Country Strategic Plans,⁴ in cases where a CSP, ICSP or new strategic outcome is funded entirely by the host country, should the host country opt not to submit it for approval by the Board it can be approved by the Executive Director. Based on feedback from Member States, management has determined that multilateral funds will not be eligible for allocation to a host country-funded CSP, ICSP or strategic outcome that has not been approved by the Board.

Authority to modify

9. A fundamental change is a change that adds or deletes a strategic outcome. All fundamental changes to CSPs and ICSPs will be submitted to the Board for approval, except when the strategic outcome at issue relates to emergency activities or service provision activities or is funded entirely by a host country that has not requested Executive Board approval.

³ 10 July 2019 informal consultation: Integrated Road Map: Update on governance arrangements.

⁴ WFP/EB.2/2016/4-C/1/Rev.1, paragraphs 38 and 39.

10. Management proposes to use the delegations of authority to maintain WFP's rapid and effective emergency response and to ensure that the Board's oversight role is maintained for significant changes to operations while maximizing internal efficiencies by delegating approval authority to the Executive Director for less significant changes.

Proposed permanent delegations of authority for budget increases that are not related to fundamental changes, emergency responses, or service provision

11. Having considered the analysis of the application of the interim delegations of authority, extensive feedback and lessons learned from country offices, regional bureaux and headquarter divisions, as well as feedback from the 4 September 2019 informal consultation and subsequent management review, management proposes an annual threshold of USD 36 million for the delegation of authority; any revisions exceeding this amount in a calendar year would require the Board's approval. The threshold proposed is not intended to apply to new CSPs and ICSPs, fundamental changes to CSPs, ICSPs, limited emergency operations or transitional ICSPs following limited emergency operations, or revisions related to emergency response or service provision.
12. Revisions of CSPs and ICSPs approved by the Executive Director will be summed on an annual basis over each calendar year. Board approval will be required of any revision of a CSP or ICSP that brings the total budgetary value of that revision and all prior revisions approved by the Executive Director above the USD 36 million threshold in a calendar year. Every time the Board approves a revision, the cumulative amount of the revisions approved to date by the Executive Director and the Board will be reset to zero.
13. To ensure that the Board retains visibility and effective oversight, in line with current practice all approved revisions that increase CSP or ICSP budgets by USD 7.5 million or more will be published on WFP's website. The CSP data portal will continue to be updated with all revisions upon their approval. Improvements in notifying Member States of newly posted changes, including the use of e-mail to inform Board Members, could be made. Lastly, in addition to the annual management plan, the annual performance report and annual country reports, twice-yearly reports detailing the Executive Director's use of his delegated authority will be submitted to the Board.

Rationale

14. The single dollar value threshold represents a significant simplification compared with the interim delegations of authority, which utilize a maximum absolute value threshold of USD 150 million and a proportion-based threshold of 25 percent of the last Board-approved CSP or ICSP budget. As outlined in paragraph 12, the USD 36 million threshold would be applied cumulatively over a calendar year and would reset to zero at the start of the new year. This would facilitate timely revisions to adjust to the operational context, as required.
15. The USD 36 million threshold was developed based on the analysis of annual budgets of CSPs and ICSPs for the period 2018–2022 and takes into account disparities in the operational size of CSPs. Management first looked at the average annual CSP/ICSP budget value over this period, which amounted to USD 122 million. A proportional-based threshold of 30 percent was then applied, which resulted in a single-dollar threshold of USD 36 million. When applying the proposed threshold to revisions from 2018, the Secretariat concluded that there would have been no change to the number of revisions that were submitted to the Board for approval.⁵

⁵ In 2018, the Board approved two revisions, for the CSP for Honduras and the transitional ICSP for Turkey.

16. The annual single dollar value threshold proposed has a precedent in the annual threshold for revisions applied to protracted relief and recovery operations (PRROs) and development programmes under the project-based framework. It is therefore consistent with revisions that the Executive Director and the Board have approved in the past. Management also considered proposing a single dollar threshold of USD 48 million. This was based on the USD 20 million food value threshold for PRROs extrapolated to represent a total PRRO budget of USD 48 million. However, it was determined that applying a USD 48 million threshold to non-emergency-related revisions would not provide sufficient visibility to the Board, particularly with regard to smaller country operations.
17. Importantly, the single dollar value threshold of USD 36 million responds to feedback from the field that the interim delegations of authority for approving revisions are unduly complex and cumbersome and should be simplified. Lessons learned from the field were also validated by the Audit Committee, which noted the complexity of the current delegations of authority.⁶ Management expects that the simplicity of this proposal will provide an appropriate balance between the Board's oversight and approval roles for these types of changes while achieving efficiency through the delegation of authority to the Executive Director.
18. Management welcomes the Board's feedback on the proposed permanent delegations of authority for budget increases that are not related to fundamental changes, emergency responses or service provision.

Proposal 2a: The Executive Board will approve all new CSPs and ICSPs and any revisions that add or delete strategic outcomes from a CSP or ICSP.⁷ The Board will approve budgetary increases exceeding USD 36 million in a calendar year arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP or ICSP.

Maintenance of other delegations of authority to the Executive Director as applied during the interim period

19. The Secretariat considers delegations of authority to be a critical component of the governance framework because they enable WFP to be sufficiently agile and responsive to operational needs. Building on the principles of good governance and the experience gained in implementing CSPs, ICSPs, transitional ICSPs and limited emergency operations throughout 2017, 2018 and to date in 2019, management proposes that the Board continue to delegate to the Executive Director the following authority as currently provided in the interim delegations of authority:
 - i. initial approval of limited emergency operations and transitional ICSPs that follow limited emergency operations, to be exercised jointly with the FAO Director-General when the budget for the limited emergency operation or the emergency-related components of the transitional ICSP exceeds USD 50 million;⁸
 - ii. initial approval of CSPs and ICSPs funded entirely by host countries that have not requested the Board to approve the plans;⁹

⁶ In paragraph 38 of the Annual Report of the Audit Committee (WFP.EB/A/2019/6-C/1, covering the period from 1 April 2018 to 31 March 2019), it was noted that "[d]elegations of authority have to be reviewed as the current system was not sufficiently agile to meet WFP's operational needs".

⁷ Except when the CSP or ICSP or the strategic outcome at issue is funded entirely by a host country that has not requested Executive Board approval or where the strategic outcome relates to emergency activities or service provision activities.

⁸ Appendix to the General Rules (a)(1).

⁹ Appendix to the General Rules (a)(2).

- iii. revision of any limited emergency operation or emergency-related revision of CSPs, ICSPs or transitional ICSPs that follow limited emergency operations, to be exercised jointly with the FAO Director-General when the related budget increases by more than USD 50 million;¹⁰
- iv. downward revision of any individual strategic outcomes of CSPs, ICSPs or transitional ICSPs that follow limited emergency operations;¹¹
- v. revision of non-emergency components of transitional ICSPs following limited emergency operations;¹²
- vi. revision of a CSP, ICSP or strategic outcome funded entirely by the host country;¹³
- vii. addition to a CSP, ICSP of a strategic outcome funded entirely by a host country that has not requested that the Board approve the strategic outcome;¹⁴ and
- viii. revisions related to service provision activities.¹⁵

Proposal 2b: Maintain other delegations of authority to the Executive Director as applied during the interim period.

- 20. Additional feedback received from the Board during the informal consultation on 19 September 2019 and the second regular session of 2019 will be considered before the proposed permanent delegations of authority are presented for approval at the 2020 first regular session.

Revised proposal to simplify the five-day Member State review of crisis response-related revisions

- 21. Paragraphs 22–33 below are intended to replace paragraphs 57–62 of the background document for the 4 September 2019 informal consultation. They describe the proposal to simplify the five-day Member State review of crisis response-related revisions as revised to take into account the input received from Member States during the informal consultation.
- 22. Based on feedback during the 4 September 2019 informal consultation and following internal management review on the value of sharing crisis response-related revisions with Member States, management proposes to share with Member States for comment crisis response-related revisions greater than USD 50 million before their joint approval by the Executive Director and the FAO Director-General.
- 23. Under the revised proposal, the Member State review process will also be shortened from five days to four. The fifth day – which was originally reserved for Member States to react to comments by other Member States – will be eliminated. However, Member States will retain the ability to view all Member State comments and WFP’s response.
- 24. In addition, to safeguard flexibility and ensure a timely, swift and effective response to emergencies, there may be instances in which the Executive Director and the FAO Director-General approve a crisis response-related revision that is greater than USD 50 million without sharing the revision for comment beforehand. Such approvals will

¹⁰ Appendix to the General Rules (b)(1).
¹¹ Appendix to the General Rules (b)(3).
¹² Appendix to the General Rules (b)(4).
¹³ Appendix to the General Rules (b)(5).
¹⁴ Appendix to the General Rules (b)(6).
¹⁵ Appendix to the General Rules (b)(7).

be undertaken only when time-sensitivity and the unforeseen nature of the emergency response require WFP to respond without delay.

25. In such circumstances, management will provide a brief information note explaining the operational context and explaining the urgency of the response. Member States will be promptly notified of the revision as noted in the following paragraph, but the crisis response-related budget revision will not be shared with Member States for the four-day comment period. In addition, in accordance with Rule III.2(b) of the Rules of Procedure of the Executive Board, Member States may request that the revision be discussed at a Board session following its approval.
26. Member States will continue to be notified of all approved crisis response-related budget revisions that increase the budgets by USD 7.5 million or more. The revision documents will be published and the CSP data portal will be updated with budget changes following approval by the Executive Director and, if required, the FAO Director-General. Improvements in notifying Member States of newly posted changes, including the use of e-mail to inform Board members, could be made. In addition to the annual management plan, the annual performance report and annual country reports, reports detailing the Executive Director's use of his delegated authority, including to approve revisions and corresponding budget increases for emergency-related revisions of a CSP, ICSP, limited emergency operation or transitional ICSP that follows a limited emergency operation, will be submitted to the Board twice a year.

Rationale

27. Under the IRM framework the Board for the first time exercises initial approval authority over all of WFP's operations in all contexts,¹⁶ including with regard to strategic outcomes related to protracted, predictable and recurring crisis response, service provision activities and activities funded entirely by host countries that have asked for approval by the Executive Board. This represents a meaningful improvement in terms of transparency, oversight and accountability.
28. This revised proposal retains the Member State review process for significant crisis response-related revisions to ensure sufficient visibility. However, as noted in paragraph 23 and in line with comments from Member States, management proposes to shorten the process by one day to mitigate operational delays.
29. In addition, the single dollar threshold of USD 50 million represents a significant simplification compared with the thresholds currently applied – i.e., the lesser of USD 150 million or 25 percent of the overall budget – for the review process. The threshold of USD 50 million is aligned with the threshold established for joint approval of crisis response-related budget revisions with the FAO Director-General. It also ensures that relatively small revisions are delegated to the Executive Director for approval, which will also reduce the administrative burden, particularly for small country offices.
30. As of 9 September 2019, there have been 51 budget revisions of crisis response-related strategic outcomes, of which 20 exceeded the applicable budgetary thresholds and were subject to the five-day Member State review process. If the USD 50 million single dollar threshold had been applied, 14 budget revisions would have exceeded it. This number includes 13 budget revisions that were reviewed by Member States and one additional budget revision, for the Afghanistan CSP, that increased the budget by USD 127.9 million

¹⁶With the exception of CSPs and ICSPs funded entirely by host countries where the host countries have not requested the Executive Board to approve the plans, limited emergency operations and transitional ICSPs following limited emergency operations.

but did not exceed the budgetary thresholds of USD 150 million or 25 percent of the overall budget.

31. As noted during the 4 September 2019 informal consultation, the process has delayed WFP's operational response by an average of 10 working days. However, management anticipates that revised proposal 3, which entails a shortened review period and eliminates the obligation to share crisis response-related revisions after the joint approval of the Executive Director and the FAO Director-General when the Executive Director has waived the process, will provide management with the necessary flexibility while reducing operational delays and easing the administrative burden, particularly for those country offices handling urgent, time-sensitive crises.
32. Operational briefings on WFP's crisis response would continue to be offered and Member States may request that a revision be discussed at a Board session following its approval.¹⁷ Country offices will continue to consult local missions on revisions and share relevant documents, which are often compiled in the context of humanitarian assessments.
33. Subject to feedback from Member States, the modified process would come into effect in 2020.

Proposal 3: Modify the Member State review process by sharing for comment only crisis response-related revisions greater than USD 50 million and shortening the comment period to four days.

Summary of proposals

34. Subsequent to the 4 September 2019 informal consultation, the Secretariat seeks the Board's feedback on the following proposals:

Proposal 1: Streamline the two-step consultation process while ensuring strategic engagement of the Board.

Proposal 2a: The Executive Board will approve all new CSPs and ICSPs and any revisions that add or delete strategic outcomes from CSPs or ICSPs.¹⁸ The Board will approve budgetary increases exceeding USD 36 million in a calendar year arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP or ICSP.

Proposal 2b: Maintain other delegations of authority to the Executive Director as applied during the interim period (see paragraph 19).

Proposal 3: Modify the Member State review process by sharing for comment only crisis response-related revisions greater than USD 50 million and shortening the comment period to four days.

Proposal 4: Provide more detailed information via the CSP data portal to improve its usefulness to users in line with recommendations 7 and 8 of the External Auditor's report on country portfolio budgets.

35. The proposals, if enacted, would not affect the Board's increased approval of programmes and would ensure that WFP has the agility required for effective and efficient operational response, has the flexibility to align with the requirements of the new United Nations

¹⁷ Rule III, paragraph 2(b), of the Rules of Procedure of the Executive Board provides: "The Executive Director shall prepare a provisional agenda, taking into account the annual plan of work. The provisional agenda shall include all items as are required by these Rules of Procedure or as are proposed by any member of the Board".

¹⁸ Except when the CSP or ICSP or the strategic outcome at issue is funded entirely by a host country that has not requested Executive Board approval or where the strategic outcome relates to emergency activities or service provision activities.

sustainable development cooperation framework and is able to reduce the administrative burden on country offices.

36. Based on the comments received at the 19 September 2019 informal consultation, management will refine the proposals and present them for consideration at the Board's 2019 second regular session. The proposed permanent delegations of authority – considering the Board's views – will be presented for approval at the 2020 first regular session. If they are approved the appendix to the General Rules will be revised and the permanent delegations of authority will take effect on 1 March 2020.

Additional issue

Draft amendments to WFP's General Rules and Financial Regulations to enable the implementation of multi-country strategic plans

37. At its 2018 second regular session, the Board approved amendments to WFP's General Rules and Financial Regulations to align terminology and definitions with the IRM structure.¹⁹ In the same document, management outlined its approach to regions such as the Pacific and the Caribbean, where WFP works on themes – disaster preparedness, for example – that are relevant to a number of similarly situated small states that do not have individual CSPs, ICSPs or transitional ICSPs in place. In these cases, an MCSP, which could also be interim or transitional in nature, would be approved by the Board as a single plan covering all the countries where WFP plans to implement a response. It should be noted that MCSPs follow the programmatic and budgetary structure of the CSP framework. The plans would not overlap with any existing CSP, ICSP, limited emergency operation or transitional ICSP following a limited emergency operation.
38. The Pacific interim multi-country strategic plan (IMCSP)²⁰ was approved by the Board at its 2019 annual session and the Caribbean IMCSP will be presented for approval at its 2019 second regular session. The Pacific IMCSP contains necessary temporary derogations from the WFP General Rules, Financial Regulations and delegations of authority to the Executive Director in order to apply those rules and regulations analogously, such that the phrase “country strategic plan” is understood to mean “multi-country strategic plan” and the word “country” is understood to refer to the multiple countries covered by the IMCSP. It is expected that the draft decision on the approval of the Caribbean IMCSP, to be presented at the 2019 second regular session, will feature a similar provision, amended as necessary to consider experience gained through the implementation of the Pacific IMCSP.
39. Proposed changes to the General Rules that will facilitate the introduction of MCSPs are set forth in annex II. Taking into consideration the Board's feedback at that informal consultation and at the Board's 2019 second regular session, management will present any necessary amendments to the WFP General Rules and Financial Regulations for approval by the Board at its 2020 first regular session, along with the permanent delegations of authority.

¹⁹ WFP/EB.2/2018/5-A/1.

²⁰ WFP/EB.A/2019/8-B/3.

The table below presents the proposed delegations of authority, to be effective from 1 March 2020 onwards, and reflects proposals 2a and 2b set forth in the body of the present document.

It should be noted that references to the transitional interim country strategic plan (T-ICSP) category have been amended due to the fact that the T-ICSP category under the interim delegations of authority referenced two distinct types of plans.

One category of T-ICSPs was based on previously approved project documents and was used by country offices as a bridge to transition to the IRM system from the project-based system. These plans were introduced in January 2018 and had a maximum duration of two years¹. These plans will no longer be under implementation when the permanent delegations of authority come into effect in 2020. Accordingly, they are not referenced in the proposed delegation of authority.

The T-ICSPs in the other category are to be used as a bridge between the end of a limited emergency operation and the start of a country strategic plan or interim country strategic plan. General Rule II.2 refers to these plans as T-ICSPs, and they constitute an integral part of the country strategic plan framework. These plans are simply referred to as T-ICSPs in the proposed delegations of authority. The approval authority in respect of these plans under the proposed delegations of authority remains the same as the approval authority in respect of them under the interim delegations of authority.

Further revisions can be expected based on guidance and feedback received from the Executive Board and the outcomes of continued internal reviews. The revisions set forth herein are therefore preliminary in nature and are subject to change prior to being presented to the Executive Board for approval at EB.1/2020.

¹ See Paragraph 97, Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/Rev.1), and decision point vii and related paragraphs 109-111 of the Updated on the Integrated Road Map (WFP/EB.2/2018/5-A/1).

Text	Commentary
<p>The following are authorities delegated to the Executive Director by the Executive Board in accordance with Article VI.2 (c) of the WFP General Regulations.</p>	<p>Under Article VI.2 (c) of the WFP General Regulations, the Board is responsible for the approval of activities of WFP, but may delegate to the Executive Director such approval authorities as it may specify.</p>
<p>A. Initial approval:</p> <ol style="list-style-type: none"> 1. Limited emergency operations and transitional interim country strategic plans (T-ICSPs), with the joint approval of the Executive Director and the FAO Director-General when the limited emergency operation or the emergency-related components of the T-ICSP exceed USD 50 million in value; and 2. Country strategic plans (CSPs) and interim country strategic plans (ICSPs) funded entirely by a host country where the host country has not requested the Executive Board to approve the plan. 	<p>This provision lays out initial approvals that are delegated to the Executive Director.</p> <p>All approvals that are not specifically delegated to the Executive Director, with the FAO Director-General where applicable, are by implication retained by the Executive Board.</p> <p>The Board therefore retains the authority to approve CSPs and ICSPs, other than those funded entirely by a host country that has not referred them to the Board for approval, as such authorities have not been delegated to the Executive Director.</p>
<p>B. Approval of modifications:</p> <ol style="list-style-type: none"> 1. Revision of any limited emergency operation or emergency-related revision of a CSP, ICSP or T-ICSP, with the joint approval of the FAO Director-General for any increase exceeding USD 50 million. 2. Upwards revision of one or more individual strategic outcome(s) of a CSP or ICSP, provided that the total amount of such revisions does not exceed USD 36 million in a calendar year. 3. Downwards revision of any individual strategic outcome(s) of a CSP or ICSP. 4. Revision of non-emergency components of a T-ICSP. 5. Revision of a CSP, ICSP or strategic outcome funded entirely by the host country. 6. Addition to a CSP or ICSP of a strategic outcome funded entirely by a host country that has not requested the Executive Board to approve the strategic outcome. 7. Revisions related to service provision activities. 	<p>This provision lays out approvals of modifications to the CSP framework that are delegated to the Executive Director, acting alone or jointly with the FAO Director-General.</p> <p>All approvals that are not specifically delegated to the Executive Director, with the FAO Director-General where applicable, are, by implication, retained by the Executive Board.</p> <p>Therefore, the Board retains the authority to approve:</p> <ol style="list-style-type: none"> 1. increases in the value of strategic outcomes that exceed the specified threshold; and 2. the addition or removal of entire strategic outcomes from a CSP or ICSP except in the case of strategic outcomes that relate only to emergency or service provision activities or are funded entirely by a host country that has not requested the Executive Board for approval, in which case the addition or removal falls under the Executive Director's general authority in those areas. <p>The Secretariat will treat increases approved under the authority of the Executive Director cumulatively for the purposes of assessing the extent to which they modify the CSP or ICSP, resetting the calculation to zero either at the time the Board approves an increase, or at the beginning of the next calendar year, whichever is earlier. Emergency-related revisions will not be treated cumulatively.</p> <p>Consistent with the Executive Director's authority to approve non-emergency related components of T-ICSPs, the Executive Director is delegated the authority to approve all such revisions to those plans.</p> <p>The approval of service provision activities beyond those included in a CSP or ICSP initially approved by the Executive Board is delegated to the Executive Director.</p> <p>Revisions in respect of emergency or service provision activities, or the addition or removal of a strategic outcome, will not count towards the Board approval thresholds.</p>

ANNEX II

The General Rules revisions set forth in this annex reflect the legal amendments required to implement the multi-country strategic plan policy proposal, as detailed in paragraphs 37 through 39 of the present document. Further revisions can be expected based on guidance and feedback received from the Executive Board, and the outcomes of continued internal reviews. The revisions set forth herein are therefore preliminary in nature and are subject to change prior to being presented to the Executive Board for approval at the 2020 first regular session.

Note that only rules and regulations with changes are included below. Unchanged rules and regulations are omitted for brevity and ease of reference.

GENERAL RULES: CURRENT TEXT	GENERAL RULES: PROPOSED TEXT (new text is underlined)
<p>General Rule II.2: Programme categories</p> <p>In order to carry out the purposes of WFP, the Board establishes the following programme categories:</p> <p>(a) Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country, prepared following a country-led sustainable development analysis;</p> <p>(b) Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country, prepared without a country-led sustainable development analysis;</p> <p>(c) Limited Emergency Operations include emergency relief in a country or countries where WFP does not have a country strategic plan or an interim country strategic plan; and</p> <p>(d) Transitional Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country, to be carried out between the end of a limited emergency operation and the start of a country strategic plan or interim country strategic plan.</p>	<p>General Rule II.2: Programme categories</p> <p>In order to carry out the purposes of WFP, the Board establishes the following programme categories:</p> <p>(a) Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country <u>or countries</u>, prepared following a country-led sustainable development analysis;</p> <p>(b) Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country <u>or countries</u>, prepared without a country-led sustainable development analysis;</p> <p>(c) Limited Emergency Operations include emergency relief in a country or countries where WFP does not have a country strategic plan or an interim country strategic plan; and</p> <p>(d) Transitional Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country <u>or countries</u>, to be carried out between the end of a limited emergency operation and the start of a country strategic plan or interim country strategic plan.</p>
<p>General Rule X.2: Development of programmes</p> <p>(a) WFP shall work with governments, employing country-led sustainable development analyses, where available, to assess needs and develop programmes, with the collaboration of the United Nations, FAO and other relevant organizations.</p> <p>(b) Programmes should integrate the humanitarian and development plans and priorities of recipient countries and establish clear linkages with relevant activities of the United Nations system, including, wherever possible, joint programming.</p>	<p>General Rule X.2: Development of programmes</p> <p>(a) WFP shall work with governments, employing country-led sustainable development analyses, where available, to assess needs and develop programmes, with the collaboration of the United Nations, FAO and other relevant organizations.</p> <p>(b) Programmes should integrate the humanitarian and development plans and priorities of recipient countries and establish clear linkages with relevant activities of the United Nations system, including, wherever possible, joint programming.</p>

<p>(c) All programmes shall:</p> <p>(i) define the type of assistance to be provided by WFP, the targeted beneficiaries, the geographic location of the assistance to be provided, and the expected results; and</p> <p>(ii) contain a country portfolio budget that encompasses all programme costs, organized in the following cost categories:</p> <ol style="list-style-type: none"> 1. transfer costs, which correspond to the monetary value of the item, cash, or service provided, as well as the related delivery costs; 2. implementation costs, which correspond to expenditures that are directly linked to specific activities within the programme, other than transfer costs; 3. direct support costs, which correspond to country-level expenditures that are directly linked to the execution of the programme as a whole but cannot be attributed to a specific activity within it; and 4. indirect support costs, which are costs that cannot be directly linked to the execution of the programme. 	<p>(c) All programmes shall:</p> <p>(i) define the type of assistance to be provided by WFP, the targeted beneficiaries, the geographic location of the assistance to be provided, and the expected results; and</p> <p>(ii) contain a country portfolio budget that encompasses all programme costs <u>of the country or countries</u>, organized in the following cost categories:</p> <ol style="list-style-type: none"> 1. transfer costs, which correspond to the monetary value of the item, cash, or service provided, as well as the related delivery costs; 2. implementation costs, which correspond to expenditures that are directly linked to specific activities within the programme, other than transfer costs; 3. direct support costs, which correspond to country-level expenditures that are directly linked to the execution of the programme as a whole but cannot be attributed to a specific activity within it; and 4. indirect support costs, which are costs that cannot be directly linked to the execution of the programme.
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Draft decision

Having considered the update on the Integrated Road Map set out in document WFP/EB.2/2019/X-X/X, the Executive Board:

- i. recalls paragraph vi of its decision 2017/EB.2/2 , whereby it approved interim delegations of authority from 1 January 2018 to 29 February 2020 and decided that permanent delegations of authority would be presented for its approval, following a review of the interim delegations of authority, at its 2020 first regular session;
- ii. notes with appreciation that a review of the interim delegations of authority was undertaken, takes note of the review findings and proposals in respect of permanent delegations of authority set forth in paragraphs XX-XX of document WFP/EB.2/2019/X-X/X and requests the Secretariat to finalize the proposals and submit them to the Executive Board for approval at its 2020 first regular session;
- iii. recalls the multi-country strategic plan concept described in the update on the Integrated Road Map set out in document WFP/EB.2/2018/5-A/1; and
- iv. takes note of the policy in respect of multi-country strategic plans and accompanying rule changes set forth in paragraphs xx – xx and annex xx of document WFP/EB.2/2019/X-X/X and requests the Secretariat to finalize both the policy and the rule changes and submit them to the Executive Board for approval at its 2020 first regular session.

Acronyms used in the document

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
ICSP	interim country strategic plan
T-ICSP	transitional interim country strategic plan
IMCSP	interim multi-country strategic plan
IRM	Integrated Road Map
MCSP	multi-country strategic plan
PRRO	protracted relief and recovery operation