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Policy Issues

**For information**

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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**Update on the Integrated Road Map for the Strategic Plan (2017–2021), the Corporate Results Framework, the Policy on Country Strategic Plans and the Financial Framework Review**

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**Focal points:**

Mr M. Juneja  
Assistant Executive Director  
Resource Management Department and  
Chief Financial Officer  
tel.: 066513-2885

Mr S. O'Brien  
Director  
Resource Management Integration and Support Division  
tel.: 066513-2682

Mr C. Kaye  
Director  
Performance Management & Monitoring  
tel.: 066513-2262

Mr R. Lopes da Silva  
Assistant Executive Director  
Operations Services Department  
tel.: 066513-2200

Mr S. Samkange  
Director  
Policy and Programme Division  
tel.: 066513-2262

## Introduction

1. At its Second Regular Session in 2016, the Executive Board will consider four documents: the Strategic Plan (2017–2021); the Corporate Results Framework; the Policy on Country Strategic Plans; the Financial Framework Review. Recognizing that these documents cannot be developed in isolation, WFP welcomes the inherent value in building a corporate architecture that enhances linkages among the strategic, programmatic, performance management and financial frameworks, including by using harmonized nomenclature.
2. Once approved, the interrelated processes will define a comprehensive architecture that will demonstrate WFP's contributions to Sustainable Development Goal (SDG) 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture; and SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development.
3. At the request of the Board membership, WFP created a road map showing its approach to developing the interrelated work streams. This update incorporates comments received from the Board during informal consultations<sup>1</sup> and the 2016 First Regular Session.<sup>2</sup>

## Overview of the Interrelated Work Streams

4. The Strategic Plan (2017–2021) will provide the programmatic and operational framework for WFP's support to national leadership and SDG achievement at the country level throughout the period of the 2030 Agenda. It sets out a Strategic Results Framework that comprises Strategic Goals, based on SDG 2 and SDG 17, supported by Strategic Objectives, Strategic Results and Strategic Outcomes.
5. The Policy on Country Strategic Plans (CSPs) will operationalize the Strategic Plan (2017–2021) at the country level, replacing the current programme categories and project documents with a single plan that encompasses WFP's portfolio of assistance in a country. This approach will improve the strategic coherence, focus and operational effectiveness of WFP's assistance in supporting countries' progress towards zero hunger.
6. The new Corporate Results Framework (CRF) guides the cycle of, implementing, monitoring and reporting throughout WFP's operations. It provides the measures that WFP will use to report on operational and organizational performance, detailing outputs and outcomes related to the Strategic Plan (2017–2021) and measures of the efficiency, effectiveness and economy of WFP's organizational performance. The CRF builds on detailed theories of change and links activities to the strategic results included in the SDGs. Coupled with the new financial framework, the CRF will strengthen organizational accountability and WFP's performance management system and will enable closer alignment with the performance management systems of other United Nations agencies.
7. The objective of the Financial Framework Review "budgeting for operational effectiveness" work stream is to increase operational effectiveness by designing a new country portfolio budget structure that is inclusive of all operations and contexts and that supports country-based strategy, planning, budgeting, implementation and reporting. The country portfolio budget will enhance results-based management by clarifying the linkages between resources deployed and results achieved, to enhance transparency and accountability and better demonstrate value for money.

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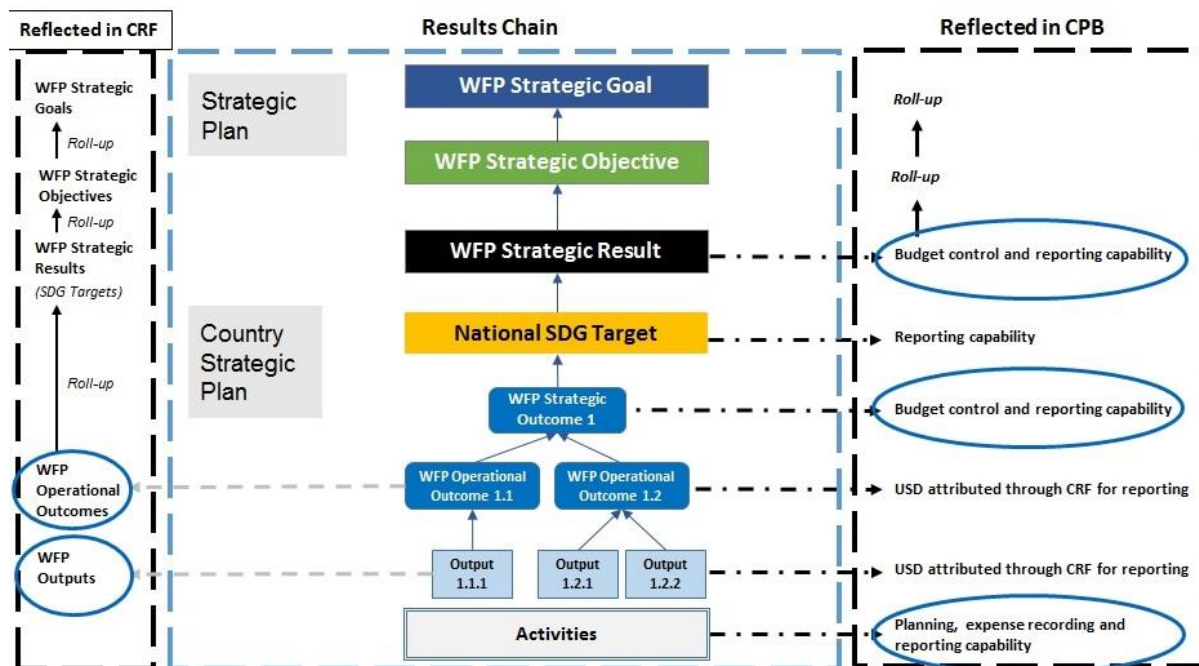
<sup>1</sup> Informal consultations were held on 7 December 2015, 8 January 2016 and 1 April 2016.

<sup>2</sup> WFP/EB.1/2016/4-F.

### Integration into the Results Chain

- Figure 1 illustrates how implementation of the new processes facilitates the results-based management approach and creates the desired “line of sight” from WFP Strategic Goals to WFP Strategic Outcomes to activities to costs and to results achieved. The CRF – shown on the left of Figure 1 – mirrors the framework defined in the Strategic Plan and the Policy on CSPs. Links to the country portfolio budget are shown on the right, where the budget control hierarchy and reporting capabilities are set out.

**Figure 1: Example of WFP’s results chain in a country – integration points (as of 1 May 2016)**

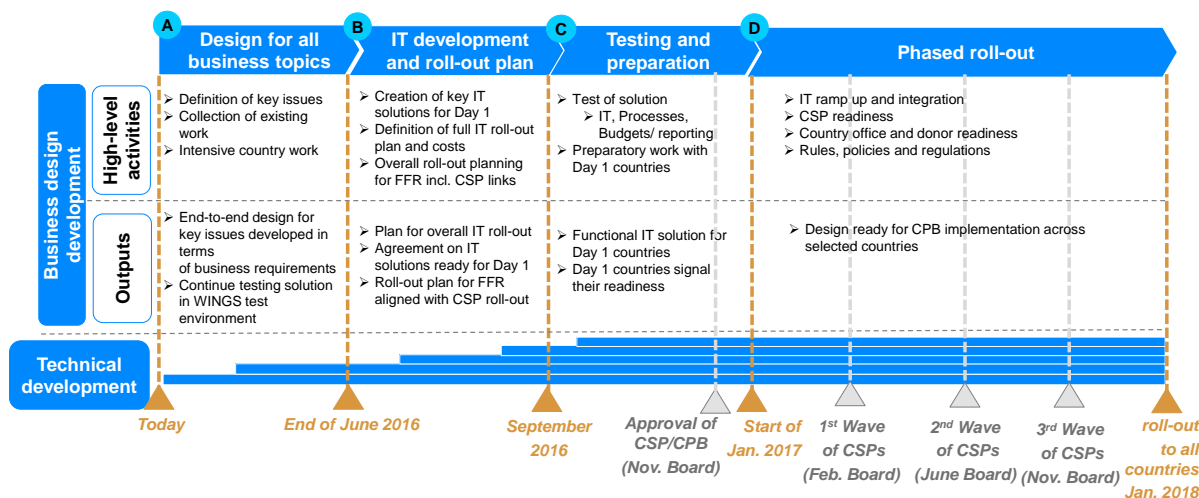


CPB = country portfolio budget.

### Design and Roll-out Plan

- This section outlines the remaining phases in developing the Policy on CSPs, the CRF and the country portfolio budget structure. These phases are being implemented in an integrated approach that includes reviewing and changing the affected policies, rules and regulations.

**Figure 2: Indicative design and roll-out plan**



FFR = Financial Framework Review.  
IT = information technology.

10. Figure 2 shows the planned coordination and development of the new processes through phases A, B and C, which are expected to be completed by the end of November 2016. Phase D will entail the development and testing of the full IT solutions.
11. The plan foresees starting the roll-out of CSPs and country portfolio budgets in 2017, with the first three tranches of CSPs to be submitted for approval at the Board's three sessions throughout 2017.
12. The prerequisites for roll-out to all country offices are expected to be in place by the end of 2017:
  - CSP readiness – each country has a CSP or interim country framework;<sup>3</sup>
  - completion of IT development and integration;
  - donor readiness;
  - country office and organizational readiness; and
  - changes to rules, policies and regulations.
13. The new CRF will be implemented from the beginning of 2017. Initially it will be based on current project structures; subsequent updates will align it with the country strategic planning and country portfolio budget structures as they are rolled out to country offices.
14. The roll-out plan and timeline will be verified in the third quarter of 2016 when the plans for IT development and other prerequisites have been defined.

### **Integrated Timeline for Executive Board Engagement to November 2016**

15. The Secretariat will keep the membership informed on progress through informal consultations (see Timetable).

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<sup>3</sup> In countries that are not ready to have a CSP approved by November 2017, an interim country framework will be designed, using the CSP template to combine all existing WFP activities in the country and align them with the country portfolio budget structure and the WFP Strategic Plan (2017–2021).

<b>TIMETABLE: MEETINGS CONCERNING PROCESSES INCLUDED IN THE INTEGRATED ROAD MAP</b>			
<b>Date</b>	<b>Strategic Plan (2017–2021) and CRF</b>	<b>Country strategic planning approach</b>	<b>Financial Framework Review</b>
<b>2015</b>			
21 September		Informal consultation on the country strategic planning approach	Informal consultation with update on the Financial Framework Review
19 October	Bureau considers road map for the WFP Strategic Plan (2017–2021)		
November (EB.2/2015)			Update on the Financial Framework Review (for consideration)
7 December	Informal consultation on the Mid-Term Review of the WFP Strategic Plan (2014–2017)		
<b>2016</b>			
8 January	Informal consultation on the integrated road map for development of the WFP Strategic Plan (2017–2021) and the CRF, CSPs and the Financial Framework Review		
February (EB.1/2016)	Mid-Term Review of the WFP Strategic Plan (2014–2017) (for consideration)	Update on the Integrated Road Map for the Strategic Plan (2017–2021), the Country Strategic Planning Approach and the Financial Framework Review (for information)	
1 April	Informal consultation on the first draft of the WFP Strategic Plan (2017–2021) and the CRF	Update on the integrated road map	Informal consultation on the Financial Framework Review
27 April	Informal consultation on the second draft of the WFP Strategic Plan (2017–2021)	First informal consultation on the Policy on Country Strategic Plans	
9 May	Informal consultation on the third draft of the WFP Strategic Plan (2017–2021) and the second draft of the CRF	Second informal consultation on the Policy on Country Strategic Plans	Informal consultation on resource management items for EB.A/2016

<b>TIMETABLE: MEETINGS CONCERNING PROCESSES INCLUDED IN THE INTEGRATED ROAD MAP</b>			
<b>Date</b>	<b>Strategic Plan (2017–2021) and CRF</b>	<b>Country strategic planning approach</b>	<b>Financial Framework Review</b>
June (EB.A/2016)	Update on the Integrated Road Map for the Strategic Plan (2017–2021), the Corporate Results Framework, the Policy on Country Strategic Plans and the Financial Framework Review (for information)		
	WFP Strategic Plan (2017–2021) – fourth draft – (for consideration)	Policy on Country Strategic Plans (for consideration)	Update on the Financial Framework Review (for consideration)
8 July	Informal consultation on the fifth draft of the WFP Strategic Plan (2017–2021) and the third draft of the CRF		Informal consultation on the Financial Framework Review
2 September	Informal consultation on the final drafts of the WFP Strategic Plan (2017–2021) and the CRF	Informal consultation on the Financial Framework Review	
11 October	Informal consultation on the Financial Framework Review		
November (EB.2/2016)	WFP Strategic Plan (2017–2021) and the CRF (for approval)	Policy on Country Strategic Plans (for approval)	Financial Framework Review (for approval)

**Acronyms Used in the Document**

CRF	Corporate Results Framework
CSP	Country Strategic Plan
FFR	Financial Framework Review
IT	information technology
SDG	Sustainable Development Goal