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**Executive Board  
Third Regular Session**

**Rome, 23 - 26 October 2000**

## **POLICY ISSUES**

### **Agenda item 3**

***For information***



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**WFP/EB.3/2000/3-A**

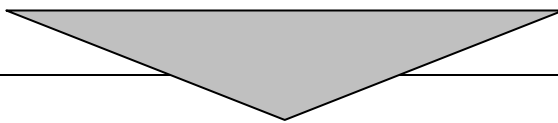
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## **FOLLOW-UP TO EXECUTIVE BOARD DECISION 2000/EB.A/6 ON GOVERNANCE**

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# Note to the Executive Board



**This document is submitted for information to the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Deputy Executive Director, Office Mr A. Namanga Ngongi      tel.: 066513-2001  
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Strategic Planner, Strategic      Mr J. Bailey      tel.: 066513-2398  
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



# Executive Summary



This document provides follow-up information relating to the Report of the Working Group on Governance (WFP/EB.A/2000/4-D) and the Board's decision 2000/EB.A/6. In its Report, the Working Group made 23 recommendations—a) to w)—with regard to governance of the Programme. The Board approved recommendations k) to w) and referred recommendations a) to j) to a successor working group for further consideration.

At the Board's Annual Session, in May 2000, the Secretariat undertook to provide additional information on the recommendations, to be submitted to the Board at the Third Regular Session of 2000.

This document provides:

- The advice of the Legal Counsel on those recommendations that would necessitate amendments to WFP's Basic Texts;
- The actions, as approved by the Board's Bureau, that will enable implementation of the Report's recommendations k) to w);
- The Secretariat's comments on the implementation schedule for recommendations a) to j), should the Board approve them in 2001; and
- Estimates of cost changes in governance (Table 3) that indicate there will be no significant change in the cost of governance.

## Draft Decision



The Executive Board takes note of the following information provided in document WFP/EB.3/2000/3-A as a follow-up to the Report of the Board's Working Group on Governance:

- possible amendments to the Basic Texts;
- implementation actions;
- Secretariat's comments on the indicative implementation schedule; and
- estimated financial implications of the recommendations.



## INTRODUCTION

1. The Board considered the Report of the Working Group on Governance (WFP/EB.A/2000/4-D) at its Annual Session in May 2000. At that time, the Secretariat undertook to provide follow-up information regarding the Report's recommendations a) to j), which the Board referred to a successor working group for further consideration, and recommendations k) to w), which the Board approved (Decision 2000/EB.A/6).
2. The follow-up information in this document covers:
  - The advice of the Legal Counsel on recommendations that would necessitate amendments to WFP's Basic Texts;
  - The actions, as approved by the Board's Bureau, that will enable implementation of the Report's recommendations k) to w);
  - Observations of the Secretariat regarding the Report's indicative implementation schedule for governance recommendations; and
  - Estimates of any financial implications of implementing each of the recommendations a) to w).

## LEGAL IMPLICATIONS

3. The Legal Counsel provided advice on amendments to the WFP Basic Texts that may be required to implement recommendations a) to w) of the Board's Working Group. The recommendations were reviewed against the General Regulations, General Rules, Financial Regulations, Financial Rules and the Executive Board's Rules of Procedure. Amendment of the Basic Texts may be required to implement four of the recommendations. These recommendations and the corresponding advice of the Legal Counsel are shown in Table 1 below.

**TABLE 1: AMENDMENTS TO BASIC TEXTS REQUIRED FOR IMPLEMENTING THE RECOMMENDATIONS**

<b>Recommendation</b>	
c) The current Strategic and Financial Plan should be adapted into a Strategic Plan, notably by the incorporation of results-based objectives.	General Rule VI.1 should be amended to reflect the change of name from <i>Strategic and Financial Plan</i> to <i>Strategic Plan</i> and to emphasize the incorporation of results-based objectives. A consequential change in General Rule X.2 (a) would also be needed.
g) The Programme of Work and Budget should be adapted into a Biennial Management Plan, chiefly by specifying planned outcomes and indicators of achievement.	The General Regulations make general references to budgets and, therefore, an amendment to those Regulations does not appear to be necessary.  Financial Regulation 1.1 should be amended in order to specify that the <i>Budget</i> would be part of a <i>Biennial Management Plan</i> . This would reflect the fact that although the budget as such would continue to exist, it would be part of a broader document.



**TABLE 1: AMENDMENTS TO BASIC TEXTS REQUIRED FOR IMPLEMENTING THE RECOMMENDATIONS**

<b>Recommendation</b>	
h) The Secretariat should be tasked to come forward with proposals for revised programming principles (including levels of delegated authority) for country programmes and for projects and operations outside country programmes.	The Basic Texts make various references to programming principles and may need to be modified depending on the proposal approved by the Board. A change in the levels of delegated authority for the approval of programmes, projects and activities would involve changes to the Appendix to the General Rules (Delegation of Authority to the Executive Director).
u) Issues relating to the dual parentage of WFP should be reviewed in due course.	Depending upon the specific recommendations emerging from such a review, amendments to the Basic Texts might be required.

4. Recommendation u), and recommendation h), if approved by the Board, may result in further decisions that require amendments to the General Regulations. Amendments to the General Regulations require approval by the Board and submission for approval to the General Assembly and FAO Conference through the United Nations Economic and Social Council (ECOSOC) and the FAO Council. Amendments to the General Rules may be decided by the WFP Executive Board, which must then submit them to ECOSOC and the FAO Council for their information. Amendments to the Financial Regulations may be made by decision of the Executive Board after receiving the advice of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the FAO Finance Committee.

### ACTIONS TO IMPLEMENT THE APPROVED RECOMMENDATIONS K) TO W)

5. Table 2 below shows the steps approved by the Bureau of the Executive Board for implementation of recommendations k) to w).

**TABLE 2: IMPLEMENTATION OF WORKING GROUP RECOMMENDATIONS K) TO W)**

<b>Recommendation</b>	<b>Approved Secretariat Implementation Steps</b>
k) 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.	The Bureau will continue to review the Programme of Work before its submission to the Board. In considering the Programme of Work, the Board will be invited to identify issues that will require informal consultations prior to their formal consideration.
l) Each Board session should start with a short discussion of current and future strategic issues, initiated by the Executive Director.	The Executive Director's presentation on current and future strategic issues, including those of system-wide interest such as Administrative Committee on Coordination (ACC) and Joint Inspection Unit (JIU) issues, will be placed on the draft agenda of all sessions starting from the First Regular Session of 2001. However, while the Second Regular and the Annual Sessions continue to be held back-to-back,



**TABLE 2: IMPLEMENTATION OF WORKING GROUP  
RECOMMENDATIONS K) TO W)**

<b>Recommendation</b>	<b>Approved Secretariat Implementation Steps</b>
	this item will be included in the Annual Session's agenda but not in that of the immediately preceding Second Regular Session.
m) 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.	Board agendas, from the First Regular Session of 2001, will be annotated to show: (1) the background of the item; (2) related documents; <sup>1</sup> and (3) that information items will be discussed only at the request of a Board member. <sup>2</sup> The request should be made to the President well in advance of the Session. The President will be asked to advise the Secretary to the Board of his/her decision preferably one month in advance to facilitate scheduling and avoid unnecessary additional expense.
n) Guidance notes on meetings should be developed for Board members and observers, chairpersons and the Secretariat.	Guidance Notes are in preparation according to a procedure and timetable approved by the Executive Board's Bureau.
o) 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.	<p>Recommended decisions for each Board agenda item will be prominently placed in the relevant documents. If the exact wording of the Board's decision is available at the conclusion of each agenda item, the Secretariat will be able to support the Rapporteur in having a Record of Decisions and Recommendations available for approval shortly after the conclusion of the last agenda item. Otherwise, the Secretariat will continue to require approximately four hours after the last agenda item is concluded to prepare the record in all languages. As is the current situation, this may require a further meeting of the Session for approval of the report.</p> <p>The Secretariat will assist the Rapporteur in finalizing a brief summary of each agenda item's discussion by the Board so that the Summary Record can be distributed to Board members within two weeks of the conclusion of the Session. Careful note will be made of members' requests for their views to be included. Members will be requested to specify, in writing, any changes to the Summary Record within one month of dispatch to them. The Rapporteur will decide upon any changes and will, therefore, need to be available for consultation during the preparation of the draft and the subsequent month. When no comments are received from members, this will be taken to indicate approval of the Summary Record. The Summary Record, as amended by the Rapporteur, will be submitted to the Board at its subsequent session for approval. However, the above procedure will vary for the Second Regular Session each year while the</p>

<sup>1</sup> Related documents will be provided upon request in the languages available from their originators.

<sup>2</sup> In other respects, information items will continue current practice, i.e. be developed according to the existing timetable or need and, where possible, be provided to members at least four weeks in advance of the relevant Board session.



**TABLE 2: IMPLEMENTATION OF WORKING GROUP  
RECOMMENDATIONS K) TO W)**

<b>Recommendation</b>	<b>Approved Secretariat Implementation Steps</b>
	Second Regular and the Annual Sessions continue to be held back-to-back. For these sessions, both Summary Records will be distributed following the Annual Session.
p) Board documents should follow a prescribed format.	The Secretariat will issue guidelines and work with the authors of Board documents to implement, from October 2000, the format outlined in the Report of the Working Group on Governance. Particular attention will continue to be paid to ensuring the accuracy of documents in all of the working languages.
q) 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.	The reduction in the number of Board meeting days per year is premised upon adoption of the full range of the Working Group's recommendations. If the Board approves these changes, the number of meeting days should be able to be progressively reduced. However, a reduction to 11 will not be achieved unless major reductions in the Board's business result from changes in governance. The Secretariat will propose for each session in turn, the number of Board meeting days necessary to handle the volume of business. It will reduce the number as new governance arrangements and the volume of business make this possible.
r) 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 twelve months.	The Secretariat will expand the Board's annual Provisional Programme of Work document to cover the next biennium on a rolling basis as from October 2000. This item will be supported on the annotated agenda by reference to the relevant decisions and recommendations of the Board as a basis for the Board's review of its work and planning of its programme. The Bureau of the Board in its prior meetings and the Board will be invited to indicate whether pre-session briefings should be arranged for the biennium and, if so, on which subjects.
s) Resources consultations should continue.	Consultations on Resources will continue to be prepared and conducted by the Secretariat three times a year, each following a Board session.
t) When it reviews its forward programme each October the Board should decide whether pre-session briefings should be arranged for the following year, and if so on which subjects.	See r) above.



**TABLE 2: IMPLEMENTATION OF WORKING GROUP  
RECOMMENDATIONS K) TO W)**

<b>Recommendation</b>	<b>Approved Secretariat Implementation Steps</b>
u) Issues relating to the dual parentage of WFP should be reviewed in due course.	Issues arising from the Programme's dual parentage arrangements may be placed on the agenda of any session in accordance with the Rules of Procedure.
v) 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.	The Secretary to the Board will facilitate the working of the Bureau by arranging meetings and agendas as requested by the President.
w) Briefing sessions for new members of the Board should be developed into an induction programme.	The Secretariat will develop its briefing sessions for new Board Members into an induction programme incorporating advice from the Bureau. This will entail the creation of new presentations and support materials. The first induction programme will replace the briefing session in 2001.

### IMPLEMENTATION OF WORKING GROUP RECOMMENDATIONS A) TO J), IF APPROVED BY THE EXECUTIVE BOARD

6. An indicative implementation schedule for recommendations a) to j) was prepared by the Secretariat and included in the Report of the Working Group on Governance. This schedule took account of: i) the advantage in creating the new governance documents serially, starting from strategic and moving to policy, oversight and accountability documents. In this way, each new document provides a foundation for the next; and ii) The number of systems and approaches being changed currently and their consequent workloads. The Secretariat considers that this schedule remains achievable if the Board decided to approve recommendations a) to j) at its First Regular Session of 2001. Work would not be able to be commenced before 2001 but some time may be gained by integrating governance changes with concurrent initiatives. This should enable the recommendations to be implemented by the end of 2005 as in the original schedule.

### ESTIMATED FINANCIAL IMPLICATIONS OF GOVERNANCE CHANGES

7. The relevant areas of WFP were requested to report on any cost savings or additional costs arising from the implementation of: i) the approved recommendations; and ii) the recommendations under further review by a successor working group of the Board. Their responses indicate that, in total, there would be no significant change in the cost of governance if all the recommendations of the Working Group were approved by the Board and subsequently implemented. Recommendations for which there is expected to be a cost implication are shown in the Table 3 below:





**TABLE 3: ESTIMATED CHANGES IN THE COST OF GOVERNANCE  
THROUGH IMPLEMENTATION OF THE RECOMMENDATIONS**

Recommendation	Basis for Cost Change	Estimated Annual Increase or (Decrease) (US\$)
d) 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.	A one-day symposium per biennium would cost US\$80,000 for the meeting and documentation and US\$45,000 for speakers and associated costs. Averaged over the biennium.	62,500
e) WFP's policy statements should be codified and reproduced in a compendium	Additional consultant assistance will be required in 2001-02 at a cost of US\$15,000. Translation of the compendium would cost US\$15,000.	One-time cost 30,000
k) 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.	If the Board was to require one additional informal consultation day a year, the cost would be US\$20,000 plus US\$8,000 for documentation.	28,000
n) Guidance notes on meetings should be developed for Board members and observers, chairpersons and the Secretariat.	A consultancy is currently being negotiated.	One-time cost 22,000
o) 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.	Additional clerical staff at each Board session for production of summaries: 3 x US\$800 per session.	2,400
q) 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.	14 days: US\$378,000 11 days: US\$316,200 Difference: US\$61,800	(61,800)
r) 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.	Extra documentation: US\$2,000	2,000
t) When it reviews its forward programme each October the Board should decide whether pre-session briefings should be arranged for the following year, and if so on which subjects.	Three pre-session briefings are currently held. If these were discontinued there would be a saving of US\$20,000 per briefing.	(60,000)



**TABLE 3: ESTIMATED CHANGES IN THE COST OF GOVERNANCE  
THROUGH IMPLEMENTATION OF THE RECOMMENDATIONS**

Recommendation	Basis for Cost Change	Estimated Annual Increase or (Decrease) (US\$)
v) 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.	The Bureau typically meets ten times a year. Additional documentation, costing US\$3,000 a year, would be required to support the expanded Bureau function. A further Bureau meeting a year would require US\$1,500 for interpretation services.	4,500
w) Briefing sessions for new members of the Board should be developed into an induction programme.	One additional day plus increased documentation costs: US\$20,400	20,400

8. The actual cost changes experienced will depend upon the annual decisions made by the Board and Bureau with regard to the frequency and duration of informal consultations, pre-session briefings, and symposia. Based upon the projections and calculations above, there would be no significant change in governance running costs if all the recommendations were approved and fully implemented. The one-time implementation costs would total US\$52,000.

