

# OVERVIEW OF THE INTEGRATED ROAD MAP FRAMEWORK (2016–2020)

## EXECUTIVE SUMMARY

In 2016, WFP's Executive Board took decisive action in response to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals by approving the four components of the Integrated Road Map: the [WFP Strategic Plan \(2017–2021\)](#),<sup>1</sup> the [Policy on Country Strategic Plans](#),<sup>2</sup> the [Financial Framework Review](#)<sup>3</sup> (which included the country portfolio budget concept) and the [Corporate Results Framework \(2017–2021\)](#).<sup>4</sup> The Integrated Road Map is a holistic platform designed to support appropriate, sustainable responses and reinforce the effectiveness and efficiency of WFP's operations. The integrated approach transforms WFP's ability to aid countries' efforts to end hunger among the poorest and most food-insecure people.

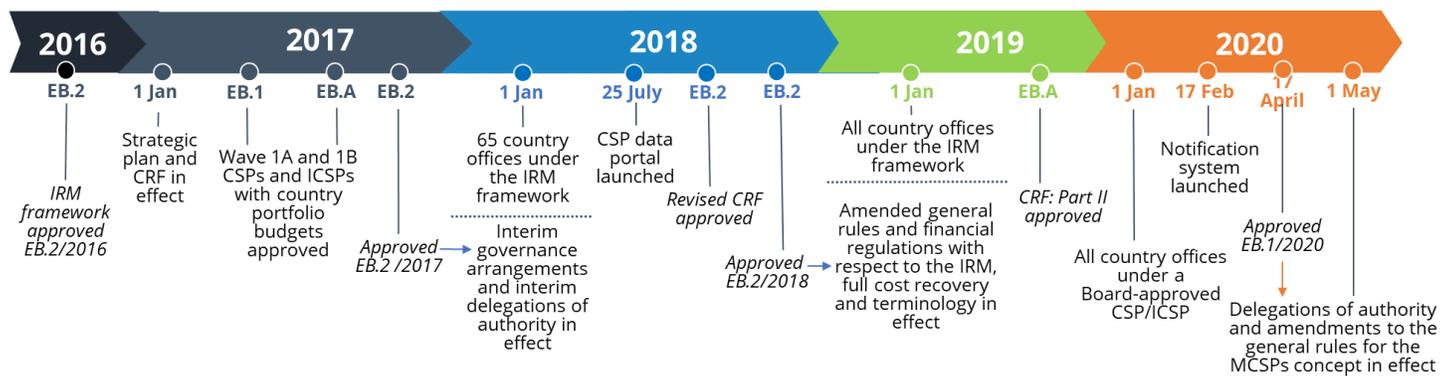
The roll-out of the Integrated Road Map framework has

required extensive organizational change since 2016. In close consultation with Member States, amendments to the WFP General Rules and Financial Regulations with respect to delegations of authority, full cost recovery policies and terminology have been approved; critical governance arrangements and processes adopted; WFP's technology systems reconfigured; the country strategic plan (CSP) data portal launched; and an email notification system for Member States implemented.

**Figure 1: Components of the Integrated Road Map**



**Figure 2: Milestones in the implementation of the Integrated Road Map**



Abbreviations: IRM = Integrated Road Map; CRF = Corporate Results Framework; CSP = country strategic plan; ICSP = interim country strategic plan; MCSP = multi-country strategic plan.

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

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

<sup>3</sup> WFP/EB.2/2016/5-B/1/Rev.1.

<sup>4</sup> WFP/EB.2/2016/4-B/1/Rev.1. The Board approved the revised Corporate Results Framework (2017–2021) set out in document WFP/EB.2/2018/5-B/Rev.1 by its decision 2018/EB.2/3.

This document is intended to provide an overview of the Integrated Road Map to facilitate understanding of the framework and the changes that have been adopted over the course of its implementation. It also indicates where Member States can access supplementary text and the latest information.<sup>5</sup> This document will be updated when appropriate to reflect any changes in processes.

## STRATEGIC PLAN (2017–2021)

WFP is the first agency to have aligned its strategic plan with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The [Strategic Plan \(2017–2021\)](#) focuses on ending hunger (SDG 2) and partnering to achieve the Sustainable Development Goals (SDG 17), providing a coherent vision for WFP until 2030.

The strategic plan is not just aligned with the 2030 Agenda; it has also embedded components of SDG 2 and SDG 17. Specific SDG targets were selected in line with WFP’s mandate and comparative advantage. The strategic plan therefore articulates WFP’s role based on doing what is needed and what the organization can offer to support the achievement of SDG 2 in countries with significant levels of food insecurity.



### Strategic Goal 1: Support countries to achieve zero hunger (SDG 2)

**Strategic Objective 1:** End hunger [by protecting access to food]

**Strategic Result 1** – Everyone has access to food (SDG Target 2.1)

**Strategic Objective 2:** Improve nutrition

**Strategic Result 2** – No one suffers from malnutrition (SDG Target 2.2)

**Strategic Objective 3:** Achieve food security

**Strategic Result 3** – Smallholders have improved food security and nutrition through improved productivity and incomes (SDG Target 2.3)

**Strategic Result 4** – Food systems are sustainable (SDG Target 2.4)

The achievement of SDG 2 is the primary focus of the strategic plan, which “channels WFP’s support to countries’ work to end hunger among the poorest and most food-insecure people”. SDG 17 is the focus of WFP’s strategic goal 2, with the strategic plan aiming to “guide WFP’s participation in a revitalized global partnership for sustainable development”.

The strategic plan shows how WFP’s work will contribute to the achievement of several other SDGs, noting that the achievement of SDG 2 “is also dependent on progress made in other SDGs”.

Acknowledging that the underlying causes of food insecurity are very different from country to country and

that government capacities and priorities are also diverse, WFP defines its strategic outcomes at the country level. WFP country offices are now responsible for producing outputs that will contribute to the achievement of these strategic outcomes. WFP’s country-level results in the aggregate constitute WFP’s direct contribution to the achievement of SDGs 2 and 17.

### Key documents

- [2030 Agenda for Sustainable Development](#)
- [Compendium of policies relating to the Strategic Plan](#)
- [Mid-Term Review of the WFP Strategic Plan \(2017–2021\)](#)

**As of 1 January 2020, all of WFP’s country offices are operating under a country strategic plan or interim country strategic plan approved by the Board. In addition, WFP is implementing two interim multi-country strategic plans, for the Pacific and the Caribbean, which were approved by the Board in 2019, and several limited emergency operations. The first wave of second-generation CSPs will be submitted for approval at the Board’s 2020 second regular session.**

<sup>5</sup> Management committed to issuing this document in its response to the External Auditor’s report on country portfolio budgets (WFP/EB.A/2019/6-E/1 and WFP/EB.A/2019/6-E/1/Add.1).

## Strategic Goal 2: Partner to support implementation of the SDGs (SDG 17)

**Strategic Objective 4:** Support SDG implementation

**Strategic Result 5** – Developing countries have strengthened capacity to implement the SDGs (SDG Target 17.9)

**Strategic Result 6** – Policies to support sustainable development are coherent (SDG Target 17.14)

**Strategic Objective 5:** Partner for SDG results

**Strategic Result 7** – Developing countries access a range of financial resources for development investment (SDG Target 17.3)

**Strategic Result 8** – Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)

By selecting SDG 17 as one of its strategic goals, WFP highlights the critical role of partnerships in achieving country strategic outcomes and contributing to the 2030 Agenda. It has been largely recognized that WFP has much to offer, particularly in emergency and protracted crisis contexts. WFP's strategic goal 2 has allowed the organization to profile its important work on common services and platforms. Partnership, as a way of working to address challenging trends, has enabled WFP to pursue new, more strategic partnerships, not only transactional ones.

Strategic partnership is also recognized as inherent in the mandates of the Rome-based agencies and should be used as a means of achieving greater synergy, efficiency and effectiveness. It should be driven by the United Nations reform, national development priorities and a proactive approach to learning through the experience of partnering.

The mid-term review of the WFP Strategic Plan (2017–2021) will be presented to the Executive Board at its 2020 annual session. Recommendations from the mid-term review will inform any necessary midway corrections and contribute to the formulation of the next strategic plan.

## THE POLICY ON COUNTRY STRATEGIC PLANS

The second component of the Integrated Road Map, the [Policy on Country Strategic Plans](#), is integral to operationalizing the WFP Strategic Plan (2017–2021) at the country office level and improving the coherence, focus and operational effectiveness of WFP's work to support countries in making progress towards zero hunger.

A CSP or interim country strategic plan (ICSP) encompasses WFP's entire portfolio of humanitarian and development activities in a country, including crisis-response-related strategic outcomes, service provision activities and activities funded entirely by the host government. Unforeseen and sudden onset emergencies that arise after the approval of a CSP or ICSP are handled by adding or augmenting strategic outcomes to the CSP or ICSP. All CSPs and ICSPs are approved by the Executive Board, with the exception of CSPs and ICSPs funded entirely by host countries that have not requested the Executive Board to approve the plans.

- CSPs are prepared following country-led analyses of sustainable development<sup>6</sup> and may also be informed by evaluations, assessments – including joint needs assessments – and feasibility studies. (A country-led analysis is intended to be an open and consultative effort involving a wide range of stakeholders from government, the private sector, civil society and international organizations. It should identify major strategic, programmatic, resourcing and capacity challenges to achieving zero hunger and make recommendations on meeting those challenges for governments and stakeholders, including WFP.)
- ICSPs are prepared when country-led sustainable development analyses to inform the design of CSPs have not been completed. ICSPs are based on WFP's existing strategies, studies, assessments – including joint needs assessments – analysis and data.

### **Zero hunger strategic reviews**

WFP introduced zero hunger strategic reviews (ZHSRs) to help countries “localize” the SDGs – essentially translating SDG 2 and its targets into national policies, sectoral plans and joint action that accelerate progress towards zero hunger. ZHSRs provide a comprehensive understanding and baseline of where a country stands in achieving zero hunger and identify ways to achieve SDG 2. This is typically framed through a forward-looking plan known as an “SDG 2 road map”, outlining the actions needed by whom and when. As of mid-2020, WFP and partners have supported 69 nationally-owned ZHSRs.

<sup>6</sup> A country-led sustainable development analysis typically consists of a zero hunger strategic review or similar process, such as the United Nations common country analysis (CCA) that informs the development of a United Nations sustainable development cooperation framework (UNSDCF).

An unforeseen and sudden-onset emergency may occur in a country or countries where WFP does not operate under a CSP or ICSP. In such situations, WFP may implement a limited emergency operation, which may include the provision of services or capacity strengthening support, as required. Limited emergency operations are planned for an initial period of up to six months and are approved by the Executive Director, with the joint approval of the Executive Director and the Director-General of the Food and Agriculture Organization of the United Nations (FAO) required if the limited emergency operation exceeds USD 50 million in value. If further response is needed after the initial six-month period, operations will be planned and implemented under a transitional ICSP. A transitional ICSP may be carried out between the end of a limited emergency operation and the start of a CSP or ICSP and is approved by the Executive Director alone or, if the emergency-related components of the transitional ICSP exceed USD 50 million in value, jointly with the FAO Director-General.

#### **Key documents**

- [Summary evaluation report of the strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)](#)
- [Management response to the summary evaluation](#)

The multi-country strategic plan (MCSP) concept is employed in regions 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 such cases an MCSP, which could also be interim or transitional in nature, may be approved by the Board as a single plan covering all the countries where WFP plans to implement a response.

#### **THE CSP RESULTS CHAIN**

The results chain of the CSP framework translates the results framework of the WFP Strategic Plan (2017–2021) to the country level. In line with corporate guidance, WFP strategic outcomes are formulated for each country jointly with the national government and key partners. They describe the people or entities that will benefit, the geographic scope, the result that is sought and the foreseen timeframe for the programme intervention. WFP strategic outcomes are tied to only one strategic result or strategic objective and are aligned with standardized strategic outcome categories. This enables WFP to aggregate strategic outcomes across countries to better demonstrate performance. In addition, WFP strategic outcomes correspond to only one focus area (i.e., crisis response, resilience building or root causes) to facilitate programme coherence and promote greater visibility for resource mobilization and funding decisions.

Figure 3: WFP Strategic Plan (2017–2021) results framework



## FOCUS AREAS

Crisis response refers to an identifiable shock that worsens the status of affected individuals and countries, requiring the delivery of relief assistance and humanitarian services. Outcomes under crisis response seek to protect and restore the food security and nutrition status of targeted populations and, if possible, create conditions for early recovery. This focus area also includes WFP's support for partners and national institutions during emergencies and humanitarian crises. Typical targeted populations include internally displaced persons, refugees and residents who have been affected by a shock such as conflict, natural disaster or economic crisis.

Resilience building refers to outcomes that seek to increase the risk thresholds of vulnerable individuals. These outcomes strengthen the resilience of vulnerable populations to future shocks and support the mid-to-long-term recovery of populations recently affected by shocks. WFP assistance typically focuses on enabling people, communities and institutions to prepare for, respond to and recover from shocks by strengthening their livelihoods, capacities and assets. These outcomes usually target food-insecure areas, hazard-prone regions and communities vulnerable to climate change.

Root causes outcomes address long-standing and unaddressed needs and vulnerabilities. These outcomes focus on the underlying root causes of vulnerability, including the unavailability of food, poverty and inadequate access to education and basic social services. WFP assistance under root causes aims at ensuring and protecting the food security and nutrition of the most vulnerable people and communities while strengthening the ability of systems and institutions to respond to their needs. These outcomes typically target people and communities suffering from chronic food insecurity, persistent poverty and limited access to services. The provision of services could be placed under root causes if the objective of the services is to provide a sustainable solution to a capacity gap.

## EFFORTS TO ENCOURAGE MORE FLEXIBLE AND PREDICTABLE CONTRIBUTIONS

The design, planning, implementation, performance management and reporting of CSPs are based on the results chain, which clarifies the relationship between resources deployed and results achieved. The Integrated Road Map framework is designed to facilitate resource mobilization for the attainment of concrete, country-specific strategic outcomes by providing a breakdown of costs by activity.

Unearmarked funding or funding that is allocated to higher, more strategic, levels in the results chain will enable WFP to maximize its operational effectiveness, agility and flexibility while optimizing its use of advance financing tools. Predictable funding, especially in the form of multi-year contributions and strategic partnership agreements, supports WFP's integral role at the humanitarian-development-peace nexus and its partnerships with national governments in capacity strengthening. Longer-term, consistent investments facilitate the efficient implementation of WFP's activities aimed at achieving intended outcomes, including activities related to development, which often require several years to achieve results and their expected outcomes.

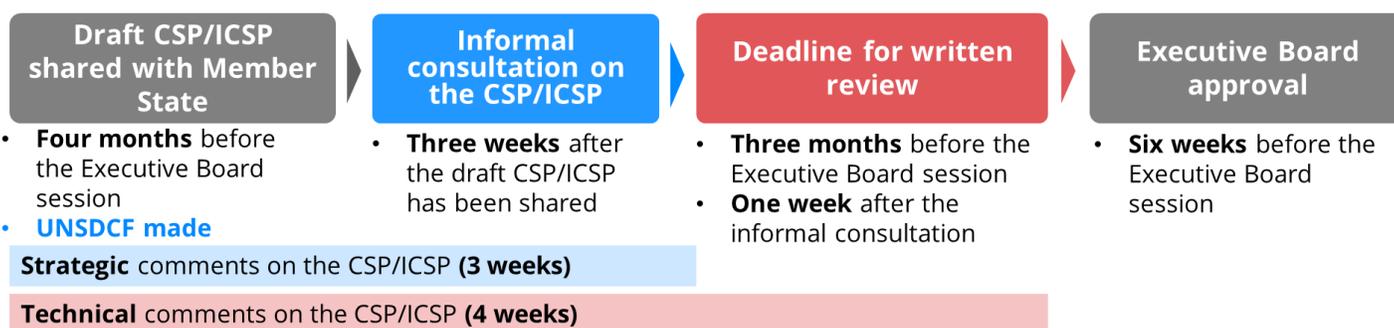
## STREAMLINED CONSULTATION PROCESS FOR DRAFT CSPS AND ICSPs

Based on experience gained in 2018 and 2019, WFP is employing a streamlined consultation process for draft CSPs and ICSPs, beginning with those that will be submitted to the Board for approval at its 2020 second regular session. The United Nations sustainable development cooperation framework (UNSDCF) will be the main strategic document for all United Nations development activities. The streamlined process will ensure that CSPs are developed in parallel and alignment with UNSDCFs, which have a much shorter development period.

WFP recognizes the importance of early, strategic engagement by Member States in the development of CSPs and ICSPs. This often begins with UNSDCF-related consultations, including local consultations with stakeholders, whereby country offices gain insight and knowledge that add significant value to the CSPs and ICSPs.

As shown in figure 4, each draft CSP or ICSP and any relevant supporting documents (such as the UNSDCF) will be shared with Member States four months before the Board session at which it will be considered by the Board. WFP will then hold an informal consultation on the draft, at which Member States can provide strategic guidance. Simultaneously, Member States will review the draft from a technical perspective and provide written comments during an electronic review period following the consultation. Comments received during the informal consultation and the written review period will be addressed and incorporated into a revised draft by the country office. Revised CSPs and ICSPs will be posted at least six weeks before the Board session at which they are to be considered for approval.

**Figure 4: Streamlined consultation process**



## REVIEW OF THE STREAMLINED CONSULTATION PROCESS

The streamlined consultation process will be applied until mid-2021, at which point it will be reviewed. The review will draw on the application of the process through 2020, consider lessons learned from the pilot roll-out of the UNSDCF process and provide for feedback from Member States. It will also assess the need for and possible form of an early-phase strategic consultation on the direction of emerging CSPs and ICSPs in exceptional cases, such as new first-generation CSPs or ICSPs, and determine in what form and in which cases this should be applied, if any.

## COUNTRY STRATEGIC PLAN EVALUATIONS AND MID-TERM REVIEWS

The Policy on Country Strategic Plans requires that, under the management of the Office of Evaluation, all CSPs other than ICSPs undergo country portfolio evaluations towards the end of their implementation period. This will enable management to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate priorities, and to identify lessons for the design of subsequent country-level support. Without prejudice to the independent selection of country portfolio evaluations by the Office of Evaluation in line with the WFP evaluation policy, ICSPs will undergo decentralized reviews as appropriate.

For all CSPs, decentralized evaluations of selected CSP components and appropriate decentralized reviews will be managed by WFP at the country level with the support of the relevant regional bureau as needed. All CSPs other than ICSPs will be subject to decentralized mid-term reviews. Findings and recommendations from all reviews and evaluations will inform annual resource-based country operational planning exercises to ensure that timely mid-course improvements are made as necessary. Monitoring systems will track progress towards planned outcomes and measure progress towards achieving gender equality and other cross-cutting corporate priorities. The required monitoring, evaluations and reviews are included in CSP budgets and resourced accordingly.

## COUNTRY PORTFOLIO BUDGET

As a component of the Integrated Road Map, the [Financial Framework Review](#) resulted in a country portfolio budget structure that reveals the relevance and impact of WFP's work by transparently linking strategy, planning, budgeting, implementation and resources to results achieved.

The country portfolio budget that accompanies each CSP, ICSP, limited emergency operation and transitional ICSP consolidates all operations and resources in a single structure, with the exception of activities under third-party agreements that are incidental to WFP's programme of work and are pass-through activities.

The country portfolio budget structure introduces four high-level cost categories (i.e., transfer costs, implementation costs, direct support costs and indirect support costs) and simplifies the application of full cost recovery. As shown in figure 5, each country portfolio budget – broken down into its four high-level cost categories – is approved in terms of total budget per WFP strategic outcome.

### Key documents

- [Report of the External Auditor on country portfolio budgets](#)
- [WFP Management response to the recommendations in the report of the External Auditor on country portfolio budgets](#)

**Figure 5: Example of a country portfolio budget that accompanies a CSP or ICSP**

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result X SDG Target XX	Total				
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
<b>Focus area</b>						
Transfers						
Implementation						
Direct support costs						
<b>Subtotal</b>						
Indirect support costs (x percent)						
<b>Total</b>						

## COST STRUCTURE

The four high-level cost categories reflect the aggregation of detailed costs. They are clear and transparent in order to facilitate communication of operational results and value for beneficiaries to Member States and other actors.

- Transfer costs correspond to the monetary value of an item, cash or service provided, as well as related delivery costs.
- Implementation costs correspond to expenditures that are directly linked to specific activities within the programme, other than transfer costs.
- Direct support costs 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.
- Indirect support costs are costs that cannot be directly linked to the execution of a programme or activity.

Costs are managed at all levels; a detailed cost classification system allows WFP to break down high-level cost categories into the lowest cost element for planning. Managers use activity-level planning and detailed cost information to analyse cost drivers and critical metrics to help choose the most cost-efficient and operationally effective activity.

## FULL COST RECOVERY

As WFP is 100-percent voluntarily funded, the principle of full cost recovery is crucial because it ensures that sufficient funds are provided to cover all the operational and support costs related to each contribution. The principle of full cost recovery is set forth in article XIII.2 of WFP's general regulations. It states:

Donors may contribute appropriate commodities, cash and acceptable services in accordance with the General Rules made pursuant to these General Regulations. Except as otherwise provided in such general rules in respect of developing countries, countries with economies in transition and other non-traditional donors, or in respect of other exceptional situations, each donor shall provide cash contributions sufficient to cover the full operational and support costs of its contributions.

WFP's simple and transparent cost recovery model is relatively unique in the United Nations system. WFP currently has a single, standard rate for indirect support costs – approved once a year by the Board in the annual management plan – for approximately 97 percent of contributions received. Reductions or waivers of indirect support costs – as provided in WFP's General Rules and Financial Regulations – are applied to a small set of contributions.

## CRITERIA FOR CALCULATING FULL COST RECOVERY

The criteria for calculating full cost recovery are set forth in general rule XIII.4 (a) as follows:

- i. transfer and implementation costs, which shall be calculated based on estimated cost;
- ii. direct support costs, which shall be calculated based on country or countries-specific percentages of the transfer and implementation costs; and
- iii. indirect support costs, which shall be calculated based on percentages, determined by the Board, of transfer and implementation costs, and direct support costs.

## CORPORATE RESULTS FRAMEWORK

The [Corporate Results Framework \(2017–2021\)](#), in effect since 1 January 2017, enables WFP to measure results and meet its commitments to transparency and accountability, with strategic goals, outcomes and results relating to the WFP Strategic Plan (2017–2021). At its 2018 second regular session, the Board approved a revised version of the corporate results

### Key documents

- [Performance management and accountability](#)

framework that reflects global agreements, incorporates additional indicators for measuring contributions to all relevant SDGs and introduces high-level key performance indicators that facilitate corporate performance management and reinforce the single results framework.

## PERFORMANCE PLANNING

Each CSP, ICSP, limited emergency operation and transitional ICSP is based on a logical framework that links activities at the country level with related outputs, outcomes and WFP strategic results and goals. Every year, country offices assess the forecast funds for their operations and prepare implementation plans and annual performance plans that describe how their annual programmatic objectives will be achieved.

## MONITORING

The next stage is monitoring, which includes the tracking of outcomes, outputs and processes of WFP's programmes. Qualitative and quantitative data are collected using various methodologies, depending on the context. Beneficiary data are disaggregated by gender, age, beneficiary category and, if appropriate, other socioeconomic characteristics. Among the variables that are measured are beneficiary satisfaction and WFP's accountability to affected populations.

Monitoring output data is key to tracking the progress of the programme against WFP's targets and adjusting where necessary. The key performance indicators selected in the annual performance plan are monitored and assessed throughout the year.

## REPORTING

Reporting is a key component of the cycle, as it is the means by which WFP demonstrates its accountability for the work done and learns what to improve in the future.

Each country office produces an annual country report that links resources to results and assesses progress against country strategic outcomes. Annual country reports are available on an interactive web-based platform and in PDF format.

Each country office produced an [annual country report](#) for 2019.

At the corporate level the organization reports on its performance through its annual performance report, which provides details on its achievements against its two main goals – zero hunger and partnering to achieve the SDGs – as well as management performance. The annual performance report is submitted to the Executive Board for approval at its annual session.

## GOVERNANCE

The governance model for the Integrated Road Map framework is risk based and cost-effective. It strengthens the Executive Board's approval and strategic oversight functions by reducing fragmentation while maintaining WFP's ability to respond quickly to emergencies.

In early 2020 a review of the interim delegations of authority in place from 2018 to 2019 was conducted.<sup>7</sup> Findings from the review confirmed that implementation of the Integrated Road Map framework has resulted in a significant, demonstrable and evidence-based increase in the Executive Board's role in approving programmes, enhanced visibility of WFP operations and gains in efficiency. Notably, the proportion of WFP programmes approved by the Board, measured by value, has increased, from an average of 53 percent or USD 4.4 billion per year under the project-based system between 2011 and 2016 to 96 percent or USD 13.4 billion in 2018 and 64 percent or USD 8.1 billion in 2019 under the Integrated Road Map framework. This is because the Board – for the first time – is exercising its

<sup>7</sup> Findings from the review are presented in the document entitled "Update on the Integrated Road Map: Proposed delegations of authority and other governance arrangements" (WFP/EB.1/2020/4-A/1/Rev.2.).

authority to approve the initiation of WFP programmes and activities in all contexts,<sup>8</sup> including strategic outcomes related to protracted, predictable and recurring crisis response and service provision activities. In addition, activities funded entirely by host governments, which in the past were handled as “country-level trust funds”, are now integrated into country portfolio budgets.

## FUNDAMENTAL APPROVAL AND OVERSIGHT ROLE OF THE EXECUTIVE BOARD

Article VI of WFP’s general regulations sets out the powers and functions of the Board. General regulation article VI.2(c) establishes the Board’s authority to approve all WFP programmes and activities and their budgets. It states:

- The Board shall review, modify as necessary, and approve programmes, projects and activities submitted to it by the Executive Director. In respect of such approval, however, it may delegate to the Executive Director such authority as it may specify. It shall review, modify as necessary, and approve the budget of programmes, projects and activities, and review the administration and execution of approved programmes, projects and activities of WFP.

Under the governance framework for the Integrated Road Map, the Executive Board approves the following:

- CSPs and ICSPs other than those funded entirely by host countries that have not requested Executive Board approval of the CSPs and ICSPs;
- the addition or removal of an entire strategic outcome from a CSP, ICSP or transitional ICSP, except for a strategic outcome that relates only to emergency<sup>9</sup> or service provision activities or is funded entirely by a host country that has not requested Executive Board approval, in which case the addition or removal would fall under the Executive Director’s delegated authority in those areas; and
- revisions to a CSP or ICSP that are not related to a crisis and that increase the current overall budget of the CSP or ICSP by more than 15 percent.<sup>10</sup>

## DELEGATIONS OF AUTHORITY TO THE EXECUTIVE DIRECTOR

As noted above the Board may delegate its authority with respect to the approval of programmes to the Executive Director in accordance with article VI.2(c) of the general regulations. The current delegations of authority from the Board to the Executive Director are set forth in the [appendix to the General Rules](#) and are summarized immediately below. These delegations of authority enable WFP to maintain its ability to respond to emergencies rapidly and effectively while ensuring that the Board’s oversight role is maintained. The Board approved the delegations of authority currently in effect at its reconvened first regular session of 2020.<sup>11</sup>

## DELEGATIONS OF AUTHORITY RELATING TO INITIAL APPROVAL

- The Executive Board delegated authority to the Executive Director to approve limited emergency operations that are initially planned for up to six months and transitional ICSPs that last for up to 18 months. Joint approval by the Executive Director and the FAO Director-General is required when a limited emergency operation or emergency-related component of a transitional ICSP exceeds USD 50 million in value.

<sup>8</sup> With the exception of CSPs and ICSPs funded entirely by host countries that have not requested the Executive Board to approve the plans, limited emergency operations and transitional ICSPs.

<sup>9</sup> Strategic outcomes related to emergency response fall in the crisis response focus area. The addition, removal or modification of crisis-response-related strategic outcomes are submitted to the Executive Director for approval, with the joint approval of the FAO Director-General required for any increase exceeding USD 50 million.

<sup>10</sup> Increases in respect of emergency or service provision activities and strategic outcomes approved by the Executive Director and funded entirely by host countries are not included in the threshold calculation. In addition, the value of any increase is not offset by the value of any decrease.

<sup>11</sup> “Update on the Integrated Road Map: Proposed delegations of authority and other governance arrangements” (WFP/EB.1/2020/4-A/1/Rev.2.).

- The Executive Director may also approve a CSP or ICSP funded entirely by a host country should the host country opt not to submit the CSP or ICSP for approval by the Board.<sup>12</sup>

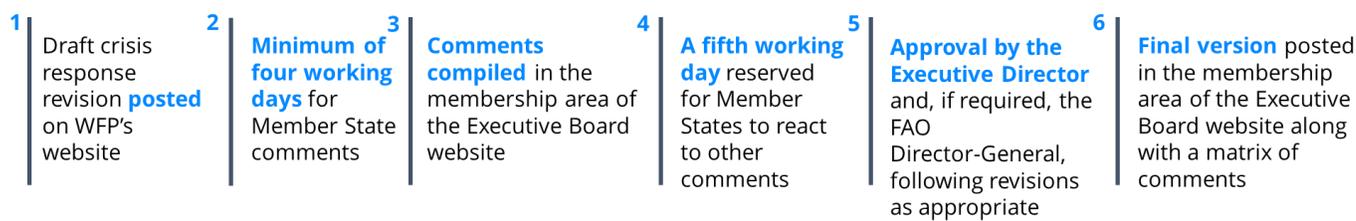
## DELEGATIONS OF AUTHORITY RELATING TO THE APPROVAL OF REVISIONS

### CRISIS-RESPONSE-RELATED REVISIONS

Any revision of a limited emergency operation and any crisis-response-related revision of a CSP, ICSP or transitional ICSP is approved by the Executive Director, with the joint approval of the FAO Director-General for any increase exceeding USD 50 million.

Management shares with Member States – for a five-day review and comment period – each crisis-response-related revision of a CSP or ICSP that increases the current overall budget of the CSP or ICSP by more than 15 percent or USD 150 million, whichever is less, before approval by the Executive Director and, if required, the FAO Director-General (see figure 6). This enhances the transparency of crisis-response-related revisions and ensures that strategic guidance is provided on significant revisions while maintaining the flexibility and efficiency of WFP's emergency response capability.

**Figure 6: Five-day Member State review of crisis-response-related revisions**



To safeguard flexibility and ensure timely, swift and effective response to emergencies, the Executive Director and, if required, the FAO Director-General can approve, on an exceptional basis, crisis-response-related revisions without sharing them for comment beforehand. Each such revision – along with a brief information note explaining the operational context and urgency – will be shared after approval, and Member States will be given five days to comment. The next iteration of the document can incorporate comments where appropriate. Operational briefings on WFP's crisis responses will continue to be offered, and country offices will continue to consult local missions on revisions and share relevant documents, which are often compiled in the context of humanitarian assessments.

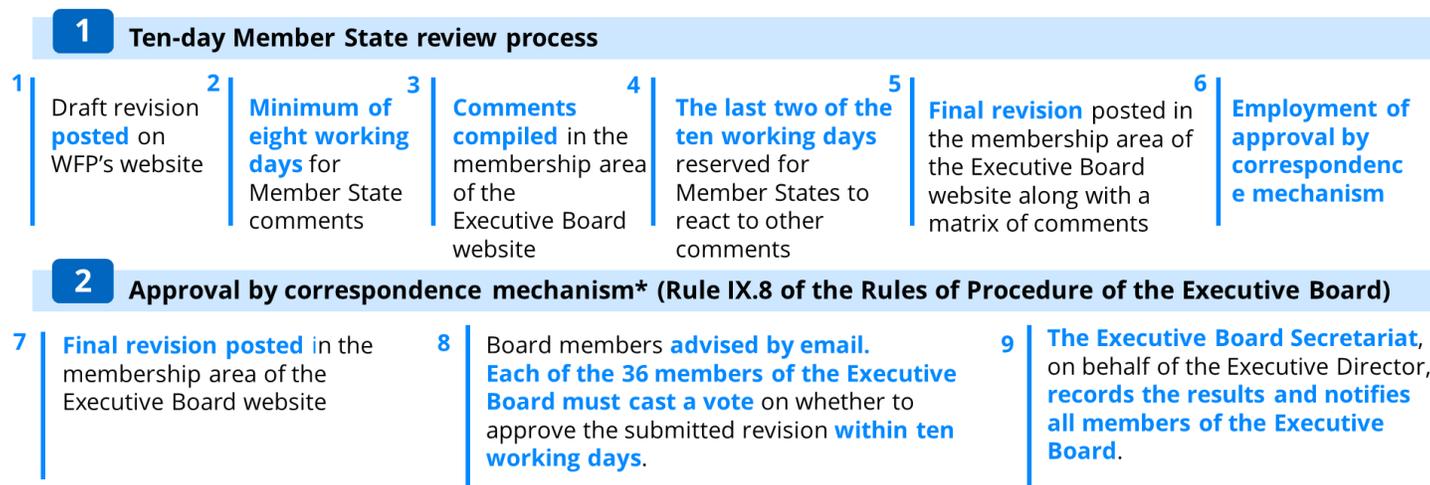
### NON-CRISIS-RELATED REVISIONS

The Executive Board delegated authority to the Executive Director to approve each non-crisis-related revision of a CSP or ICSP that does not exceed 15 percent of the plan's current overall budget.<sup>13</sup> As illustrated in figure 7, WFP will utilize a ten-day review process for non-crisis-related budget revisions to increase transparency and oversight for Member States. The mechanism for approval by correspondence in accordance with rule IX.8 of the rules of procedure of the Board is employed as an alternative to submitting budget revisions to the Board for approval at a formal session. The process facilitates timely revisions that allow WFP to adjust to changes in operational context and ensure that documents considered at formal Board sessions are more strategic in nature.

<sup>12</sup> This authority is allowed for in the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1, paragraphs 38 and 39) and in the update on the Integrated Road Map set out in document WFP/EB.2/2017/4-A/Rev.1, paragraph 85.

<sup>13</sup> Increases in respect of emergency or service provision activities and Executive Director approved strategic outcomes funded entirely by host countries are not included in the numerator of the threshold calculation, and the value of any increase is not offset by the value of any decrease.

Figure 7: Review and approval process for non-crisis-related revisions



\* Approval by correspondence mechanism will be used when appropriate as an alternative to submitting budget revisions to the Executive Board for approval at a formal session.

## OTHER DELEGATIONS OF AUTHORITY

The Executive Board has also delegated authority to the Executive Director to approve the following:

- decreases in any strategic outcome of a CSP or ICSP;
- revisions of non-emergency components of a transitional ICSP;
- revisions of a CSP, ICSP or strategic outcome funded entirely by a host country;
- additions 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; and
- revisions related to service provision activities.

## FUTURE REVIEW OF DELEGATIONS OF AUTHORITY

WFP will conduct a review of delegations of authority no later than 2025 with a view to ensuring that the Executive Board's fundamental role in approval and oversight of WFP activities is maintained. An implementation period of five years will provide sufficient time for evidence gathering, learning and reflection arising from experience with the full implementation cycle of first-generation CSPs and ICSPs, including any necessary revisions to extend or shorten CSPs or ICSPs to bring them into line with countries' UNSDCF cycles. The review will consider the development and implementation of the next generation of CSPs, the impact of reform of the United Nations resident coordinator system and the roll-out of the UNSDCF.

## OVERVIEW OF INFORMATION PROVIDED TO MEMBER STATES

To help it fulfil its strategic oversight role and ensure visibility, the Executive Board is provided with the following:

- a streamlined consultative process prior to the presentation of CSPs and ICSPs for approval, which includes close collaboration with local missions, informal consultation and electronic review of draft documents with Member States;
- operational and budgetary information – including activity-level details – from country operation management plans via the CSP data portal for all Board-approved CSPs and ICSPs.<sup>14</sup> The CSP data portal also features financial and performance information needed to monitor the progress of CSPs and ICSPs and is updated to reflect any revisions to Board-approved CSPs or ICSPs on approval of the revision;

<sup>14</sup> In 2020, WFP management is looking at ways to include data from limited emergency operations and CSPs or ICSPs that are funded entirely by host countries that have not requested Board approval in the CSP data portal.

- an email notification system providing information on all revisions of CSP and ICSPs. Under the system, at the end of each business day on which a revision is approved a consolidated list of all changes to CSPs and ICSPs, regardless of value or approval authority, in the form of a summary table with links to the relevant revision documents, is sent by email to all members of the Board. The table includes information on upward revisions, downward revisions and the approval or revision of CSPs and ICSPs funded entirely by host countries that have not requested Board approval;
- extracts of updated operational and budget plans presented with the management plan each year for information;
- twice-yearly reports presented at the Board's first regular session and second regular session on the Executive Director's use of his delegated authority to approve revisions of CSPs, ICSPs, T-ICSPs and newly approved limited emergency operations (LEOs);
- the annual performance report presented at the Board's annual session; and
- annual country reports published in March.

## CSP DATA PORTAL

To increase operational transparency under the Integrated Road Map framework, WFP launched the CSP data portal in July 2018 to provide Member States and WFP staff with a wealth of operational and budgetary information – including activity-level details – from the country operation management plans for countries with approved CSPs and ICSPs. The portal also features programme, financial and performance data needed to monitor the progress of CSPs and ICSPs.

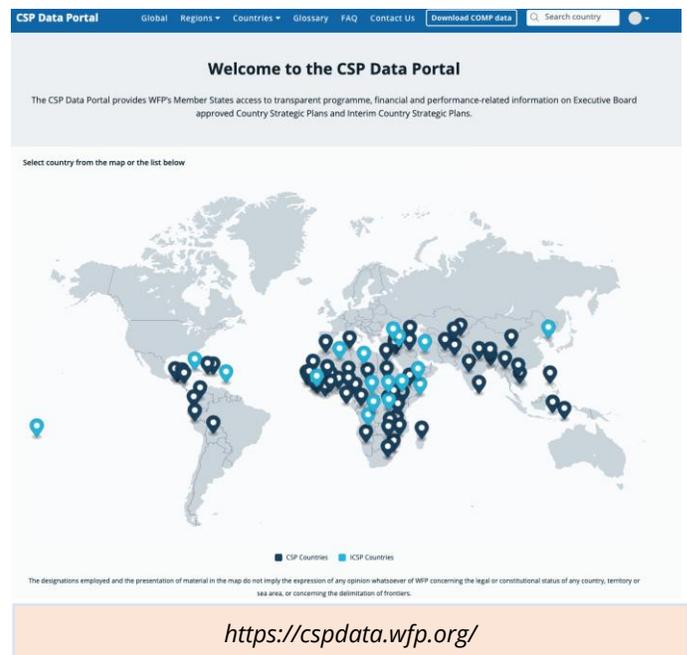
Information published on the CSP data portal is derived from multiple sources, including approved CSPs and ICSPs, annual country reports, country operations management plans, the annual management plan and WFP's country office management tool, COMET.

Since its launch, the portal has been upgraded to improve its functionality and design and display critical information such as original implementation plans, net funding requirements, cumulative allocated contributions and results, cumulative expenditures and open commitments. Details of the operational requirements and implementation plan for each country office from the annual management plans have also been integrated into the portal and include aggregated regional- and global-level information.

As of 1 January 2020, data for all county offices with Board-approved CSPs and ICSPs are available on the CSP data portal. Users are now able to aggregate information from the annual management plans, the needs-based plans and the original implementation plans at the regional and global levels and filter it by strategic objective, strategic result, focus area, activity category and transfer modality. Data can be exported in PDF or Excel format.

WFP remains committed to improving the usability of the CSP data portal and ensuring that it provides the information users require in an easy-to-digest format that supports decision making and increases visibility. Member States can access the CSP data portal through the membership area of the Executive Board's website. Any questions or comments may be sent to [CSPdata@wfp.org](mailto:CSPdata@wfp.org).

Prepared by the IRM Implementation Office, for any queries please contact [johannes.braun@wfp.org](mailto:johannes.braun@wfp.org) or [michele.campera@wfp.org](mailto:michele.campera@wfp.org).



## REPORTS FROM WFP'S OVERSIGHT MECHANISMS

[Internal Audit of the Integrated Road Map Pilot Phase in WFP](#). AR/18/05. Office of the Inspector General. 2018.

[Summary evaluation report of the strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)](#). WFP/EB.2/2018/7-A.

[Management response to the recommendations set out in the summary evaluation report of the strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)](#). WFP/EB.2/2018/7-A/Add.1.

[Report of the External Auditor on country portfolio budgets](#). WFP/EB.A/2019/6-E/1.

[WFP Management response to the recommendations in the report of the External Auditor on country portfolio budgets](#). WFP/EB.A/2019/6-E/1/Add.1.

## KEY RELATED DOCUMENTS

[WFP General Rules and Financial Regulations](#).

## FOUR CORE COMPONENTS OF THE INTEGRATED ROAD MAP

[WFP Strategic Plan \(2017–2021\)](#). WFP/EB.2/2016/4-A/1/Rev.2.

[Policy on Country Strategic Plans](#). WFP/EB.2/2016/4-C/1/Rev.1.

[Financial Framework Review](#). WFP/EB.2/2016/5-B/1/Rev.1.

[Revised Corporate Results Framework \(2017–2021\)](#). WFP/EB.2/2018/5-B/Rev.1.

## 2017

[Update on the Integrated Road Map](#). WFP/EB.A/2017/5-A/1.

- Increased flexibility in the Integrated Road Map implementation timeline
- Transitional governance arrangements for project revisions and extensions in time for transitional ICSPs

[Update on the Integrated Road Map](#). WFP/EB.2/2017/4-A/1/Rev.1.

- Interim delegations of authority
- Principles to guide the interim application of full cost recovery
- Extension of derogations to the WFP General Rules and Financial Regulations
- Transitional governance arrangements for certain country offices to implement, as of 1 January 2018, certain ongoing activities included in their proposed CSPs
- A summary of lessons learned in 2017

## 2018

[Update on the Integrated Road Map](#). WFP/EB.2/2018/5-A/1.

- Amendments to the General Rules and Financial Regulations with regard to terminology, definitions and full cost recovery policies
- Recommendations related to full cost recovery
- Transitional governance arrangements for certain country offices

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2020

[Update on the Integrated Road Map](#): Proposed delegations of authority and other governance arrangements.

WFP/EB.1/2020/4-A/1/Rev.2.

- Delegations of authority and a commitment to review the delegations after five years, without prejudice to the Executive Board's authority to conduct such a review at any time
- Other governance arrangements, including the streamlined consultation process and the modified five-day Member State review process for crisis-response-related revisions
- Amendments to the WFP General Rules that apply to the multi-country strategic plan concept