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REFORM AND REVITALIZATION MEASURES IN THE WORLD FOOD PROGRAMME

Agenda item 6

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REFORM AND REVITALIZATION MEASURES

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1. This paper and its Annex, prepared at the request of the Executive Board for presentation to the Economic and Social Council (ECOSOC) and the FAO Council, give an indication of the extent of WFP's reform efforts in recent years. Reform has been a continuing feature of the WFP agenda since 1990; the Programme has adapted to change in many ways, sometimes in response to major events and crises, sometimes in anticipation of them.
 2. The Annex has been prepared as a self-contained summary that lists the major areas of reform, the key initiatives and the achievements. These cover governance, policies and objectives, Mission Statement, strategic and financial planning, operational effectiveness, long-term resource and finance policies, and initiatives in support of these reforms, such as measures to improve operational efficiency, financial and human resources management, and support to the Executive Board.
 3. These achievements benefited from open and constructive dialogue between Members of the Governing Body and the Secretariat. The decisions of the Governing Body and the actions of the Secretariat have been complementary.
 4. The Programme will ensure that the process of reform continues.



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
Constitutional Reform (1990–91)	<ul style="list-style-type: none"> • Working Group of Governing Body. • Special Sessions of Governing Body. 	<ul style="list-style-type: none"> • Status of WFP and its relationships with the United Nations and the Food and Agriculture Organization (FAO) clarified; authority of Governing Body clarified. • Size and composition of Governing Body changed. • Authority, responsibility and accountability of the Executive Director re-defined and enhanced. • Executive Director accountable to the Governing Body for management of WFP funds. • New Financial Regulations approved. • New arrangements for initiating and approving emergency operations. • Legislative approvals of above changes by UN General Assembly and Conference of the FAO, on recommendation from ECOSOC and FAO Council, respectively. • New arrangements in effect from 01.01.92.
Refining the mandate of WFP (1993–94)	<ul style="list-style-type: none"> • Review of policies, objectives and strategies, with full involvement of Member States and WFP staff. 	<ul style="list-style-type: none"> • WFP Mission Statement approved by Governing Body. • Approval of Governing Body on timing and sequencing of further reforms over next two years.
Constitutional reform revisited (1994–95)	<ul style="list-style-type: none"> • Working Group of Governing Body on implementation of UN resolutions 47/199 and 48/162. 	<ul style="list-style-type: none"> • Transformation of CFA to the WFP Executive Board; reduction in size of Governing Body from 42 to 36 members; change in geographic representation of Board membership; change in mandate of WFP; and introduction of country programme approach. • New arrangements in effect from 01.01.96.



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
<p>Long-term resourcing and financing of WFP (1994-95)</p>	<ul style="list-style-type: none"> • Initiation of cost measurement studies • Working Group of Member States to develop options for WFP's long-term resourcing and financing. 	<ul style="list-style-type: none"> • These studies showed the indirect support costs associated with each of the major categories of WFP activity. Based on these studies, the Governing Body assumed a new scale of rates. • Approval of new arrangements to ensure a more sound and predictable resource base, full cost recovery and greater accountability. • New arrangements in effect on a trial basis from 01.01.96. • General and Financial Regulations being revised to reflect new model for implementation on 01.01.98. • Regular consultations with Member States on estimated food needs and shortfalls for WFP-assisted emergency and protracted relief operations, development projects and special operations.
<p>Strategic and Financial Planning (1995)</p>	<ul style="list-style-type: none"> • Integration of strategic and financial planning. 	<ul style="list-style-type: none"> • Governing Body approved Strategic and Financial Plan (1996-99) which incorporates: <ul style="list-style-type: none"> - strategic vision over the four-year period; - explicit linkage to policy decisions of the Governing Body; - overview of totality of WFP activities and operations; - alternative scenarios for level of activity by major category (development projects, protracted refugee operations and emergency operations); - flexible Programme Support and Administrative budget levels; - identification of five operational and management priorities;



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
		<ul style="list-style-type: none"> – modalities for implementation of key policy decisions, e.g., progressive phase out/closure of country offices, introduction of country programme approach.
<p>Programme Support and Administrative Budget (PSA) 1996–1997</p>	<ul style="list-style-type: none"> • Budget presentation based on Strategic and Financial Plan. 	<ul style="list-style-type: none"> • Budget of negative nominal growth approved as proposed. • Clear linkage between strategy and budget decisions.
<p>Management changes in support of reform (1992–96)</p> <ul style="list-style-type: none"> – Financial Management 	<ul style="list-style-type: none"> • Major studies to strengthen financial management and improve transparency. • Creation of major Financial Management Improvement Programme. 	<ul style="list-style-type: none"> • At request of Executive Director, the External Auditor examined and reported on financial accountability and control in country offices. Diagnostic study by major international consultancy firm to outline short-term and longer-term solutions leading to Financial Management Improvement Programme. • Re-engineering of operating processes (resource mobilization, project management, allocation and funding, procurement and transport) and service processes (accounting, cash management and human resources) launched. • Recruitment of Finance Officers in country offices and Headquarters. • Information strategy plan completed, first stage of implementation in progress. • Introduction of least-cost travel arrangements.
<ul style="list-style-type: none"> – Oversight Services 	<ul style="list-style-type: none"> • Enhance accountability and control. 	<ul style="list-style-type: none"> • Office of Internal Audit staff doubled. • Office of Inspection and Investigation established.
<ul style="list-style-type: none"> – Human Resources 	<ul style="list-style-type: none"> • Prepare staff for anticipated challenges. 	<ul style="list-style-type: none"> • Skills mix for staff complement re-defined.



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
<p>Management changes in support of reform (continued)</p> <p style="margin-top: 20px;">- Operational efficiency improvement</p>	<p>• Enhance rapid response capacity.</p>	<ul style="list-style-type: none"> • Recruitment profile updated. • New contractual arrangements in place to adjust staffing levels to requirements, especially in emergency humanitarian operations. • Specific directives and targets to achieve a better gender and geographic balance of human resources. This has led, for example, to a significant increase in the percentage of female staff members over the past four years. • New management and appraisal of performance system introduced for all staff. • Conversion of International Professional posts to National Officer posts, which increases both the number of posts available within the same budget and the scope for recruiting female professional staff from developing countries. • Staff training increased dramatically, including joint emergency training programmes with other UN agencies. • Career Planning Steering Group launched. • Rapid Response Teams established (utilised, for example, in Rwanda/Burundi). • Augmented Logistics Intervention Team for Emergencies (ALITE) in place. Logistical capacity assessments and scenario-based contingency plans undertaken. • Stand-by arrangements for rapid deployment of personnel and equipment in place.



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
<p>Management changes in support of reform (continued)</p>	<ul style="list-style-type: none"> • Introduce country programme approach. • Improved early warning /preparedness/ disaster mitigation. • More cost-effective transport and logistics activities. • Delegation of authority to country offices. • Increase food purchases in developing countries. 	<ul style="list-style-type: none"> • Strategic stores of food and logistics equipment pre-positioned in Nairobi, Kenya and Pisa, Italy. • Logistics services packages developed with Donors. • Application of military and civil defense assets to complex logistics operations. • Schedule for presentation of country programmes agreed by Executive Board, starting in May 1996. • Vulnerability analysis and mapping introduced in key countries. • Disaster mitigation strategies incorporated into country programmes. • Strengthened contingency planning, including transport and logistics. • Significant strengthening of monitoring world-wide. • Emergency operations approval procedures streamlined. • New cost accounting system to link resource allocation to specific activities. • Simplified procedures for resourcing and reporting to donors on LTSH expenditures. • Changes in delegated authority introduced, including decentralized budgeting. • Reorganization at Headquarters to support country offices more effectively. • Enhanced procurement capacity introduced in country offices; new procedures put in place and delegation increased.



REFORM HIGHLIGHTS

Reform agenda	Key initiatives	Achievements
<p>Management changes in support of reform (continued)</p> <p>– Efficiency in support for Governing Body.</p>	<ul style="list-style-type: none"> • Better use of technology. • Improved methods of work and cost-efficiency. 	<ul style="list-style-type: none"> • New infrastructure installed and costs reduced. • New corporate-style Executive Board meeting room at WFP Headquarters. • Quality of documentation improved (length reduced, translation improved). • Timeliness of document distribution improved. • Meetings and documentation costs cut by 70 percent from 8.0 million dollars in 1992-93 to 2.4 million dollars for 1996-97.
<p>Concentration of resources on countries and people most in need</p>	<ul style="list-style-type: none"> • Decision to provide at least 90 percent of WFP's development assistance to low income, food deficit countries and at least 50 percent of its assistance to least-developed countries by 1997. • Graduation of countries from food aid. 	<ul style="list-style-type: none"> • 89 percent of development resources allocated to low-income, food-deficit countries, and 48 percent to least-developed countries in 1996. • Phase out plans to reduce by 20 the number of countries in which WFP has development operations by the end of 1997; further reduction of five by the end of 1999. Implementation underway.
<p>Co-ordination (1991-96)</p>	<ul style="list-style-type: none"> • Collaborating with partner agencies for operational effectiveness. 	<ul style="list-style-type: none"> • Exchange of letters with UNHCR establishing the division of labour in refugee situations signed in 1991. • MOU with UNHCR signed in 1994; revisions under discussion at present. • Discussions with UNICEF concerning MOU setting out division of labour in emergency humanitarian situations. • MOUs setting modalities of collaboration between WFP and its major NGO partners in emergency humanitarian operations.





REFORM HIGHLIGHTS		
Reform agenda	Key initiatives	Achievements
Co-ordination (continued)	<ul style="list-style-type: none">- International Conference on Population and Development- World Summit for Social Development- Fourth World Conference on Women- Conference on Hunger and Poverty- World Food Summit	<ul style="list-style-type: none">• Paper contributed to preparations for the World Food Summit.

