Implementation of the Integrated Road Map

7 February 2018

WFP
World Food Programme
wfp.org

2018 Informal Consultations

13 – 17 November 2017 Second Regular Session
[*Approval of* Update on the Integrated Road Map: interim governance arrangements for 2018; *Approval of* CSPs and ICSPs]

7 March Informal Consultation
Update on the Integrated Road Map; Proposed amendments to the General Rules and Financial Regulations

Additional Informal Consultation: 7 February
Implementation of the Integrated Road Map

3 May Informal Consultation
Update on the Integrated Road Map; Proposed amendments to the General Rules and Financial Regulations

13 July Informal Consultation
Update on the Integrated Road Map; Proposed amendments to the General Rules and Financial Regulations

29 – 31 May FAO Finance Committee

28 September Informal Consultation
On CSPs and ICSPs (TBC)

October TBC ACABQ

26 – 30 November Second Regular Session
[Update on the Integrated Road Map: Amendments to the General Rules and Financial Regulations *for approval*; CSPs and ICSPs *for approval*]

16 January Informal Consultation
On CSPs and ICSPs
- Honduras, Pakistan, Timor-Leste, Tunisia, Burundi
- Afghanistan, Bolivia, Egypt, Kenya, Philippines (concept notes)

26 – 28 February First Regular Session
[CSPs and ICSPs *for approval*]

May TBC ACABQ

11 April Informal Consultation
On CSPs and ICSPs (TBC)

18 – 22 June Annual Session
[Update on the Integrated Road Map: Proposed amendments to the General Rules and Financial Regulations; CSPs and ICSPs *for approval*]

6 September Informal Consultation
Update on the Integrated Road Map; Proposed amendments to the General Rules and Financial Regulations

5 – 7 November FAO Finance Committee

5 October Informal Consultation
On CSPs and ICSPs (TBC)

1

Agenda

1. **Progress update**

   - Update on implementation

   - Resource migration and cutover update

   - Board's oversight of budget revisions, including crisis response

   - Contributions received to date

2. **Lessons learned: Focus on Sudan**

3. **Proposal for the CSP/ICSP review process**

4. Open for discussion

···

5. **Update on the CRF**

6. Open for discussion

Agenda

1. **Progress update**

   - **Update on implementation**

   - Resource migration and cutover update

   - Board's oversight of budget revisions, including crisis response

   - Contributions received to date

2. Lessons learned: Focus on Sudan

3. Proposal for the CSP/ICSP review process

4. Open for discussion

··

5. Update on the CRF

6. Open for discussion

PROGRESS TO DATE and TRANSITION OUTLOOK

Integrated *Road Map*

2017

12 'live' of 14 approved

CSPs 11

ICSPs 1

Core business of crisis response:

- Sudan ICSP (complex operation)
- Bangladesh CSP (Rohingya crisis)

Total: 12

2018
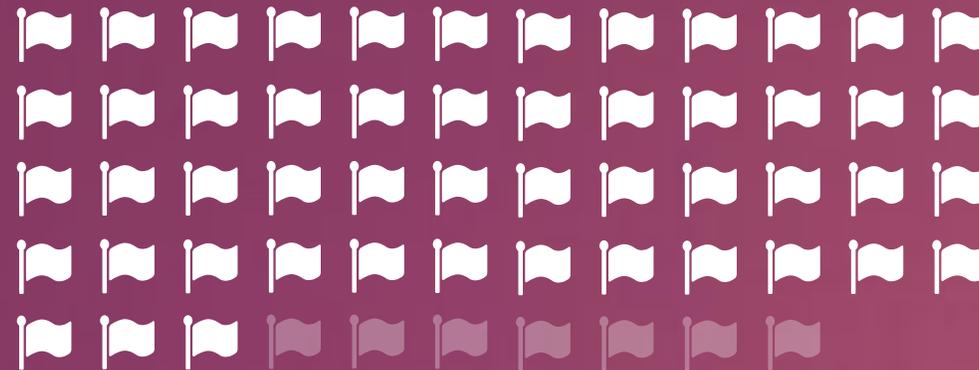
January: 53 'live'

T-ICSPs 37   CSPs 12   ICSPs 4

April: 2 'live'

CSPs 1

ICSPs 1

July: 3 'live'

CSPs 3

Total: 58

2019

January: 11 'live'

CSPs 7   T-ICSP 1

ICSPs 3

All 81 countries under the IRM framework

Total: 11

Integrated Road Map: Indicative Cutover Timeline 2017–2019 *(as of 8 January 2018)*

2017 | 2018 | 2019

Apr 2017

CSPs 8
Bangladesh
China
Colombia
Ecuador
El Salvador
Indonesia
Lao PDR
Zimbabwe

$233m (3%)

$233m (3%)

Budget released in system
1 MAR 2017

Estimated annual Programme of Work

Jul 2017

CSPs 3
Mozambique
Namibia
Tanzania

$170m (2%)

ICSP 1
Sudan

$403m (4%)

$573m (6%)

Budget released in system
12 MAY 2017

T-ICSP Budget released in system
JUL – MID-OCT 2017

Budget released in system
AUG – OCT 2017

Jan 2018

T-ICSPs* 37
Algeria   Jordan
Armenia   Lesotho
Benin   Liberia
Bhutan   Madagascar
Bolivia   Mali
Burkina Faso   Mauritania
Cambodia   Morocco
Côte d'Ivoire   Nepal
Cuba   Nicaragua
Djibouti   Sao Tome
Dominican   Senegal
  Republic   Sierra Leone
DPRK   Swaziland
Egypt   Syria
Ghana   Tajikistan
Guinea   The Gambia
Guinea-Bissau   Togo
Haiti   Turkey
Iraq   Zambia

$2.7b (30%)

CSPs 12
Cameroon
Guatemala
Honduras
Kyrgyzstan
Lebanon
Myanmar
Pakistan
Palestine
Peru
Sri Lanka
Timor-Leste
Uganda

$0.9b (10%)

ICSPs 4
CAR
DRC
Iran
South Sudan

$1.3b (15%)

$5.0b (55%)

Apr 2018

CSPs 1
P Tunisia

$1m (0%)

ICSPs 1
P *Burundi*

$58m (1%)

$59m (1%)

Jul 2018

CSPs 3
P Afghanistan
P Kenya
P Philippines

$339m (4%)

$339m (4%)

Jan 2019

CSPs 7
P Chad
P Congo (Rep of)
P Ethiopia
   India
P Malawi
P Nigeria
P Rwanda

$1.1b (13%)

ICSP 3
P *Libya*
P *Somalia*
P *Yemen*

$1.5b (16%)

T-ICSP 1
P *Niger*

$227m (2%)

$2.8b (31%)

Anticipate 16 country offices will continue with the current framework from 1 January 2018. These country offices will work towards moving to the IRM framework by no later than January 2019.**

Legend:

P — Proposed to continue with projects from 1 January 2018; these country offices will work towards moving to the IRM framework by no later than January 2019

X — Number of countries

$X (%) — Estimated annual Programme of Work of countries (and as percentage of total annual Programme of Work), based on the 2018 Programme of Work under the latest draft of the Management Plan (2018 – 2020)

* Country offices implementing a T-ICSP will submit a CSP or ICSP to the Board for approval by no later than the 2019 Annual Session.

** Ukraine not included in the list of 16 countries as no CSP/ICSP is planned, but will also continue with the current framework from 1 January 2018.

Estimated Annual Programme of Work: US$9 billion (100%)

APR & JUL 2017: 12 LIVE

JAN 2018: 53 LIVE

TO DATE (JAN 2018): 65 LIVE

5

Agenda

1. **Progress update**

   - Update on implementation

   - **Resource migration and cutover update**

   - Board's oversight of budget revisions, including crisis response

   - Contributions received to date

2. Lessons learned: Focus on Sudan

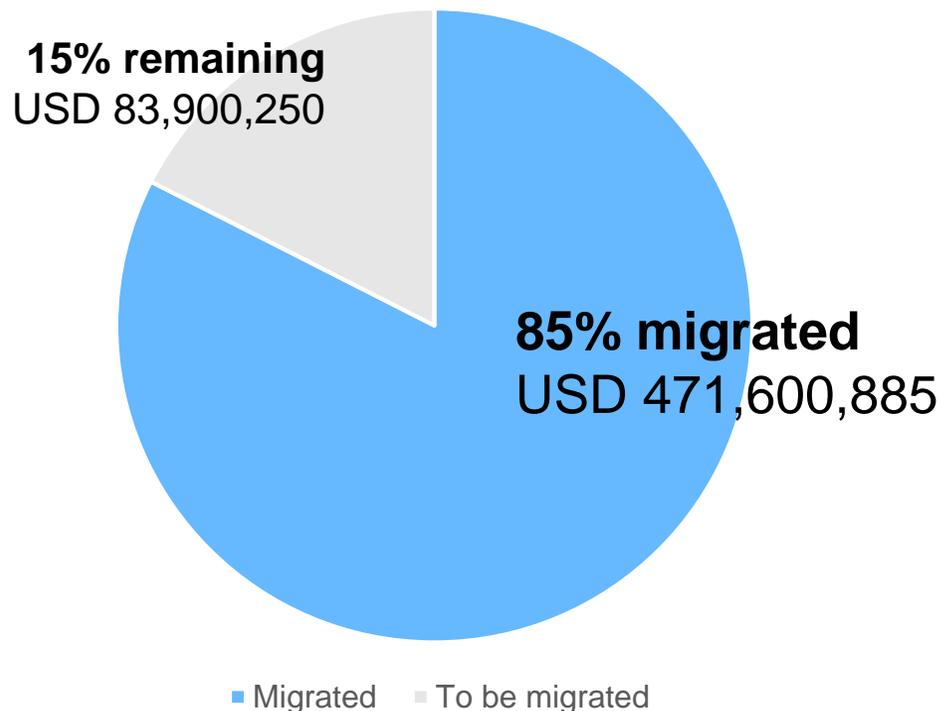3. Proposal for the CSP/ICSP review process

4. Open for discussion

   ....

5. Update on the CRF

6. Open for discussion

Resource migration and cutover: Update on Wave 2

53 countries which commenced a CSP, ICSP or T-ICSP in January 2018

Grant balances

15% remaining
USD 83,900,250

85% migrated
USD 471,600,885

■ Migrated   ■ To be migrated

Target for 15 January: 50% of USD value migrated
91% of the countries reached the target

Stock balances

19% remaining*
53,925 MT

81% migrated
224,733 MT

■ Migrated   ■ To be migrated
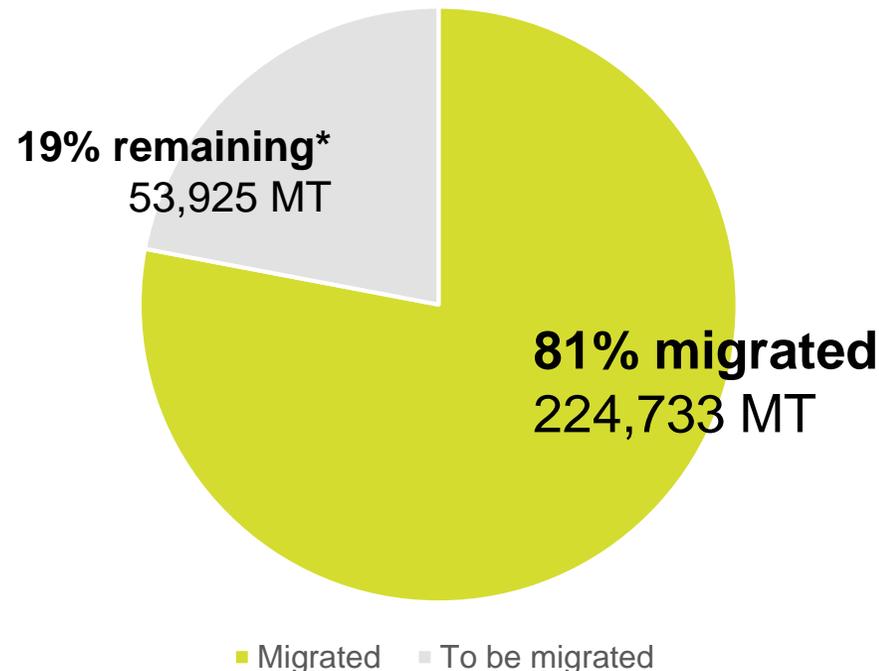
Target for 31 January: 80% of MT migrated
70% of the countries reached the target

* Commodities not yet transferred are in transit.

Agenda

1. **Progress update**

    - Update on implementation

    - Resource migration and cutover update

    - **Board's oversight of budget revisions, including crisis response**

    - Contributions received to date

2. Lessons learned: Focus on Sudan

3. Proposal for the CSP/ICSP review process

4. Open for discussion

....

5. Update on the CRF

6. Open for discussion

Board's oversight of budget revisions, including crisis response

Summary of work ongoing in revisions

- Approximately **12 T-ICSPs** are working on extensions in time, which would be shared with the Board for *approval by correspondence*.

- Work is also ongoing on approximately **6 additional revisions** to accommodate changes to requirements for emergencies or to reflect resources that had not been anticipated. While budgets are still being developed, most changes are anticipated to be small and within the Delegated Authority of the ED, in line with the interim delegation of authority approved by the Board.

Learnings identified thus far with respect to ongoing work on revisions and Delegations of Authority

1. Threshold for Board approval of revisions linked to root causes and resilience building (over 25% of CSP or USD 150 million)

- Without a minimum threshold, there may be a disproportionate impact on smaller CSPs.

- Example: A small revision of USD 85,000 for the Morocco T-ICSP is expected to require Board approval, as it accounts for more than 25% of the T-ICSP value.

2. Threshold for sharing crisis response revisions with Member States prior to approval (above 25% of the overall CSP budget or more than USD 150 million)

- The current threshold for sharing crisis-response-related revisions with the Member States for a comment period will include low-value revisions for small operations.

- Example: Approval of a small revision of USD 7 million for Zambia (which is well within the delegated authority to the Executive Director) may be delayed to accommodate the review process.

Agenda

1. **Progress update**

   - Update on implementation

   - Resource migration and cutover update

   - Board's oversight of budget revisions, including crisis response

   - **Contributions received to date**

2. Lessons learned: Focus on Sudan

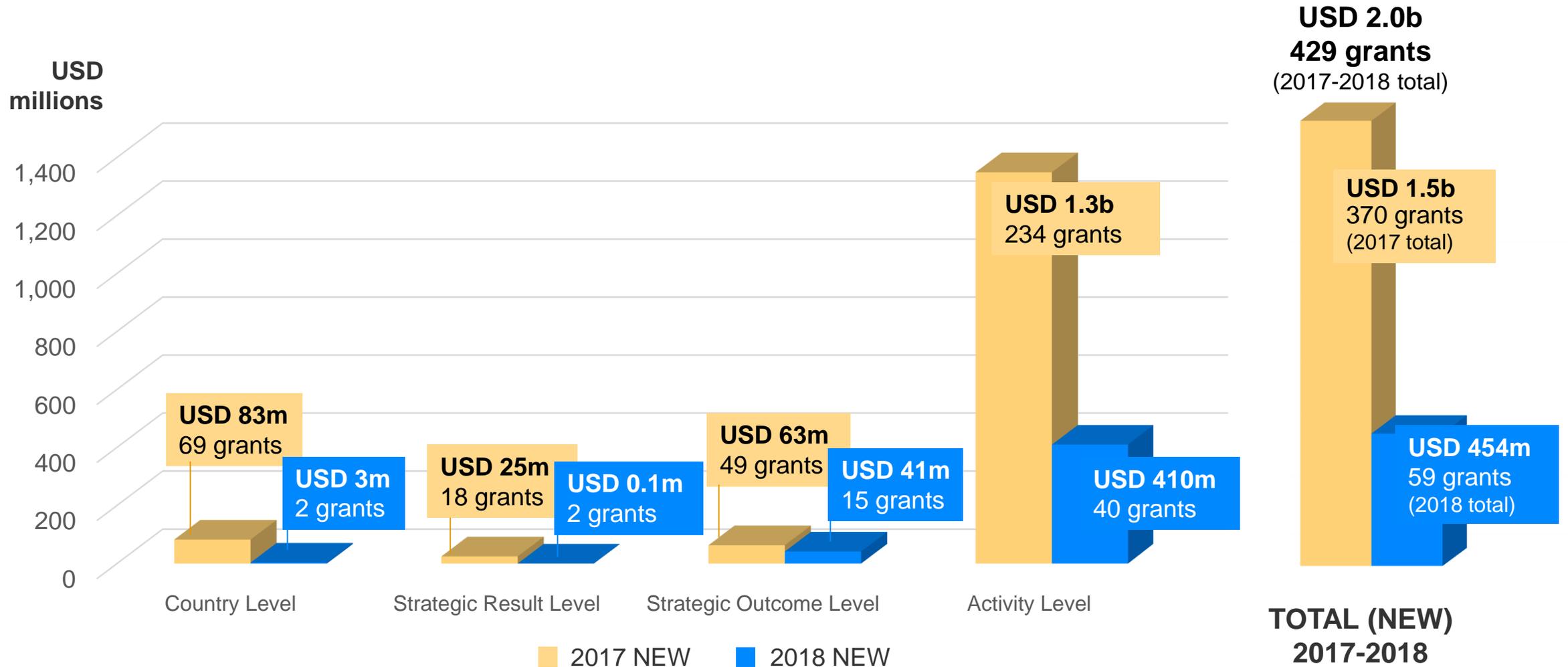3. Proposal for the CSP/ICSP review process

4. Open for discussion

....

5. Update on the CRF

6. Open for discussion

Contributions received to date (new)

CSPs, ICSPs and T-ICSPs (as of 31 January 2018)

In 2017 and 2018, **429 new grants totalling USD 2.0 billion** have been confirmed to **54 countries**, 90 percent of which were directed to the activity level.

USD millions

USD 2.0b
429 grants
(2017-2018 total)

USD 1.5b
370 grants
(2017 total)

USD 1.3b
234 grants

USD 454m
59 grants
(2018 total)

USD 410m
40 grants

USD 83m
69 grants

USD 3m
2 grants

USD 25m
18 grants

USD 0.1m
2 grants

USD 63m
49 grants

USD 41m
15 grants

Country Level   Strategic Result Level   Strategic Outcome Level   Activity Level

TOTAL (NEW) 2017-2018

■ 2017 NEW   ■ 2018 NEW

Agenda

1. Progress update

    • Update on implementation

    • Resource migration and cutover update

    • Board's oversight of budget revisions, including crisis response

    • Contributions received to date

2. **Lessons learned: Focus on Sudan**

3. Proposal for the CSP/ICSP review process

4. Open for discussion

....

5. Update on the CRF

6. Open for discussion

Lessons learned: Implementation of the IRM in Sudan

- With four Area Offices – each the size of most Country Offices in WFP – 16 Field Offices, and more than 1,100 staff, the pioneering of the Integrated Road Map framework in Sudan was recognised early on as critical to the success of WFP's global transformation.

- The approval of Sudan's Interim Country Strategic Plan in June 2017 represented the first approval of an ICSP in a complex setting to

  i. ensure that the organisation would benefit from lessons during the 2017 pilot phase; and

  ii. allow solutions to be adjusted where necessary.

- Sudan's US$600 million ICSP went live on 1 July 2017 with six Strategic Outcomes and 15 activities for a duration of 18 months (July 2017 – December 2018).

- Sudan additionally adopted a dual structure approach, maintaining the PRRO alongside its ICSP.

Lessons learned: Implementation challenges identified by the Sudan Country Office

I.   **Added complexity of the budgetary structure** resulting in increased transactions across functions – resulting in increased workload

II. **Limitations on flexibility** resulting from transparency afforded by the budget structure due to increased levels of earmarking, as well as increased management of donor restrictions within activities

III. **Increased centralization of fund allocations**, leading to operational level frustration at the field and delays in decision-making

IV. **Impact of the current and revised CRF** on performance measurement

V.   **Staffing, capacity, and reassignment** issues

Lessons learned: Underlying causes and way forward

	Underlying causes	Way forward
A	Organisational readiness, funds management and monitoring	🟢 Adjustments to Sudan organizational structure 🔵 Development of additional tools and guidance
B	Impact of donor earmarking	🔵 Donor engagement strategy to ease earmarking, and move towards outcome-based funding over time
C	Complexity brought on by the vertical and horizontal fragmentation of the budget structure	🔵 Cost structure management simplifications 🟢 More streamlined CSP for Sudan

🟢 **Sudan-specific actions**   🔵 **Corporate solutions**

Lessons learned: Underlying causes and way forward

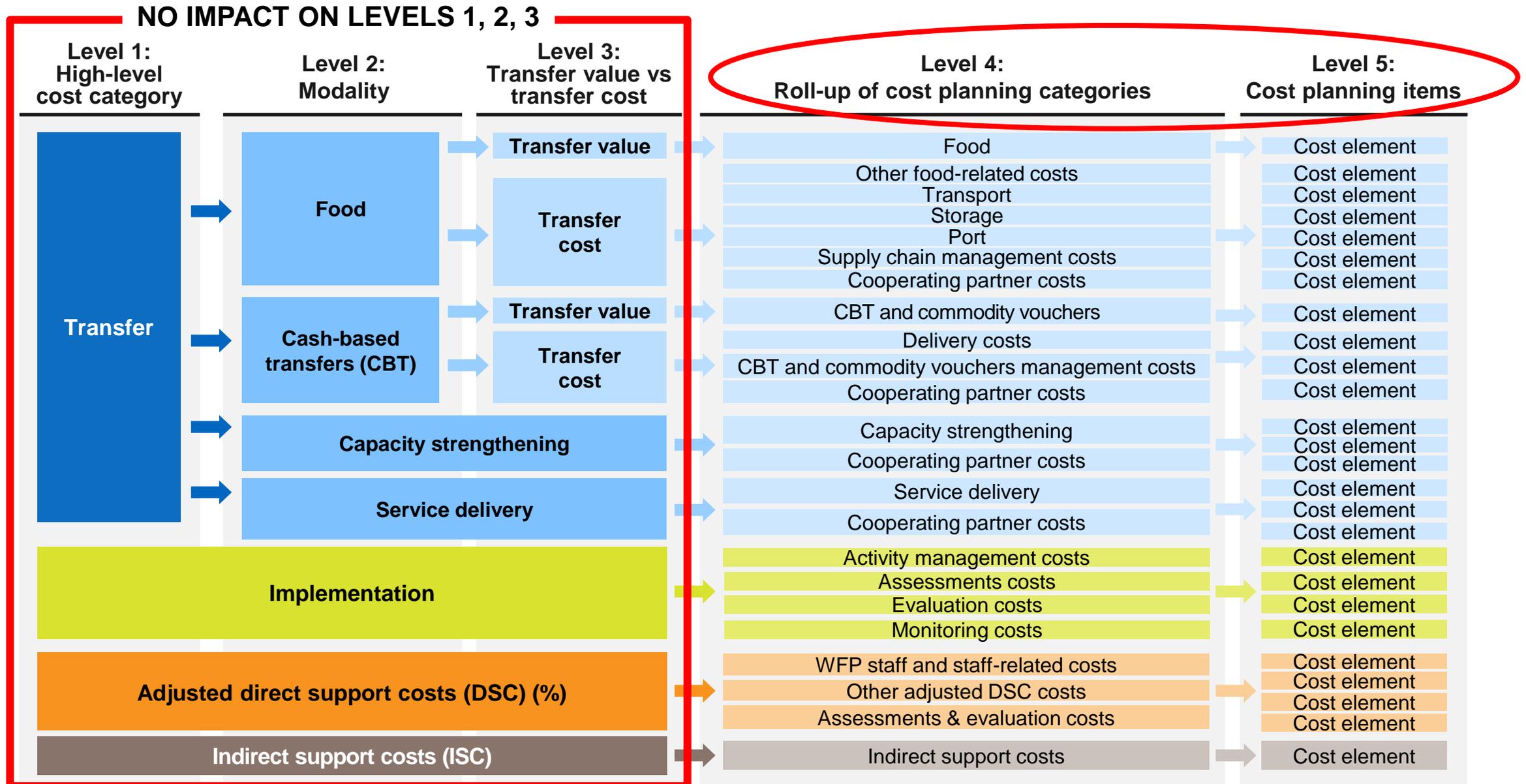|	**Underlying causes**	**Way forward**
D	Continued adoption of the dual structure approach	🟡 Review potential of closing the PRRO by 30 June 2018 to end the dual structure
E	More robust, clear and coherent guidance from HQ	🔵 Development of additional tools & guidance with alignment across HQ

🟡 **Sudan-specific actions**   🔵 **Corporate solutions**

Lessons learned: Underlying causes and way forward

	Underlying causes	Way forward
F	Impact of the current and revised CRF on performance management	🔵 Progress on Corporate Results Framework
G	New internal processes leading to additional complexity	🔵 Simplification of internal review processes 🔵 Simplification of budget revision processes 🔵 Review of budget revision authorities (2019)

🟡 **Sudan-specific actions**   🔵 **Corporate solutions**

Cost structure refinements limited to level 4 & 5 only, respecting the four high level cost categories

NO IMPACT ON LEVELS 1, 2, 3

Level 1: High-level cost category	Level 2: Modality	Level 3: Transfer value vs transfer cost	Level 4: Roll-up of cost planning categories	Level 5: Cost planning items
Transfer	**Food**	Transfer value	Food	Cost element
		Transfer cost	Other food-related costs	Cost element
			Transport	Cost element
			Storage	Cost element
			Port	Cost element
			Supply chain management costs	Cost element
			Cooperating partner costs	Cost element
	Cash-based transfers (CBT)	Transfer value	CBT and commodity vouchers	Cost element
		Transfer cost	Delivery costs	Cost element
			CBT and commodity vouchers management costs	Cost element
			Cooperating partner costs	Cost element
	Capacity strengthening		Capacity strengthening	Cost element
			Cooperating partner costs	Cost element
				Cost element
	Service delivery		Service delivery	Cost element
			Cooperating partner costs	Cost element
				Cost element
Implementation			Activity management costs	Cost element
			Assessments costs	Cost element
			Evaluation costs	Cost element
			Monitoring costs	Cost element
Adjusted direct support costs (DSC) (%)			WFP staff and staff-related costs	Cost element
			Other adjusted DSC costs	Cost element
			Assessments & evaluation costs	Cost element
				Cost element
Indirect support costs (ISC)			Indirect support costs	Cost element

Maximizing operational effectiveness with underlying principles of simplicity, flexibility, transparency, and accountability

1. Great strides achieved in transparency

2. Focus in 2018

i. **Simplicity and flexibility to maximize internal efficiency within the Integrated Road Map**

ii. **Refinements can be categorized into three areas of focus:**

- **Internal alignment and simplification**, focused on maximizing efficiency [most]

- **Donor alignment**, focusing on impact of restrictions and move towards outcome-based funding [some]

- **EB governance** [less, but Board needs visibility on all]

Agenda

1. Progress update

   • Update on implementation

   • Resource migration and cutover update

   • Board's oversight of budget revisions, including crisis response

   • Contributions received to date

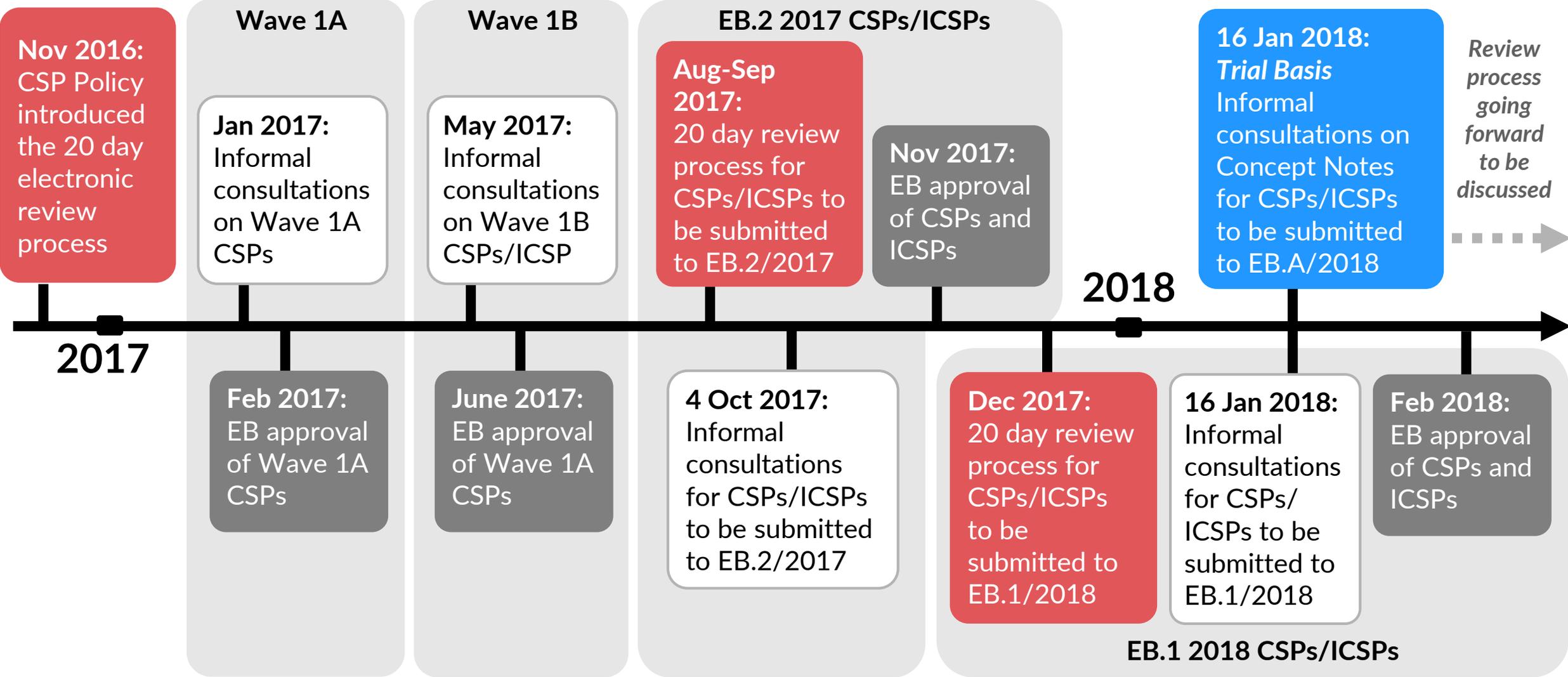2. Lessons learned: Focus on Sudan

3. **Proposal for the CSP/ICSP review process**

4. Open for discussion

....

5. Update on the CRF

6. Open for discussion

Background: CSP/ICSP review process to date

Nov 2016: CSP Policy introduced the 20 day electronic review process

Wave 1A

Jan 2017: Informal consultations on Wave 1A CSPs

Feb 2017: EB approval of Wave 1A CSPs

Wave 1B

May 2017: Informal consultations on Wave 1B CSPs/ICSP

June 2017: EB approval of Wave 1A CSPs

EB.2 2017 CSPs/ICSPs

Aug-Sep 2017: 20 day review process for CSPs/ICSPs to be submitted to EB.2/2017

Nov 2017: EB approval of CSPs and ICSPs

4 Oct 2017: Informal consultations for CSPs/ICSPs to be submitted to EB.2/2017

2017

2018

16 Jan 2018: *Trial Basis* Informal consultations on Concept Notes for CSPs/ICSPs to be submitted to EB.A/2018

Review process going forward to be discussed

Dec 2017: 20 day review process for CSPs/ICSPs to be submitted to EB.1/2018

16 Jan 2018: Informal consultations for CSPs/ICSPs to be submitted to EB.1/2018

Feb 2018: EB approval of CSPs and ICSPs

EB.1 2018 CSPs/ICSPs

Key:

| IC on Concept Notes on a *trial basis* | Electronic review of CSP/ICSP | IC on draft CSP/ICSP | EB Approval |

22

Current CSP/ICSP review process

At the 16 January Informal Consultation, we flagged that the current CSP/ICSP review process, which involves three different steps prior to formal Board approval is probably not an efficient use of the Board's time:

1. Informal consultations on the Concept Notes

2. 20 day electronic written review process

3. Informal consultation on the draft CSPs/ICSPs

4. EB approval of CSPs and ICSPs

Current process:

| IC on Concept Notes
on a *trial basis* | Electronic Review of CSP/ICSP | EB Approval |

| IC on Draft CSP/ICSP |

Proposal for the CSP/ICSP review process

Options for consideration:

Option 1

| IC on Concept Notes | | EB Approval |

Option 2

| | Electronic Review of CSP/ICSP | EB Approval |

Option 3

| | IC on Draft CSP/ICSP | EB Approval |

Option 4 (current process)

| IC on Concept Notes | Electronic Review of CSP/ICSP / IC on Draft CSP/ICSP | EB Approval |

Discussion

Agenda

1. **Progress update**

   - Update on implementation

   - Resource migration and cutover update

   - Board's oversight of budget revisions, including crisis response

   - Contributions received to date

2. **Lessons learned: Focus on Sudan**

3. **Proposal for the CSP/ICSP review process**

4. **Open for discussion**

....

5. **Update on the CRF**

6. **Open for discussion**

IRM

PERFORMANCE MANAGEMENT UPDATES

Performance Management and Monitoring Division

WFP
World Food Programme
wfp.org

AGENDA

1. Update on the **Revised Results Framework**

2. Highlights from the new **Corporate Monitoring Strategy**

UN-WIDE DEVELOPMENTS

CRF revision will need to take into account:

- **UNDAF guidelines** and **UNDG guidance on joint monitoring**

- **QCPR** recommendations

- Development of UN online platform for joint monitoring of UNDAF progress: **UNINFO**

- **UNSD** first **progress reports on global targets** and indicators

- Full system (global targets and indicators) **review scheduled for 2020 and 2025**
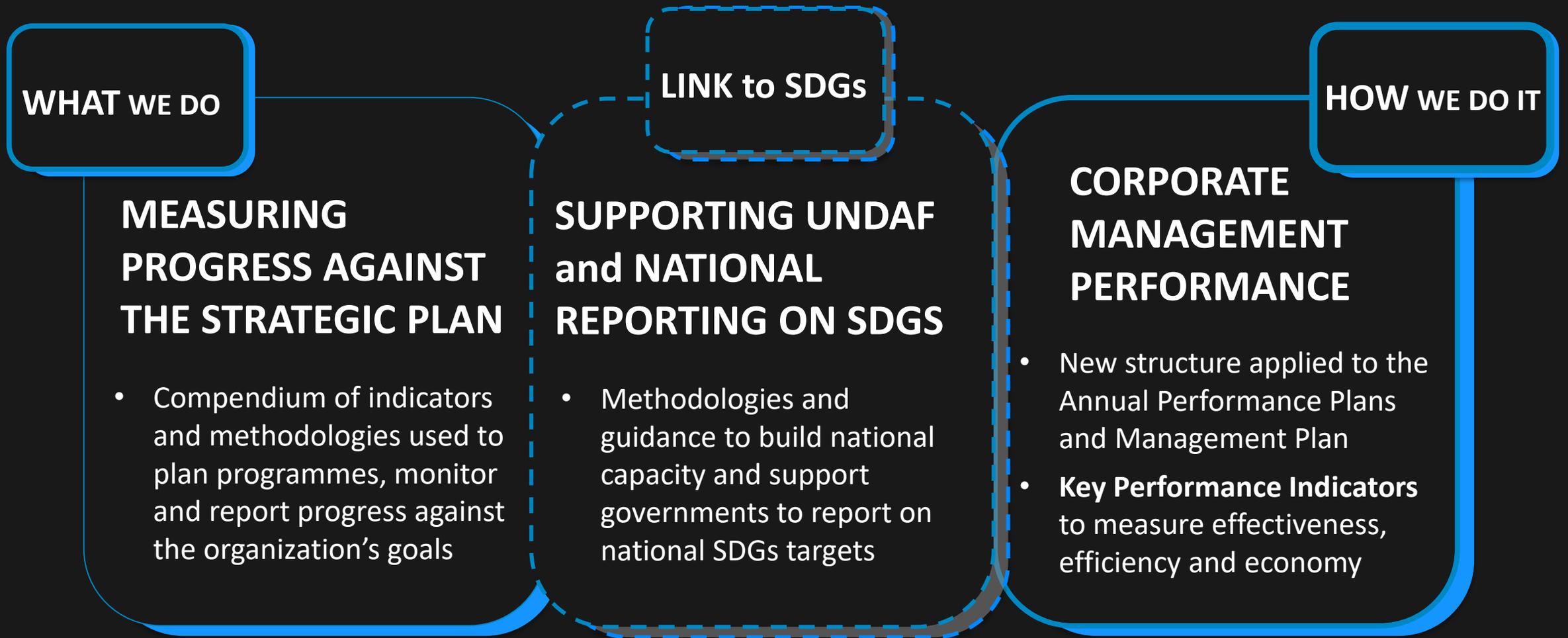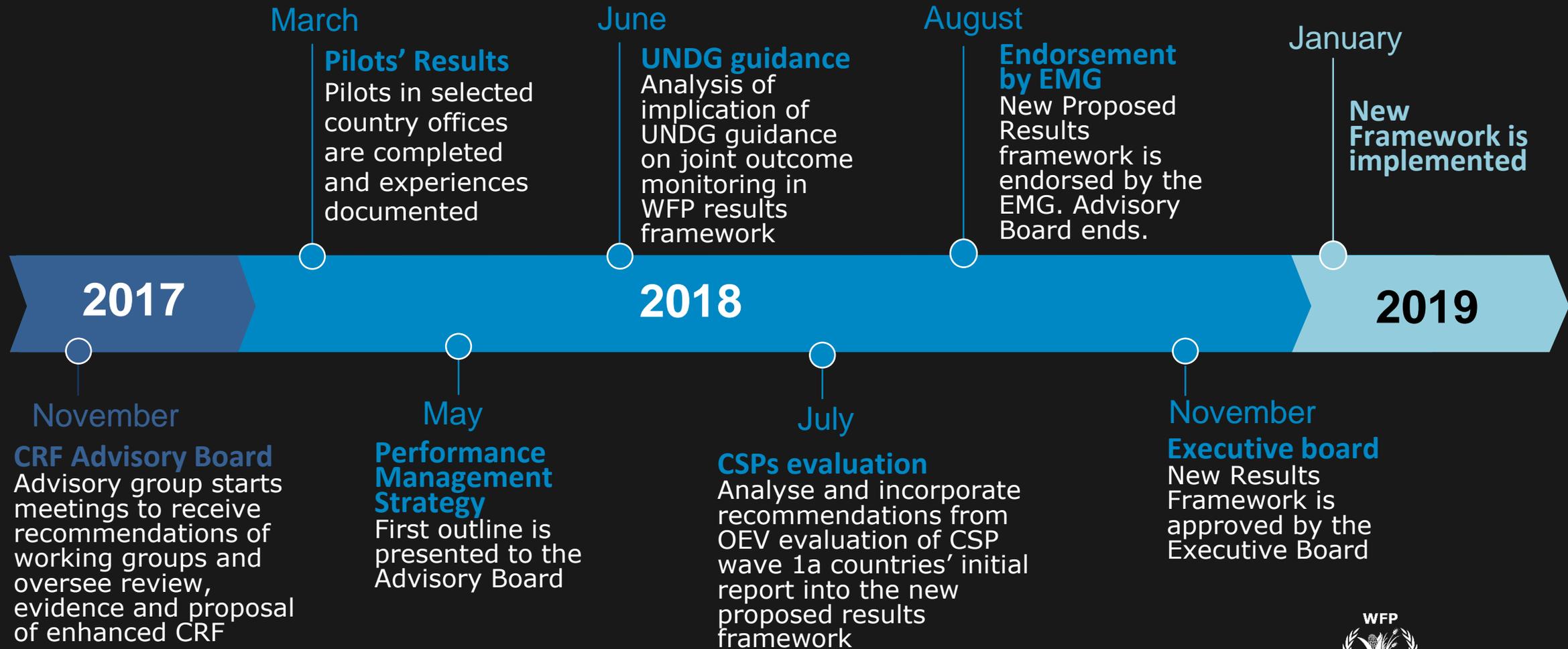
INTERAGENCY COORDINATION

- Consultation with **Rome-Based Agencies** on monitoring contributions to SDGs

- Ongoing review of approaches and opportunities for **partnership** with UNICEF, FAO, IFAD,UNFPA, UNDP

- Participation in the **Inter-agency Joint Outcomes working** group in New York

- Ongoing **liaison with New York Office** and outreach to Humanitarian World Summit Secretariat, UNDG/DOCO on QCPR decisions for joint reporting and UN system approaches

ELEMENTS OF THE NEW RESULTS FRAMEWORK

WHAT WE DO

LINK to SDGs

HOW WE DO IT

MEASURING PROGRESS AGAINST THE STRATEGIC PLAN

- Compendium of indicators and methodologies used to plan programmes, monitor and report progress against the organization's goals

SUPPORTING UNDAF and NATIONAL REPORTING ON SDGS

- Methodologies and guidance to build national capacity and support governments to report on national SDGs targets

CORPORATE MANAGEMENT PERFORMANCE

- New structure applied to the Annual Performance Plans and Management Plan
- **Key Performance Indicators** to measure effectiveness, efficiency and economy

RESULTS FRAMEWORK REVISIONS TIMELINE

March

Pilots' Results
Pilots in selected country offices are completed and experiences documented

June

UNDG guidance
Analysis of implication of UNDG guidance on joint outcome monitoring in WFP results framework

August

Endorsement by EMG
New Proposed Results framework is endorsed by the EMG. Advisory Board ends.

January

New Framework is implemented

2017

2018

2019

November

CRF Advisory Board
Advisory group starts meetings to receive recommendations of working groups and oversee review, evidence and proposal of enhanced CRF

May

Performance Management Strategy
First outline is presented to the Advisory Board

July

CSPs evaluation
Analyse and incorporate recommendations from OEV evaluation of CSP wave 1a countries' initial report into the new proposed results framework

November

Executive board
New Results Framework is approved by the Executive Board

WFP
World Food Programme
wfp.org

NEW CORPORATE MONITORING STRATEGY
VISION FOR 2021

Relevance

Monitoring Information

- Reflects use of appropriate indicators

- Support management, design and implementation of operational activities

- Is owned, meaningful and reflects end user needs (advocacy accountability and learning)

Credibility

Data Collection & Analysis

- Rigorous
- Transparent
- Aligned with WFP's MMRs

Use

Monitoring Information

- Easy to access and user-friendly

- Provokes reflection

- Tied to actions, recommendations and follow up

PRIORITY AREAS OF WORK & EXPECTED OUTCOMES

1

Workforce planning

- Analyze **SKILLS**
- Attract & Retain **TALENT**
- Boost **EXPERTISE**
- Sensitize **SENIOR MANAGEMENT**

➢ Workforce Review
➢ FIT pool
➢ M&E Roster
➢ Updated Trainings
➢ Key Performance Indicators

2

Financial Commitment

- Ensure **ADEQUATE FUNDING** for monitoring

➢ Review of CO budgeting practices
➢ Monitoring Contingency Fund

3

Functional Capacity

- **STANDARDIZE** monitoring systems and procedures
- **AUTOMATE** data collection, management, analysis
- **ENHANCE** use, credibility and relevance of data

➢ Normative Framework
➢ Indicator compendium
➢ Increase Monitoring Functionalities in COMET
➢ Invest in MDCA trainings

Discussion