



World Food Programme



Update on the Integrated Road Map

2019 Second Regular Session

WFP/EB.2/2019/4-D/1

SAVING
LIVES
CHANGING
LIVES

Progress update

2017

Pilot year

25 CSPs and ICSPs Approved

20 CSPs
5 ICSPs

Including:

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

2018

Transition year

23 CSPs and ICSPs Approved

19 CSPs
4 ICSPs

LEO Papua New Guinea approved

2019

As of January 2019: All COs operating under the IRM framework

36 CSPs, ICSPs and IMCSPs approved

26 CSPs
8 ICSPs
2 IMCSPs

- **Multi-country LEO** for Latin American countries impacted by the situation in Venezuela approved
- **LEO Comoros** approved

2020

By January 2020:

All 82 COs operating under a Board-approved CSP or ICSP

+

2 Board-approved interim multi-country strategic plans

Key conclusions from the review of the application of the interim delegations of authority and lessons learned from Country Offices, Regional Bureaux and HQ

The IRM Framework has resulted in a demonstrable and evidence-based increase in the Executive Board's approval and oversight role as well as gains in transparency and efficiency

- **Strategic engagement** in a CSP or ICSP's design and development
 - For the first time, **initial approval authority over all WFP's operations in all contexts**
 - **Additional visibility** to 20 countries
 - **Approval of strategic revisions** to CSPs or ICSPs related to root causes and resilience building
 - **Increased transparency** through robust reporting and accountability mechanisms and the CSP data portal
 - **Substantial increase** in the Executive Board's role in approving WFP programmes. This is expected **to be sustained** in future years. In addition, **efficiency gains** in this area have also been achieved as evidenced by a **substantial reduction** in the number of revisions being processed annually
- **Review findings and lessons learned also indicated**
 - Consultations with stakeholders continue to **add significant value** to the development of CSPs/ICSPs. However, WFP staff are in favour of moving to a streamlined consultation process due to the labour-intensiveness, administrative burden and complexity of the current two-step process combined with the UNSDCF timeframes
 - **Complexity** of the budgetary thresholds due to different criteria according to focus area and application of two thresholds (maximum absolute value and proportion-based)

Key content of the document

- i. **Draft decisions**
- ii. **Overview of the Integrated Road Map Framework** [paragraphs 1 – 4, Annex I]
- iii. **WFP’s commitment to core values of good governance** [paragraphs 5 – 11]
- iv. **Outstanding governance arrangements** [paragraph 12 – 17]
- v. **Fundamental approval and oversight role of the Board** [paragraph 18 – 21]
- vi. **Introduction of an email notification system** [paragraphs 22 – 25]
- vii. **Proposals for consideration** [paragraphs 26 – 112]
 - **Proposal 1:** Streamline the consultation process while ensuring strategic engagement of the Board [paragraphs 26 – 37]
 - **Proposal 2:** Optimize permanent delegations of authority [paragraphs 38 – 46, Annex II]
 - 2(a): Delegation of authority for non-crisis response revisions¹ [paragraphs 47 – 58, Annex III]
 - 2(b): Maintain other delegations of authority [paragraphs 59 – 81, Annex III]
 - **Proposal 3:** Modify the five-day Member State review of crisis-response-related revisions [paragraphs 82 – 98, Annex IV]
 - **Proposal 4:** Improve the usefulness of the CSP data portal [paragraphs 99 – 102]
 - **Proposal 5:** Amend the WFP General Rules to facilitate implementation of multi-country strategic plans [paragraphs 103 – 109, Annex V]

¹ Except when the CSP, ICSP or strategic outcome at issue is funded entirely by a host country that has not requested Executive Board approval or where the strategic outcomes relates to emergency activities or service provision activities.

Proposals aligned to core principles and values to achieve good governance

Strengthened Board Approval Role	Accountability, Oversight and Transparency	Simplicity and Flexibility for Country Offices	Efficient Emergency Response
<p>1 Early and strategic engagement through consultation process</p>	<p>2a 10-day Member State review of non-crisis response² budget revisions</p>	<p>1 Streamlined consultation process</p>	<p>2b Delegations of authority</p>
<p>2a Initial approval authority over all WFP's operations in all contexts¹</p>	<p>3 5-day Member State review of crisis-response budget revisions</p>	<p>2a Delegations of authority</p>	
<p>2a Approval of any revision that adds or deletes strategic outcomes from a CSP or ICSP¹</p>	<p>4 CSP Data Portal</p>	<p>2a 3 Single proportion-based threshold of 15% for each crisis and non-crisis response² budget revision</p>	
<p>2a Approval of non-crisis response² budget revisions</p>	<p>Biannual reports on use of delegations of authority</p>		
	<p>Management Plan, Annual Performance Report, Annual Country Reports</p>		
	<p>Daily notification of all budget revisions</p>		

¹ Except when a CSP, ICSP or strategic outcome at issue is funded entirely by a host country that has not requested Executive Board approval, or where the strategic outcome relates to emergency activities or service provision activities

² Increases in respect of emergency or service provision activities and Executive Director approved strategic outcomes funded entirely by host countries will not be included in the threshold calculation; in addition, the value of an increase will not be offset by the value of a decrease

Summary of draft decisions

Board consideration is sought for:

- **Draft decision point i:**
 - Recalls the approval of the interim delegations of authority and decision that the permanent delegations of authority would be presented in February 2020
- **Draft decision point ii:**
 - Notes the review of the interim delegations of authority was undertaken
 - Requests continued work on proposals with a view to finalization and submission for approval at the 2020 first regular session
- **Draft decision point iii and iv:**
 - Relate to multi-country strategic plans and required changes to General Rules II.2 and General Rule 10.2 for approval at the 2020 first regular session.

Next steps to the 2020 First Regular Session of the Executive Board

Informed by the ACABQ, FAO Finance Committee and bilateral outreach

- **Proposal 3:** Modify the Member State review process by **sharing for comment each crisis-response-related revision** of a CSP or ICSP that increases its current overall budget by **more than 15 percent** or USD 150 million.
- **Period of review:** to be conducted after **five** years to take into account evidence from implementation of the CSPs/ICSPs themselves in the face of United Nations reform, 2nd generation CSP/ICSPs, and budget revisions required to align with the UNSDCF.
- **Removal of the word “permanent”**

10 July:
Informal Consultation
Update on governance arrangements

4 October:
Informal Consultation
Present revised proposed permanent delegations of authority

18 – 22 November:
Second Regular Session:
Present proposed permanent delegations of authority *for consideration* and other governance arrangements

18 December:
Informal Consultation
Present proposed delegations of authority and other governance arrangements

24 – 28 February:
First Regular Session:
Present proposed delegations of authority *for approval* and other governance arrangements

4 September:
Informal Consultation
Present proposed permanent delegations of authority

21 October:
ACABQ

30 October:
FAO Finance Committee

We are here

2 – 4 December:
Audit Committee

January: ACABQ, FAO Finance Committee

2020

1 March:
Delegations of authority, and amendments to the WFP General Rules and Financial Regulations take effect

Discussion



Proposals for Member State feedback and consideration

Proposals for approval at the 2020 First Regular Session

Proposal 2a

1. The Executive Board will approve **all new CSPs and ICSPs** and any **revisions that add or delete strategic outcomes** from a CSP or ICSP¹
2. The Board will approve **each non-crisis-related revision** to a CSP/ICSP that increases its current overall budget by **more than 15 percent**²
3. For such revisions, the Board will employ a **Member State ten-day review process** and the mechanism for **approval by correspondence** in accordance with Rule IX.8 of the Rules of Procedure of the Executive Board

Proposal 2b

Maintain other delegations of authority to the Executive Director as applied during the interim period

Proposal 5

Amend General Rule II.2 and General Rule X.2 to enable the implementation of multi-country strategic plans

Other governance arrangements to take effect in 2020

Proposal 1

Streamline the consultation process while ensuring strategic engagement of the Board

- an **informal consultation on each draft CSP or ICSP** to gain strategic guidance and a **simultaneous electronic review period** to gather technical comments

Proposal 3

Modify the Member State review process by **sharing for comment each crisis-response-related revision** of a CSP or ICSP that increases its current overall budget by **more than 15 percent**

Proposal 4

Provide **more detailed information via the CSP data portal** to improve its usefulness to users in line with recommendations seven and eight of the External Auditor's report on country portfolio budgets

In addition, the Secretariat will introduce a new email notification system for all revisions starting in 2020

¹ Except when a CSP, ICSP or strategic outcome at issue is funded entirely by a host country that has not requested Executive Board approval or where the strategic outcome relates to emergency activities or service provision activities

² Increases in respect of emergency or service provision activities and Executive Director approved strategic outcomes funded entirely by host countries will not be included in the threshold calculation; in addition, the value of an increase will not be offset by the value of a decrease

Proposal 2b

Maintain other delegations of authority to the Executive Director as applied during the interim period

The Secretariat proposes that the Executive Board **continues to delegate to the Executive Director** the following authority as currently provided in the interim delegations of authority

- **Appendix to the General Rules (a)(i):** Limited emergency operations and transitional ICSPs (T-ICSPs), with the joint approval of the Executive Director and the FAO Director-General when the limited emergency operation or the emergency-related component of the T-ICSP exceeds USD 50 million
- **Appendix to the General Rules (a)(ii):** Country strategic plans (CSPs) and interim country strategic plans (ICSPs) funded entirely by a host country where the host country has not requested the Executive Board to approve the plan
- **Appendix to the General Rules (b)(i):** Revision of any limited emergency operation or emergency-related revision of a CSP, ICSP or T-ICSP, with the joint approval of the FAO Director-General for any increase exceeding USD 50 million
- **Appendix to the General Rules (b)(iii):** Downward revision of any individual strategic outcome of a CSP, ICSP or T-ICSP
- **Appendix to the General Rules (b)(iv):** Revision of non-emergency components of a T-ICSP following limited emergency operations
- **Appendix to the General Rules (b)(v):** Revision of a CSP, ICSP or strategic outcome funded entirely by the host country
- **Appendix to the General Rules (b)(vi):** Addition to a CSP, ICSP, or T-ICSP of a strategic outcome funded entirely by a host country that has not requested that the Board approve the strategic outcome
- **Appendix to the General Rules (b)(vii):** Revisions related to service provision activities