

INTEGRATED ROAD MAP: POSITIONING WFP FOR A CHANGING WORLD



Informal Consultation

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World Food Programme
Rome, Italy

INTRODUCTION

1. At the Executive Board informal consultation on 7 December 2015 the membership requested a road map showing the integrated development of interrelated work streams, the outcomes of which are scheduled for approval at the Board's Second Regular Session in 2016. These are the Strategic Plan (2017–2021); the Corporate Results Framework; the country strategic planning approach; and the Financial Framework Review.
2. Building on an earlier draft presented to the Executive Board Bureau on 19 October 2015 this document describes the synergies and interrelatedness of these processes and their respective work streams.

Reasons for Developing a New Corporate Architecture

3. The Millennium Development Goals have galvanized efforts to improve human well-being, guiding global and national development priorities. Much progress has been made, but the world is now confronted by climate change, increasing inequality, persistently high levels of extreme poverty and undernutrition. It faces a surge in international conflict, natural disasters and the displacement of large numbers of people.
4. The outcome document of the United Nations summit for the adoption of the post-2015 development agenda, *Transforming Our World: the 2030 Agenda for Sustainable Development*, recognizes these challenges and sets out an ambitious, people-centred framework of action for achieving sustainable development, including ending poverty and hunger. The 2030 Agenda and its 17 Sustainable Development Goals (SDGs) define global actions for the next 15 years. These actions will be carried out at the country level, where national contexts, priorities and strategies will guide the work of governments, other partners and WFP. It is crucial that WFP aligns its strategic direction with the 2030 Agenda to ensure that it adapts and remains relevant in the changing world.
5. WFP is devising a new and comprehensive architecture that will enable it to demonstrate its contribution to SDG 2, “End hunger, achieve food security and improved nutrition and promote sustainable agriculture”. This involves a series of integrated work streams starting with the formulation of the Strategic Plan (2017–2021), the new Corporate Results Framework, a country strategic planning approach and a revamped financial framework. The outcomes of these work streams will equip WFP with interrelated tools for designing and delivering coherent, strategically focused portfolios that maximize impact at country level.
6. The new architecture will empower WFP to make decisions on priorities, ensure optimum use of resources, streamline business practices and strengthen its approach, systems and processes to optimize delivery to the people it serves. By increasing operational effectiveness, accountability and impact the new architecture will help provide evidence to demonstrate the value for money of WFP's work.

Overview of the Interrelated Work Streams

7. The Strategic Plan (2017–2021) will align WFP’s Strategic Objectives with relevant targets and indicators under SDG 2, and with the outcomes of major conferences held in 2015–2016 on humanitarian, disaster risk reduction, climate, financing and other issues. WFP is also exploring ways in which work towards its Strategic Objectives can contribute to achievement of other goals such as SDG 1 on ending poverty, SDG 3 on ensuring healthy lives and SDG 5 on achieving gender equality. Given WFP’s mandate to support the humanitarian community with vital common services, the Strategic Plan (2017–2021) will also frame WFP’s commitment and growing contribution to SDG 17 on global partnership and cooperation, which recognizes the importance of solidarity and integrated approaches for sustained progress towards multiple goals.
8. WFP will link its budgeting structure and performance reporting system to the Strategic Objectives. The Strategic Plan (2017–2021) will be supported by a new Corporate Results Framework (CRF) that consolidates the current Strategic Results Framework and the Management Results Framework to provide a holistic view of both operational and management results. The new Strategic Plan and the CRF provide the overarching framework for WFP’s contribution to achieving zero hunger.
9. Development of the new Strategic Plan is being informed by the country strategic planning approach introduced in 2014. Implemented in selected countries, it begins with an externally led strategic review that identifies major strategic, programmatic, resourcing and capacity challenges to achieving zero hunger. The strategic review makes recommendations on meeting these challenges for governments and stakeholders, including WFP. Findings and recommendations inform WFP’s response which is articulated in a Country Strategic Plan (CSP) which defines WFP’s role and portfolio of assistance. The CSP specifies the strategic results that WFP will help achieve in progressing towards national and global zero hunger targets, and prioritizes actions for attaining these strategic results.
10. Given the need to translate WFP’s vision for zero hunger into measurable results, the Financial Framework Review (FFR) and the resulting new budget structure will be fundamental for implementing and managing CSPs. With a view to enhancing transparency and accountability in resource management, demonstrating value for money and improving decision-making, the FFR aims to increase the alignment between resources and results. The revamped framework will build on the Quadrennial Comprehensive Policy Review and, to the extent possible, the business models of other United Nations organizations.
11. Areas of work under the FFR include: standardization of resource-based (as distinct from needs-based) planning in country offices, to improve planning; aggregation of budget authority for country offices at the beginning of the financial period, i.e. macro advance financing, to reduce the impact of fragmented funding streams, increase the predictability of resources and enhance efficiency and effectiveness; and, aligned with the CSP approach, revision of the budget structure to enhance operational effectiveness by reducing internal fragmentation, simplifying processes and maximizing transparency and accountability. One output of this last work stream is the country portfolio budget.

Imperatives for Coordinated Development of the Interrelated Work Streams

12. Formulating a new Strategic Plan and CRF, developing the country strategic planning approach and designing the new financial framework are interrelated work streams, with the overall objective of developing coherent, strategically focused portfolios that enable WFP to demonstrate its country-level contributions to achieving zero hunger. WFP began integrating these work streams in 2014.
13. Many governments have already aligned their national plans with elements of the Secretary-General's 2012 Zero Hunger Challenge, which are reflected in the targets of SDG 2. Although WFP's Strategic Plan (2017–2021) will not be presented to the Board until November 2016, the analytical structure and orientation of the new country-level planning approach – including the results hierarchy – is aligned to targets and indicators of SDG 2.
14. The CRF will be the main structure for performance planning, monitoring and reporting at global, regional and country office levels. Consistency between the CRF and the new Strategic Plan will ensure that the performance management structure informs and dovetails with development of the country strategic planning approach.
15. The Strategic Plan, the CRF and the country strategic planning approach will all be reinforced by WFP's redesigned budget structure. The development of the country portfolio budgeting process within the “budgeting for operational effectiveness” work stream of the financial framework will facilitate the implementation of CSPs. Close coordination between these interrelated work streams will help WFP to ensure that resource allocations are clearly accounted for against objectives, outcomes and outputs, and that the links between strategic planning and financial and operational performance are clear.
16. The mutually reinforcing adjustments generated by the work streams and the interlinkages among them will enhance the coherence of WFP's strategic and financial architecture, strengthening WFP's ability to deliver its vision for zero hunger.
17. With the Strategic Plan and CRF providing the overarching framework, CSPs and the country portfolio budgeting will be integrated and seen as a single process. The country portfolio budget introduces a very different concept from the current multiple projects with different start and end dates. The country portfolio budget will cover one calendar year, with clear links to SDG targets and results. The design of country portfolio budgets will provide a clear link from corporate strategy to resourcing for country-level results to activity-based resourcing. It will remove the current emphasis on input-oriented budgeting and financial management, which is centred on cost components within individual projects.
18. As the CSP will encompass all the planned results in a country, the corresponding budget structure will enable WFP to plan its full portfolio of activities annually, enabling effective management and implementation. The proposed budget structure is expected to maximize WFP's ability to respond efficiently and effectively by prioritizing operational needs with disciplined financial management, reporting and analysis, and to facilitate the mobilization of resources.
19. The new budget structure will be based on the results hierarchies of the Strategic Plan, the CSP and the corresponding budget and results framework, which will all be clearly linked to SDG targets and the Strategic Objectives.

Integrated Timelines and Deliverables

20. The roll-out and coordination of these processes and work streams are being led by WFP's senior management (through the Leadership Group and the Executive Management Group). Coordination and consultations at the director and technical levels will continue through the formation of multi-disciplinary working groups or teams.
21. The Secretariat will keep the membership informed on progress through informal consultations (Timetable attached).

Timetable: Executive Board meetings concerning processes included in the road map

Date	Strategic Plan (2017–2021) and CRF	Country strategic planning approach	Financial Framework Review
2015			
21 September		Informal consultation on the country strategic planning approach	Informal consultation with update on the Financial Framework Review
19 October	Bureau considers road map for the WFP Strategic Plan (2017–2021)		
November (EB.2/2015)			Update on the Financial Framework Review (for consideration)
7 December	Informal consultation on the Mid-Term Review of the WFP Strategic Plan (2014–2017)		
2016			
8 January	Informal consultation on the integrated road map for development of the WFP Strategic Plan (2017–2021) and the CRF, CSPs and the Financial Framework Review		
February (EB.1/2016)	Mid-Term Review of the WFP Strategic Plan (2014–2017) (for consideration)		
1 April	Informal consultation on the first draft of the WFP Strategic Plan (2017–2021) and the CRF	Update on the integrated road map, including CSPs and the Financial Framework Review	
9 May	Informal consultation on the second draft of the WFP Strategic Plan (2017–2021) and the CRF		
June (EB.A/2016)	Update on the integrated road map (for information)		Update on the Financial Framework Review (for consideration)
25 July	Informal consultation on the third draft of the WFP Strategic Plan (2017–2021) and the CRF		
2 September	Informal consultation on the final draft of the WFP Strategic Plan (2017–2021) and the CRF	Informal consultation – Discussion of the first draft of the country strategic planning approach, and outcomes of the Financial Framework Review	
11 October	Informal consultation on the Financial Framework Review, with an update on the integrated road map		
November (EB.2/2016)	WFP Strategic Plan (2017–2021) and the CRF (for approval)	Country strategic planning approach (for approval)	Financial Framework Review (for approval)

Acronyms Used in the Document

CRF	Corporate Results Framework
CSP	Country Strategic Plan
FFR	Financial Framework Review
SDG	Sustainable Development Goal