



World Food Programme

# Informal Consultation on the Integrated Road Map: Proposed delegations of authority and other governance arrangements

18 December 2019 | 9:30 – 12:00

SAVING  
LIVES  
CHANGING  
LIVES



## Main changes to the paper since the 2019 Second Regular Session of the Executive Board

Changes	Document reference
<b>1. Remove the word 'permanent'</b>	18 December paper
<b>2. Commitment to reviewing delegations of authority in five years</b> (2025 First Regular Session of the Executive Board)	Draft decision iii, Paragraph 32
<b>3. Crisis-response related revisions:</b> Re-instatement of the USD 150 million threshold, in addition to the proportion-based threshold of 15 percent	Paragraphs 82 and 87
<b>4. Strengthened the section on the CSP data portal</b>	Paragraph 91 – 97, Annex V
<b>5. Draft decisions</b>	Page 4

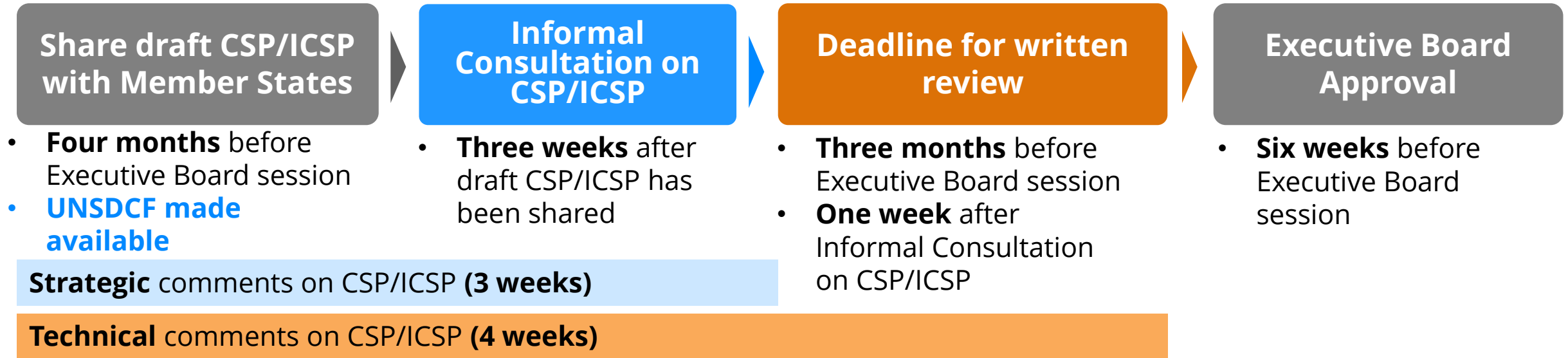
# Overview of proposed budgetary thresholds for delegations of authority and governance arrangements

	Non-crisis-related revisions	Limited Emergency Operations, T-ICSPs and crisis response-related budget revisions <sup>2</sup>	Member State review of crisis response-related budget revisions
Executive Director	≤ <b>15%</b> <sup>1</sup> of the CSP or ICSP's current overall budget <i>(per revision)</i>	<b>Up to USD 50 million</b> <i>(per revision)</i>	N/A
Executive Director and FAO Director-General	N/A	<b>&gt; USD 50 million</b> <i>(per revision)</i>	N/A
Executive Board	> <b>15%</b> <sup>1</sup> of the CSP or ICSP's current overall budget <i>(per revision)</i> <b>+ 10-day review process and approval by correspondence</b> in accordance with Rule IX.8 of Rules of Procedure of the Executive Board, when appropriate	N/A	<b>&gt;15%</b> of the CSP or ICSP's current overall budget <b>OR USD 150 million,</b> whichever is less

<sup>1</sup>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

<sup>2</sup>Includes initial approval of limited emergency operations and T-ICSPs, and revision of any limited emergency operation or an emergency-related revision of a CSP, ICSP, or T-ICSP.

# Streamlining the consultative process while ensuring strategic engagement of the Board



## Background

- Country offices support a streamlined consultation process to **reduce their administrative burden**
- **Stakeholder consultations continue to add significant value** to the development of CSPs/ICSPs
- The increased authority of the UNSDCF over agencies' country strategic planning implies that **CSPs should be developed in alignment with the UNSDCF**, and, as a result, the current CSP design, review and approval timeline **should be aligned** with the timeline of the UNSDCF
- **Management will implement the streamlined consultation process in 2020 beginning with CSPs and ICSPs that will be submitted to the Board for approval at EB.2/2020**
- **Process will be applied until mid-2021, at which point it will be reviewed**

# Critical draft decisions for the 2020 first regular session

## Executive Board approval will be sought for:

### **Draft decision (i) and (ii)**

- recalls the approval of the interim delegations of authority and decision that the delegations of authority would be presented at the 2020 first regular session
- notes the review of the interim delegations of authority was undertaken

### **Draft decision (iii)**

- approves proposals on the delegations of authority to the Executive Director (paragraphs 41, 44 and 53) and the approval by correspondence procedure, to be used when appropriate, for revisions to CSPs and ICSPs that necessitate Executive Board approval
- approves the delegations of authority set forth in annex III of the update on the Integrated Road Map
- decides that the Board may further revise the delegations of authority following a review of them at the 2025 first regular session

### **Draft decision (iv) and (v)**

- relates to the multi-country strategic plan concept and the required changes to General Rules II.2 and General Rule X.2

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

**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

**2 – 4 December:**  
Audit Committee

**We are here**

**January:** ACABQ, FAO Finance Committee

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

2020

# Discussion



# Proposal for delegations of authority for budget increases that are not related to emergency responses, service provision or Executive Director-approved host country funded strategic outcomes

1. The Executive Board will approve **all new CSPs and ICSPs** and any **revisions that add or delete strategic outcomes** from a CSP or ICSP.<sup>1</sup>
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.**<sup>2</sup>
3. For such revisions, the Board will employ a Member State **ten-day review process** and – as an alternative to submitting budget revisions to the Board for approval at a formal session – the **mechanism for approval by correspondence** in accordance with Rule IX.8 of the Rules of Procedure of the Executive Board, when appropriate.

## Underlying Rationale

- A single proportion-based threshold, applied to each revision and based on the current CSP or ICSP budget, represents a **simplification, retains Executive Board oversight** of significant budget revisions and **maintains the element of proportionality** in recognition of variances in the operational size of CSPs and ICSPs
- The proposed approval process will **increase transparency**, facilitate **timely revisions** to adjust to the operational context, and ensure that documents considered at formal Board sessions are **more strategic in nature**

15 percent

- **Number of revisions that would have been approved by the Board:**  
original **2 + 2** (Namibia and Cambodia) = **4 revisions** (as of 30 June 2019)

**Management will conduct an additional review of delegations of authority after five years (EB.1/2025)**

<sup>1</sup> 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.

<sup>2</sup> 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 to maintain other delegations of authority to the Executive Director as applied during the interim period.

Management proposes that the Executive Board continues to delegate to the Executive Director the following authority as 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.

## Proposal to modify the five-day Member State review of crisis response-related revisions:

1. 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% or USD 150 million**, whichever is less.
2. Maintain the five-day review period.
3. Retain the ability of the Executive Director and, if required, the FAO Director-General, to approve crisis response-related revisions without sharing the revisions for comment beforehand to ensure timely response.

### Underlying Rationale

15  
percent

- Retains the **element of proportionality** in recognition of the variation in the operational size of CSPs and ICSPs
- Represents **simplification** as it is aligned with the threshold proposed for delegations of authority for budget increases that are not related to emergency responses, service provision or Executive Director-approved host country funded strategic outcomes
- Number of revisions that would have gone through the process: original **21 + 6** (Ecuador, Philippines, Burkina Faso, Afghanistan, Lesotho, Madagascar) = **27 revisions** (as of 30 September 2019)

USD 150  
million

- Absolute value threshold **ensures Executive Board oversight and ability to comment** on significant budget revisions

- Retaining the ability of the Executive Director and, if required, the FAO Director-General, to approve crisis-response-related revisions without sharing the revisions for comment beforehand **safeguards a timely and swift response**
- Member States will be **promptly notified** of the crisis-response-related revision, will receive **a brief information note** explaining the operational context and urgency, and will be **provided a five-day comment period after approval**
- Member States may request an operational briefing or that a revision be presented at the next Board session

**Management will seek to simplify the budget revision template and streamline internal processes to mitigate any operational delays**

# Proposal to provide more detailed information via the CSP data portal to improve its usefulness to users in line with Recommendations 7 and 8 of the External Auditor's report on the country portfolio budget

## Underlying Rationale

- The CSP data portal is intended to **increase operational transparency** and to provide the Board with detailed **budgetary, financial and performance information it requires for decision-making**
- These enhancements are in line with Member State feedback and the **External Auditor's Recommendation 7**: improving the usefulness of the "CSP Data Portal" for its users and **Recommendation 8**: rationalizing the coexistence of the different information portals

## Highlights of the redesigned CSP data portal

- Integrated the **Management Plan website**, including aggregated regional and global-level information
- Posted **original 2020 implementation plans for each approved CSP and ICSP**
- Posted **total actual beneficiary numbers for 2017 and 2018** from the ACRs (2019 figures will be posted following 2019 ACR release)
- Updated the **six-month net funding requirements panel to include the six-month needs-based plan**
- Each quarter, **cumulative expenditures and open commitments down to the strategic outcome level** will be posted
- Incorporated COMP information **on transfer modalities and prioritization plans**
- Enabled users to **export data** in PDF or Excel format
- Added a **glossary of CSP-related terminology**

## Upcoming improvements

- **Aggregated regional and global-level information** for original implementation plans and needs-based plans (available by year end)
- **Glossary and information boxes** on the frequency of updates (available by year end)
- Information on **planned rations for each CSP and ICSP**
- Enhanced **export functionality**
- **Data visualization and usability**, including visual format of results page
- Integration into in-house systems to **streamline data flow**
- **Compatibility with different types of devices**

**Management remains committed to engaging bilaterally and through informal consultations with member states to ensure that the CSP data portal provides the information required to support decision-making and visibility**

# Approve the multi-country strategic plan concept set forth at paragraphs 98–102 and, accordingly, amend General Rule II.2 and General Rule X.2 to enable the implementation of multi-country strategic plans.

## 1. Proposed text to General Rule II.2: Programme categories

- (a) Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country or countries, prepared following a country-led sustainable development analysis;
- (b) Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country or countries, prepared without a country-led sustainable development analysis;
- (d) Transitional Interim Country Strategic Plans include WFP's entire portfolio of humanitarian and development activities in a country or countries, to be carried out between the end of a limited emergency operation and the start of a country strategic plan or interim country strategic plan.

## 2. Proposed text to General Rule X.2: Development of programme

- (c) All programmes shall: (ii) – contain a country portfolio budget that encompasses all programme costs of the country or countries, organized in the following cost categories



# Introduction of an email notification system

Based on Member State feedback from informal consultations, the 2019 Second Regular Session and the survey on the Executive Board website, **an email notification system will be implemented in early 2020**

- Each email will contain **a consolidated listing of updates** in the form of a summary table with related links
- The email **will be sent at the end of each business day** on which a revision is approved
- The table **will include all changes to CSPs and ICSPs regardless of value**, including upward revisions, downward revisions, and the approval or revision of CSPs and ICSPs funded entirely by host countries that have not requested Board approval
- Member States will have an **opportunity to comment on the approval or revision of CSPs and ICSPs funded entirely by host countries that have not requested Board approval**
- The **CSP data portal will be updated** to reflect revisions to Board-approved CSPs or ICSPs upon approval

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**Rule III.2(b) of the Rules of Procedure:** Member States may request that any revision be presented at the next Board session

# Draft decision

**Having considered the update on the Integrated Road Map set out in document WFP/EB.1/2020/ X-X/X and recalling the Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1), the Financial Framework Review (WFP/EB.2/2016/5-B/1/Rev.1) and various other updates on the Integrated Road Map (WFP/EB.A/2017/5-A/1, WFP/EB.2/2017/4-A/1/Rev.1, WFP/EB.A/2018/5-D/1, WFP/EB.2/2018/5-A/1 and WFP/EB.2/2019/4-D/1), the Board:**

- i) recalls paragraph vi of its decision 2017/EB.2/2, whereby pursuant to WFP General Regulations Article VI.2(c) it approved interim delegations of authority to the Executive Director from 1 January 2018 to 29 February 2020 and decided that delegations of authority would be presented for its approval, following a review of the interim delegations of authority, at its 2020 first regular session;
- ii) notes that a review of the interim delegations of authority was undertaken and presented for its consideration at its 2019 second regular session through the update on the Integrated Road Map set out in document WFP/EB.2/2019/4-D/1;
- iii) approves the proposals set forth in paragraphs 41, 44 and 53 of document WFP/EB.1/2020/X-X/X, relating to the delegations of authority to the Executive Director and the approval by correspondence procedure, to be used when appropriate, for revisions to country strategic plans and interim country strategic plans that necessitate Executive Board approval, and, accordingly, approves the delegations of authority set forth in annex III to document WFP/EB.1/2020/X-X/X and decides that it may further revise those delegations of authority following a review of them at its 2025 first regular session;
- iv) recalls the multi-country strategic plan concept described in the update on the Integrated Road Map set out in previous updates on the Integrated Road Map (WFP/EB.2/2018/5-A/1 and WFP/EB.2/2019/4-D/1); and
- v) approves the multi-country strategic plans concept set forth in paragraphs 98–102 of document WFP/EB.1/2020/X-X/X and further approves the accompanying rule changes set forth in annex VI of document WFP/EB.1/2020/X-X/X.