



# Integrated Road Map: revised proposals for permanent delegations of authority and governance arrangements

4 October 2019 | 9:30am – 12:30pm

# Agenda

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1. **Proposal 3 on the Member State review of crisis-response-related budget revisions**

**Discussion**

2. **Proposal 2(a) on non-crisis-response-related budget revisions**

**Discussion**

3. **Proposal 2(b) on the remaining interim delegations of authority**

**Discussion**

4. **Draft amendments to the General Rules required to implement multi-country strategic plans**

**Discussion**

5. **Draft decision for the 2019 second regular session**

**Discussion**

6. **Next steps**

**Discussion**

# Proposal 3: Original and revised proposals

Slide from 19 September presentation

Original  
Proposal 3  
4 September  
Paper

**Simplify the five-day Member State review process for crisis-response-related revisions by notifying and sharing crisis-response-related revisions with Member States**

Revised  
Proposal 3(i)  
19 September  
Paper

**Modify the Member State review process by sharing for comment only crisis-response-related revisions greater than USD 50 million and shortening the process to four days**

The revised proposal retains the Member State review process for significant crisis-response-related revision to ensure sufficient visibility

- To safeguard a timely and swift response, the Executive Director and if required the FAO Director-General, may approve a crisis-response-related revision without sharing it for comment beforehand
- Management will provide a brief information note explaining the operational context and the urgency of the response
- Member States will be promptly notified of the crisis-response-related revision but the crisis-response-related budget revision will not be shared with Member States for the four-day comment period
- Member States may request that the revision be discussed at a subsequent Board session or at operational briefings

Exemption

## Revised Proposal 3(i)

Modify the Member State review process by sharing for comment only crisis-response-related revisions **greater than USD 50 million** and **shortening the process to four days**

### Modified process

Draft crisis response revision **posted** on WFP's website

**Minimum of four working days** for Member State comments

**Comments compiled** on the Membership Area of the EB website

**Approval by the ED, and FAO DG**, following revisions as appropriate

**Final version** posted on the Membership Area of the EB website along with a matrix of comments

### Underlying Rationale

Considers the **significant increase** in the Executive Board's approval role, including **initial approval of protracted, predictable, and/or recurring crisis-response-related strategic outcomes**

Single dollar threshold of USD 50 million represents a **significant simplification** and **aligns to the current threshold** for joint approval with the FAO Director-General of crisis-response-related budget revisions

- Number of revisions that would have gone through the process: 13 + 1 = 14 out of 20 (as of 9 September 2019)

Provides management with **flexibility** while **reducing operational delays** and **easing the administrative burden**

**Operational briefings** on WFP's crisis response would **continue to be offered**

**Member States may request that a revision be discussed at a Board session following its approval**

# Alternative proposal: Balancing governance, need for simplification and efficiency

## Streamlining the way forward

Revised proposal 3(i): Modify the Member State review process by sharing for comment only crisis-response-related revisions **greater than USD 50 million** and **shortening the process to four days**

19 September 2019

Alternative proposal 3(ii): Modify the Member State review process by sharing for comment crisis-response-related revisions **greater than 25 percent** of the overall budget value and **maintaining the review period of five days**

4 October 2019

## Rationale

- Simplicity with the 25 percent threshold applied [aligned to threshold proposed for Proposal 2a(ii)]
- The proposal retains the Member State review process for significant crisis response-related revision to ensure sufficient visibility
- To safeguard a timely and swift response, the Executive Director and if required the FAO Director-General, may approve crisis-response-related revisions without sharing the revisions for comments beforehand
- Management will provide a brief information note explaining the operational context and the urgency of the response
- Member States will be promptly notified of the crisis-response-related revision and the crisis-response-related budget revision will be shared with Member States for the five-day comment period
- Member States may request that the revision be presented for information at the next Board session or at operational briefings
- Number of revisions that would have gone through the process: 19 out of 20 (as of 9 September 2019)

# Member state review process for alternative proposal 3(ii)

Modify the Member State review process by sharing for comment crisis-response-related revisions **greater than 25 percent** of the overall budget value and **maintaining the review period of five days**.

## Five-day Member States review of crisis response-related budget revisions [Same as the current process]

- 1 Draft crisis response revision **posted** on WFP's website
- 2 **Minimum of four working days** for Member State comments
- 3 **Comments compiled** on the Membership Area of the EB website
- 4 **A fifth working day** reserved for Member States to react to other comments
- 5 **Approval by the ED**, and if required, FAO DG, following revisions as appropriate
- 6 **Final version** posted on the Membership Area of the EB website along with a matrix of comments

# Discussion



# Agenda

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1. Proposal 3 on the Member State review of crisis response-related budget revisions

**Discussion**

2. **Proposal 2(a) on non-crisis-response-related budget revisions**

**Discussion**

3. Proposal 2(b) on the remaining interim delegations of authority

**Discussion**

4. Draft amendments to the General Rules required to implement multi-country strategic plans

**Discussion**

5. Draft decision for the 2019 Second Regular Session

**Discussion**

6. Next steps

**Discussion**



# Proposal 2: Original and revised proposals

Slide from 19 September presentation

Original Proposal 2

The Executive Board will approve all new CSPs and interim country strategic plans (ICSPs) and any revisions that add or delete strategic outcomes related to resilience building or root causes.

4 September Paper

Other revisions will be delegated to the Executive Director or, for crisis response-related revisions, the Executive Director and, if required, the Director-General of the Food and Agriculture Organization of the United Nations (FAO).

Revised Proposal 2(i) [Part a]

The Executive Board will approve all new CSPs and ICSPs and any revisions that add or delete strategic outcomes from a CSP or ICSP.\*

**a)** The Board will approve budgetary increases **exceeding USD 36 million in a calendar year** arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP or ICSP.

19 September Paper

**b)** Maintain other delegations of authority to the Executive Director as applied during the interim period, most notably:

- initial approval of limited emergency operations and transitional ICSPs that follow limited emergency operations and emergency-related budget revisions, including joint approval with the FAO Director-General, when the budget or emergency-related budget revisions exceed USD 50 million

\*Except when the CSP or ICSP or the 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

## Revised Proposal 2a(i)

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> The Board will approve budgetary increases **exceeding USD 36 million in a calendar year** arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP or ICSP.

### Underlying Rationale

Provides visibility over the life of a CSP or ICSP critical for Board oversight

Responds to country office feedback that the combination of the dollar value and the percentage threshold applied cumulatively over the lifespan of the CSP or ICSP was too complex

Single dollar threshold represents a significant simplification

Treats increases cumulatively on an annual basis to facilitate timely revisions to adjust to the operational context, as required

## USD 36 million threshold

- Average annual CSP/ICSP budget value for the period 2018 to 2020 is USD 122 million
- Applying a 30% proportional-based threshold results in a USD 36 million dollar threshold
- Have a precedent in the annual threshold of USD 20 million formerly applied to PRROs  
USD 20 million in food value represents USD 48 million in total budget value  
USD 48 million deemed insufficient in terms of visibility of revisions to the Board
- Applying the proposed threshold to revisions from 2018 does not change the number of revisions went to the Board

<sup>1</sup> Except when the CSP or ICSP or the 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

# Alternative proposal: Balancing governance, need for simplification and efficiency

## Streamlining the way forward

**Revised proposal 2a(i):** 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> The Board will approve budgetary increases **exceeding USD 36 million in a calendar year** arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP/ICSP.

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### Alternative proposal 2a(ii):

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 value by **more than 25 percent**<sup>2</sup>.

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## Rationale

- **Retains** Executive Board oversight and approval
- Threshold **maintains proportionality** and **ensures each significant revision of more than 25 percent** is approved **by the Board**
- The proposed threshold is not intended to apply to fundamental, emergency, and service provision-related revisions.
- Applying the proposed threshold to revisions from 2018 **does not change** the number of revisions which went to the Board
- The proposed approval process will **increase transparency and oversight for Member States** and facilitate **timely revisions** to adjust to the operational context

## Process

- Member States' five-day review process
- Employment of approval by correspondence mechanism (Rule IX.8 of the Rules of Procedure of the Executive Board)

<sup>1</sup> Except when the CSP or ICSP or the 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> Fundamental, emergency and service-related revisions will not be included in the threshold calculation; in addition, upward revisions will not be offset by downward revisions.

# Budget revision approval process for alternative proposal 2a(ii)

The Board will approve each non-crisis-related revision to a CSP or ICSP that increases their value by **more than 25 percent**

## 1 Member States five-day review process

- 1 Draft budget revision **posted** on WFP's website
- 2 **Minimum of four working days** for Member State comments
- 3 **Comments compiled** on the Membership Area of the EB website
- 4 **A fifth working day** reserved for Member States to react to other comments
- 5 **Final budget revision** posted on the Membership Area of the EB website along with a matrix of comments
- 6 **Employment of approval by vote by correspondence mechanism**

## 2 Approval by vote by correspondence mechanism (Rule IX.8 of the Rules of Procedure of the Executive Board)

- 7 **Final budget revision will be posted** on the Membership Area of the EB website
- 8 Board members will be **advised by email**  
**Each of the 36 Members of the Executive Board must cast a vote** on whether to approve the submitted revision **within five working days**
- 9 **The Executive Board Secretariat**, on behalf of the Executive Director, **will record the votes and communicate the results to the entire membership**

# Discussion



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# Proposal 2: Original and revised proposals

Slide from 19 September presentation

Original  
Proposal 2

The Executive Board will approve all new CSPs and interim country strategic plans (ICSPs) and any revisions that add or delete strategic outcomes related to resilience building or root causes.

4 September

Other revisions will be delegated to the Executive Director or, for crisis response-related revisions, the Executive Director and, if required, the Director-General of the Food and Agriculture Organization of the United Nations (FAO).

Revised  
Proposal 2  
[Part b]

The Executive Board will approve all new CSPs and ICSPs and any revisions that add or delete strategic outcomes from a CSP or ICSP.\*

a) The Board will approve budgetary increases exceeding USD 36 million in a calendar year arising from non-emergency-related revisions of one or more individual strategic outcomes of a CSP or ICSP.

19  
September

**b)** Maintain other delegations of authority to the Executive Director as applied during the interim period, most notably:

- initial approval of limited emergency operations and transitional ICSPs that follow limited emergency operations and emergency-related budget revisions, including joint approval with the FAO Director-General, when the budget or emergency-related budget revisions exceed USD 50 million.

\*Except when the CSP or ICSP or the 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

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)(1):** Limited emergency operations and transitional country strategic plans (T-ICSPs), with the joint approval of the Executive Director and the FAO Director-General when the limited emergency operation or the emergency-related components of the T-ICSP exceed USD 50 million in value
- **Appendix to the General Rules (a)(2):** Country strategic plans and interim country strategic plans 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)(1):** 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)(3):** Downwards revision of any individual strategic outcome(s) of a CSP or ICSP
- **Appendix to the General Rules (b)(4):** Revision of non-emergency components of a T-ICSP
- **Appendix to the General Rules (b)(5):** Revision of a CSP, ICSP or strategic outcome funded entirely by the host country
- **Appendix to the General Rules (b)(6):** Addition to a CSP or ICSP of a strategic outcome funded entirely by a host country that has not requested the Executive Board to approve the strategic outcome
- **Appendix to the General Rules (b)(7):** Revisions related to service provision



# Discussion



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# Draft amendments to the General Rules to enable the implementation of multi-country strategic plans

Slide from 19 September presentation

## 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.

**Reference: Paragraph 38 and Annex II**

## 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

**Reference: Paragraph 38 and Annex II**

- **For approval at 2020 first regular session**

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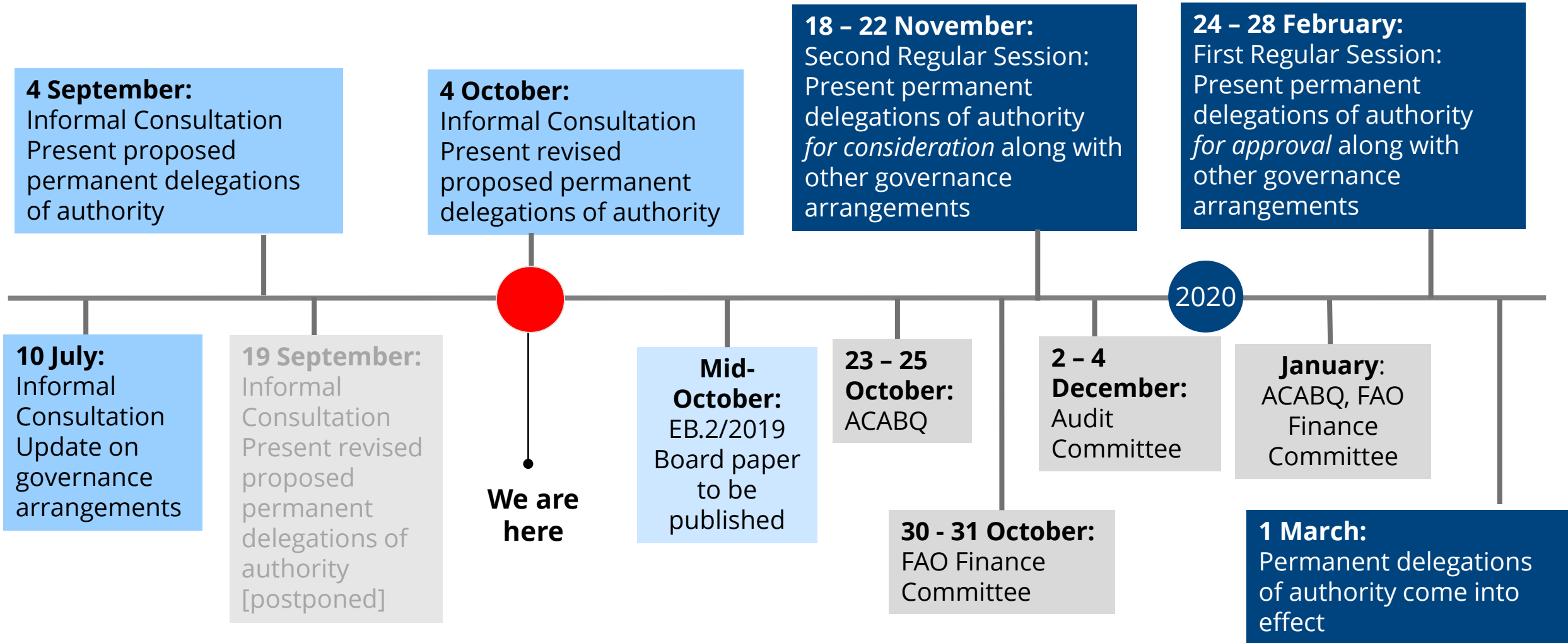
**Having considered the update on the Integrated Road Map set out in document WFP/EB.2/2019/X-X/X, the Executive Board:**

- i. recalls paragraph vi of its decision 2017/EB.2/2, whereby it approved interim delegations of authority from 1 January 2018 to 29 February 2020 and decided that permanent 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 with appreciation that a review of the interim delegations of authority was undertaken, takes note of the review findings and proposals in respect of permanent delegations of authority set forth in paragraphs XX-XX of document WFP/EB.2/2019/X-X/X and requests the Secretariat to finalize the proposals and submit them to the Executive Board for approval at its 2020 first regular session;
- iii. recalls the multi-country strategic plan concept described in the update on the Integrated Road Map set out in document WFP/EB.2/2018/5-A/1; and
- iv. takes note of the policy in respect of multi-country strategic plans and accompanying rule changes set forth in paragraphs xx – xx and annex xx of document WFP/EB.2/2019/X-X/X and requests the Secretariat to finalize both the policy and the rule changes and submit them to the Executive Board for approval at its 2020 first regular session.

# Discussion



# Next steps





# Discussion



# Annex



# Options for notification system

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**Survey on the Membership Area in the Executive Board website is ongoing until 15 October 2019**

## **Option 1**

A consolidated listing of updates **by email** – on a daily basis or as frequently as the updates occur - in the format of a form letter

## **Option 2**

Flash notifications in red font on the **Executive Board website**

## **Option 3**

Updates on **Twitter**

- **These would all occur at the end of the business day in Rome**

# Crisis Response Revisions that warranted Member State review *(as of 9 September)*

Date Approved	Country Office	Total Revision Value (USD)	Member States commenting
16-Mar-18	Mauritania ●	21,869,847	Canada, Belgium
23-Mar-18	Zambia ●	8,495,532	USA, UK
30-Apr-18	Mali ●	39,880,444	USA, Canada, Belgium
31-May-18	Burkina Faso ●	41,520,530	USA, Denmark, Kuwait
29-Jun-18	Bangladesh	188,550,905	Canada, Myanmar
24-Aug-18	Colombia ●	43,780,256	USA, Colombia, Venezuela
16-Jan-19	DRC	452,884,490	USA, Spain
27-Feb-19	Bangladesh	438,125,978	Bangladesh, Spain, Australia, Myanmar, Canada
21-Mar-19	Eswatini ●	9,521,617	(none)
05-Apr-19	Mozambique	168,103,739	Belgium, Finland
08-Apr-19	Madagascar ●	45,112,763	USA
02-May-19	Colombia	93,303,121	Canada, Denmark
13-Jun-19	Somalia	214,529,478	Australia, Canada
03-Jul-19	Cameroon	86,682,316	USA, Canada
03-Jul-19	Yemen	1,483,114,732	Canada
18-Jul-19	Lebanon	364,354,369	Australia, Kuwait, Canada
16-Aug-19	CAR	212,620,887	(none)
16-Aug-19	Zimbabwe	156,166,408	Sudan, UK
In Progress	Mozambique	162,970,276	USA, UK, Canada
In Progress	Burkina Faso	124,099,381	Belgium, Canada, USA

## Note:

- Value of revisions is primarily but not solely accounted for by crisis response, since revisions are rarely made up of just one focus area
- Text in red: indicates budget revisions which were shared following ED or ED/FAO DG approval
- ● : indicates budgets revisions that would not have gone through the Member States' review process if the USD 50 million threshold had been applied

## Additional budget revision in 2019 that would be applicable if the threshold was 50 million:

13/03/2019	Afghanistan	172,400,461
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