WFP'S LEADERSHIP IN THE REPOSITIONING OF THE UN DEVELOPMENT SYSTEM

Beyond the Annual Performance
Report 2019 Series

June 2020

WHAT IS THE QCPR?

QUADRIENNAL COMPREHENSIVE POLICY REVIEW (QCPR)

is a resolution and a mechanism through which the UN General Assembly assesses the effectiveness, efficiency, coherence and impact of UN operational activities for development and establishes system-wide policy orientations.

GENERAL ASSEMBLY RESOLUTION 71/243 (2017-2020) AND UN REPOSITIONING RESOLUTION 72/279

is the primary policy instrument of the UN General Assembly, defining how the UN devlopment system (UNDS) as a whole should operate in supporting programme countries. The QCPR resolution provides system-wide guidance on issue such as:

- Funding
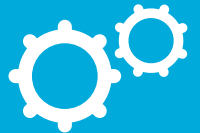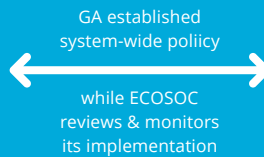- Development Effectiveness
- Delivering Jointly
- Business Operations
- Monitoring & Follow-up

HOW IS THE QCPR IMPLEMENTED, MONITORED AND REVIEWED?

193
General Assembly Member States
Established system wide policy

GA established system-wide poliicy

while ECOSOC reviews & monitors its implementation

Economic & Social Council (ECOSOC)
- **Follows up on GA requests**
- **Provides overall coordination to ensure policy implementation of country operations**
- **Has annual Operational Activities for Development segment with a yearly resolution**

- GA tasks the SG
- SG Reports on QCPR to the GA

Funds & Programmes
(e.g. WFP, UNDP, UNICEF)
*QCPR Mandatory

Specialised agencies
(e.g. FAO, ILO, WHO)
*QCPR Reccomended

Secretary General (SG)

UN DEVELOPMENT GROUP
31 Members, including WFP

WHAT'S NEXT FOR THE QCPR?

The QCPR 2021-2024 is expected to be adopted by the end of 2020, providing guidance for the UNDS on how to support the programme countries in achieving the universal & transformative Sustainable Development Goals (SDGs).

SUSTAINABLE DEVELOPMENT GOALS

EXECUTIVE DIRECTOR
WORLD FOOD PROGRAMME

Photo: UN/Loey Felipe

Mr David Beasley, Executive Director of the United Nations World Food Programme delivers a security council briefing on Yemen at the United Nations Headquarters in New York on 18 July 2019.

UN DEVELOPMENT SYSTEM REPOSITIONING AND WFP ENGAGEMENT

The Quadrennial Comprehensive Policy Review (QCPR) serves as the four-year health-check undertaken by Member States. It comprehensively reviews the operational activities of the UN development system (UNDS) and acts as the foundation upon which the current UN reforms were enacted following the adoption of the UN General Assembly resolution 71/243 in 2016. The UN repositioning resolution 72/279 adopted in 2018 strengthened the QCPR by incorporating measures that improved the UN's collective efficiencies and effectiveness. Since 2019, these system-wide measures help Member States advance Agenda 2030- introducing new ways of working, including:

- a reinvigorated resident coordinator system leading a new generation of UN Country Teams;

- a redesigned UN Sustainable Development Cooperation Framework (CF);

- revamping governance and oversight with the Management Accountability Framework (MAF);

- and an empowered efficiency agenda through a business innovations group (BIG) and common business operations strategy (BOS).

Beginning in 2014, WFP has monitored the implementation of UN system policies and reforms at the country level through its annual QCPR Survey. The survey is administered among Country Directors (CDs) and their responses inform subsequent changes to WFP programmes and operations.

The following report synthesizes the survey's main results and highlights WFP's UN reform leadership with a focus on leveraging WFP's areas of comparative advantage. Examples include strengthened country office relationships with governments and national leaders to provide operational, technical expertise and policy development and knowledge leadership in humanitarian and development programming supporting the advancement of Agenda 2030.

The 2019 survey findings provide the first annual account of WFP's engagement in the UN system-wide reform. They illustrate areas where WFP is working most effectively and efficiently as well as areas requiring further improvement. The information presented in this report enables WFP to confidently report to its Executive Board and wider UN membership on its progress in implementing system-wide initiatives.

It is expected that the next QCPR cycle, to be introduced in 2020, will build on the UN reform's implementation. Consequently, Member States will continue to guide the evolution of the UN development system operational activities. The Economic and Social Council's (ECOSOC) annual review oversees the UN system accountability to its effective and efficient support to advance Agenda 2030. WFP will continue to work with all stakeholders to monitor developments, actively engage in inter-agency forums and discussions, contribute to proposed ways forward and seek to mitigate change management risks - particularly field operations.

WFP'S ANNUAL QCPR SURVEY TO COUNTRY DIRECTORS

Every four years, Member States set the policy direction to improve the UN's operational activities for development through the Quadrennial Comprehensive Policy Review (QCPR). It is the basis for the Secretary-General's Repositioning of the United Nations development system, which aims to make the UN more strategic, accountable, transparent, collaborative, efficient, effective and results oriented.

WFP is accountable to its Executive Board and Member States for the implementation of the QCPR. For transparency, since 2014, an annual survey of Country Offices (CO) has assessed WFPs engagement in UN system-wide improvements to operational activities. For the 2019 period[1], 78 of 82 COs responded to the questionnaire (95 percent response rate). The survey enables WFP to report achievement against targets (KPI) in the Annual Performance Report (APR).[2] The survey also provides data for the analysis in this thematic report.

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1 Afghanistan, Algeria, Armenia, Bangladesh, Benin, Bhutan, Bolivia, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, China, Colombia, Congo, Congo (Democratic Rep.), Cote D'Ivoire, Cuba, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, India, Indonesia, Iran, Iraq, Jordan, Kenya, Kyrgyzstan, People's Republic of Laos, Lebanon, Lesotho, Libya, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, North Korea (DPRK), Pakistan, State of Palestine, Peru, Philippines, Rwanda, Senegal, Sierra Leone, Sao Tome & Principe, Somalia, South Sudan, Sri Lanka, Sudan, Swaziland, Syria, Tajikistan, Tanzania, Timor-Leste, Togo, Tunisia, Turkey, Uganda, Yemen, Zambia, and Zimbabwe. In 2018, 82 COs participated.
2 2019 Annual Performance Report – (Annex IV:C WFP Indicators on implementation of the QCPR).

Photo: WFP/Jenny Wilson

UN REPOSITIONING'S FIRST MAJOR TEST AND WFP RESPONSE IN THE WAKE OF COVID-19

Building on the 2016 QCPR, the UN repositioning began implementing its ambitious transformation of the UN development system in 2019. The foundational elements introduced in 2019 orient the UN response to the global COVID-19 crisis today. The impact of the global crisis requires a global operational response capacity focused on supporting countries to meet the needs of vulnerable people in challenging circumstances. As part of the UN system, WFP has leveraged its deep field presence, its operational and programme capacity, and its analytic capacity to provide necessary supports, services and goods to enhance government capacity, address immediate life-threatening needs and prepare for the consequences of a protracted global economic crisis.

The basis of a response is built from quality assessments. Just as it played a critical role in the Common Country Assessment (CCA) for the new Cooperation Frameworks, WFP leveraged its vulnerability assessment and emergency operations capacity to generate important global analysis of threats to targeted populations. Having established interconnected information systems, WFP can quickly integrate and visualize new data streams to monitor COVID-19. In the Hunger Map, vulnerability and COVID-19 statistics are updated in near real time to view the impact the crisis is having on food insecurity around the world. Further, the Global Monitoring of School Meals during COVID-19 School Closures provides daily updates on school closures and the number of children no longer receiving school meals as a result. The timely provision of these quality assessment tools supports UN country teams (UNCTs) and national governments prepare and monitor their COVID response plans. This knowledge leadership is present across the UN system-wide approach to address the COVID crisis. WFP has actively engaged in the Global Humanitarian Response Plan, prepared a Medium-Term Strategic Framework under the UN framework for the immediate socio-economic response to COVID-19 and plays a key service support role to the WHO coordination of the health response to the pandemic globally and in the UN country teams.

To ensure the movement of goods, people and service supporting the UN countries, and national governments respond to the pandemic and its consequences, WFP has significantly scaled-up global logistics and supply chain services for critical staff and items. Working with the Supply Chain Task Force under WHO and Resident Coordinator Office (RCO) leadership, WFP supports the consolidating and prioritization of demand, coordination of purchasing and streamlined distribution of critical pandemic goods. Further, a key WFP common service, UNHAS, is stood-up to ensure the movement of goods and staff globally. The Humanitarian Booking Hub, powered by WFP, has been used by UN and NGO partners to schedule UNHAS flights and book transportation to enable COVID's response.

DISASTER RISK REDUCTION AND/OR MANAGEMENT (DRR/M) AND COVID-19

Member States have called for the UN development system entities to give due consideration to prevention, preparedness and disaster risk reduction activities when supporting national efforts.[3] WFPs is a knowledge leader in the UNDS for DRR/M. As such, it is a key partner for WHO in the global battle against the COVID-19 pandemic. This is also clear in WFP operations at the country level as DRR/M activities are integrated in all CSPs.

In 2019, 55 of 78 COs surveyed, or 71 percent, reported supporting the national government in formulating or updating the DRR/M strategy, a slight increase from the previous year. The majority, 58 percent, reported doing so jointly with other UN agencies and partners. Where DRR/M was not implemented, context limitations or other approaches for disaster management were identified.

Under existing CSPs, Humanitarian Response Plans, and COVID response plans, WFP has demonstrated its value as a partner by contributing across three overlapping functions: (i) Data and Analytics, (ii) Policy and Programme Advice, and (iii) Operational Support.

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3   General Assembly resolution 67/226, Quadrennial comprehensive policy review of operational activities for development of the United Nations system. Available at https://undocs.org/A/RES/67/226 (OP 110)

SUPPORT OF VOLUNTARY NATIONAL REVIEWS TO STRENGTHEN ACCOUNTABILITY TO THE 2030 AGENDA

The 2030 Agenda for Sustainable Development Goals (SDGs) asks Member States to "conduct regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven." These Voluntary National Reviews (VNRs) are presented annually at the High-Level Political Forum on Sustainable Development (HLPF). In 2019 the HLPF focused on "Empowering people and ensuring inclusiveness and equality", – quality education, economic growth, reduced inequality, combat climate change, peace, justice and strong institutions, and partnerships for the goals (SDGs 4, 8, 10, 13, 16, & 17).

In 2019 of the total 47 countries who submitted a VNR to the HLPF, WFP has a CO in 25 of them. To prepare the VNR 22 CO, (88 percent), reported supporting the national governments in this exercise. This support is a key commitment of the QCPR for the UN system to support national leadership advancing the SDGs. Figure 1 illustrates the support most frequently provided by WFP. The high rate of collaboration around data and statistics as well as analysis and reporting demonstrate the confidence national governments have in WFP technical capacity and expertise. Conversely, the figure points to low involvement in serving as a convener in capacities such as engaging stakeholders and participating in the HLPF. WFP recognizes the importance of building partnerships and is focusing on further demonstrating this strength to increase the areas of support to national governments.
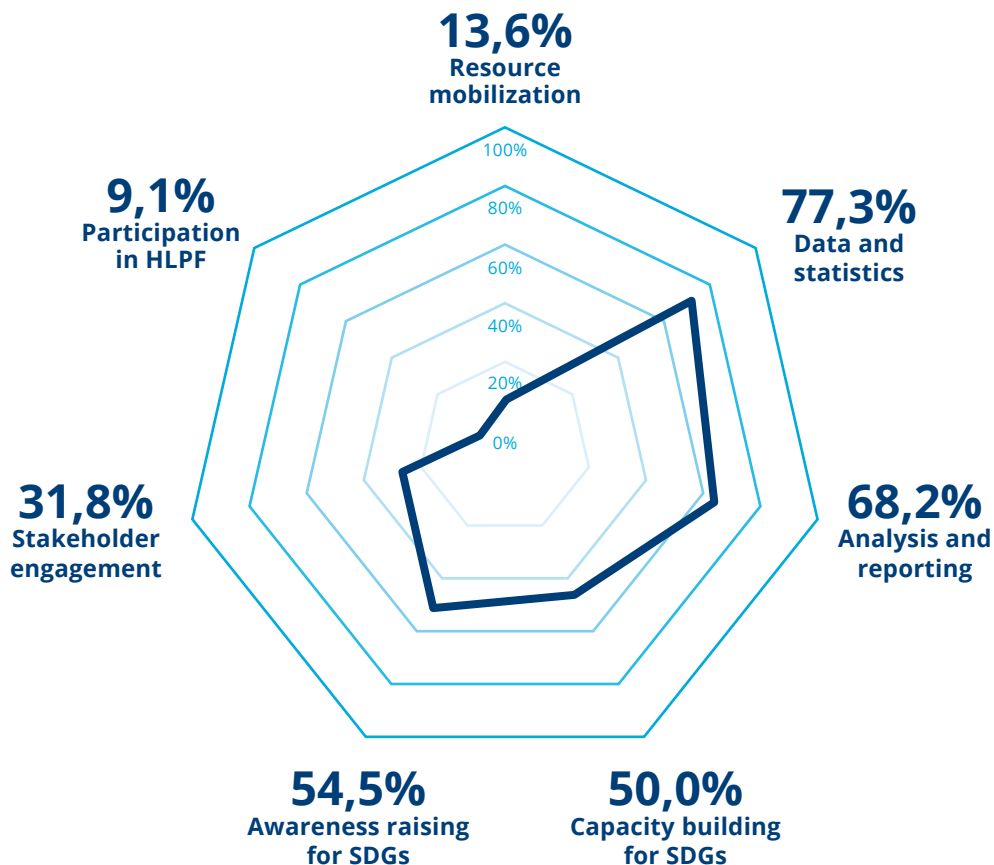
Percentage of reporting countries supporting host governments in VNR

Figure 1: WFP's support to Member States during Voluntary National Reviews in 2019

STRATEGIC FOCUS ON SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSTC)

The 2016 QCPR (RES/ 71/243) calls upon the UNDS entities to mainstream and enhance South-South and Triangular Cooperation (SSTC) at the request of and with the ownership and leadership of developing countries. WFP was one of the first UN agencies to develop a policy on SSTC, which was approved by its Executive Board in May 2015.

In 2019, WFP's global effort to advance SSTC is improving, with 85 percent of WFP COs surveyed reporting engagement with the national governments compared to 73 percent in 2018. Increased engagement since 2014 (see Figure 2) illustrates the rising importance that national governments place on SSTC as a strategy to tackle food security and nutrition challenges, lend support to their neighbors and peers and gain visibility as providers of solutions for SDG 2. It also shows that WFP COs have increasingly embraced their roles as SSTC conveners with national governments on the changing lives agenda.

WFP-facilitated SSTC initiatives are adapted to national requirements, including knowledge exchange, expert deployments, trainings, intra- or inter-regional peer learning, technology transfer, policy dialogue, mobilizing and sharing of in-kind or cash resources among developing countries. Thematically, the focus was on nutrition and food technology (biofortification), school feeding, social protection, emergency preparedness and disaster risk reduction.

48% — 2014
60% — 2015
62% — 2016
72% — 2017
73% — 2018
85% — 2019

──● Percentage of Country Offices supporting South-South and Triangular Cooperation
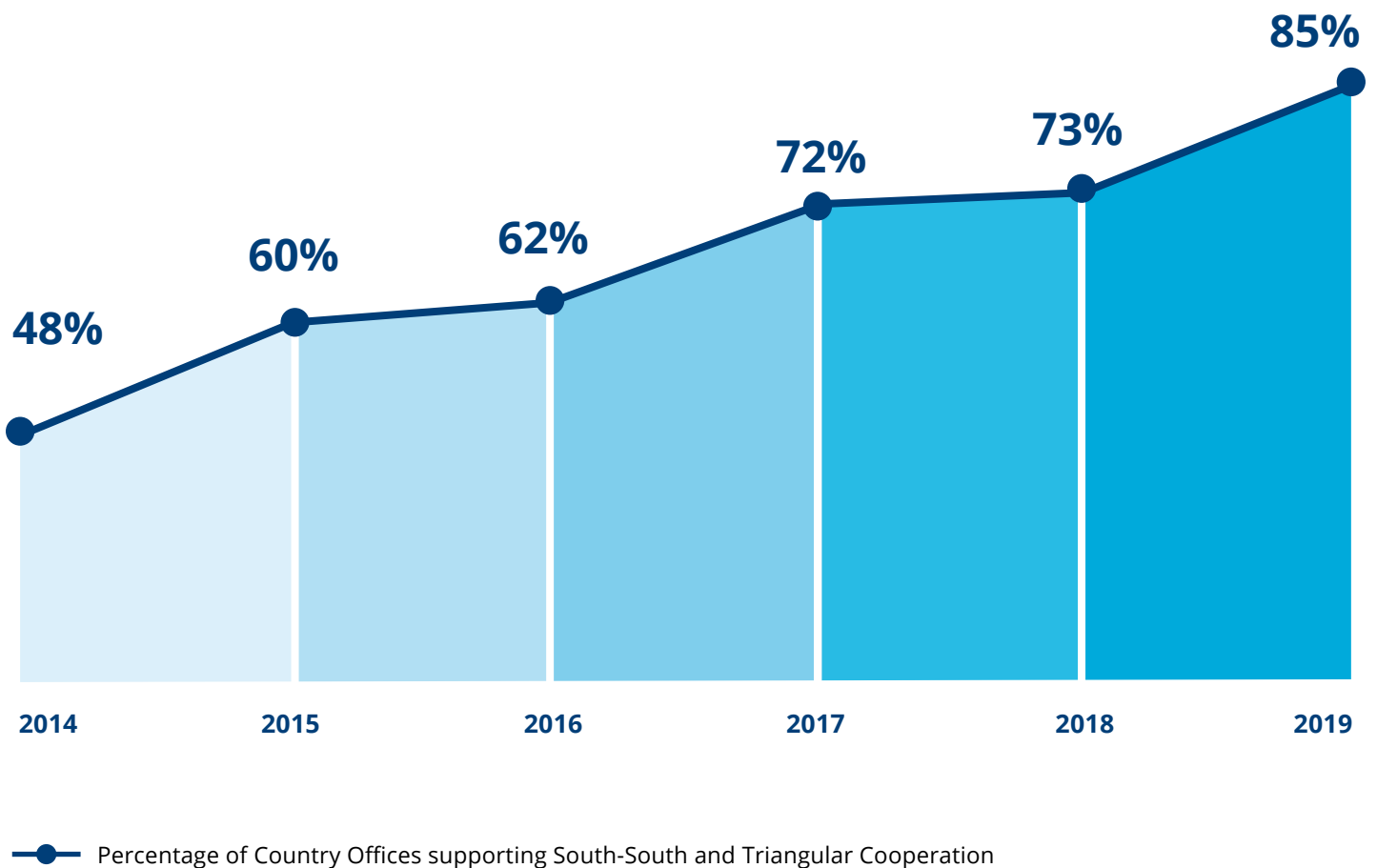
Figure 2: Percentage of Country Offices supporting South-South and Triangular Cooperation

III. UN COUNTRY TEAM COORDINATION

IMPLEMENTING THE UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK

General Assembly resolution 72/279 elevates the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework) as "the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)." The Cooperation Framework (CF) guides the entire programme cycle, driving assessment, planning, implementation, monitoring, reporting and evaluation of collective UN support to national governments. All CFs have a strong focus on inclusive economies and on leaving no one behind. This approach is central to WFP's vulnerability analysis and CSP design. Particularly efforts to improve its programmes are aimed at gender equality and ensuring support of persons living with disabilities.

Considering the internal guidance for adopting the new CF was released in June 2019, the majority of WFP's CSPs maintained their orientation to UNDAF during the year. The DCO report 2020/54 noted 15 countries started their respective CF prioritization and design phase during the year and three went on to be signed by the national government.[5] Currently there are 37 new CFs under development.

For the first time, WFP's QCPR survey evaluated whether the CSP's developmental outcomes are aligned to the UNDAF's outcomes (or similar instrument). An overwhelming number of COs surveyed, 81 percent, reported full alignment with an additional 12 percent reporting partial alignment.[6] Seven percent of COs involved in the survey reported no alignment. By ensuring there exists a coherent outcome link between WFP's CSP design and the UNDAF/CF it increases the opportunity for collaboration and accountability among other UNCT members to achieve common results.

UN DISABILITY INCLUSION STRATEGY

WFP is addressing disability inclusion in the revision of its Protection Policy as well as in the Disability Inclusion Road Map which seeks to advance the Secretary General's 2019 UN Disability Inclusion Strategy (UNDIS). Disability considerations are also reflected in other policies,[4] such as the principled approach to humanitarian assistance to ensure that assistance reaches persons with disabilities (PwD) in food insecure households. Sixty-nine percent of COs surveyed reported their CSP includes a policy or strategy to better include PwD and addresses their specific needs. While the needs of PwD are not articulated in all project documents, several COs report taking their needs into account at the operational level. The results must be interpreted with caution as: (a) disability inclusion remains a new topic within WFP; and (b) several of the respondents did not fully explain how their project document addresses the needs of PwD in a substantive manner. Nonetheless, the results demonstrate a clear need for corporate guidance to operationalize meeting the specific needs of PwD. This particular set of guidance materials is a priority for WFP in 2020, not only to improve the quality of its programmes, but also as part of its commitment to implementing the UNDIS.

> " *The Cooperation Framework guides the entire programme cycle,* driving assessment, planning, implementation, monitoring, reporting and evaluation of collective UN support to national governments. "

For more information, visit unsdg.un.org

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4   Such policies include: 'Resilience for Food Security and Nutrition', 'Protection and Accountability to Affected Populations' and 'Gender'
5   The three countries with a signed CF in 2019 include: Colombia, Republic of Congo and Sierra Leone.
6   Partial inclusion may often be explained by different UNDAF and WFP CSP planning cycles.

The increased significance of the CF has implications on WFP as it directs the content and cycle as well as the outcomes that must appear in the CSP.[7] To that end, WFP has analyzed all CSPs and interim CSPs and formulated a set of recommendations to ensure their alignment.[8] These have been discussed with regional bureaux, which have advised COs according to emerging global guidance and each country's circumstances. WFP's Programme Divison dedicated a work stream to support the development of second generation CSPs, including a help desk for the field. In addition, WFP continues to proactively engage the CF design team led by the Development Coordination Office (DCO) to prepare a technical Companion Package.

The roll-out of second generation CSPs will start with countries presenting their documents for approval at the November 2020 Board session. The new requirements of the CF – with the aim of enhanced coherence and complementarity of agency plans and programmes - will ultimately lead to closer integration of Zero Hunger Strategic Reviews and CSPs with the UN CCA and the CF, and harmonization with national development planning and policy review processes.[9]

COUNTRY EXAMPLE: BANGLADESH, A MODEL FOR APPLYING CSP DURING EMERGENCY RESPONSE

WFP has been present in Bangladesh since 1974. WFP's CSP 2017-2020 is aligned with the Government's Seventh Five Year Plan 2016-2020 and the Bangladesh UNDAF 2017-2020. It positions WFP to serve in a greater advisory role, assisting the Government in its efforts to achieve the SDGs.

WFP's dual mandate is reflected in the Bangladesh CSP, which range from crisis response and related service provision to resilience and work that addresses food security's root causes. WFP continued its strong partnership with the Government through capacity strengthening initiatives, engaging in policy dialogue and advocacy, generating evidence and developing innovative approaches to disaster response. As a result, the Government was better positioned to respond to two cyclones that caused havoc on the coastal areas during the year.

In the hazard-prone area of Cox's Bazar, the situation of the Rohingya refugees remained highly precarious. Two years after the mass influx of Rohingya refugees from Myanmar, the root causes of their plight remain unaddressed fully and their futures uncertain. The Rohingya continue to be extremely vulnerable, living in highly challenging circumstances and dependent on aid.

Given the camps' exposure to natural hazards, WFP collaborated with the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR) to improve the camp's safety through ongoing engineering works. In addition, WFP collaborated with the Food and Agriculture Organization (FAO) and IOM to plant 252,000 trees as part of a reforestation effort – an initiative benefiting both the refugee population and local communities.

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7   United Nations Sustainable Development Cooperation Framework_Internal Guidance. 3 June 2019 https://unsdg.un.org/sites/default/files/2019-10/UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf

8   The WFP 2019 QCPR survey to COs asked if CSPs were aligned with the national planning and budgeting cycles, and the UNDAF/CF cycle. 35 country offices (45 percent of respondents) said they were fully aligned. An additional 6 country offices (8 percent) were aligned only to national planning and budgeting cycles; and 11 country offices (14 percent) were only aligned with the UNDAF/CF cycle. 26 country offices (33 percent) were not aligned to any cycle.

9   Summary evaluation report of the strategic evaluation of the pilot country strategic plans (par 10 and 11), available here.

WFP LEADING UNCT RESULTS GROUPS WHILE STRENGTHENING FOCUS ON COMMON RESULTS

The Sustainable Development Goals direct UNCT collective planning, implementation, and reporting on common results in the CF. The implementation is guided by the UNCT and results groups which are focused on operational areas. In 2019, all WFP COs surveyed reported full participation in their respective UNCT. Moreover, WFP consistently assumes leadership in these settings as 87 percent of COs surveyed reported leading or co-leading at least one UNCT Results Group.

The top five UNCT Results Group that WFP led or co-led in 2019:

1. Food Security 48 COs (or 62 percent of COs surveyed)

2. Business Operations Strategy 23 COs (29 percent)

3. Nutrition 20 COs (26 percent)

4. Emergency Preparedness 19 COs (24 percent)

5. Information and Communication Technology (ICT) 18 COs (23 percent)

• Other[10] 29 COs (37 percent)

According to WFP CDs who responded to the survey, progress was made in 2019 as 22 percent strongly agreed there was an improved focus on common results at the country level. In addition, 54 percent of CDs agreed, but acknowledged improvements can be made, a result consistent with programme countries governments' perspective.[11] The remaining 24 percent of CDs disagreed noting there are either key issues or fundamental obstacles that needed to be resolved.

Strengthening results-based management requires improvements and alignment with how the system measures results. It also necessitates early and frequent engagements among the UNDS entities on joint programming.

HARMONIZING PROGRAMMING PROCESSES AT COUNTRY LEVEL

The 2012 QCPR, resolution 67/226, required the UNCT to strengthen joint programming to promote greater coherence, taking into consideration the comparative advantage of each agency.[12] WFP has successfully encouraged greater collaboration: 85 percent of COs reported full or partial joint programming taking place in 2019. Several COs noted the benefits of side-by-side programming as an effective partnership strategy as demonstrated in Lebanon where since 2016 WFP, UNICEF and UNHCR have been channelling cash-based assistance through one common card within a unified system. in 2019, the joint cash programme reached over 250,000 families. In partnership with other UN agencies, WFP leverages its technical expertise in food security programming, beneficiary management, common services (supply chain and logistics, and financial systems for cash-based programming) and vulnerability assessments.

In 2019 the first call for proposals was issued under the newly created Joint SDG Fund.[13] Promoting UNCT collaboration, it focused on improving social protection for vulnerable and marginalized groups. WFP was involved in 13 successful UNCT joint programmes such as in Mauritania where WFP, ILO and UNICEF support an integrated social protection system that will reach 280,000 people in an acutely vulnerable region.

In Cote d'Ivoire, joint programming remained a critical strategy in on-going peace-building initiatives. In partnership with the National Government and UNHCR, WFP is supporting the voluntary repatriation programme to support the return and reintegration of Ivorian refugees coming from neighbouring countries. Livelihoods restoration projects in areas of high returns have supported both the returnee and host population to promote social cohesion.

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10 'Other' results groups WFP lead during the year included: Logistics, Resilience, Gender, Social Protection, Education, Operations, Monitoring and Evaluation (M&E).

11 The United Nations' Programme Consultative Group survey to programme country governments observed that in 2019 74 percent "agree" that there is an improved focus on common results among entities of the UNDS at the country level- 11 percent less than the baseline figure of 85 percent in 2017.

12 General Assembly resolution 67/226, Quadrennial comprehensive policy review of operational activities for development of the United Nations system. Available at https://undocs.org/A/RES/67/226 (OP 118)

13 The Joint SDG Fund was born out of the Reform's Funding Compact. It is a global fund that provides funding to UNCT joint programmes, thus driving UN agencies to work together.

HUMANITARIAN-DEVELOPMENT-PEACE NEXUS

The SDG ambition is integrated across humanitarian development and peace promotion streams of work. Agenda 2030 calls for coherence articulating all actor's engagement in this nexus. As a frontline agency supporting people and communities around the world, WFP has engaged deeply in humanitarian-development cooperation and seeking to meaningfully contribute to the potential for peace and security.

To better articulate WFPs work a research partnership was formed with the Stockholm International Peace Research Institute (SIPRI). Research published in 2019 (based on case studies from Mali, El Salvador, Kyrgyzstan and Iraq) offered a strong basis to demonstrate WFP programmes ability to contribute to improved prospects for peace. The research highlighted opportunities to enhance WFPs measurement of programmes to build the evidence base while strengthening the capacity of its workforce to support nexus coherence. Along these lines WFP is increasing investment in conflict sensitivity awareness raising. This effort has begun through the establishment of a Country and Regional Peace and Conflict Sensitivity Network (PECAN).

To engage in the global dialogue on nexus coherence, WFP formally adhered to the DAC Recommendation on the OECD Legal Instruments Humanitarian-Development-Peace Nexus. The recommendations engage members in a coordinated effort to ensure policy and operational coherence in support of advancing Agenda 2030.

While a similar number of surveyed countries engaged in joint programming over the last three years (Figure 3), 2019 saw a decrease in full collaboration across joint assessments, planning and monitoring and evaluation – reducing 9 percent from 2018 to 2019. In order to strengthen relationships with governments and to more effectively develop potential partnerships, WFP is engaging with Resident Coordinators as a convener, broker and representative of the UN.

Figure 3: Percentage of reporting WFP Country Offices surveyed engaging in joint assessments, planning and monitoring and evaluation (2017-2019)

- Yes all of the above
- Yes Some
- No

2019
15% — 12% — 73%

2018
12% — 21% — 67%

2017
17% — 20% — 63%
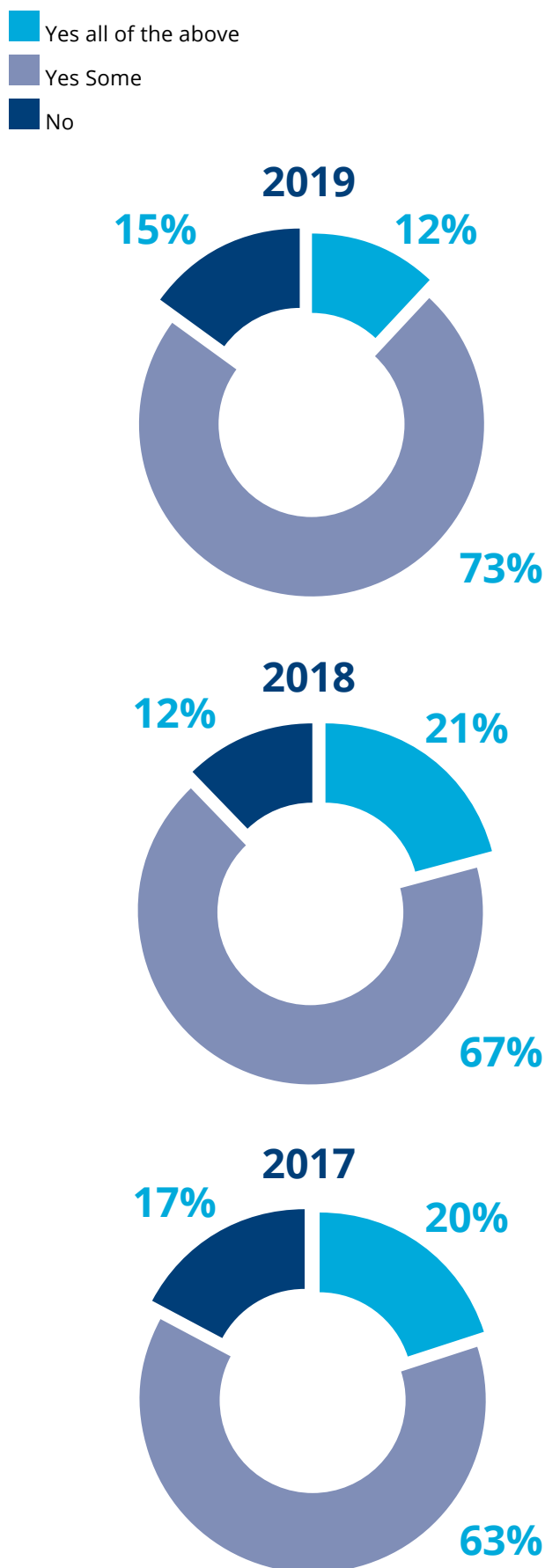
UN INFO: TRACKING AND REPORTING ON COUNTRY-LEVEL RESULTS

For the first time, the questionnaire collected information on WFP's participation in the UN-INFO pilot. The web-based platform is a planning, monitoring and reporting information management system that tracks the UNDAF/CF support to governments regarding the Sustainable Development Goals. The UN-INFO will eventually be rolled out to all 131 UNCTs.

In 2019, DCO noted in their Report of the Chair of the UNSDG (E/2020/54)[14] that the UN-INFO was operational in 68 UNCTs, of which WFP had a presence in 60 countries. While WFP was well represented in UNCTs with access to UN-INFO, only 24 of 78 COs surveyed reported providing inputs to UN- INFO. The findings reflect two primary issues: 1) the implementation of UN-Info remains preliminary and is still under development and 2) the communications on the use and awareness of UN-Info requires strengthening.

The UN-Info remains unprepared to serve as the main tool communicating UN system-wide and WFP results. Moving forward it will be important that such UN system-wide initiatives in common data architecture for reporting benefit from and build on existing systems including WFP's COMET and WINGS which ensure data quality through due diligence and oversight in accordance with corporate and donor accountability commitments.

MANAGEMENT AND ACCOUNTABILITY FRAMEWORK

The Management and Accountability Framework (MAF) is a foundational piece in the reinvigoration of the Resident Coordinator (RC) system. It provides a framework for management and accountability within UNCTs. A provisional, country-level MAF was released in March 2019. This version outlines a dual accountability system that ensures that country representatives remain fully accountable to their respective entities on individual mandates, while updating the RC on their individual activities and on their respective contributions to the results of the UNDS at the country level on the basis of the CF.

WFP COUNTRY DIRECTORS AS ACTING RESIDENT COORDINATORS

At the time this report was produced, 76 percent of the 129 RC positions were in post with others under recruitment.[15] The largest volume of in-post RCs originates from UNDP, representing 48 percent of the total compared to 4 percent of those originating from WFP. Other UN agencies such as UNICEF, UNHCR are also not evenly represented among the RCs recruited.

Nearly two-thirds of WFP Representatives reported serving as RCs ad interim (a.i.) over a set period of time in 2019; a slight increase from 2018. Thirty-three representatives, or 42 percent, reported serving more than 15 days. Considering the managerial and organisational demands to lead often very large WFP country operations, serving as acting RC for extended time periods places a heavy burden on WFP Country Directors. Therefore, WFP is engaging with DCO to assist in the talent recruitment and assessment process to fill the remaining vacancies. This also underscores the importance for UNCTs and Regional Directors' mutual accountability through the performance appraisals of RCs.

APPRAISAL OF RC LEADERSHIP OF UNCT COORDINATION

The RCs enhanced role representing the UN includes accountability for collective results as outlined in the CF. As such, they should play an important role in coordinating and enabling the UNCT's work. Approximately half of the COs (51 percent) reported that the RC effectively and efficiently leads and coordinates the UNCT strategic support for national plan and priorities under the recently launched country level MAF. Twenty-one of 78 COs (27 percent) reported that this was the case 'partially,' 6 COs (8 percent) disagreed and several could not judge -- 11 COs (14 percent).

In addition, WFP CDs provided feedback on the RC system by participating in 180 Feedback appraisals and/or a comprehensive assessment of results and competencies (ARC) while also ensuring indicators are in place to assess their own performance as called for in the MAF. Thirty-five percent of CDs reported their performance included indicators related to communications and outreach on the SDGs while 45 percent recognized promoting norms and gender equality are incorporated into their reviews.

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14 Development Coordination Office Report of the Chair of the United Nations Sustainable Development Group released for general distribution 21 March 2020 (E/2020/54)

15 Resident Coordinator Statistics as of 1 April 2020: https://unsdg.un.org/sites/default/files/2020-04/Resident-Coordinator-Statistics-Apr-2020.pdf

COST SHARING EFFORTS TO SUSTAINABLY FUND THE RC SYSTEM

The questionnaire addressed the cost sharing arrangements at the country level and found that 42 of 78 COs (54 percent) supported the RC through one or more of the following: in-kind arrangements (12 COs); secondment of WFP staff (4 COs); cash (28 COs) and other (6 COs). Some examples of 'other' cost sharing methods include SDG training efforts for the government, shared communication work and joint UN events. Globally, as agreed through the 2019 doubling of UNDS contributions to the RC system, WFP is also providing USD 2.9 million annually through the Special Purpose Trust Fund.[16]

Number of Country Offices supporting RCO through cost sharing by type:

12
IN-KIND ARRANGEMENT

4
SECONDMENT OF STAFF

28
CASH

6
OTHER

Photo: WFP/Giulio d'Adamo

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16 Special Purpose Trust Fund (SPTF) for the RC system
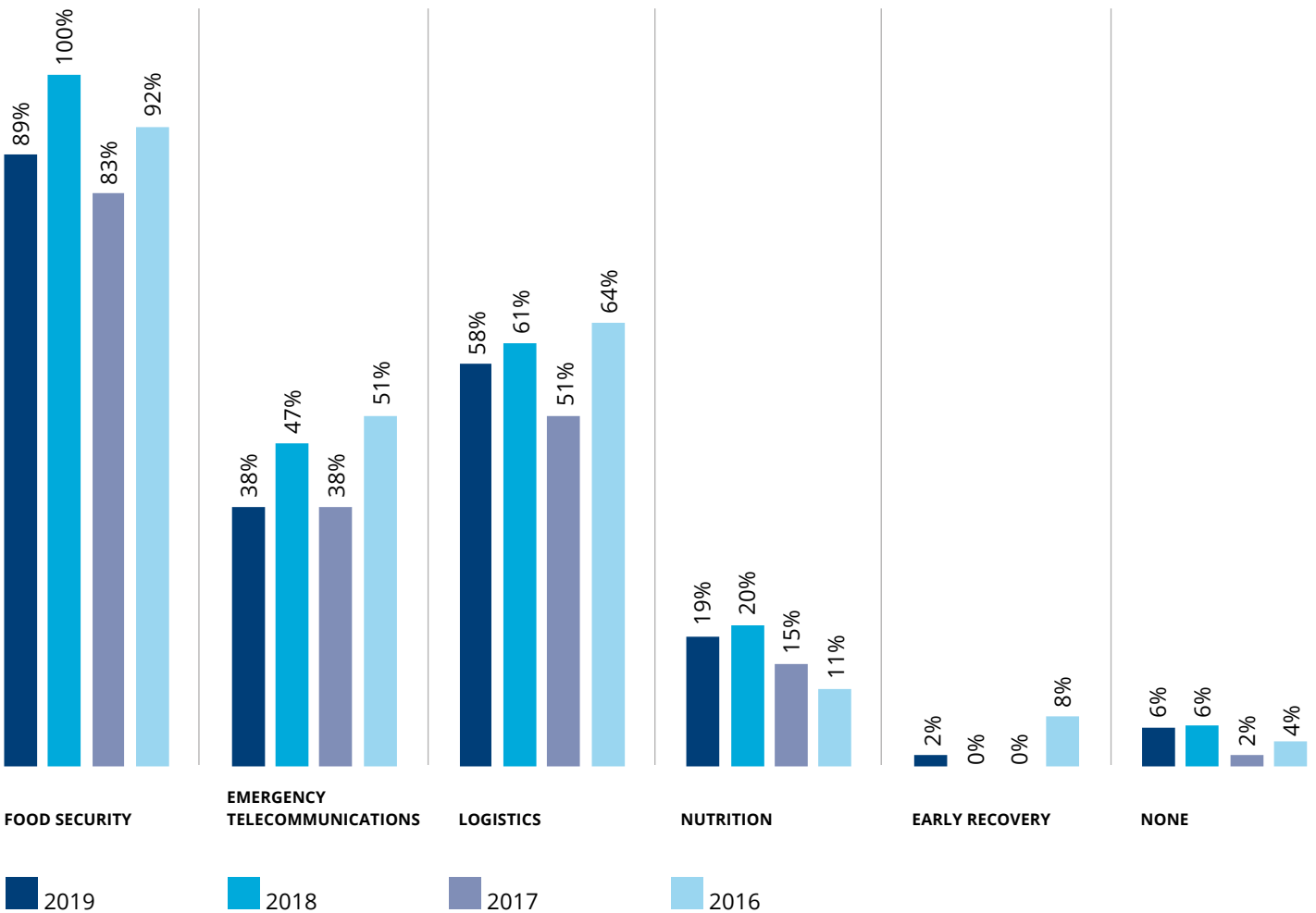
LEADING CLUSTERS IN EMERGENCY SETTINGS

Of the 78 WFP COs surveyed, 53 COs (68 percent) reported an active Humanitarian Coordination Team (HCT) in addition to the UNCT in their country. This was 4 COs more than the previous year and is consistent with 2017 and 2016 levels. Forty-one COs (53 percent) reported that a regular meeting took place while 12 COs (15 percent) reported the HCT was activated in response to a particular event.

Over the last three years, WFP officials have increasingly chaired or co-chaired their HCT. In 2019, 17 COs chaired or co-chaired whereas 16 and 13 COs did the same in 2018 and 2017, respectively.

WFP's expertise is sought across a wide range of clusters. Figure 4 illustrates WFP leadership of clusters supporting HCTs over the last four years. Given WFP's global leadership in food security, emergency telecommunications and logistics, it is unsurprising that these three clusters show the highest rates of being led or co-led by WFP. Moreover, while not being the global cluster lead, WFP engaged to lead or co-lead nutrition and early recovery clusters. Three COs, or 6 percent, reported in 2019 they did not lead any cluster.

Where applicable, the cluster that WFP led or co-led most often included[17]:

Figure 4: Percentage of WFP led or co-led clusters (2016-2019)

	FOOD SECURITY	EMERGENCY TELECOMMUNICATIONS	LOGISTICS	NUTRITION	EARLY RECOVERY	NONE
2019	89%	38%	58%	19%	2%	6%
2018	100%	47%	61%	20%	0%	6%
2017	83%	38%	51%	15%	0%	2%
2016	92%	51%	64%	11%	8%	4%

17 'Other' results group not listed as a multiple-choice option: Logistics, Resilience, Gender, Social Protection, Operations, Business Operations Strategy (BOS) working group, Monitoring and Evaluation (M&E).

DEVELOPING A CLEAR STRATEGY TO ENABLE EFFICIENCIES ACROSS THE UNDS

The Secretary-General, in his December 2017 report to the GA, called for a further scale-up of the Business Operations Strategy (BOS), encouraging all UNCTs to comply by 2021. Developed in 2012, the BOS framework was designed for a results-oriented approach to deliver more efficient, cost-effective, impactful and relevant UNCT support.[18] In the same report, he requested the High-Level Committee on Management (HLCM) and United Nations Sustainable Development Group (UNSDG) to prepare a strategy for establishing common back offices for all UNCTs by 2022.

The overall vision is guided by the Business Innovations Strategic Results Group (BIG), which is jointly co-chaired by the Executive Heads of UNHCR and WFP for a two-year period.[19] In 2019, WFP and 18 UN entities signed a statement of mutual recognition of policies and processes to facilitate service delivery. This includes the service areas of: 1) Procurement; 2) Finance; 3) Information & Telecommunication Technology; 4) Logistics; 5) Human Resources; and, 6) Administration (inclusive of Facility Services and Security). It focuses on common services that are developed jointly or delivered by one UN entity on behalf of one or more other UN entities.
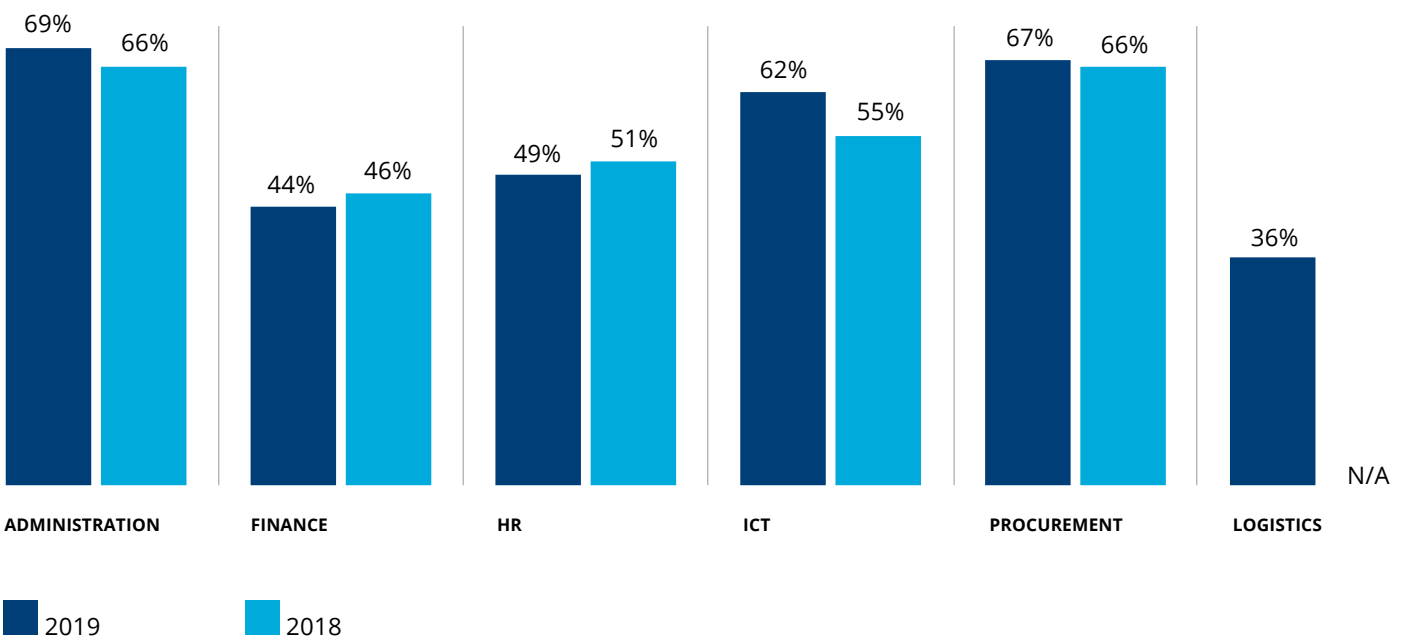
WFP'S COMMITMENT TO AN ENHANCED BOS

In 2019, WFP developed internal guidance for the BOS implementation. The BOS guidelines are currently disseminated to COs and guide their engagement with the UNCT. WFP has prioritised 42 countries that do not currently have a BOS to explore options to participate in shared services as either provider or recipient.[20]

The survey results indicate that the 69 of 78 COs have adopted BOS, participating in at least one of the 6 service areas (Figure 5). Administration, Procurement and ICT were the most frequent service areas. Compared to 2018, the percentage of COs with adopted BOS service areas is relatively stable with a marginal increase in information & communication technology (ICT). 2019 was the first year WFP introduced Logistics as a common service area.

The BOS roll-out is still in the early stages as it became mandatory with guidance issued in the second half of 2019. To solidify implementation, COs were asked the HQ support needed to facilitate engagement with the BOS. The majority desired guidance on the breadth, scope and types of engagement, support to facilitate adjustment of processes and procedures, and trainings for staff.

Figure 5: Percentage of relevant Country Offices having adopted the respective service areas of the BOS. This only includes Country Offices that are part of UNCTs where the BOS has been fully endorsed and that are engaged in the BOS

	ADMINISTRATION	FINANCE	HR	ICT	PROCUREMENT	LOGISTICS
2019	69%	44%	49%	62%	67%	36%
2018	66%	46%	51%	55%	66%	N/A

- 2019
- 2018

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18 In the 2016 QCPR (Resolution 71/243), the UN General Assembly called for "integrating programmatic and operational functions in order to enhance coherence, effectiveness, efficiency and the impact of country-level efforts" and encouraged the UN entities to progressively implement the standard operating procedures and business operations strategies.

19 The two-year period expires in June 2020.

20 Refer to WFP's Management Plan (2020-2022), pgs. 139-140.

COMMON PREMISES REMAIN A PILLAR OF THE BIG STRATEGY

In addition to WFP's Executive Director co-chairing the BIG, WFP also chaired in 2019 the United Nations inter-agency task team on common premises. The team aims to realize select reform targets in accordance with the related General Assembly Resolutions; "seek to increase the proportion of United Nations common premises to 50 percent by 2021." Current efforts to achieve this target focus on in-depth analysis of United Nations premises worldwide to identify opportunities for consolidation.

As of 2017, data suggests that approximately 16 percent of UN premises were shared by two or more entities. Hence, meeting the ambitious target of 50 percent requires a culture shift to co-location as the new norm, unless there is a compelling security, financial or operational reason not to. In countries where it operates, approximately 25 percent of WFP's facilities are common premises.

For the second time, the WFP survey collected information on common premises in countries. There continues to be a sizeable investment in the initiative, with 68 percent of countries reporting some form of common premise. Fifty-three of 78 countries surveyed have entered into common premise agreements (including 32 Country Offices, 31 Sub-Offices and 12 Area Offices). An additional 22 countries have signalled plans to enter into at least one common premise arrangement within the next two years.

The survey also collected CDs views on common premises with the greatest advantages being enhanced security considerations, added savings from consolidating facility services and reduced rent costs as well as overall greater collaboration with UNCT. On the other hand, CDs noted several challenges such as limited space allocation. Lack of suitable land and adequate office space are the primary limiters reported for development of future common premises.

DATA TRANSFORMATION, THE HUMANITARIAN BOOKING HUB

In support of common service provision, WFP established a humanitarian booking hub (humanitarianbooking.wfp.org), which provides 24/7 online access to critical enabling services for the humanitarian community. This includes bookings for 240 United Nations guesthouses, 286 flight destinations served by the United Nations Humanitarian Air Service and 45 United Nations clinics in more than 50 countries. This award-winning function supports the United Nations reform vision of delivering customer-centred common operational back office functions and services, driving economies of scale and harmonization of business procedures.

Using a single management platform fosters inter-agency collaboration by facilitating comparable service KPIs, leveraging un-used assets such as guesthouses and vehicles, and a ready-to-use system to operationalize fleet sharing and optimize accommodation occupancy rates.

V. LOOKING FORWARD

Photo: WFP/Tania Moreno

WFP HELPING TO BUILD THE NEXT QCPR CYCLE

WFP advances the objectives of the UN repositioning for Agenda 2030 to focus on improving results on the ground. The continued growth in the number of hungry people in the world, reflected in the 2019 State of Food Security and Nutrition report,[21] and exacerbated by the COVID-19 crisis highlights the need for partners across the UN to pursue system-wide efforts to improve the effective and efficient achievement of the SDGs. The survey results demonstrate that while the UN reform effort is still in its early stages, WFP is actively engaged in the collective effort, leading in areas of comparative strengths. However, there is much work to be done, particularly as concerns collective ownership, mutual accountability, common data management and continued efforts towards common premises. While the COVID-19 crisis is a serious challenge, testing the entirety of the UN system and national governments, there is a clear effort being to advance system-wide coherence. Important advances in joint programming, and common services can be further consolidated.

In 2019, WFP contributed to introducing changes in how the UNCT operates under the newly strengthened RCO. Looking forward, WFP is positioned to engage further with UNDS. The conclusions drawn from WFP's QCPR survey signal increased efforts are needed to promote common results and foster joint programming across UNDS entities as well as facilitate a culture shift to co-location. To this end, BIG, co-led by WFP, is establishing an inter-agency database of UN premises to track every country's current situation and finalizing common premises pilots in six countries as the basis for devising a methodology for consolidation.

The survey also highlighted issues with adopting UN-Info as a system wide information management tool. Aside from duplicating existing reporting and accountability systems, the common platform does not ensure oversight checks and balances for data quality. WFP and other UN agencies are engaged with DCO to coordinate the standards to be used in tools such as UN-Info so that validated data may be drawn from WFP's corporate systems such as COMET and WINGS. It will be important to ensure these common platforms align with corporate information management systems to ensure they leverage WFP's internal due diligence and quality control processes and do not duplicate existing processes. Starting in 2020, UN-INFO is mandatory for all UNCTs embarking on a new Cooperation Framework.

The DCO report 2020/54 notes priorities for 2020 include strengthening RC leaderships and RCO capacities and debuting a new regional and global MAFs. WFP continues to examine these initiatives within the UNCT as well as how the Regional Bureaux and Headquarters may guide and support implementation. Important efforts are being made for the implementation of the CF and alignment of CSP, reciprocal accountability of the RC and CD, providing knowledge leadership in coordination of the UNCT SDG support to national governments, strengthening regional collaboration across the UNDS, including with Regional Commissions, and by contributing to the implementation of the efficiency agenda particularly the BOS and common premises task force.

Under the Funding Compact, each CF needs to focus on its broader implementation. So far, only a few UNCTs have articulated funding strategies. Given the success of the first Joint SDG Fund call for proposals, and WFP's involvement in 13 such UNCT programmes, the fund's second call is focused on SDG financing. As funding challenges are emerging in the wake of COVID-19, WFP has a role to play through its strong partnerships with national governments, as highlighted in this report in support of VNRs and SSTC initiatives, to create an enabling environment to achieve Agenda 2030.

The Secretary General's "Decade of Action" to deliver the SDGs began in 2020. As WFP extends its planning horizon, it is reinforcing its focus to supporting countries and communities in building their resilience. National government's attainment of the SDGs, supported by WFP and the wider UN, will enable them to thrive in the longer term. The second generation CSP portfolio will build on the gains made by the IRM and while continuously moving towards a closer alignment with national SGD targets as framed by the new CF. Following an inclusive CSP design approach that draws on WFP's collective excellence and expertise, WFP will continue strategic and programmatic transformation at country level to ensure no one is left behind.

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21 Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization.2019. The State of Food Security and Nutrition in the World 2019: Safeguarding against economic downturns and slowdowns. http://www.fao.org/3/ca5162en/ca5162en.pdf.

SPECIAL THANKS AND SURVEY DETAILS

A special thanks to all WFP CDs who committed time to complete this year's QCPR questionnaire. Their candid feedback was essential to performing analysis of the data referenced in this report.

Content of the Survey

The survey consists of elements–questions and key performance indicators–that emerged from the 2012 QCPR and which remain pertinent, as well as new elements informed by the 2016 QCPR and the UN Department of Economic and Social Affairs (DESA) Monitoring and Reporting Framework. This helps ensure that new and relevant topics are captured and that pertinent questions from previous surveys are maintained to allow for trend analysis.[22] WFP's list of identified QCPR indicators allow for the flexibility to insert additional elements as new UN development system-wide guidance emerges from ongoing follow-up to the latest QCPR's special mandates to the Secretary-General. Upon approval of the next QCPR in 2020 the indicators and survey questionnaire will be revised accordingly.

United States of America, New York City, United Nations Headquarters, 24 May 2018. The resolution on hunger and conflict was approved unanimously by the UN Security Council.

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22 The framework was updated in light of resolution 72/279 on the repositioning of the UN development system, and will form part of the upcoming report of the Secretary-General on QCPR implementation. New indicators were developed in consultation with UN Development Coordination Office (DCO) and the UNDS Transition Team, bearing in mind principles of measurability, meaningfulness, and communicability.