



BREAKING DOWN SILOS TO ADDRESS A MOMENT OF HISTORICAL CRISIS

Pathways to more integrated programming, funding and implementation

HIGH-LEVEL EVENT

16 November 2020

WFP Executive Board – Second Regular Session

15h00 – 17h45 CEST

Concept Note

Breaking the Silos High Level Event

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1. The COVID-19 pandemic is having far-reaching impacts around the globe, reversing development gains and testing the foundations of peace. This crisis has exposed the multiple fragilities of the global system all at once and cemented the growing reality that the Agenda 2030 goals will be out of reach without decisive—and imminent—breakthroughs in the ways governments lead and their development partners come together to support them.
2. The institutions represented in the High-Level Event were all created to address the formidable and increasingly complex challenges humanity faces. Over the past year, governments and each of these institutions have mobilised their mandates and all possible resources to address the pandemic around the clock, displaying ever more clearly that the need and the potential for joined-up planning, financing and action is witnessed where “the rubber meets the road”—at national, sub-national and district level, in communities and households. Our new ways of working and building back better will only be as effective as they are endorsed and implemented within the hallways of government, in line ministries, field offices and in the hands of frontline workers.
3. This event poses a series of questions to its esteemed participants, centered around how global and regional institutions can mobilise our separate country-level structures and resources more systematically and in an integrated manner to help national and local governments more urgently and more effectively accelerate development at home. What is required to translate global and regional agreements, mechanisms and frameworks into grounded, coordinated, field-level strategies to foster peace and accelerate development?
4. Reflecting exactly on this, the United Nations System started to revisit the way it works by restructuring and reinvigorating its Resident Coordinator Office and the way its Country Teams collaborate both nationally and regionally. International Financial Institutions and United Nations agencies are increasingly breathing new life into longstanding bilateral

partnerships, and building new ones, such as the United Nations-World Bank Partnership Framework for Crisis-Affected Situations. Recognizing that our own institutional structures and procedures can stifle even the best intentions, how can efforts like these be harmonized and further strengthened at country level, procedurally and structurally? Indeed, what potential exists to reshape approaches to our own institutional performance and incentives in a way that could stimulate and galvanize joined-up ways of working?

5. While already pressing, the pandemic also presaged the potential impacts of a looming, far larger, climate crisis, insisting that we find better answers to these questions more urgently. The consequences of global shocks are not felt collectively—it is each household in each local community that experiences its effects and consequences differently and has different capacities to respond. Helping each one of them requires specific, tailored strategies that only national and local governments, supported by our country-based teams, can design and set in motion. And while global and regional cooperation will bring together the best resources, practices and science mankind can muster, we will be ill-prepared for what is to come if we do not devise the mechanisms to take them immediately and effectively “to the field”. Drawing on the learnings from the pandemic and our collective efforts in fragile, conflict and violence-afflicted countries, the panel will thus explore how to use the combined strength of our respective institutions and develop new ways of working to save lives and change lives.
6. The panel will discuss how the African Union, the European Union, International Financial Institutions and the United Nations System can break down organisational silos to mobilise additional resources and help government quickly deliver them to communities. This will involve enhancing partnerships, including across the humanitarian-development-peace nexus, to support holistic joint planning and the development of collaborative tools for risk identification, crisis preparedness and early response. It will also involve rethinking how the resources and capacities of global and regional headquarters can be more directly mobilized in service of country teams. Should country-level cooperation be buttressed and strengthened by a complementary coordination structure at the global level, for example between UNSDG/DCO, IASC/OCHA, IFIs and the EU (DEVCO/ECHO)?
7. Panelists will be invited to reflect on the opportunity to deliver on coordinated country-level strategies in support of governments so they can meet the needs of citizens more efficiently and support stronger resilience in an integrated way. It is ultimately this need for us to work jointly with government that is the critical silo to break. Even after the current pandemic subsides and recovery is well underway, we will need to ensure that we combine the financing, specialized knowledge and convening and implementation capacity of International Financial Institutions, the United Nations, and other key stakeholders to cohesively support countries to build more resilience, protect development gains, achieve development objectives, and prepare for ever larger crises. Our efforts must anchor the engagement of the wider development community, while also recognizing that engaging the private sector and increasing, at scale, the involvement of underrepresented demographics

in decision-making—in particular, women and minorities—is essential to long-term sustainability and success.

8. Emphasis should be placed on enhancing country-level impact and building up the institutional and performance incentives for all actors to prioritise development impacts first and strengthen the foundation for sustained peace. This should include developing concrete approaches to critical goals beyond the purview of any one institution—people-centered results such as empowering women and addressing the aspirations of young people, and strategic impacts, such as investing in prevention and building an environment of accountability and transparency.
9. Underlining the values of cooperation and solidarity on which the sisterhood and brotherhood of humanity is built, the panel should address how our global teams at all levels might—starting tomorrow—come closer to each other and to governments, physically and virtually, to advance the outcomes of this meeting.

PROPOSED OUTCOMES AND ACTION AREAS

▶ **OUTCOME ONE**

More integrated end-to-end policy and implementation support to countries.

- Focal points to make recommendations on ways to ensure more effective integration, complementarity and coordination on:
 - Data collection, analysis, assessments and planning;
 - Addressing country-level implementation gaps for critical programmes, including social protection, sustainable food systems, and human capital development.

▶ **OUTCOME TWO**

Enhanced co-convening across the humanitarian-development-peace nexus in fragile, conflict and violence (FCV) affected countries.

- Focal points to make recommendations on how to enhance common situation analysis and joint strategic planning to support vulnerable populations in a timely manner.
- Focal points to make recommendations to strengthen the planning and coordination of investments to build government delivery systems.

▶ **OUTCOME THREE**

Enhanced collaboration on development resource mobilization options for countries.

- Focal points to make recommendations on enhanced funding mechanisms to support achievement of the SDGs at country level.
- Focal points to make recommendations on how to enhance transparency, accountability and effectiveness in the use of development resources.

▶ **NEXT STEPS**

- Focal points to take stock of the outcomes of High Level Event and to report and make recommendations to be discussed on the margins of the IMF/WBG Spring Meetings in April 2021.