

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
First Regular Session**

Rome, 10–11 February 2014

OTHER BUSINESS

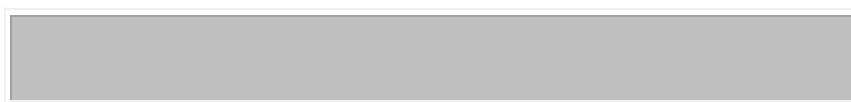
Agenda item 11

*For information**



Distribution: GENERAL
WFP/EB.1/2014/11-A/Rev.1
28 January 2014
ORIGINAL: ENGLISH

UPDATE ON THE IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW



* In accordance with the Executive Board's decisions on governance, approved at the Annual and Third Regular Sessions, 2000, items for information should not be discussed unless a Board member specifically requests it, well in advance of the meeting, and the Chair accepts the request on the grounds that it is a proper use of the Board's time.

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for information.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Assistant Executive Director, PG*: Ms E. Rasmusson tel.: 066513-2005

Director , PGI**:
Mr T. Yanga Email: thomas.yanga@wfp.org

Should you have any questions regarding availability of documentation for the Executive Board, please contact the Conference Servicing Unit (tel.: 066513-2645).

* Partnership and Governance Services Department

** Interagency Partnerships Division (New York)

EXECUTIVE SUMMARY

The Quadrennial Comprehensive Policy Review (QCPR)¹ was adopted as a resolution by the United Nations General Assembly in December 2012. Its implementation is reviewed annually by the Economic and Social Council of the United Nations (ECOSOC), which adopts a resolution on progress.² Both resolutions include time-bound decisions that must be implemented by the funds and programmes of the United Nations, including WFP.

The WFP Secretariat works with the other funds and programmes and informs the Executive Board of the actions to be taken for timely response to the General Assembly and ECOSOC decisions.

This document provides an update of the actions already taken for each decision, and a schedule of future implementation.

The table provides an overview of the required Executive Board actions, including those implemented in 2013. Further information on each decision is given in the body of the document.

A second consolidated update on QCPR implementation by WFP will be presented as an information note at the First Regular Session of 2015.

¹ General Assembly Resolution A/RES/67/226 “Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System”, adopted December 2012.

² ECOSOC Resolution E/2013/L.17 “Progress in the Implementation of the General Assembly Resolution 67/226 on the QCPR of operational activities for development of the United Nations system”, adopted July 2013.

OVERVIEW OF ENGAGEMENT OF THE EXECUTIVE BOARD (DECEMBER 2013)						
Decision	Reference	Completed in 2013	2014 – EB.1	2014 – EB.A	2014 – EB.2	2014 – TBC
Intra-agency rationalization of business operations	QCPR paragraph 153	Fit for Purpose incorporated into the 2014 Management Plan approved by the Board at its Second Regular Session				
Cost-sharing of the Resident Coordinator system	QCPR paragraph 128 ECOSOC paragraph 20	WFP portion included in the 2014 Management Plan and approved by the Board at its Second Regular Session			WFP portion included in the 2015 Management Plan for Board approval	
Mainstreaming of reporting on QCPR implementation into the Annual Performance Report (APR)	ECOSOC paragraph 5			The first APR with information on QCPR implementation submitted for approval		
Critical mass	QCPR paragraph 39 ECOSOC paragraph 15 Second Committee of the General Assembly (GA) ³ paragraph 5			Presented to the Board for consideration, as part of the indirect support costs (ISC) rate review for Board approval		
Simplification of programming instruments	QCPR paragraph 119 and 143 ECOSOC paragraph 25		Please refer to document WFP/EB.1/2014/11-B			
Broadening of the donor base	QCPR paragraph 35	WFP's Private-Sector Partnerships and Fundraising Strategy (2013–2017) approved by the Board at its Annual Session	Executive Director provides an update in her opening remarks to the Board	WFP Corporate Partnership Strategy submitted to the Board for approval		

³ Resolution A/C.2/68/L.45 “Operational Activities for Development: Operational Activities for Development of the United Nations System”, adopted December 2013.

OVERVIEW OF ENGAGEMENT OF THE EXECUTIVE BOARD (DECEMBER 2013)						
Decision	Reference	Completed in 2013	2014 – EB.1	2014 – EB.A	2014 – EB.2	2014 – TBC
Reporting on progress in implementing standard operating procedures for countries adopting Delivering as One			Executive Director provides an update in her opening remarks to the Board			
Definition of operating costs	QCPR paragraph 159					Board action to be confirmed
Improvement of communication to the general public on mandates and development results	QCPR paragraph 36			Update on progress included in the APR from 2013		
Full-cost recovery framework	QCPR paragraph 53 ECOSOC paragraph 16			Results of the ISC rate review submitted to the Board for approval		
Consolidation of support services	QCPR paragraph 152					Progress will be reported to the Board by end of 2014
	QCPR paragraph 155 ECOSOC paragraph 32			Update on QCPR implementation included in the APR from 2013		
Strengthening of results-based management	QCPR paragraph 46 ECOSOC paragraph 13	Management Plan approved by the Board at its Second Regular Session; preparation involved informal consultations on financing for results				Informal consultations on financing for results as part of Management Plan preparation
	QCPR paragraph 169 ECOSOC paragraph 34			Update on QCPR implementation, including strengthening of horizontal accountability, included in the APR from 2013		
Mainstreaming of evaluation of QCPR implementation	ECOSOC paragraph 7					Part of assessment of the evaluability of the Strategic Plan conducted in 2014

INTRODUCTION

1. The QCPR is the GA's primary policy instrument for defining how the United Nations development system supports the development efforts of countries with United Nations programmes. It deals with the funding of United Nations development activities, and the functioning and development effectiveness of the development system. Its thematic priority areas include transition, gender, capacity development and results-based management.
2. The GA adopted the QCPR in December 2012 with a four-year timeframe of 2013–2016. ECOSOC reviews implementation of the QCPR annually, during its operational activities segment. The Second Committee of the GA also takes stock of QCPR implementation annually.
3. Implementing the QCPR is binding for the United Nations entities that report to the GA, including WFP. Along with the other funds and programmes – the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) – WFP has aligned its Strategic Plan to the QCPR.
4. The current QCPR represents a departure from previous reviews because the actions requested have specific implementation deadlines and involve the engagement of the respective Executive Boards of funds and programmes.
5. These decisions are copied below for reference. The actions taken to implement each decision are also provided.

COMPLETED ACTIONS

Intra-Agency Rationalization of Business Operations

6. **QCPR paragraph 153:** "Requests the funds and programmes, and encourages the specialized agencies and other entities of the United Nations, to further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013;"
7. **Action taken:** Intra-agency rationalization was included in the Fit for Purpose exercise and incorporated into the 2014 Management Plan approved by the Executive Board at its Second Regular Session in 2013.

Cost-Sharing of the Resident Coordinator System

8. **QCPR paragraph 128:** "Urges the United Nations development system to provide further financial, technical and organizational support for the Resident Coordinator system, and requests the Secretary-General, in consultation with the members of the United Nations development system, and based on the recent review of existing funding modalities in support of the Resident Coordinator system called for in Economic and Social Council resolution 2011/7, to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the Resident Coordinator system in order to ensure that Resident Coordinators have the necessary stable and predictable resources to fulfill their mandate effectively, without compromising resources allocated to programmatic activities, with due regard for the principle of fairness, which should reflect the direct involvement of each agency, based on the proportion of services used;"

9. **ECOSOC paragraph 20:** “Notes the review of existing funding modalities in support of the Resident Coordinator system, and the resulting recommendations for improving the provision of resources and support to the Resident Coordinator system on the basis of a cost-sharing arrangement among all member entities of the United Nations Development Group (UNDG), and in this regard requests the respective governing bodies to consider the recommendation for a cost-sharing arrangement and, subject to approval, to implement it in 2014, in order to ensure that the Resident Coordinators have the necessary stable and predictable resources to fulfill their mandates effectively, without compromising resources allocated to programmatic activities;”
10. **Action taken:** WFP’s portion of these costs – USD 1.2 million – was included in the 2014 Management Plan approved by the Executive Board at its Second Regular Session in 2013.

EXECUTIVE BOARD ENGAGEMENT AND INFORMATION BY THE END OF 2013

Mainstreaming of Reporting on QCPR Implementation into the APR

11. **ECOSOC paragraph 5:** “Requests the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the Quadrennial Comprehensive Policy Review within their reporting on the implementation of their strategic plans, and to provide a thorough analysis, including through the selection and use of common indicators that are fully aligned with the monitoring framework for the implementation of the Quadrennial Comprehensive Policy Review, to their executive boards and to the Council, with a view to ensuring its full implementation;”
12. **Status and proposed way forward:** Because of its dual parentage, WFP produced annual reports to both ECOSOC and the FAO Council in accordance with Article VI.3 of its General Regulations. ECOSOC and the FAO Council each approved a resolution under which WFP’s annual reporting would be consolidated within its reporting on the Strategic Plan, which WFP does through its APR.⁴ The APR is approved by the Board and its content would be used as a basis for WFP annual Executive Board reporting to ECOSOC and the FAO Council, pursuant to WFP General Regulation VI.3. UNDP, UNFPA, UNICEF, WFP and UN-Women have agreed common indicators pertaining to QCPR implementation, and have reflected these in their respective strategic and management results frameworks. This is a key component of the integration of reporting on QCPR implementation into the APR from 2014.

Critical Mass

13. **QCPR paragraph 39:** “Reiterates the potential positive impact of determining the level of critical mass of core funding for United Nations development agencies, and requests the funds and programmes to define common principles for the concept of critical mass of core resources, which may include the level of resources adequate to respond to the needs of the programme countries and to produce the results expected in strategic plans, including administrative, management and programme costs, and to present specific proposals to their respective governing bodies by the end of 2013.”
14. **ECOSOC paragraph 15:** “Reaffirms paragraph 39 of General Assembly resolution 67/226, and in this regard requests the Secretary-General, as part of the regular reporting, on the basis of information to be provided by the United Nations development

⁴ ECOSOC Resolution /2013/L.17E and FAO Council Resolution CL 148/LIM/6

system entities, to report to the Council at its substantive session of 2014 on progress made on the development of the concept of critical mass of core resources;”

15. **Second Committee of the GA paragraph 5:** “Recalls the concern expressed by the General Assembly in its resolution 67/226 over the lack of progress by the governing bodies in the development and operationalization of the concept of the “critical mass” of core resources, which was reiterated by the Economic and Social Council in its resolution 2013/5, notes that the funds and programmes have not presented specific proposals on the matter to their governing bodies, as requested in 2013, and requests the funds and programmes to take necessary actions in order to take a decision on the matter in 2014, as mandated in resolution 67/226;”
16. **Status and proposed way forward:** WFP’s financial framework differs from those of other funds and programmes in not making an explicit distinction between “core” and “non-core” programmes or resources. However, the Board will consider the critical mass of WFP resources as part of the ISC review in 2014.

Simplification of Programming Instruments

17. **QCPR paragraph 119:** “Requests the United Nations development system to further simplify and harmonize agency-specific programming instruments and processes in alignment with the United Nations Development Assistance Framework (UNDAF) in order to better respond to national priorities, challenges and needs and to reduce transaction costs for national governments and other stakeholders, and further requests funds and programmes, and encourages the specialized agencies, to consult, inform and discuss with their respective governing bodies progress achieved in this regard by the end of 2013;”
18. **QCPR paragraph 143:** “Requests the Secretary-General to include in his annual report options for the review and approval of the common country programme documents of the “Delivering as One” countries and to make appropriate recommendations for the consideration of the Economic and Social Council and the General Assembly by 2013;”
19. **ECOSOC paragraph 25:** “Notes with concern that options for the review and approval of common country programme documents of the “Delivering as One” countries, as requested in paragraph 143 of General Assembly resolution 67/226, were not presented to the Economic and Social Council at its substantive session of 2013, and requests the Secretary-General, in full consultation with the United Nations development system and countries using the common country programme document modality, to ensure that this matter is fully addressed at the substantive session of the Council in 2014;”
20. **Status and proposed way forward:** The UNDG is preparing new guidance on UNDAFs for the field. WFP is participating in related processes. This issue was addressed in a separate document (see document WFP/EB.1/2014/11-B) for review and approval by the Board at its First Regular Session of 2014.

EXECUTIVE BOARD ENGAGEMENT AND INFORMATION IN 2014

Broadening of the Donor Base

21. **QCPR paragraph 35:** “Requests the United Nations funds and programmes, and encourages the specialized agencies, to report to their governing bodies at the First Regular Session of 2014 on concrete measures taken to emphasize the importance of broadening the donor base and increasing the number of countries and other partners making financial contributions to the United Nations development system in order to reduce the reliance of

the system on a limited number of donors, as well as on progress made in increasing the donor base;”

22. **Status and proposed way forward:** At its Annual Session in 2013, the Executive Board approved WFP’s Private-Sector Partnerships and Fundraising Strategy (2013–2017), which aims to broaden the donor base. The Executive Director will provide an update on measures taken in her opening remarks to the Executive Board at its First Regular Session in 2014. The new WFP Corporate Partnership Strategy will be presented to the Executive Board at its Annual Session in 2014.

Reporting on Progress in Implementing Standard Operating Procedures for Countries Adopting Delivering as One

23. **ECOSOC paragraph 23:** “Welcomes the finalization of the standard operating procedures for countries wishing to adopt “Delivering as One”, and in this regard requests the United Nations funds and programmes and strongly encourages the specialized agencies to fully and coherently implement the standard operating procedures by the end of 2013, and to report on progress towards that end to the first meeting of their respective governing bodies in 2014;”
24. **Status and proposed way forward:** The Secretariat was a proactive contributor to the development of standard operating procedures (SOPs) and is contributing to the development of guidelines to support the SOPs’ implementation through its participation in UNDG and the High-Level Committee on Management (HLCM). The Executive Director will include an update on progress in her opening remarks to the Executive Board at its First Regular Session in 2014.

Definition of Operating Costs

25. **QCPR paragraph 159:** “Requests the Secretary-General to present to the executive boards of the funds and programmes, by the beginning of 2014, a proposal on the common definition of operating costs and a common and standardized system of cost control, paying due attention to their different business models, with a view to their taking a decision on this issue;”
26. **Status and proposed way forward:** This issue is being addressed by the HLCM, which reports to the United Nations System Chief Executives Board for Coordination (CEB) chaired by the Secretary-General. WFP’s Secretariat participates in the HLCM’s Finance and Budget Network, which started to discuss a proposal in December 2013.

EXECUTIVE BOARD ENGAGEMENT AND INFORMATION TO START IN 2014

Improving Communication to the General Public on Mandates and Development Results

27. **QCPR paragraph 36:** “Encourages the United Nations funds, programmes and specialized agencies to further improve their communication to the general public on their mandates and development results, recognizing the important contribution made by those Governments in providing significant core contributions to regular resources of those organizations, and invites the United Nations funds and programmes and specialized agencies to provide information on efforts made in communicating to the general public in their annual reports to the Economic and Social Council from 2013 onwards;”

28. **Proposed way forward:** The Secretariat will include an annual update on this issue in the APR, from 2014.

Full-Cost Recovery Framework

29. **QCPR paragraph 53:** “Requests the executive boards of the United Nations funds and programmes, and encourages the governing bodies of the specialized agencies, to adopt cost-recovery frameworks by 2013, with a view to their full implementation in 2014, based on the guiding principle of full cost recovery, proportionally, from core and non-core resources, and a simple, transparent and harmonized methodology, providing incentives, including through differentiated cost-recovery rates, and taking into account different volumes and nature of funds to increase core funding and more predictable, flexible and less earmarked non-core contributions that are aligned with the strategic plans adopted by the respective governing bodies;”
30. **ECOSOC paragraph 16:** “Reaffirms that the guiding principle governing the financing of all non-programme costs should be based on a full-cost recovery proportionally from core and non-core funding sources, and in this regard notes the timelines agreed by the respective executive boards and the decision by the respective executive boards for an independent and external assessment to be performed in 2016 of the consistency and alignment of the new cost-recovery methodology with the Quadrennial Comprehensive Policy Review;”
31. **Status and proposed way forward:** UNDP, UNFPA, UNICEF and UN-Women adopted this framework through their recently approved integrated budget for 2014–2017. The Secretariat considers itself already compliant with this part of the resolution, as WFP has a full-cost recovery policy in place. The Secretariat has engaged with other agencies in reviewing their policies and application of full-cost recovery, to evaluate the efficiency and effectiveness of WFP’s financial model. The Secretariat will review WFP’s ISC rate in 2014, and will share the results with the Board at its Annual Session.

Consolidation of Support Services

32. **QCPR paragraph 152:** “Requests the United Nations development system funds and programmes, and encourages the specialized agencies and other entities of the United Nations, to further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs, through the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services, and, within their mandates, ensuring that efficiency savings are used for programme activities with a view to building national capacities, and to report on concrete achievements in this regard to their respective governing bodies by the end of 2014 and annually thereafter, and requests the funds and programmes to submit a joint plan in this regard to their executive boards at their First Regular Sessions in 2014;”
33. **Status and proposed way forward:** Through the UNDG and the HLCCM, progress is being made in the areas of human resources, procurement, finance and information technology. The SOPs also provide guidance for the development of joint business operations strategies (BOS) at country level. Progress will be reported to the Board by end of 2014.

34. **QCPR paragraph 155:** “Requests the Secretary-General, through the High-Level Committee on Management and the United Nations Development Group, to present plans for the establishment of common support services at the country, regional and headquarters levels, based on a unified set of regulations and rules, policies and procedures, at the country, regional and headquarters levels, in the functional areas of finance, human resources management, procurement, information technology management and other administrative services, for review by the Economic and Social Council and approval by the executive boards of the funds and programmes and the governing bodies of the specialized agencies by the end of 2014, with a view to implementation by 2016;”
35. **Status and proposed way forward:** The SOPs include a ‘Proposed Plan of Action for Headquarters’ which will foster harmonization of policies and procedures in the areas of procurement, information and communications technology and human resources. The Secretariat will report on progress through the APR.
36. **ECOSOC paragraph 32:** “Invites the respective executive boards of the United Nations funds and programmes, beginning in 2014, to review annually, including possibly through the informal mechanism of the joint meeting of the boards, progress on the simplification and harmonization of business practices, and to make available to the Council and the General Assembly the summary records of their deliberations;”
37. **Status and proposed way forward:** Reporting on QCPR implementation will be through the APR.

Strengthening of Results-Based Management

38. **QCPR paragraph 46:** “Requests, in this regard, the executive boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities, with a view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows;”
39. **ECOSOC paragraph 13:** “Reaffirms the request of the General Assembly to the executive boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities;”
40. **Status and proposed way forward:** The Board is engaged in informal consultations on the Management Plan, with formal discussions annually at its Second Regular Session. In each of those discussions the Board reviews the funding gap and its potential impacts on operations.
41. **QCPR paragraph 169:** “Also requests the Secretary-General to articulate and report to the Economic and Social Council of the United Nations at the operational activities segment of its substantive session in 2013, with a view to implementation by 2014, a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results, and in this regard invites the executive boards of the funds and programmes and the governing bodies of the specialized agencies and other relevant United Nations entities to engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels with the current agency-specific reporting requirements, taking into account the challenges in developing results frameworks that demonstrate the United Nations contribution to national development results;”

42. **ECOSOC paragraph 34:** “Reiterates the request contained in paragraph 169 of General Assembly resolution 67/226 that the Secretary-General articulate and report to the Economic and Social Council of the United Nations at the operational activities segment of its substantive session in 2013, with a view to implementation by 2014, a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results, and in this regard invites the executive boards of the funds and programmes and the governing bodies of the specialized agencies and other relevant United Nations entities to engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels with the current agency-specific reporting requirements, taking into account the challenges in developing results frameworks that demonstrate the United Nations contribution to national development results;”
43. **Status and proposed way forward:** The Secretariat contributed to developing the United Nations system-wide monitoring framework for QCPR implementation. This framework includes QCPR thematic areas such as gender, transition and capacity development. System-wide results in these areas will be reported to ECOSOC through the framework from 2015. The SOPs for countries adopting Delivering as One will include annual reporting on United Nations country results, to which country offices will contribute. As part of the business process review, the Secretariat proposes to take stock of all reporting requirements at the country office level, to determine costs, duplications and gaps. The outcome will inform the design of further enhancements to system-wide results reporting at the local level. The Secretariat will report on progress on QCPR implementation through the APR.

Mainstreaming of Evaluation of QCPR Implementation

44. **ECOSOC paragraph 7:** “Invites the executive boards of the funds and programmes and the governing bodies of the specialized agencies to consider integrating evaluations of the implementation of the Quadrennial Comprehensive Policy Review into the evaluations of their strategic plans;”
45. **Status and proposed way forward:** This evaluation will be included in the assessment of the evaluability of the Strategic Plan, which is part of the Office of Evaluation’s work plan for 2014, approved by the Board at its Second Regular Session in 2013. Once the assessment has been concluded, the kind and range of evaluations concerning the Strategic Plan will be decided.

ACRONYMS USED IN THE DOCUMENT

APR	Annual Performance Report
BOS	Business Operations Strategy
CEB	United Nations System Chief Executives Board for Coordination
CP	country programme
CPD	country programme document
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization of the United Nations
GA	General Assembly
HLCM	High-Level Committee on Management
ISC	indirect support costs
QCPR	Quadrennial Comprehensive Policy Review
SOP	standard operating procedure
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and Empowerment of Women