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## **Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system)**

1. This information note builds on the update presented to the Executive Board at its 2020 second regular session<sup>1</sup> by providing additional information on WFP's implementation of United Nations General Assembly resolution 72/279<sup>2</sup> on repositioning the United Nations development system (UNDS).

### **Introduction – United Nations development system reform in the context of COVID-19**

2. This information note will provide some noteworthy updates since the last update on UNDS reform, issued in November 2020, including on WFP's steps to implement the multi-country office review, a deeper look at how WFP is supporting business operations internally and more broadly throughout the UNDS. Furthermore, WFP welcomes the adoption of the latest quadrennial comprehensive policy review (QCPR) of operational activities for development in December 2020. WFP is analysing the outcome of the QCPR and considering steps to imbed the actions it calls for in the discussions of WFP's latest strategic plan and other aspects of WFP operations.

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<sup>1</sup> [WFP/EB.2/2020/4-E](https://wfp.org/eb/2020/4-e).

<sup>2</sup> General Assembly resolution 72/279 of 31 May 2018, Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/72/279). <https://undocs.org/a/res/72/279>.

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#### **Focal points:**

Mr A. Abdulla  
Deputy Executive Director  
Tel.: 066513-2401

Ms C. Ushiyama  
Director  
United Nations System and Multilateral Engagement  
Division  
email: [coco.ushiyama@wfp.org](mailto:coco.ushiyama@wfp.org)

## **Strengthening system-wide support for the 2030 Agenda for Sustainable Development and the Sustainable Development Goals at the country level**

3. United Nations country teams continue to support a coherent response to the pandemic, working with governments, international financial institutions and other partners in developing and implementing socioeconomic response plans. To date, 118 socioeconomic response plans have been finalized, in alignment with strategic objectives in the areas of health services, social protection and basic services, protecting jobs, facilitating macroeconomic response and supporting social cohesion. Although the plans represent a decisive United Nations response to COVID-19, it is critical that they be linked to continued long-term sustainable development in order to enable building back better and to pave the way for a smooth transition to post-crisis programming. The design and development of United Nations sustainable development cooperation frameworks (UNSDCFs) and the common country analysis (CCA) on which they are based are critical processes to the ability of United Nations entities to inform, adapt and contribute to coordinated efforts to support evolving national development priorities.
4. While COVID-19 poses a historic challenge to progress towards the Sustainable Development Goals, it is also opening new partnership pathways for WFP, including with governments, other agencies, international financial institutions and civil society. The refined CCA and the alignment of WFP country strategic plans with UNSDCFs also contribute to exploring and expanding joint programming opportunities. WFP is actively involved in and contributing to the United Nations Sustainable Development Group (UNSDG) Task Team on Programme Development and Results, which is starting to review the current joint programming guidance and developing a new approach and global guidance for joint programming in the context of UNDS reform.
5. In terms of system-wide learning efforts, the United Nations Development Coordination Office (DCO) and the United Nations System Staff College have designed online learning courses on new working modalities and processes relating to CCAs and UNSDCFs. These courses are currently being rolled out internally via WFP's regional bureaux, helping to increase WFP staff's visibility with regard to and application of the operational changes taking place at the country level.
6. WFP regional bureaux continue to lead the organization's active participation in the operationalization of the reform's regional review through newly established regional collaborative platforms (RCPs). The five RCPs held initial introductory sessions in the last quarter of 2020. Spurred on by a new regional spirit, WFP's regional bureaux have enhanced their engagement in multi-agency collaboration and UNDS regional reform. The Regional Bureau for the Middle East and North Africa, for example, has been active in the latter half of 2020 in more than 15 regional-director-level regional meetings on United Nations system-wide COVID-19 responses, regional political crisis responses, RCP formation, issue-based coalition progress, regional operational management teams and others matters. In 2021 WFP regional bureaux are expected to continue their heightened engagement in the regional review's operationalization to ensure that all aspects of the reform are effective and consistent with the ambition to achieve a more coherent United Nations regional offering to Member States.
7. The operationalization of the multi-country office (MCO) review continues to proceed under the leadership of the Deputy Secretary-General, who as UNSDG Chair is providing overall leadership and guidance on behalf of the Secretary-General. The UNSDG Core Group currently serves as the main inter-agency platform for the day-to-day oversight and monitoring of the implementation of the UNSDG's commitments regarding enhancing support for the locations served by MCOs and ensuring close contact with and support for United Nations country teams.

8. WFP is part of the Core Group and is working to fulfil the commitments of the UNSDG with regard to the MCO review, including where relevant in WFP operations in the subregions of the Caribbean and the Pacific regions. For example, the opening of an office in Barbados in mid-2018, has enabled WFP to scale up its capacity in the Caribbean significantly. The hub in Barbados covers the entire English and Dutch-speaking Caribbean region, covers an area in which there are five resident coordinators and eight United Nations country teams operate. The Barbados MCO is also placing project consultants in several other locations in Caribbean MCO countries (Jamaica, Dominica and Saint Lucia) as of late 2020, with similar arrangements being explored in Guyana and Trinidad and Tobago. The Barbados hub is also planning to launch a five-year multi-country strategic plan (2022-2027), which will be aligned with the next United Nations multi-country cooperation framework. Funding and COVID-19 restrictions permitting, WFP will strengthen its international and national staff presence in the North Pacific to meet its objectives in food security, logistics and emergency telecommunications preparedness.
9. As an example of efforts to help further South-South and triangular cooperation for countries served by the Barbados MCO, WFP has been focused on the sharing of experiences of countries from within the Caribbean, including Spanish speaking countries outside of the Caribbean Community. WFP has organized a series of events bringing national counterparts together to share experiences and best practices in social protection and disaster risk management.

### **Advancing shared business operations for greater efficiency and effectiveness**

10. This update seeks to provide the Executive Board with a deeper focus on the effect of UNDS reform on shared business operations targeting a more efficient and effective UNDS. WFP will include details on 2020 efficiency gains, including with regard to common premises, in its 2020 annual performance report, which will be released in mid-2021.

### **Common back office and business operations strategies**

11. By the end of this year, 15 WFP country offices are prioritized by DCO to launch common back offices. WFP is helping to guide its field colleagues through this engagement. Moreover, WFP is building capacity in the field for the next round of establishing common back offices and exploring the potential of WFP regional teams to engage at the level of regional business operations strategies, with regard to which a move away from "one size fits all" is under way. This new engagement is creating opportunities for United Nations country team to discuss what is best for them and how their members can better collaborate to streamline and customize business operations strategies locally. As of January 2021, 50 out of 84 WFP country offices had fully completed updated business operations strategies; the remaining 34 country offices are at various stages of progress. In 2021 WFP aims to further increase inter-agency collaboration by encouraging more United Nations entities to embrace the Humanitarian Booking Hub as the go-to platform for United Nations common staff services.

### **Common premises**

12. WFP continues to make good progress in data analysis in respect of its real estate portfolio, and great strides have been made in identifying co-location opportunities. Thanks to proactive engagement at the field and global levels, WFP is close to achieving the Secretary-General's goal of having 50 percent common premises by the end of 2021. In November 2020 WFP revised its baseline for the percentage of common premises to align it with the DCO common premises rollout plan. As a result, the analysis of 2020 data takes into account regional bureaux, capital offices, country offices, sub-offices and other field offices and excludes guesthouses, warehouses, government offices and single premises with no possibility of co-location. As of January 2021, WFP has 447 total premises,

of which 207 are shared with other United Nations entities. WFP thus has 46.3 percent common premises. Since this percentage is based on the revised baseline mentioned above, it is not comparable to percentages based on previous years' data.

### **Mutual recognition statement**

13. The statement of mutual recognition, signed by WFP in 2019, allows a United Nations entity to use or rely on another such entity's policies, procedures, system contracts and related operational mechanisms for the implementation of activities without further evaluation, checks or approvals. In 2021, WFP will continue implementation of the mutual recognition statement in various functional areas where WFP aims to provide services to other United Nations entities, including administration (fleet, humanitarian booking hub, engineering and infrastructure), global supply chain and the emergency telecommunications cluster.

### **Service marketplaces**

14. With the aim of advancing UNDS reform and recognizing its own comparative advantage, WFP has developed a digitized tool that integrates all phases of supply chain service provision. The tool, known as the "Service Marketplace", is an online platform that allows entities to submit and track requests for WFP services. The platform was successfully piloted in Ethiopia and Somalia for country-level logistics services, supporting United Nations and non-governmental organization partners and providing operational efficiencies and streamlined communication. Throughout 2020, WFP continued to implement the Service Marketplace at the country level, launching in three more countries -Djibouti, Kenya and Uganda - where offered services included storage and air, ocean and land transport. More than 20 additional countries will implement the Service Marketplace in 2021, continuing WFP's drive to roll out the platform in all countries with service provision activities and thereby actively contributing to the United Nations "deliver as one" call and enhancing WFP action to achieve SDG 17.
15. The Service Marketplace is also playing a role in WFP's support for the global health and humanitarian response to COVID-19. Responding to the impact of measures to stem the spread of the virus on global supply chains and commercial transport markets, WFP rolled out a hub and spokes system that leveraged the organization's existing logistics network and quickly activated the "Emergency Service Marketplace", a global version of the previously-piloted programme, to enable humanitarian partners to book essential global cargo transport services on a free-to user basis online. This allowed WFP to move away from what had traditionally been more manual methods of tracking requests (spreadsheets, etc.), towards a simplified online system bringing together a range of WFP functions into one central location, allowing greater visibility of partners needs and requests, streamlined communications with partners and the enhancement of synergies within WFP's service providing units.
16. In addition, the pivotal role of the Emergency Service Marketplace was part of an even wider digitalization effort by WFP's Supply Chain Operations Division and Technology Division that allowed for the visibility of all cargo moved, from planning to delivery. This was made possible by quick deployment of a tracking solution on WFP's internal system (DOTS), which enabled it to continuously monitor cargo deliveries by bringing together a range of WFP and third-party cargo tracking functions into one central location. Overall, as of January 2021, 2,636 requests had been received through the platform and over 140,000 cubic metres of critical COVID-19 response items, including personal protective equipment, oxygen concentrators and therapeutic items, had been dispatched to 172 countries on behalf of 48 organizations.

17. WFP has been recognized by the humanitarian community for its achievements throughout the COVID-19 response, and the usefulness of a centralized service centre and international hub network has proven to be crucial for future global emergency responses. In a survey, 78 percent of partners using the services said that they were either very satisfied or satisfied with WFP cargo services and that they would recommend WFP to their management to support their organization's response capacity. Moreover, WFP's integrated approach has provided it with a more structured and efficient way of recording and tracking services.
18. Going forward, WFP aims to build further on this experience and provide, via the Service Marketplace, one single entry point to WFP services for tracking and reporting. Building on the heightened profile of its service provision offering in 2020, WFP will continue to position itself as service provider of choice and ensure strong engagement with business operations strategies and common back offices at the country level. WFP will also speed up the operationalization of the three key enablers - mutual recognition, costing and pricing principles and customer satisfaction principles - and continue to provide partners with the highest level of service.

### **Common fleet services<sup>3</sup>**

19. WFP, jointly with the Office of the United Nations High Commissioner for Refugees (UNHCR), continues work on a United Nations common fleet vision that aims to ensure that all United Nations organizations in relevant locations have access to effective fleet services on a voluntary opt-in basis. The goal is to provide common vehicle leasing and self-insurance services to drive the efficiency gains achieved by WFP and UNHCR to other United Nations agencies through optimizing and standardizing processes and service delivery. Globally in late 2020, a joint WFP/UNHCR data analysis revealed clear cost-benefit opportunities for the United Nations by switching from buying to leasing vehicles and by optimizing fleet size and profile. Furthermore, under the Rome-based agency collaboration framework, WFP and the Food and Agriculture Organization of the United Nations (FAO) are now finalizing a draft proposal and global agreement for WFP to provide light vehicle fleet services to FAO. Since the last quarter of 2020, WFP has engaged with the International Fund for Agricultural Development (IFAD) to discuss opportunities to optimize its light vehicle staff transport solutions.
20. At the level of the United Nations country team, the vision for eventually launching a common United Nations fleet service is through business operations strategies and common back offices by leveraging WFP-powered Humanitarian Booking Hub mobility services and digital back office. The goal is to deliver common mobility services and enable carpooling and ride-sharing among United Nations agencies through country-level common mobility financial and legal frameworks and standardized reporting of efficiency gains. As part of the Humanitarian Booking Hub, and as a structural component of the business operations strategy/common back office package, the United Nations common mobility service grew significantly in 2020, reaching 70 countries and 325 offices with more than 2,800 vehicles serving more than 200,000 passengers. This service offers significant opportunities for reduced CO<sub>2</sub> emissions and for efficiency gains through savings related to process automation leading to reduced manual transactions, reduced human error and potential for the reduction of fleet size through the maximization of carpooling. The common mobility service provides a digital enabler for carpooling, which in 2020 represented 18 percent of total road trips booked through the hub. Moreover, thanks to the addition of new COVID-19 tracking features, this service rapidly became a highly sought-after solution during the pandemic response. The United Nations Children's Fund has signed up for this service for their global operations, while other United Nations organizations are trying it on a pilot basis. IFAD, for example, will commence pilots this quarter. The vision is

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<sup>3</sup> Fleet services in this context refers to so-called "light vehicles" like cars, vans and motorbikes.

to become the United Nations solution for country-level common mobility services by increasing the number of United Nations partners joining the platform.

### **United Nations Digital Solutions Centre**

21. The United Nations Digital Solutions Centre provides innovative technology that delivers automated, shared digital business solutions to the United Nations family. The centre has tested and piloted innovation and technology solutions that can be scaled to achieve optimization and cost savings. Examples of these innovations include the “Digital ID”, “Clearing House” and “Jambo.”
22. Digital ID seeks to transform how the United Nations deals with employee identity cards by leveraging blockchain and biometrics to provide United Nations employees with a universal, system-wide identity solution. The Digital ID includes all an employee’s personal, human resource, medical, travel, security, payroll and pension data. The Digital Solutions Centre is working to establish a working prototype that will function through a mobile application.
23. Second, in the current Humanitarian Booking Hub, each service provider has its own administrative system and most payments involve many manual transactions. The Clearing House, by contrast, will be a cashless invoice automation system applying robotic process automation to improve efficiency and effectiveness and reduce transactional mistakes and fraud risk. This project kicked off in the last quarter of 2020, and the Digital Solutions Centre is continuing the project’s development and testing this year.
24. Lastly, Jambo is one of the Digital Solutions Centre projects already providing demonstrable results. Jambo is a United Nations phonebook mobile application available online from the Google and Apple stores. Currently, Jambo is used by 3,500 users in eight United Nations organizations that collectively have more than 90,000 employees.

### **Supporting the United Nations resident coordinator system**

25. Since UNDS reform began and the resident coordinator system was delinked from the United Nations Development Programme (UNDP) in January 2019, the empowered resident coordinator position has become even more important. For WFP, having some of its top staff, who possess robust knowledge of the synergies between humanitarian and development activities, in the resident coordinator pool is increasingly a key step to ensuring better results across the humanitarian-development nexus and its links with peace. WFP continues to target the placing of its highly skilled leaders in the resident coordinator system. At present, 6.3 percent of resident coordinators originate from WFP, which is the third highest percentage among United Nations entities, behind only UNDP (43 percent) and the United Nations Office for the Coordination of Humanitarian Affairs (11 percent), demonstrating the experience and talent residing within WFP’s senior leaders. WFP currently has seven staff (three women and four men) who are seconded to Secretariat as a resident coordinator. Of the resident coordinators, one also holds the position of humanitarian coordinator and deputy special representative of the Secretary-General and another two serve as both resident coordinator and humanitarian coordinator. A further 21 WFP staff members are part of the resident coordinator pool.
26. WFP stands ready to engage in the next steps of the management and accountability framework review and design. The Executive Office of the Secretary-General is spearheading the development of the framework. The expectation is that a fully integrated draft framework will be sent to the UNSDG principals for their endorsement, possibly in early spring 2021. Throughout the entire process, WFP will participate to ensure coherence, collective ownership and mutual accountability within the UNSDG.

27. In accordance with the funding model for the resident coordinator system, WFP implements the guidance on the 1 percent coordination levy. In 2020, WFP transferred USD 156,486 generated from the levy to the special purpose trust fund for the resident coordinator system. In most cases, donors have elected to allocate 1 percent of their overall contributions to the levy rather than adding 1 percent, thus reducing the amount contributed directly to programming.
28. Under another component of the funding model for the resident coordinator system, the UNSDG members share USD 77.5 million in costs annually. Since 2018 WFP has paid USD 2.9 million annually as its portion of this cost-sharing. WFP has completed the transfer of the necessary funds for 2021. UNSDG principals met with the Deputy Secretary-General in November 2020 to discuss the findings of a review of the UNSDG cost-sharing formula. The principals agreed to maintain the full humanitarian exclusion, noting the possibility of revisiting this issue in the context of the more comprehensive review of the resident coordinator system due to take place later this year. At present, a new cost-sharing formula, using some new financial data and including several additional entities in the UNSDG will thus begin in January 2022. WFP does not foresee a significant increase in the annual amount to be paid, although a final cost-sharing amount will be calculated later this year by DCO. WFP will keep the Executive Board apprised of developments.
29. To capture WFP's progress on the indicators of the funding compact<sup>4</sup>, a full accounting on the status of the indicators is provided in an annex at the end of this information note.

## Conclusion

30. As the world recovers and builds back better from the global pandemic in 2021, and with less than nine years in this decade of action on the Sustainable Development Goals, WFP will continue to focus on delivering results at scale. Looking ahead, the new QCPR, with more system focus on thematic and cross cutting priorities, is expected to enable a collective shift towards action and results. The new QCPR is also expected to inform the development of WFP's strategic plan. Finally, at the global level, a convening of multiple high-level summits this year on a range of topics including climate change, biodiversity, food systems, energy and transportation will require a unified and coherent approach at all levels by all stakeholders to accelerate results in countries for the Sustainable Development Goals.

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<sup>4</sup> Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 2019: funding compact. Report of the Secretary-General (A/74/73/Add.1–E/2019/14/Add.1).

## ANNEX

MEMBER STATE COMMITMENTS						
Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
<b>Aligning funding to entity requirements</b>						
1. To increase core resources for the UNDS	Core share of voluntary funding for development-related activities	Baseline (2017): 19.4% Target (2023): 30%	Core funding to WFP as a share of overall revenue: 2018 = 6% (Data includes all funding to WFP, both humanitarian and development).	Core funding to WFP as a share of overall revenue: 2019 = 5% (Data includes all funding to WFP, both humanitarian and development).	Core funding to WFP as a share of overall revenue: 2020 = 10% (Data includes all funding to WFP, both humanitarian and development).	Core funding to WFP as a share of overall revenue 2020 = 6% (Data includes all funding to WFP, both humanitarian and development).
	Core share of funding for development-related activities (including assessed contributions)	Baseline (2017): 27% Target (2023): 30%	WFP receives no assessed contributions.			
2. To double the share of non-core contributions that are provided through development related inter-agency pooled and single agency thematic funds	% of non-core resources for development-related activities channelled through inter-agency pooled funds	Baseline (2017): 5% Target (2023): 10%	Share of WFP non-core resources channelled through inter-agency pooled funds: 2018 = 3.5% (Data includes all funding to WFP, both humanitarian and development).	Share of WFP non-core resources channelled through inter-agency pooled funds: 2019 = 3.2% (Data includes all funding to WFP, both humanitarian and development).	Share of WFP non-core resources channelled through inter-agency pooled funds: 2020 = 5.6% (Data includes all funding to WFP, both humanitarian and development).	Share of WFP non-core resources channelled through inter-agency pooled funds: 2020 = 4.8% (Data includes all funding to WFP, both humanitarian and development).
	% of non-core resources for development-related activities channelled through single agency thematic funds	Baseline (2017): 3% Target (2023): 6%	WFP has no thematic funding instruments.			

MEMBER STATE COMMITMENTS						
Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
<b>Providing stability</b>						
3. To broaden the sources of funding support to the UNDS	Number of UNSDG entities reporting an annual increase in the number of contributors of voluntary core resources	Baseline (2017): 66% Target (2023): 100%	Number of government partners contributing core resources: 2018 – 36%	Number of government partners contributing core resources: 2019 – 40%	Number of government partners contributing core resources: 2020 – 32%	Number of government partners contributing core resources: 2020 – 34%
	Number of Member State contributors to development-related inter-agency pooled funds and single agency thematic funds	Baseline (2017): 59 and 27 Target (2023): 100 and 50	WFP does not administer any pooled funds and has no thematic funding instruments.	WFP does not administer any pooled funds and has no thematic funding instruments.	WFP does not administer any pooled funds and has no thematic funding instruments.	WFP does not administer any pooled funds and has no thematic funding instruments.
4. To provide predictable funding to the specific requirements of UNSDG entities as articulated in their strategic plans and to the United Nations development assistance framework funding needs at the country level	Funding gaps in UNSDG strategic plan financing frameworks	Baseline (2018): TBD Target (2021): TBD	In 2018, WFP received USD 7.3 billion against total requirements of 10.5 billion, or 70%	In 2019, WFP received USD 8.1 billion against total requirements of 12.6 billion, or 64%	In 2020, WFP has thus far received USD 4 billion against total requirements of 10.6 billion, or 38%	In 2020, WFP has thus far received USD 8.4 billion against total requirements of 13.7 billion, or 61%
	Fraction of UNDS entities indicating that at least 50% of their contributions are part of multi-year commitments	Baseline (2017): 12/25 or 48% Target (2023): 100%	Percentage of WFP revenue that is multi-year: 14% Percentage of WFP revenue that has a duration longer than one year: 76.8%	Percentage of WFP revenue that is multi-year: 17% Percentage of WFP revenue that has a duration longer than one year: 74.9%	Percentage of WFP revenue that is multi-year: 23% Percentage of WFP revenue that has a duration longer than one year: 62%	Percentage of WFP revenue that is multi-year: 17% Percentage of WFP revenue that has a duration longer than one year: 68%

<b>MEMBER STATE COMMITMENTS</b>						
<b>Relevant commitment</b>	<b>Entity-specific indicators</b>	<b>Funding compact baselines and targets</b>	<b>WFP 2018 baseline</b>	<b>WFP 2019 data</b>	<b>WFP June 2020 update</b>	<b>WFP January 2021 update</b>
<b>Facilitating coherence and efficiency</b>						
7. To fully comply with cost recovery rates as approved by respective governing bodies	Average number of cost recovery support fee waivers granted per UNDS entity per year	Baseline (2018): tbc Target (2019 onwards): 0	Number of indirect support cost (ISC) waivers granted by WFP in 2018: 28 for a total value of USD 1.03 million.	Number of ISC waivers granted by WFP in 2019: 20 for a total value of USD 0.9 million.	Number of ISC waivers granted thus by WFP in 2020: 2 for a total value of USD 0.6 million.	Number of ISC waivers granted thus by WFP in 2020: 4 for a total value of USD 0.3 million. Note: the data is as of August 2020 and will be updated at the end of February 2021.

## UNSDG COMMITMENTS – UNSDG ENTITIES

Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
<b>Accelerating results on the ground</b>						
2. To increase collaboration on joint and independent system-wide evaluation products to improve United Nations support on the ground	% of UNSDG evaluation offices engaging in joint or independent system wide evaluations (ISWE)	Baseline (2018): 29% (joint evaluations), 20% (ISWE) Target (2021): 75% (joint evaluations), 50% (ISWE)	In 2018, WFP completed five joint evaluations and another five were ongoing. WFP is also engaged in one inter-agency humanitarian evaluation (IAHE) of the response to El Niño in Ethiopia.	At the decentralized level, WFP was involved in nine joint evaluations in 2019, of which three were completed as of the end of 2019 (Colombia, Eswatini and India). In addition, the WFP Office of Evaluation was actively engaged in the IAHE of the drought response in Ethiopia that was completed in 2019, the IAHE of the response to Cyclone Idai in Mozambique and the IAHE of gender equality and empowerment of women and girls. Finally, preparations for the joint evaluation of collaboration among the Rome-based agencies started late in 2019 and will continue in 2020.	As of June 2020, WFP has been involved in six joint decentralized evaluations in 2020. All started in 2019 and three have been completed (Benin, Malawi and Mozambique). Additional joint evaluations are planned to start in 2020 but may be delayed due to the pandemic. WFP is also involved in the two IAHEs in Mozambique and on gender that were initiated in 2019. Regarding independent system-wide evaluations, the joint evaluation of collaboration among the Rome-based agencies is in its preparatory phase and WFP is also involved in the WHO-led inter-agency evaluability assessment of the Global Action Plan for Healthy Lives and Well-being, which is in the data collection phase. Finally, WFP is engaged in the	In 2020 the WFP Office of Evaluation initiated in collaboration with FAO and IFAD a joint evaluation of Rome-based United Nations agency collaboration. The evaluation report will be presented to the governing bodies of those agencies in late 2021. The Office of Evaluation also provided evidence and strategic inputs for numerous "lessons from evaluation" coordinated by the COVID-19 Global Evaluation Coalition in 2020 and has been working with FAO, IFAD and the United Nations Industrial Development Organization on a synthesis of rapid evaluations on the impacts of COVID-19 on food security, which will be finalized by March 2021. At the decentralized level, WFP continued to

## UNSDG COMMITMENTS – UNSDG ENTITIES

Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
					preparation of an evaluation of the United Nations COVID-19 response multi-partner trust fund.	engage in various types of joint evaluation with both other United Nations agencies and government partners. Five joint decentralized evaluations were completed (Benin, Malawi, Mozambique, Namibia and India) and another six were ongoing or in the preparation stage in January 2021. In addition, WFP actively engages in IAHEs. Two were completed in 2020 (Mozambique and gender equality and the empowerment of women and girls) and one is in the preparation stage (Yemen).

## UNSDG COMMITMENTS – UNSDG ENTITIES

Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
<b>Improving transparency and accountability</b>						
6. To strengthen the clarity of entity specific strategic plans and integrated results and resource frameworks and their annual reporting on results against expenditures	% of UNSDG entities that in their respective governing bodies held structured dialogues in the past year on how to finance the development results agreed in the new strategic plan cycle	Baseline (2017): 62% Target (2021): 100%	WFP strategic plans and corporate results frameworks are approved by WFP's Executive Board. The discussions on these documents, among others, include dialogues with the Board on financing WFP's development results.	The issue of financing development results is central to WFP's strategic plan and corporate results framework. In 2019 WFP discussed the issue with Board members during the Board's 2019 annual session and during informal consultations on the Multilateral Organisation Performance Assessment Network, the partnerships and engagement strategy for non-governmental entities (the updated private partnerships strategy) and WFP's local food procurement strategy.		WFP continues to refine its ability to report on results and how it utilizes resources to achieve them. This issue is central to the ongoing work on the strategic plan and the corporate results framework for the period 2022–2025.

## UNSDG COMMITMENTS – UNSDG ENTITIES

Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
7. To strengthen entity and system-wide transparency and reporting, linking resources to SDG results	Fraction of UNDS entities individually submitting financial data to the United Nations System Chief Executives Board for Coordination (CEB)	Baseline (2017): 69% Target (2021): 100%	Yes. WFP submits its financial data to the CEB.	Accomplished. No change from baseline (first report submitted in 2008).	Accomplished. No change from baseline.	Accomplished. No change from baseline.
	Fraction of UNDS entities publishing data in accordance with the highest international transparency standards	Baseline (2017): 36% Target (2021): 100%	Yes. WFP publishes its data.	Accomplished. No change from baseline (first report to the International Aid Transparency Initiative in June 2014).	Accomplished. No change from baseline.	Accomplished. No change from baseline.
	Fraction of UNDS entities with ongoing activities at the country level that report expenditures disaggregated by country to the CEB baseline	Baseline (2017): 46% Target (2021): 100%	Yes. WFP reports this disaggregated expenditure.	Accomplished. No change from baseline (first report in 2008).	Accomplished. No change from baseline.	Accomplished. No change from baseline.
	Fraction of UNDS entities that report on expenditures disaggregated by SDG	Baseline (2017): 20% Target (2021): 100%	Yes. WFP reports this by SDG.	Accomplished. No change from baseline (first report on 17 May 2019).	Accomplished. No change from baseline.	Accomplished. No change from baseline.

## UNSDG COMMITMENTS – UNSDG ENTITIES

Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
9. To increase the accessibility of corporate evaluations and internal audit reports within the disclosure provisions and policies set by governing bodies at the time of report issuance	% of UNDS entities authorized within disclosure provisions and policies that have made their corporate evaluations available on the United Nations Evaluation Group website	Baseline (2018): 21% Target (2021): 100%	100% of WFP centralized and decentralized evaluation reports are published on WFP websites. In addition, those that meet or exceed quality requirements are uploaded onto the United Nations Evaluation Group and Active Learning Network for Accountability and Performance in Humanitarian Action websites, ensuring wide dissemination of evaluation results to both the humanitarian and development communities at the global level.	In accordance with commitments made in the WFP evaluation policy, all centralized and decentralized evaluations are published on WFP's website upon final approval of the related evaluation reports. In addition, evaluation reports that meet or exceed quality requirements are uploaded to the United Nations Evaluation Group and Active Learning Network for Accountability and Performance in Humanitarian Action websites, ensuring wide dissemination. Additional efforts are made to contribute to maximizing evaluation use, including by organizing learning events and developing tailored evaluation products for specific audiences.	In accordance with commitments made in the WFP evaluation policy, all centralized and decentralized evaluations are published on WFP's website upon final approval of the related evaluation reports. In addition, evaluation reports that meet or exceed quality requirements are uploaded to the United Nations Evaluation Group and Active Learning Network for Accountability and Performance in Humanitarian Action websites, ensuring wide dissemination. Additional efforts are made to contribute to maximizing evaluation use, including by organizing learning events and developing tailored evaluation products for specific audiences.	In accordance with commitments made in the WFP evaluation policy, all centralized and decentralized evaluations are published on WFP's website upon final approval of the related evaluation reports. In addition, evaluation reports that exceed, meet or approach WFP quality requirements are uploaded to the United Nations Evaluation Group and Active Learning Network for Accountability and Performance in Humanitarian Action websites and evaluation map (Evalmapper), ensuring wide dissemination. Additional efforts are made to contribute to maximizing evaluation use, including by organizing learning events and developing tailored evaluation products for specific audiences.

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Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
	% of internal audit reports issued in line with the disclosure provisions and policies set by the relevant governing bodies, which are available on a dedicated searchable United Nations Representatives of Internal Audit Services (UN-RIAS) platform/website, pending availability of resources	Baseline (2018): 0 Target (2019): 100%	Since 2013, WFP's internal audit reports are externally available at <a href="https://www.wfp.org/audit-inspection-reports">https://www.wfp.org/audit-inspection-reports</a> .	Since 2013 WFP's internal audit reports have been externally available at <a href="https://www.wfp.org/audit-inspection-reports">https://www.wfp.org/audit-inspection-reports</a> . The UN-RIAS platform is not yet in place.	Since 2013 WFP's internal audit reports have been externally available at <a href="https://www.wfp.org/audit-inspection-reports">https://www.wfp.org/audit-inspection-reports</a> . The UN-RIAS platform is not yet in place.	Since 2013 WFP's internal audit reports have been externally available at <a href="https://www.wfp.org/audit-inspection-reports">https://www.wfp.org/audit-inspection-reports</a> . The UN-RIAS platform is not yet in place - subject to funding as UN-RIAS is a network with no proper and specific resources (ongoing consideration).
10. To increase the visibility of results from contributors of voluntary core resources, pooled and thematic funds and programme country contributions	Specific mention of voluntary core, pooled and thematic fund contributors and programme country contributions in the United Nations country team annual results reporting and entity specific country and global reporting	Baseline (2018): n/a Target (2020): Yes	These contributions are highlighted in WFP's annual performance report, in each annual country report and in an annual corporate report on flexible contributions.	WFP uses its annual reporting (both the global annual performance report and individual annual country reports) to highlight results from voluntary contributions.	WFP uses its annual reporting (both the global annual performance report and individual annual country reports) to highlight results from voluntary contributions.	WFP uses its annual reporting (both the global annual performance report and individual annual country reports) to highlight results from voluntary contributions.

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Relevant commitment	Entity-specific indicators	Funding compact baselines and targets	WFP 2018 baseline	WFP 2019 data	WFP June 2020 update	WFP January 2021 update
	Specific mention of individual contributors in all results reporting by pooled fund and thematic fund administrators and UNSDG recipients	Baseline (2018): n/a Target (2020): Yes	WFP does not administer any pooled funds or thematic funds.	WFP does not administer any pooled funds or thematic funds.	WFP does not administer any pooled funds or thematic funds.	WFP does not administer any pooled funds or thematic funds.
<b>Increasing efficiencies</b>						
11. To implement the Secretary-General's goals on operational consolidation for efficiency gains	% of UNSDG entities that report to their governing bodies on efficiency gains	Baseline (2017): 41% Target (2021): 100%	WFP has reported on efficiency gains in its annual performance report since 2015.	WFP has been including information on efficiency gains in its annual reporting since 2015 and continues to refine the related analysis.	WFP has been including information on efficiency gains in its annual reporting since 2015 and continues to refine the related analysis.	WFP has been including information on efficiency gains in its annual reporting since 2015 and continues to refine the related analysis.
	% of UNSDG entities that have signed the high-level statement of mutual recognition	Baseline (2017): 28% Target (2021): 100%	WFP signed the high-level statement of mutual recognition in November 2018.	Accomplished. No change from baseline.	Accomplished. No change from baseline.	Accomplished. No change from baseline.
12. To fully implement and report on approved cost recovery policies and rates	% of UNDS entities that report annually on the implementation of their approved cost-recovery policies and rates to their respective governing body	Baseline (2017): 51% Target (2021): 100%	WFP reports annually on the implementation of its approved cost recovery policies and rates to the Executive Board through the management plan.	Accomplished. No change from baseline.	Accomplished. No change from baseline.	Accomplished. No change from baseline.

## Acronyms

CCA	common country analysis
CEB	United Nations System Chief Executives Board for Coordination
DCO	Development Coordination Office
FAO	Food and Agriculture Organization of the United Nations
IAHE	inter-agency humanitarian evaluation
IFAD	International Fund for Agricultural Development
ISC	indirect support cost
MCO	multi-country office
QCPR	quadrennial comprehensive policy review
RCP	regional collaborative platform
UNDP	United Nations Development Programme
UNDS	United Nations development system
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-RIAS	United Nations Representatives of Internal Audit Services
UNSDCF	United Nations sustainable development cooperation framework
UNSDG	United Nations Sustainable Development Group