

ANNEX XI: IMPLEMENTATION OF GENERAL ASSEMBLY RESOLUTION 75/233 ON THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

This annex complies with resolution [2013/5](#) of the Economic and Social Council, which requested the United Nations funds and programmes to consolidate annual reporting on implementation of the quadrennial comprehensive policy review (QCPR) of operational activities of the United Nations development system (UNDS) when reporting on implementation of their strategic plans. The following table shows the progress made by WFP in implementing General Assembly resolution [75/223](#) on the QCPR in 2021. It does not spell out the operative paragraphs (OPs) of the resolution but instead follows the outline and wording of the QCPR monitoring framework for 2021–2024 adopted in July 2021, while also citing the relevant OPs.¹ The table sets out the QCPR “purposes” specified in the framework horizontally, as well as vertically in the first column of the table, in numbered paragraphs, while the “asks” specified in the framework are listed in the first column in unnumbered paragraphs. The table only refers to those purposes, asks and OPs that relate to its mandate.

QCPR purposes and asks	WFP progress on the QCPR asks
<p>1. Tailored whole-of-system approaches with strong national ownership and leadership enable the United Nations development system (UNDS) to effectively address the full range of development challenges of our time, ensuring that no one is left behind and promoting human rights and gender equality</p>	
<p>1.1 Tailored demand-driven approach: Alignment of UNDS operational activities for development with national plans, strategies and priorities reflects a tailored, demand-driven approach and strong national ownership and leadership (OPs 1, 2, 4, 22)</p>	
<p>National ownership and leadership, (OP 22) and full alignment of operational activities for development with national development plans and strategies (OP 2)</p>	<p>Since 2017, country strategic plans (CSPs) have been developed and implemented as WFP’s unique programmatic vehicle, integrating humanitarian and development activities. WFP anchors its CSPs in nationally articulated needs and priorities aligned with national plans and strategies, United Nations sustainable development cooperation frameworks (UNSDCFs) for development-oriented interventions and humanitarian response plans for humanitarian interventions.</p>
<p>1.2 Capacity to adapt and respond: Strengthened results-based management with a focus on longer-term outcomes, common methodologies for planning and reporting on agency-specific, interagency and joint activities (OPs 6, 17, 108) enhances the UNDS’s capacity to adapt and respond to evolving development challenges and opportunities (OP 6)</p>	
<p>Strengthen results-based management (OP 17)</p>	<p>Since establishing an RBM division in 2003, WFP has continually strengthened its RBM approaches. WFP participates in the United Nations strategic planning network and seeks to strengthen alignment with RBM standards as reflected in UNDS tools. The new corporate results framework (CRF) for 2022–2025 specifically integrates QCPR and other common and complementary indicators into the new results matrix to better reflect joint commitment with regard to results.</p>

¹ Economic and Social Council. 2021. [QCPR Monitoring Framework, 2021–24](#).

QCPR purposes and asks	WFP progress on the QCPR asks
1.3 Countries in special situations: A tailored whole-of-system response (OP 16) anchored in the SDGs, relevant programmes of action (OPs 10–11) and greater cooperation across humanitarian, development and peacebuilding action enables moving beyond short-term assistance to longer-term development gains (OPs 16, 36), especially in the most vulnerable countries (OPs 10, 40–44, 49, 89, 101)	
Enhance UNDS support for countries in special situations (OPs 10, 11)	<p>WFP pays special attention to developing and implementing concrete strategies and budgets that address the unique development challenges of particularly vulnerable countries. In 2021, USD 5.5 billion (58 percent of its total budget) went to least-developed countries, USD 2.8 billion (24 percent) to landlocked least-developed countries, USD 17 million (0.2 percent) to Small Island Developing States, USD 4 billion (42 percent) to Africa and USD 5.4 billion (57 percent) to conflict-affected countries. WFP seeks to ensure that its portfolio is best suited to country- and community-specific circumstances and needs, building on local knowledge, leadership and capacity.</p>
Joint, risk-informed analysis, planning and action (OP 36)	<p>WFP contributed to common country analyses (CCAs) in around 70 countries, improving the links among development, humanitarian and peace topics, identifying system-wide support for analytical processes at the regional and global levels and enhancing collaboration and the scale-up of initiatives related to collective outcomes and joint food security assessments. In 2021, WFP supported 40 Integrated Food Security Phase Classification analyses in 24 countries and 32 <i>cadre harmonisé</i> analyses in 17 countries in West Africa.</p>
Cooperation with peacebuilding efforts (OP 36b)	<p>In 2021, WFP promoted implementation of the humanitarian–development–peace nexus through multilateral platforms, including as co-chair of the United Nations–Development Assistance Committee (DAC) dialogue on the Organisation for Economic Co-operation and Development (OECD)-DAC recommendations on the humanitarian–development–peace nexus, through the Inter-Agency Standing Committee’s results group 4 and the Joint Steering Committee, and as co-lead of the Fighting Food Crises Along the Humanitarian, Development and Peace Nexus Coalition. The programme performance section of this annual performance report (APR) provides additional details on advances in approaches to the humanitarian–development–peace nexus.</p>
1.4 Leave no one behind, human rights, gender and women’s empowerment: Reaching the furthest behind first, human rights, gender equality perspectives and the empowerment of women and girls are integrated across UNDS entities’ strategies, plans, programmes and operations (OPs 12–15, 28, 39)	
Focus on the poorest, most vulnerable and furthest behind (OPs 13, 27a)	<p>WFP identifies and seeks to assist the people and communities in greatest need of food assistance – who are generally among the poorest and most marginalized – and assesses any potential negative impacts associated with targeting in fragile settings. WFP has strengthened its approach to targeting and conflict-sensitivity² and defined new strategic approaches to humanitarian access³ and WFP’s corporate approaches to access, protection and disability inclusion. The establishment of a UNHCR/WFP hub for joint programme excellence and targeting is a good practice for the nexus approach.</p>

² See WFP’s [Targeting and prioritization – Operational guidance note](#) and the Office of the United Nations High Commissioner for Refugees/WFP [Joint guidance – Targeting of Assistance to Meet Basic Needs](#).

³ “[Note on Humanitarian Access and its Implications for WFP](#)” (WFP/EB.1/2006/5-B/Rev.1).

QCPR purposes and asks	WFP progress on the QCPR asks
Governments are assisted in their human rights obligations and commitments (OP 28)	WFP highlights respect for human rights throughout its strategic plan for 2022–2025 and the accompanying normative and policy frameworks, including in the WFP's 2020 protection and accountability policy.
The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), as well as the UNCT-SWAP “Scorecard”, are fully implemented and gender equality is mainstreamed in cooperation frameworks through a gender equality outcome, where appropriate and relevant in the country context (OP 12)	WFP has implemented UN-SWAP 2.0 since 2012, and its progress is reported annually in both the report on implementation of UN-SWAP throughout the United Nations (see, e.g., 2020 results here) and in an annex to its own APR (see annex X of the present APR for 2021).
Disability inclusion (OP 14)	WFP's disability inclusion road map supports the implementation of the Secretary-General's United Nations Disability Inclusion Strategy (UNDIS) and WFP's obligations more broadly regarding disability inclusion. These are embedded in both the strategic plan and the corporate results framework (CRF) for 2022–2025, ensuring that WFP works towards system-wide reporting on disability inclusion, particularly on accessibility, consultations and employment. Since 2019, WFP has reported annually on the United Nations disability inclusion strategy .
2. Coherent, integrated policy advice by the United Nations development system protects the planet, strengthens capacities and institutions and catalyses partnerships towards accelerating SDG implementation	
2.1 Poverty (including social protection and health): Support to countries in implementing social protection systems and universal health coverage accelerates progress on poverty eradication (OPs 8, 25–27)	
Programme countries are supported in implementing social protection systems and measures for all, including social protection floors (OP 26)	In 2021, WFP launched a new corporate social protection strategy that outlines how the organization will contribute to collective efforts to achieve long-term national social protection goals. WFP works with United Nations and development partners at the country level to support governments' social protection systems by jointly designing and delivering social protection packages, generating evidence and supporting learning. For more details, please read WFP's yearly summaries on social protection .
2.2 Disaster risk reduction (DRR): Sustainable, inclusive, and resilient recovery and better preparation for future shocks are mainstreamed in UNDS planning, programming and implementation instruments and activities (OPs 27, 37)	
Entities integrate DRR and the implementation of the Sendai Framework and align UNDS work with the United Nations Plan of Action on Disaster Risk Reduction for Resilience (OP 37)	WFP supports governments in realizing their national ambitions and commitments on DRR, and reports on its contributions through United Nations system-wide annual reporting on DRR and risk-informed sustainable development in the United Nations Plan of Action on Disaster Risk Reduction for Resilience report ; through the United Nations Secretary-General's report on the implementation of the Sendai Framework for Disaster Risk Reduction and the Midterm Review of the Implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030; and through monitoring of the United Nations joint Action Plan on Gender Equality and Women's Empowerment and of leadership in DRR.

QCPR purposes and asks	WFP progress on the QCPR asks
<p>Increase support to governments in the collection of data on disaster loss, the production of risk knowledge, the conduct of multi-hazard risk assessments, the development, financing and implementation of national and local disaster risk reduction strategies, the strengthening of synergies between disaster risk reduction, climate change mitigation and adaptation, the management of financial and economic risks and sustainable development policies, strategies and investments (OP 37)</p>	<p>In 2021, WFP country offices supported governments in developing and strengthening their national recovery and reconstruction frameworks, early warning systems, DRR strategies, development plans and risk and vulnerability assessments. More details on WFP's support are available in a progress report on the implementation of the United Nations plan of action on DRR for resilience.</p>
<p>2.3 Climate, environment, biodiversity: A climate- and environment-responsive approach, including biodiversity and ecosystem-based approaches, is mainstreamed into UNDS policies, strategic plans, programme planning and delivery (OPs 29, 30)</p>	
<p>UNDS entities adopt and mainstream a more climate- and environment-responsive approach into programmes (OP 29a), fulfil their pledges made at the 2019 Climate Action Summit convened by the Secretary-General, and follow up on the 2020 summit on biodiversity convened by the President of the General Assembly (OP 29c)</p>	<p>Climate action is increasingly integrated into WFP's CSPs. In 2021, about 12.2 million people benefited from climate risk management solutions. The programme performance section of the APR provides a full overview of climate- and environment-responsive approaches mainstreamed into WFP programmes.</p>
<p>Ensure consistency of their operations and programmes with low emissions and climate-resilient development pathways; stressing the urgency of climate action and contribute to the post-2020 global biodiversity framework (OP 29b)</p>	<p>WFP measures and offsets the emissions from its operations and implements decarbonization projects to reduce the environmental footprint of its in-house activities, with an overall target of 45 percent reduction of carbon dioxide emissions from 2010 levels by 2030. Environmental performance metrics are reported on annually through the APR (in the section on programme performance – cross-cutting issues in the 2021 APR), management plan, annual country reports and internal environmental dashboard and through the United Nations Environment Programme's Greening the Blue platform.</p>

QCPR purposes and asks	WFP progress on the QCPR asks
2.4 Capacity development: Capacities (OPs 22, 109) and cooperation strengthened in science, technology and innovation and international cooperation (OP 31); data collection and analysis (OP 32); development planning, monitoring and evaluation (OPs 31–32), education (OP 38), digital inclusion (OPs 27b, 100) and digital technologies for sustainable development and volunteerism (OP 45)	
Strengthened support to programme countries in planning, management, monitoring and evaluation capacities (OP 31) and data planning, collection and analysis (OP 32)	<p>In 2021, WFP finalized a situation analysis for its country capacity strengthening agenda and started drafting an update of its capacity strengthening policy. In 2021, WFP strengthened national capacities in the areas of the analysis and use of data in 24 countries worldwide. It also supported the setting up of data platforms, including HungerMap LIVE and DataViz, which were consulted regularly in 197 countries. WFP has also developed the Platform for Real-time Impact and Situation Monitoring (PRISM) to manage climate risks and the Asset Impact Monitoring System (AIMS), which was used in 13 countries in 2021 to monitor the rehabilitation of degraded landscapes.</p>
UNDS supports science, technology and innovation (OP 31) and inclusive and equitable quality education and promote lifelong learning opportunities for all (OP 38)	<p>WFP has a rich technology and digital culture supporting its operations. Since 2015, WFP has run its Innovation Accelerator, which supports and scales up bold new solutions for the achievement of zero hunger. WFP is leveraging unprecedented advances in digital innovation – such as mobile technology, artificial intelligence, blockchain and new business models – to transform the way it serves vulnerable communities across the world; results are described in an annual report, with more information provided in “The great enablers”.</p>
Improve digital inclusion (OP100) and leverage digital technologies (OP 27b)	<p>WFP seeks to improve digital inclusion where it is most needed. Examples of platforms and initiatives supported by WFP include Farm2Go, aimed at finding sustainable solutions for smallholder farmers’ expansion and improvement of their business activities; Impact, which connects refugees, displaced people and vulnerable host communities to the work of the future by training them in digital skills; SMP Plus, which supports meal optimization using artificial intelligence; and Digital Microwork, which enables young people at risk of hunger to earn a living through technology.</p>
3. UNDS progressively moves towards integrated action (OP 86) through full support by all entities to the reinvigorated resident coordinator system (OP 88), a new generation of United Nations country teams with tailored country presence based on the United Nations sustainable development cooperation framework (UNSDCF) (OP 95), harmonized instruments and common business operations (OP 107)	
3.1 Cooperation frameworks (CFs) and country programme documents (CPDs) are developed with the full participation of national governments and consultation with relevant stakeholders (OP 72), and entity-specific CPDs are derived from UNSDCF agreed priorities (OPs 71, 72, 73, 74, 76)	
CPDs are prepared in accordance with CF agreed priorities (OP 74)	<p>The CSP design, development and review process has been revised and streamlined to ensure alignment, in substance and in cycle, with the UNSDCF. The UNSDCF is the main strategic and programmatic framework informing CSP design. CSP development priorities are directly derived from UNSDCF outcomes, which appear verbatim in all CSP result chains. In addition, CSPs are submitted to WFP’s Executive Board together with the relevant UNSDCFs. WFP’s current schedule for the approval of CSPs brings 90 percent of CSPs into alignment with UNSDCF cycles.</p>

QCPR purposes and asks	WFP progress on the QCPR asks
3.5 Business operations: Agency-specific programming instruments, business practices and processes are harmonized and common business operations are put in place optimizing impact and reducing transaction costs (OPs 105–107)	
Simplifying and harmonizing business practices (OP 105) including mutual recognition (OP 106)	WFP manages the United Nations global service centre for interagency collaboration in the provision of field services, and has served more than 1 million customers to date. The management performance section of the APR provides further details on WFP's Booking Hub in the chapter on performance by pillar. Information on other harmonized and simplified interagency business practices can be found in the latest update on WFP's implementation of United Nations General Assembly resolution 72/279 on repositioning the United Nations development system .
Business operations strategy, Common back office, Common premises (OP 107)	By December 2021, 47.62 percent of WFP premises were common premises.
Strengthen reporting on efficiencies (OP 107)	<p>WFP completes an annual efficiency gains exercise and since 2020 has included in the APR an annex describing the top ten initiatives generating efficiency gains. For 2021, see annex III-C of the present report; for 2020, see the same annex in the 2020 APR.</p> <p>WFP contributes through the United Nations strategic group on business innovations to interagency work on developing a common approach to the measurement of efficiency gains.</p>
3.6 Human resources: Gender balance and geographic representation measures are institutionalized at the global, regional and country levels (OPs 90, 112) and workplaces are free from discrimination and exploitation, including sexual exploitation and abuse, violence and sexual harassment (OP 113)	
Staff mobility (OPs 90–91)	In 2021, 96 staff members were on interagency transfers, loans or secondments to and from WFP (representing 0.97 percent of the workforce) and five WFP staff members were added to the resident coordinator pool.
Gender balance among UNDS staff (OPs 111–112)	WFP provides data on gender balance to the Chief Executives Board for Coordination (CEB) annually for publication in Human Resources Statistics United Nations and Personnel by grade and gender .
Tackling sexual exploitation and abuse and sexual harassment (OP 113)	WFP has adopted a revised policy on the prevention of and response to abusive conduct, which provides measures for victim protection and the protection of affected employees. WFP submits annual action plans to the Secretary-General on measures taken to prevent and respond to sexual exploitation and abuse. WFP ensures compliance with the United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners and has taken a leading role in operationalizing the protocol by developing the United Nations Implementing Partner PSEA Capacity Assessment in collaboration with key United Nations partner agencies.

QCPR purposes and asks	WFP progress on the QCPR asks
3.7 Partnerships/SDG financing: Country capacity to engage in innovative funding approaches including blended financing (OPs 58, 60–62), leverage innovative national, regional and global partnerships (OPs 33–35) and mobilize means of implementation is strengthened (OPs 23–24, 27b, 44)	
Entities enhance support for South–South and triangular cooperation (SSTC) (OPs 31,35)	<p>WFP has significantly scaled up its SSTC work, nearly doubling the number of country offices engaged in SSTC activities and expanding the thematic focus from school feeding (in 2015) to a wide range of areas, including nutrition, emergency preparedness and supply chains. Since 2019, WFP has mobilized USD 6.7 million from Brazil and China for its global work on SSTC and launched two seed funding mechanisms that have enabled the implementation of more than 30 SSTC pilot projects in the field in collaboration with the other Rome-based agencies and other United Nations agencies (2020–2021 Overview of WFP’s initiatives on South–South Cooperation). In 2021, WFP rolled out a global SSTC task force to consolidate its value proposition and delivery models for, and approach to, South–South knowledge brokerage. WFP has also embedded SSTC in the strategic plan for 2022–2025 and corporate reporting systems.</p>
4. Enhanced accountability, transparency and efficiencies and a focus on collective results incentivize more sustainable and better-quality funding, in line with the Funding Compact	
4.1 Funding Compact: Full and effective implementation of the Funding Compact (OPs 54, 65)	
Structured funding dialogues (OPs 54, 65)	<p>Overall, funding dialogues are managed through the strategic plan approval process, while annual funding is addressed through the adoption of the WFP management plan and reported on in the APR. WFP also updates the Board on the Funding Compact key performance indicators, including those on core and multi-year funding, in its updates on the implementation of United Nations General Assembly resolution 72/279, including the June 2021 update.</p>
4.2 Quality and quantity of funding to the UNDS (OPs 46, 51–53, 56, 59)	
Adequate quantity and quality of funding (Ops 46, 51)	<p>A full overview of funding from a qualitative and quantitative perspective can be found in section IV of this APR, under the overview of WFP’s financial position, and in WFP’s latest update on its implementation of United Nations General Assembly resolution 72/279.</p>
4.3 Sources of funding (OPs 56, 60–61)	
Broaden sources of funding, especially core funding (OP 60) and deepen partnerships with other relevant stakeholders with the view of diversifying sources of funding (OP 60) and catalysing additional resources (OP 61)	<p>A full overview of funding can be found in section IV of this report, under the section on funding diversification pursued through four key workstreams, and in WFP’s latest update on its implementation of United Nations General Assembly resolution 72/279.</p>

QCPR purposes and asks	WFP progress on the QCPR asks
4.4. Transparency and linking funding to results: Enhanced transparency and quality of data on United Nations operational activities for development funding, cost recovery and better linkages between resources and results incentivizes contributions from donor countries and other contributors (OPs 50, 56a, 56b, 57) and partnerships with other relevant stakeholders (OP 69)	
Harmonized cost-recovery policies and compliance (OP 57)	WFP reports annually on the implementation of its approved cost-recovery policies and rates to the Executive Board through its management plan. In 2021, WFP granted four fee waivers with a total value of USD 901,644. WFP's latest update on its implementation of United Nations General Assembly resolution 72/279 , including its annex on the Funding Compact, provides more detailed information.
5. System-wide coordination, coherence and effectiveness of operational activities for development, including on strategic planning, implementation, reporting and evaluation, is facilitated by improved UNDS governance and oversight (OP 70)	
5.1 Alignment with the QCPR: UNDS entities alignment with and full implementation of the QCPR, including integrated and coherent planning, reporting and evaluation at the entity (strategic plans) and country (cooperation frameworks) levels supports accelerated SDG implementation, follow-up and review (OPs 19–21, 70, 79–81, 83, 116)	
Requests UNDS entities to align their policies, guidelines and regulations with UNDS reforms (OP 83) and QCPR 2020 (OP 116)	The WFP Secretariat exceptionally submitted the strategic plan for 2017–2021 with a five-year timeline and has returned to a four-year cycle with the strategic plan for 2022–2025, as stipulated by General Rule VI.1. This was done in 2018 in order to align the strategic plan cycle with the QCPR cycle. WFP reports on the implementation of the QCPR commitments annually and reports to the Board on actions taken to align its planning with the QCPR.
5.4 System-wide reporting: Ensure quality of system-wide reporting on United Nations operational activities for development funding, performance and programme results and on the activities of the Development Coordination Office and enable better oversight and guidance of the UNDS by Member States (OPs 82, 84, 85, 104, 114, 117–120)	
Timely, reliable, verifiable and comparable system-wide and entity-level data, definitions and classifications are published (OP 117)	WFP publishes data on its funding flows in accordance with the International Aid Transparency Initiative data standard.
System-wide evaluation (OP 70)	In 2021, WFP continued to engage in joint evaluations with other United Nations agencies and government partners. ⁴ Annex VIII of this APR provides a full overview of the lessons learned from evaluations. WFP is active in system-wide evaluation at all levels (especially regarding the COVID-19 response in 2021) and utilizes multiple channels and platforms for sharing results.

⁴ One joint headquarters-led evaluation was completed ([Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies](#)) as well as two decentralized joint evaluations (an [Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020](#) and an [evaluation of the work by Progressing in Solidarity \(Progresando con Solidaridad\) and the National Health Service of the Dominican Republic, with the support of WFP, to prevent malnutrition and anaemia among the nutritionally vulnerable from 2014 to 2020](#)). WFP also continued to work on various joint thematic evaluations that will be completed in 2022 and participated in ongoing interagency humanitarian evaluations.