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WFP REPORT ON FOLLOW-UP TO GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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NOTE TO THE EXECUTIVE BOARD

This document is submitted for consideration to the Executive Board.

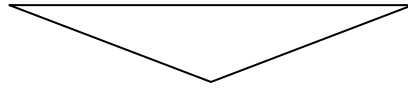
The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



DRAFT DECISION*



The Board takes note of the information contained in the document “WFP Report on Follow-Up to General Assembly Resolution A/RES/56/201: Triennial Policy Review of Operational Activities for Development of the United Nations System” (WFP/EB.1/2004/4-D).

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



1. General Assembly Resolution A/RES/56/201: Triennial Policy Review of Operational Activities for Development of the United Nations system requests the United Nations system to take appropriate action on issues related to operational activities for development of the United Nations system.
2. Paragraph 91 reaffirms that the governing bodies of the funds, programmes and specialized agencies of the United Nations system should take action to implement the present resolution in full, and reiterates the request to the executive heads of the funds, programmes and specialized agencies to submit an annual progress report to their governing bodies on measures taken and envisaged for implementation of the present resolution, and appropriate recommendations.
3. The Executive Board's First Regular Session of 2002 requested the Secretariat to produce an additional and more detailed report on the follow-up action required of the Secretariat and the Board, pursuant to General Assembly Resolution A/RES/56/201.
4. The Secretariat has accordingly reviewed General Assembly Resolution A/RES/56/201 and produced a matrix of WFP progress made and future action on this resolution.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>1. <i>Takes note with appreciation</i> of the reports of the Secretary-General on the triennial comprehensive policy review of operational activities for development of the United Nations system and on progress in the implementation of the multiyear funding frameworks and evaluation of the United Nations Development Assistance Framework;</p>	<p>No follow-up action required.</p>	
<p>2. <i>Reaffirms</i> its resolutions 47/199, 50/120, 53/192 and the parts relevant to operational activities for development of its resolution 52/12 B, and stresses the need to implement fully, on the basis of lessons learned, all of the elements of those resolutions in a coherent and timely manner, keeping in mind their interlinkages;</p>	<p>WFP has established the Enabling Development policy and is applying lessons learned from evaluations of development programmes to second-generation country programmes (CPs).</p>	<p>WFP will continue action to evaluate its CPs and individual development activities, and incorporate lessons learned into future planning.</p>
<p>3. <i>Stresses</i> the primary responsibility of national Governments for their country's development, and recognizes the importance of national ownership of development programmes;</p>	<p>WFP's principles, as clearly stated in its Enabling Development policy, include commitment to full participation in the Common Country Assessment (CCA)/ United Nations Development Assistance Framework (UNDAF) process and to actions to strengthen national capacity in the development planning process.</p>	<p>WFP will continue to seek ways to work with governments to ensure sustainability of development initiatives, including through the UNDAF process and in applying the Enabling Development policy. At the country level, WFP will participate in the poverty reduction strategy paper (PRSP) process and sector-wide approaches (SWAPs), contributing to national development plans.</p>
<p>4. <i>Emphasizes</i> that recipient Governments have the primary responsibility for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to integrate effectively such assistance into their development process;</p>	<p>WFP's main development partners are governments. WFP participates through the CCA/UNDAF process in development initiatives that focus on governments' development plans.</p>	<p>WFP will continue to coordinate with governments through the CCA/UNDAF process and active participation in PRSP/SWAP.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>5. <i>Emphasizes also</i> the need for all organizations of the United Nations development system to enhance their coordination in accordance with their mandates, mission statements and the relevant decisions of their governing bodies in order to avoid overlapping and duplication and to enhance their complementarity;</p>	<p>WFP is active in various United Nations coordination mechanisms at Headquarters and at the field level. Through the United Nations Development Group (UNDG), the Executive Committee on Humanitarian Affairs (ECHA), the Executive Committee on Peace and Security (ECPS), the Inter-Agency Standing Committee (IASC), the Consolidated Appeals process (CAP) and United Nations country team activities, WFP contributes to policy dialogues as well as operational activities. WFP contributed to linking the strategic focus and results orientation of CCAs and UNDAFs to the Millennium Development Goals. WFP maintains a dialogue with the World Bank and the International Monetary Fund (IMF) through its representative to the Bretton Woods Institutions (BWI), and in consultations in the field, such as the joint WFP/World Bank Africa meeting in Ethiopia in April 2003.</p> <p>WFP is a leader involved in the various inter-agency structures for coordinating development as well as in humanitarian assistance, collaborating in areas such as training, contingency planning, emergency telecommunications and the United Nations Joint Logistics Centres (UNJLC).</p> <p>The above contributions have assisted in strengthening development and humanitarian response while planning and implementing activities at the country level.</p>	<p>WFP will continue to seek ways to coordinate assistance with governments, sister agencies and other partners, and through inter-agency bodies, and will seek ways to reduce costs and minimize duplication in carrying out field activities.</p> <p>WFP will also be active in the application of common CP processes and continue to participate in United Nations reforms on the simplification and harmonization (S&H) of operational procedures.</p> <p>A special module on enhancing partnerships and cooperation has been developed for a training programme for WFP country directors.</p> <p>The WFP/World Bank task force created in 2003 will attend to the issues complementarity.</p>
<p>6. <i>Emphasizes further</i> the need to fulfill the commitments, goals and targets set in the United Nations Millennium Declaration and by the major United Nations conferences, and in that context reiterates the importance of continuously monitoring progress made in that direction;</p>	<p>As a member of the UNDG ExCom, WFP supports ongoing work to support efforts to achieve the MDGs through developing an information base, setting indicators and reporting on achievements through country-level United Nations Country Team (UNCT) reports of support provided to governments. The 2004-2007 WFP Strategic Plan establishes programme objectives that show alignment of activities with MDG.</p>	<p>WFP will continue to participate in Headquarters and country level initiatives to measure and report on achievement of the MDGs, including establishing appropriate indicators.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>7. <i>Stresses</i> that the United Nations development system, in order to ensure national ownership of its operational activities for development, should integrate its country-level operations with national policies and programmes for development and poverty eradication, including, as appropriate, national poverty reduction strategies, under the leadership of the Government;</p>	<p>WFP's lead role in the CCA and UNDAF process, and participation in the PRSP process are outstanding examples of supporting national priorities and policies towards poverty eradication and strengthening national ownership of development activities. WFP has contributed actively through the CCA/UNDAF and BWI Learning Networks to the development of numerous country documents.</p>	<p>WFP will continue to take a lead role in harmonization of programmes and in building national capacities through focusing on UNDAF and PRSP as the central planning documents for United Nations development cooperation.</p> <p>An advisor will be assigned to the task of strengthening the involvement of WFP and its national partners in the PRSP process.</p>
<p>8. <i>Stresses also</i> that the United Nations development system should assist programme countries in addressing the goals and targets identified in the Millennium Declaration and the outcomes and commitments of relevant major United Nations conferences, in the context of the current challenges and opportunities of globalization;</p>	<p>WFP believes that advocacy for reducing hunger should be a central objective of the MDG campaign.</p> <p>All WFP's development policies and activities are geared towards achieving the first and third of the MDGs: eradicating poverty and hunger, and empowering women. WFP also contributes to achieving the other MDGs through such programmes as school feeding and HIV/AIDS activities.</p>	
<p>9. <i>Welcomes</i> the efforts undertaken so far to improve the functioning and the impact of the operational activities for development of the United Nations system, and in this regard encourages the organizations of the United Nations system to continue those efforts with a view to improving further the effectiveness and increasing the relevance of such activities;</p>	<p>WFP has been active in the S&H of development programming which aims to improve the focus and impact of development assistance.</p>	<p>WFP will continue to participate in S&H activities with the view to ensuring increased effectiveness and relevance of United Nations development assistance. WFP country offices will employ the new tools to ensure coordination and development effectiveness at the country level.</p>
<p>10. <i>Stresses</i> the need for all organizations of the United Nations development system, in accordance with their respective mandates, to focus their efforts at the field level in accordance with the priorities identified by recipient countries and the goals, targets and commitments set in the Millennium Declaration and by the major United Nations conferences;</p>	<p>WFP's development and rehabilitation assistance has focused on the MDG areas, in particular the reduction of poverty and hunger.</p>	<p>WFP will continue to focus on the major international agreements related to assisting hungry people, especially women, in accordance with priorities identified in international fora.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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11. <i>Recognizes</i> in this context the need for all organizations of the United Nations system to assist programme countries to respond more effectively to the economic and social impact of globalization and to support their efforts to integrate into the world economy, to accelerate their economic growth and development and to reduce their poverty;	N/A	
12. <i>Calls upon</i> the organizations of the United Nations system to strengthen and adapt their strategies and activities and enhance their coordination and collaboration, in order to enhance their supportive role in meeting the commitments, goals and targets of the Millennium Assembly and major United Nations conferences, in particular the development and poverty eradication goals and targets;	WFP has been a leader in the S&H initiatives being developed in inter-agency fora, and in discussions about improving the CCA/UNDAF coordination mechanism.	WFP will continue to participate in the undg ExCom inter-agency task force on S&H, as well as in working groups to develop tools for improved coordination and collaboration at the field level.
13. <i>Encourages</i> the United Nations system to support national efforts to acquire the capacities and infrastructure required to mobilize information and communication technologies and put them at the service of development, and encourages all organizations of the system to collaborate with the recently established United Nations task force on information and communication technologies;	WFP participates in all initiatives concerning the use of information and communication technology (ICT). WFP promotes national capacity through the education and training of national ICT staff in areas of operation.	WFP will continue working with the United Nations task force on information and communication. During the next year WFP plans to expand the training of national staff.
14. <i>Stresses</i> that core resources, inter alia, because of their untied nature, are the bedrock of the operational activities of the United Nations system and, in this regard, notes with serious concern the overall decline or stagnation in core resources available to many United Nations funds and programmes, in particular the United Nations Development Programme;	N/A	



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>15. <i>Strongly reaffirms</i> that the impact of operational activities for development of the United Nations system must be enhanced by, inter alia, a substantial increase in core or regular resources on a predictable, continuous and sustained basis, commensurate with the increasing needs of developing countries, as well as through the full implementation of General Assembly resolutions 47/199, 48/162, 50/120, 53/192 and parts relevant to operational activities for development of resolution 52/12 B;</p>	<p>Contributions received by WFP for development have decreased in past years; in 1994 the amount received was close to US\$500 million, in 2002 just above US\$200 million. It is hoped that the realignment of WFP's strategic priorities towards the attainment of MDGs will help to address this trend.</p>	<p>Many protracted relief and recovery operation (PRRO) activities include activities that also contribute to the protection of development gains.</p> <p>WFP will continue to advocate for increased support for its development activities.</p>
<p>16. <i>Notes</i> the efforts of the executive boards and secretariats of the United Nations Development Programme and United Nations Population Fund and of the United Nations Children's Fund to establish multi-year funding frameworks that integrate programme objectives, resources, budgets and outcomes, with the objective of increasing core resources and enhancing their predictability, and in this regard invites them to continue to develop and refine the frameworks as a strategic resource management tool;</p>	<p>WFP's emphasis on CPs/development projects in line with government planning cycles is one way of ensuring funding frameworks that integrate programme objectives derived from the CCA/UNDAF and PRSP processes together with the national counterparts. The results-based management (RBM) approach facilitates better implementation and results for resource mobilization.</p>	
<p>17. <i>Stresses</i> in this regard the continued need for funds, programmes and agencies of the United Nations development system to continue to report on the overall results achieved to their executive boards or governing bodies and to the Economic and Social Council;</p>	<p>See response for para. 16.</p>	<p>WFP will continue to take a lead role in UNDAF evaluation at the country level and apply its RBM strategy to develop the annual performance report to convey results.</p>
<p>18. <i>Notes with regret</i> that, although significant progress has been achieved with regard to the governance and functioning of the United Nations development system, there has not been, as part of that overall process of change, a significant increase in core resources for operational activities for development;</p>	<p>See response for para. 15.</p>	
<p>19. <i>Underlines</i> the need to avoid over-dependence on a limited number of donors, emphasizes the importance of shared responsibility in a spirit of partnership, taking into account established official development assistance</p>	<p>In 2002, close to 90 percent of contributions were received from the top ten donors, and 75 percent from the top five. Broadening the donor base is also of crucial importance to WFP.</p>	<p>Potential contributions from emerging donors may be significant, although they face difficulties in matching in-kind resources with the supporting cash for full-cost recovery. (WFP's funding operates on the basis of</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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targets, including targets established at the Third United Nations Conference on the Least Developed Countries, and calls upon donors and countries in a position to do so to increase their contributions to the core or regular resources of United Nations funds and programmes;		full-cost recovery whereby each donor is required to meet each contribution's share of all associated costs.) WFP will explore ways to accept these contributions while still meeting full-cost recovery.
20. <i>Appreciates</i> in this context the efforts of countries, including donor and programme countries, which have increased or maintained their high level of contributions to the core resources of United Nations funds and programmes, and of those which have made multi-year pledges to core resources;	In 2002, 16 of the top 20 donors increased their contribution to WFP, 11 of them by more than 20 percent compared to 2001. Contributions from the European Commission and European Member States increased by US\$200 million, compared to 2001.	
21. <i>Notes</i> the increase in non-core resources, including cost-sharing, trust funds and non-traditional sources of financing, as a mechanism to supplement the means of operational activities for development, contributing to an increase in total resources, while recognizing that non-core resources are not a substitute for core resources;	N/A	
22. <i>Reaffirms</i> the need for priority allocation of scarce grant resources to programmes and projects in low-income countries, in particular the least developed countries;	WFP has a policy that focuses primarily on least developed countries (LDCs). At least 50 percent of WFP's development resources are allocated to LDCs annually. It has increased from 50 percent to 66 percent in the last five years.	
23. <i>Requests</i> that the establishment of new trust funds by United Nations funds and programmes be done in accordance with their mandates, mission statements and the relevant decisions of their governing bodies, and that such new trust funds, to the extent possible, be multi-donor in nature and not detrimental to core or regular resources;	N/A	
24. <i>Notes</i> in this context the contributions of private sources, which can supplement but cannot substitute for contributions of Governments, to finance or extend programmes implemented within existing guidelines of United Nations funds and programmes;	Contributions from the private sector increased from US\$3 million in 2001 to US\$5 million in 2002.	Further efforts will be made to continue this trend, while recognizing that WFP's principal source of funding will remain donor governments.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>25. Stresses the need for continuous overall improvement in the effectiveness, efficiency, management and impact of the United Nations system in delivering its development assistance, and welcomes steps that have been taken to that end;</p>	<p>Through concerted efforts to simplify and harmonize procedures for development assistance, the undg is ensuring increased effectiveness, efficiency, management and impact of development activities. WFP is fully involved in these ongoing activities and discussions.</p>	<p>WFP will continue to be a leader in this process.</p>
<p>26. Requests the Secretary-General to submit, for consideration of the General Assembly at its Fifty-seventh Session, a report presenting alternative options to the current modality of the annual United Nations Pledging Conference for Development Activities, including a regular pledging event, taking into account the funding sessions convened under the multi-year funding frameworks, the needs of other United Nations system agencies, appropriate timing and options to enhance public support for United Nations operational activities for development, including through the proposed options;</p>	<p>N/A</p>	
<p>27. Requests the Economic and Social Council to consider, at its substantive session of 2003, the conclusions reached at the present triennial policy review on resources for operational activities for development, reviewing the progress made on the issue of funding of development cooperation activities of the United Nations system;</p>	<p>N/A</p>	
<p>28. Stresses that capacity-building and its sustainability should be explicitly articulated as a goal of technical assistance provided by operational activities of the United Nations system with the aim of strengthening national capacities and that the technical skills profiles of country offices should be regularly assessed to ensure effective capacity-building of the recipient countries, and requests the United Nations organizations to review their efforts in the field of capacity-building and to report, through the Secretary-General, to the Economic and</p>	<p>WFP's Enabling Development policy explicitly advocates capacity-building and sustainability from WFP interventions. At the operational level, WFP is engaged in a variety of capacity-building exercises with its government and non-governmental organization (NGO) counterparts. Since 1998, WFP has organized and conducted project management, gender sensitization and monitoring and evaluation workshops that have provided opportunities for WFP counterparts to plan and work together. WFP has also facilitated visits of government</p>	<p>In October 2003, the Executive Board agreed that capacity-building directly related to the effective use of food assistance would become the fifth strategic priority.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>Social Council, at its substantive session of 2002, on the results achieved in this area;</p>	<p>counterpart staff to WFP-assisted projects around the globe, to familiarize them with innovative approaches and to provide insights into effective project planning. WFP trains counterparts and partners, especially NGO partners, for example in Indonesia, in food logistics, targeting and accounting, which facilitates the implementation of WFP-assisted programmes and ensures sustainability following WFP withdrawal of assistance.</p> <p>To build capacity among government counterparts, WFP is engaged in policy dialogues and advocacy with host governments through the UNCT and through its membership in CP Food Aid Advisory Committees. WFP also participates in PRSP processes.</p>	
<p>29. Stresses also the importance of disseminating, to the fullest extent possible, the expertise acquired through the technical assistance provided by operational activities for development of the United Nations system in the programme countries;</p>	<p>WFP's Vulnerability Analysis and Mapping (VAM) unit is often the main provider of food-security assessments for the entire aid community in emergency, recovery and development operations. VAM inputs were used by other United Nations agencies for poverty and food-insecurity targeting, for example by FAO in the Former Republic of Yugoslavia, Laos, Somalia and Zambia. In other countries, WFP's VAM capability was used in preparing the CCA, UNDAF and PRSP documents. For example, WFP provided valuable input to the PRSP poverty-mapping exercise undertaken by the Cambodian Government.</p> <p>VAM inputs were crucial to all CPs approved in 2002 and to emergency operations (EMOPs) in Afghanistan, Guatemala, the Western Sahel, southern Africa, and 17 other countries. VAM studies, for example in Cape Verde, Haiti and Mali, enabled WFP to refine its targeting to areas where food aid would have the greatest impact.</p>	<p>WFP will continue to disseminate its technical expertise to its partners and United Nations agencies.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>30. <i>Reiterates</i> that the United Nations system should use, to the fullest extent possible and practicable, available national expertise and indigenous technologies in the implementation of operational activities and reiterates its call for the development of common guidelines at the field level for the recruitment, remuneration and training of national project personnel, including national consultants, for the formulation and implementation of development projects and programmes supported by the United Nations development system;</p>	<p>WFP is oriented towards the field rather than Headquarters. The decentralization of WFP was completed by the end of 2001. By 31 July 2003, 90 percent of WFP staff were local contract holders and 10 percent were international contract holders. Efforts have been made to take advantage of the expertise of the local staff. Deserving local staff have the possibility of embarking on an international career and regularly participate in training and deployments to large operations. Partly as a result of its juridical status and of the collaboration between WFP and other United Nations agencies, WFP employs its local staff in accordance with the rules and regulations prevailing in other agencies: the 5 percent in Headquarters are offered WFP contracts that follow the FAO rules and regulations; the 95 percent in the field are offered contracts that follow the United Nations Development Programme rules and regulations. Recruitment, selection, separation procedures and reward policies are therefore identical.</p> <p>While WFP processes its own payroll in most cases, full-time contract holders in country offices and regional bureaux are being processed by UNDP on behalf of WFP.</p> <p>For internationally recruited professional staff, WFP also collaborates closely with the other agencies. It applies the common salary scale and participates in fora with other field-based agencies that determine common approaches to issues not covered under the common system, such as rest and recuperation, and mission allowances.</p> <p>At the operational level, WFP's development and emergency-response training include partners as participants and as training managers.</p> <p>WFP participates in the inter-agency mobility programme of the United Nations. WFP regularly loans and seconds staff of all professional levels to other agencies. Similarly,</p>	<p>WFP will continue to work through common system mechanisms to ensure common guidelines, and to utilize local expertise.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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	<p>it receives staff on loans, secondments and inter-agency transfers. The best example of the integration of activities is, however, the development of UNJLC, where other agencies are encouraged to participate by seconding staff at no cost to them. This is because the operations are funded by special appeals and the increasing availability of the United Nations Humanitarian Response Depot (UNHRD) where WFP will store emergency response items on behalf of the humanitarian community and dispatch them where required on a cost recovery basis.</p>	
<p>31. <i>Requests</i> the United Nations system to enhance the capacity of national Governments to coordinate the external assistance received from the international community, including from the United Nations system;</p>	<p>As the lead agency in the food aid sector, WFP works closely with governments to coordinate food aid assistance at the country level. In some cases, these sectoral coordination activities are carried out for inclusion in a government-supported CAP.</p> <p>Areas for joint programming and funding are identified through UNDAF and PRSP processes.</p> <p>During 2002, WFP and the World Bank collaborated in 12 countries, providing direct assistance to more than 1.4 million people. This included joint activities on school feeding, deworming, and mother-and-child nutrition. An initial joint programme review for Ethiopia, Malawi and Zambia is planned for 2003.</p>	<p>WFP will continue to seek ways to enhance complementarity of resources through joint activities and programming.</p>
<p>32. <i>Calls upon</i> the organizations of the United Nations development system to support the strengthening of the capacity of Governments to establish databanks and carry out poverty assessments at the country level;</p>	<p>During the CCA/UNDAF process, WFP has consistently been able to provide food security-related information to governments, and in many countries has assisted the government to set up national VAM systems. In Mozambique, WFP VAM provided input through the Disaster Management Forum to identify vulnerable groups.</p> <p>In dealing with government departments, WFP also builds their capacities in strengthening early warning systems and contingency planning. In terms of food needs assessment, WFP provides technical assistance</p>	<p>Through decentralization of its operations, WFP will be better placed to help develop local capacities. Training will continue to ensure strengthened local and government capacity for poverty assessments.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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	<p>to the departments in targeting, methodologies to conduct food needs assessments, Geographical Information System (GIS) installation and training, food security and nutrition surveillance.</p> <p>WFP's VAM unit spearheaded the establishment of a national disaster management, prevention and response capability in Rwanda and assisted governments to develop early warning systems in Bangladesh, Burundi and Kenya. The unit also contributed to the establishment of national Food Insecurity Vulnerability Information and Mapping Systems (FIVIMS) in Angola and Bangladesh. In southern Africa, WFP contributed to the rolling vulnerability assessments carried out in close collaboration with the National Vulnerability Assessment Committees (VACs) of Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe under the overall coordination of the regional VAC of the Southern Africa Development Community's Food, Agriculture and Natural Resources Sector.</p>	
<p>33. <i>Notes</i> that, while progress has been made since the introduction of the Common Country Assessment and the United Nations Development Assistance Framework in its pilot phase, there still is a need to continue to improve the preparatory process and the quality of these instruments, inter alia, on the basis of the recommendations of the external evaluation of the Common Country Assessment and the United Nations Development Assistance Framework, as reflected in the report of the Secretary-General and his recommendations, with a view to ensuring their effectiveness;</p>	<p>WFP has participated in initiatives to strengthen the CCA/UNDAF process and instruments, including revision of the relevant guidelines and the development of the results matrix as part of the S&H work.</p>	<p>WFP will continue to participate in the revision of the CCA/UNDAF guidelines and relevant S&H tools, and to consider ways to take into account the recommendations of the external evaluation and the Secretary-General's recommendations.</p>
<p>34. <i>Requests</i> the United Nations system to conduct the common country assessment and United Nations Development Assistance Framework processes as efforts to improve support for national development priorities and policies, and stresses that full governmental</p>	<p>WFP country offices, as members of United Nations country teams, continue to participate in the UNDAF process where the governments are full participants, and national development plans are at the centre of the United Nations' development response. WFP chairs</p>	<p>While participating in CCAs/UNDAFs, and revising the CCA/UNDAF guidelines, WFP will continue to stress the centrality of the government's participation and leadership. WFP's main development partner will continue to be the national government.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>participation and leadership is required at all stages of these processes;</p>	<p>theme groups on issues such as food security, rural development and disaster mitigation in many countries where there are WFP development activities. At the end of 2001, 93 CCAs and 39 UNDAFs were completed and 74 UNCTs had received training to strengthen the UNDAF process.</p>	
<p>35. Stresses the need to ensure the full and active participation of the funds, programmes and specialized agencies of the United Nations system in the preparation of the common country assessment and the United Nations Development Assistance Framework;</p>	<p>WFP is a member of the undg ExCom and is fully engaged in the CCA/UNDAF at the Headquarters and field level, as well as with the specialized agencies with which WFP has close working relationships.</p> <p>For example, in 2001 WFP was involved in the UNDAF process in Honduras, Rwanda, Gambia, Bhutan, Tanzania and Mozambique. In Mozambique, WFP chaired the thematic group on disaster mitigation and staff development. In Rwanda, the UNCT decided that the chair for the thematic groups on "raising productive capacities of the poor", "transitional issues" and "regional integration" be rotated annually among United Nations agencies. In terms of resources support, WFP has pledged close to US\$80,000 for the above thematic areas as well as for HIV/AIDS and Reproductive Health.</p> <p>In Bhutan, WFP is an active participant in the thematic groups on access to quality social services, good governance and improvement in the livelihoods of the disadvantaged groups.</p> <p>In Honduras, WFP has a key role in the theme groups of education, HIV/AIDS, nutritional and food security, gender equality and sustainable development, with a focus on natural resources and rural development. In Tanzania, UNDAF has identified three priority sectors of health, education and food security, which have direct bearing on WFP's operations in the country. WFP is also active in the Donor Assistance Coordination Group, which deals with macroeconomic policy framework and coordination mechanisms.</p>	<p>WFP will continue to participate in the evaluation and revisions of the CCA/UNDAF guidelines at the Headquarters level and at the country level in the preparation of appropriate CCAs and UNDAFs. WFP will ensure a coordinated and effective approach to development activities.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
	<p>In Guatemala, WFP plays a leading role in the thematic areas of rural development and food security, natural disasters, health and nutrition and internal displacement, refugees and migration.</p> <p>In India, WFP chaired the United Nations System/NGO Coordination group and led the coordinated efforts to respond to the cyclone in Orissa on the eastern coast. WFP was quick to respond to the crisis through expanding its outreach of the development portfolio and getting NGO partners to accelerate implementation in cyclone affected areas.</p> <p>In Sri Lanka, WFP is involved in the theme group on relief and rehabilitation. In Uganda, WFP chairs the working group on "increased ability of the poor to raise and sustain their incomes" set up under UNDAF.</p> <p>In Yemen, WFP is supporting the themes of empowerment, policy dialogue and capacity-building.</p> <p>In 2002, WFP contributed to undg efforts to revise the CCA and UNDAF guidelines, and developed a CCA/UNDAF quality support and assurance system. This system will be tested in countries that are preparing UNDAFs in 2003. During 2002, WFP was involved in preparing nine CCAs and ten UNDAFs in countries where it had country programmes or development activities. WFP also chaired or co-chaired more than 30 inter-agency thematic groups on rural development and food security, HIV/AIDS, disaster mitigation and other topics. In Rwanda, for example, WFP was the lead agency for enhancing national capacity for disaster preparedness and management.</p>	
<p>36. <i>Encourages</i> the United Nations system to ensure full and active system-wide collaboration and coherence in developing the common country assessment and United Nations Development Assistance Framework processes;</p>	<p>See para. 34.</p>	<p>See para. 34.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
37. <i>Recognizes</i> the need to ensure that lessons learned in the elaboration of the common country assessment and the United Nations Development Assistance Framework are systematically shared within the United Nations system and with Governments of programme countries and other development partners;	WFP is a full participant in the UNDAF learning network, the lessons of which are shared with partners in and outside the United Nations system.	WFP will continue to participate in inter-agency discussions regarding tools to achieve lessons learned and better ways to share them.
38. <i>Recognizes also</i> the common country assessment as a common analytical instrument for the United Nations development system which takes into account national priorities and needs as well as the commitments, goals targets set in the Millennium Declaration and by the major United Nations conferences;	See para. 8.	
39. <i>Recognizes further</i> that the common country assessment can also be used by recipient countries in formulating their own national policies;	The CCA is an assessment of development needs to which WFP contributes through VAM and needs assessments. National data is used, and is strengthened with WFP data and tools.	WFP will continue to advocate for the preparation of the CCA at an appropriate time and for using information for national capacity-building to ensure that appropriately informs national policymaking.
40. <i>Recognizes</i> that the United Nations Development Assistance Framework, where it exists, is the common planning framework for the development operations of the United Nations system at the country level, consisting of common objectives and strategies of cooperation, a programme resource framework and proposals for follow-up, monitoring and evaluation;	WFP has been participating in discussions placing the UNDAF at the centre of the United Nations system's response to development needs of a country and contributing to tools to ensure it is so utilized, e.g. the results matrix tool.	WFP will continue to participate in S&H working groups and others to ensure that appropriate tools become operational and that the UNDAF programme framework is operational.
41. <i>Urges</i> the organizations of the United Nations system to ensure consistency and complementarity of country programmes and other similar instruments used in individual organizations of the system with the approved United Nations Development Assistance Framework;	Through the CCA/UNDAF process, WFP participates with other United Nations organizations as well as other development partners, to ensure consistency and complementarity of responses to national development needs.	WFP will continue to participate actively in inter-agency review groups and working groups to ensure appropriate coordination and complementarity.
42. <i>Notes</i> the role that the United Nations Development Assistance Framework should play to facilitate the contribution of the United Nations system to the integrated and coordinated implementation of the Millennium Declaration and the outcomes of major	See para. 8.	WFP will continue to participate in working groups to ensure that these principles are adequately reflected in the guidelines.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
United Nations conferences and summits at the country level and to provide a more coherent and integrated response by the United Nations system to national development priorities;		
43. <i>Notes</i> the importance of closer consultation in the formulation of the common country assessment and the United Nations Development Assistance Framework among national Governments, relevant United Nations development agencies, including specialized agencies, and other relevant stakeholders;	Through dialogue, including future-search workshops and theme groups, WFP participates in ensuring that all partners discuss development needs and responses.	WFP will continue to participate in working groups to ensure that these principles are adequately reflected in the guidelines.
44. <i>Encourages</i> greater cooperation between the World Bank, regional development banks and all funds and programmes, taking into account their respective competencies, mandates and comparative advantages, with a view to achieving increased complementarity and better division of labour, as well as enhanced coherence in their sectoral activities, building on the existing arrangements and in full accordance with the priorities of the recipient Government and, in this regard, emphasizes the importance of ensuring, under the leadership of national Governments, greater consistency between the strategic frameworks developed by the United Nations funds, programmes and agencies and the Bretton Woods institutions, and the national poverty reduction strategies, including the poverty reduction strategy papers, where they exist;	<p>WFP participates with other United Nations funds and programmes, and with other partners in the UNDG/BWI Learning Network. The guidance note on the PRSP issued in 2001 has been incorporated into WFP's country programming efforts. During 2002, WFP and the World Bank collaborated in 12 countries, providing direct assistance to more than 1.4 million people. This included joint activities on school feeding, deworming and mother and child nutrition. In December, WFP's Executive Director met with World Bank executives and agreed to identify countries where the agencies' resources could best be combined, particularly on education, nutrition and HIV/AIDS initiatives.</p> <p>The Executive Board encouraged WFP's full involvement in the nationally centred PRSPs and SWAPs facilitated by BWI. WFP has CPs, PRROs or development projects in 43 countries whose governments are developing PRSPs; in 20 of these countries, the PRSPs have been approved. These papers have provided strategic guidance for the preparation of CCA, UNDAF and CP documents. WFP also collaborated with the IMF to analyse the economic and fiscal impact of the southern Africa drought on vulnerable populations. In 2002, the Programme continued to post a senior representative to BWI in Washington DC.</p>	To ensure that cooperation will be in full accordance with the priorities of recipient governments, WFP will further strengthen its cooperation with its international partners at the country level. Country offices will receive training and assistance to more effectively cooperate with international and national partners. An advisor will be assigned to the task of strengthening the involvement of WFP and its national partners in the PRSP process.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>45. <i>Urges</i> the organizations of the United Nations system, when the common country assessment and the United Nations Development Assistance Framework are undertaken, to ensure that measures are adopted to simplify and harmonize country assessment procedures and programming so as to reduce transaction costs and avoid additional procedural requirements and workload for recipient countries and United Nations country teams;</p>	<p>WFP fully participates in the CCA/UNDAF process in all countries where WFP has development operations, to ensure reduced costs and workloads.</p> <p>At the Headquarters level, WFP is participating in S&H task forces and working groups to ensure operational effectiveness.</p>	<p>When participating in S&H working groups, WFP will aim at ensuring that tools and measures recommended or adopted are focused on reducing duplication and transaction costs, and on improving operational effectiveness and efficiency.</p>
<p>46. <i>Encourages</i> bilateral donors and the United Nations system to coordinate more actively at the field level, under the leadership of recipient Governments, inter alia, by using the common country assessment;</p>	<p>WFP welcomes opportunities to work with bilateral donors in areas of WFP competence and does carry out bilateral operations in accordance with WFP general rules and regulations.</p>	
<p>47. <i>Requests</i> the Secretary-General, in consultation with Member States, to undertake an evaluation of the progress of the common country assessment and United Nations Development Assistance Framework processes and their impact on the field of operational activities, as an integral part of the next triennial policy review of operational activities, and to submit a report, through the Economic and Social Council at its substantive session of 2004, on the results of such an evaluation, including lessons learned and recommendations made, for consideration by the General Assembly at its fifty-ninth session;</p>	<p>N/A</p>	
<p>48. <i>Emphasizes</i> the importance of the monitoring and evaluation of operational activities of the United Nations system in order to enhance their effectiveness and impact, and reiterates that the monitoring and evaluation process of operational activities, including, where appropriate, joint evaluations by the United Nations system, should be impartial and independent, under the overall leadership of the Government;</p>	<p>Monitoring of WFP development programmes and activities is ongoing and continues to receive serious attention. Corporate monitoring and evaluation guidelines were issued at the end of 2002. Monitoring systems have been improved recently in many country offices. WFP evaluation teams have consulted closely with governments and United Nations development agencies during recent CP evaluations.</p>	<p>The WFP Division of Results-Based Management (OEDR) will continue to support regional bureaux and country offices in improving monitoring and evaluation systems and field level implementation, in particular through increased staff training in 2003 and in the future.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>49. <i>Reiterates</i> the need to strengthen the capacities of the recipient countries to perform effective programme, project and financial monitoring, as well as impact evaluations of operational activities funded by the United Nations, and underlines the importance of promoting, under the leadership of Governments, greater collaboration on questions relating to evaluation among recipient Governments and the United Nations development system, in particular the members of the United Nations Development Group, at the country level;</p>	<p>Improvement of monitoring for WFP development activities under CPs involves government counterparts in the design of enhanced monitoring systems. Government counterpart staff are being included on a priority basis in new monitoring and evaluation training programmes. Corporately designed monitoring and evaluation training courses are taking place in Eritrea, Ethiopia, Sudan and Uganda in 2003.</p>	<p>With the forthcoming issue of the new Results-Oriented Evaluation Policy and the recent issue of the monitoring and evaluation guidelines, a programme of field staff training, including training of government counterparts, has been planned. The programme started in the first half of 2003.</p>
<p>50. <i>Recognizes</i> that a comprehensive and participatory approach to monitoring and evaluation calls for a closer involvement of national authorities and civil society in the monitoring and evaluation of the effectiveness and impact of operational activities, in order to ensure that the results of those evaluations are utilized to improve operational activities for development and their impact;</p>	<p>WFP stresses the importance of participatory approaches in monitoring and evaluation and encourages field offices to adopt such approaches in their monitoring plans.</p>	<p>National authorities and civil society are being included in monitoring and evaluation (M&E) training courses prepared by WFP, with a focus on impact analysis. It is important to make monitoring plans practical and useful so that they feed readily into operational improvements and emphasize evaluation analysis.</p>
<p>51. <i>Notes</i> that coordination activities, though beneficial, represent transaction costs that are borne by both recipient countries and the organizations of the United Nations system, and emphasizes the need for their continuous evaluation and for an analysis and assessment of costs compared with the total programme expenditures on operational activities for development in order to ensure maximum efficiency and feasibility;</p>	<p>N/A</p>	
<p>52. <i>Takes note</i> of the impact evaluations of capacity-building and poverty eradication undertaken according to resolution 53/192 and requests the organizations of the United Nations system to review the conclusions of those evaluations and the lessons learned and to incorporate them in the light of their own experience into their operational activities for development;</p>	<p>WFP reviews country impact evaluations of capacity-building and poverty eradication as background documents when preparing its own WFP CP evaluations.</p>	<p>Lessons from the impact evaluations and WFP's own internal evaluations will be incorporated into operational improvements when second-generation CPs are being designed.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>53. <i>Requests</i> the Secretary-General to continue to provide, in the context of the triennial comprehensive policy review, an overall assessment of the effectiveness of the operational activities for development of the United Nations system and of the functioning of the United Nations development system at the country level, and to submit to the Economic and Social Council, at its substantive session of 2002, in consultation with Member States and on the basis of the experience acquired with the impact evaluation studies, suggestions on how to strengthen the modalities and enhance the approach for such an assessment, in particular in the areas identified in the present resolution;</p>	N/A	
<p>54. <i>Reiterates</i> the need for recipient Governments concerned to be fully and effectively involved in the assessment of the effectiveness of the operational activities for development of the United Nations system;</p>	Governments are an integral part of WFP's development assistance and they are fully involved in all the steps of operations, including assessment of effectiveness of development activities.	WFP will continue to work closely with governments in all aspects of development operations.
<p>55. <i>Requests</i> the United Nations system at the country level to support those Governments that intend to undertake capacity-building impact evaluations themselves, as and when required;</p>	The Office of Evaluation is ready to offer support to capacity-building impact evaluations as and when requested by WFP regional bureaux and country offices.	See para. 3
<p>56. <i>Reiterates</i> the need for the United Nations system to strengthen its efforts, in consultation with recipient countries, to ensure that the lessons learned from both monitoring and evaluation exercises are systematically applied to programming processes at the operational level and that evaluation criteria are built into all projects and programmes at their design stage, requests the Secretary-General to carry out an impartial and independent assessment of the extent to which the United Nations funds, programmes and agencies at the field level learn lessons from their evaluations, and to formulate proposals on how to improve the feed-back mechanisms at the field level, and requests the Secretary-General to report to the Economic and Social Council at its substantive session of 2003 in this regard;</p>	Lessons from the currently mandatory CP evaluations are presented for discussion to the Executive Board and are used in the design of next-generation CPs. Generic lessons from eighteen CP evaluations were summarized in a thematic evaluation, which was considered by the Executive Board in October 2002. Monitoring approaches and evaluation criteria are being built into CPs. A M&E plan should be drawn up at the start of each new CP.	The feedback from routine monitoring and CP evaluations into next-generation CPs and development activity design will continue and hopefully be strengthened.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
57. <i>Reaffirms</i> that S&H of procedures, as well as their decentralization, should support improved organizational efficiency and effectiveness and be responsive to the needs of recipient countries;	WFP is participating in S&H initiatives in various fields, all focused on capacity-building and national priorities.	WFP will continue to be attentive in the development of S&H procedures.
58. <i>Notes</i> the progress achieved in the harmonization of programming cycles, the harmonization of the programme approval process and the S&H of rules and procedures, with the assistance of the United Nations Development Group, and calls upon the United Nations funds and programmes and the specialized agencies to continue to improve coordination efforts by taking further steps to enhance and ensure the sustainability of that process;	The Executive Board has reaffirmed WFP's full commitment to coordination and harmonization of programming, while noting that the approval process for CPs and the calendar of approval differed from United Nations entities such as UNDP and the United Nations Population Fund (UNFPA). WFP country strategy outlines are presented to regular, not annual sessions of the Executive Board, along with CP evaluations. The Board directs the Secretariat to prepare a CP for approval within one year.	WFP will continue to be active in S&H inter-agency task forces and working groups and will be vigilant about ensuring that recommendations improve coordination efforts and sustainability of development assistance.
59. <i>Emphasizes</i> that the simplification and harmonization of rules and procedures should aim at reducing, where appropriate, the complexities and diversity of requirements, which still place an enormous burden on the recipient countries through high transaction costs, and that innovations in this area should achieve, in their implementation, the objective of reducing the administrative and financial costs to the recipient country as well as to the United Nations system;	WFP's work on S&H has been focused on these objectives.	WFP will continue to ensure that these S&H objectives will be the main focus of changes in rules and procedures.
60. <i>Requests</i> the funds, programmes and specialized agencies of the United Nations system to examine ways to further simplify their rules and procedures and, in this context, to accord the issue of simplification and harmonization high priority, and to take concrete steps in the following areas: the decentralization and delegation of authority; the financial regulations; the procedures for implementing programmes and projects and, in particular, the requirements in terms of monitoring and reporting; the common shared services at country offices; and the recruitment, training and remuneration of national project personnel;	By September 2001 WFP completed the decentralization of its Rome based regional bureaux to the field by outposting both the Africa and Asia regional bureaux. It established the West African regional bureau in Dakar and the Asian regional bureau in Bangkok. The regional bureau for Eastern Europe was restructured and brought to Rome; the regional bureau for the Mediterranean/Middle East/Central Asia remained in Cairo. The regional bureau for Latin America and the Caribbean was relocated to Panama. Continuing its commitment to match regional structures with needs on the ground, particularly following the onset of the	A review of WFP's business processes is being carried out; its primary objective will be to maximize efficiency in WFP's activities through its use of contributions, thereby optimizing cash balances. Areas to be examined include improving programme financial monitoring at the country office level, improving programme budgeting techniques, streamlining project budget management, improving management of advance facilities and providing systems to eliminate unspent programme balances. Recommendations from the review will be fed into WFP's Financial Policy Framework and the work of the RBM division.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
	<p>southern Africa regional crisis, WFP reconfigured its three regional bureaux in Africa, effective 1 October 2002. The regional bureau for East and Central Africa was restructured and brought to Kampala; the southern Africa bureau relocated to Johannesburg. The regional bureau for West Africa remained in Dakar.</p> <p>WFP learned about decentralization from the experiences of the Office of the United Nations Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF), which have regional offices in the field. WFP's own recent experience of further decentralizing its regional bureaux from Rome to the field is currently being watched by others.</p> <p>In decentralizing WFP has been consistent and supportive of the spirit of the Secretary General's call in 1997 for a broad and far-reaching reform process throughout the United Nations. By completing the decentralization of its regional bureaux to the field, it has consolidated its transformation into a truly field-based organization, close to the people it serves through its development and humanitarian missions.</p> <p>Delegations of authority to regional directors, regional managers and country directors were further extended in programme approval, logistics, procurement, finance and resource mobilization.</p> <p>A review of WFP's decentralization process was undertaken by a team of external consultants. The findings were discussed during the Third Regular Session of the Executive Board in October 2003, and WFP is following up on the recommendations. The report is available on the WFP website.</p> <p>In September 2003, WFP hosted a undg common services workshop, which evaluated the progress of the pilot programme to date, and developed an action plan for enhancing the implementation strategy at the country level.</p>	




GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
61. <i>Requests</i> the funds and programmes of the United Nations system to submit to the Economic and Social Council at its substantive session of 2002 a programme of work for full simplification and harmonization in the above mentioned areas, to be completed before the end of 2004, including provisions to phase out redundant rules and procedures, benchmarks, responsibilities and a timetable to monitor the progress made towards reaching that target;	Completed.	
62. <i>Requests</i> the Executive Committee of the United Nations Development Group to facilitate the definition of the above-mentioned agenda and its implementation;	Completed.	
63. <i>Requests</i> the funds and programmes to provide, in their annual reports to the Economic and Social Council, specific information on the progress achieved in reaching the above-mentioned target;	WFP regularly includes information on the progress achieved in S&H in its annual report to the Economic and Social Council (ECOSOC), using the common reporting format established by the undg.	The Secretariat and the Board will need to consider how best to consolidate annual reporting requirements when the new Annual Performance Report begins in 2004 in order to avoid duplication and excessive workload through separate reporting to the Economic and Social Council and the Executive Board.
64. <i>Invites</i> the executive boards and governing bodies of the funds, programmes and specialized agencies to assess regularly the progress achieved in the area of simplification and harmonization of rules and procedures;	Not necessary for the Board to review the progress in this area.	
65. <i>Requests</i> the United Nations System Chief Executives Board for Coordination to address the requirements for further simplification and harmonization of procedures;	WFP is involved in the Chief Executives Board for Coordination, in coordination and in the S&H of procedures.	
66. <i>Reaffirms</i> that the resident coordinator system, within the framework of national ownership, has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of common country assessments and United Nations Development Assistance Frameworks, and a key instrument for the efficient and effective coordination of	WFP is involved in the assessment of resident coordinators (RCs) and country team pilot project. WFP supported activities aimed at refining the RC assessment and selection process, including efforts to obtain a gender balance in the RC pool. In 2002, WFP nominated two women staff members as candidates,	WFP will continue to be involved in efforts to provide support to the RC system, including preparation of appropriate procedures and guidelines to ease the coordination role.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>the operational activities for development of the United Nations system, and requests the United Nations system, including the funds and programmes, the specialized agencies and the Secretariat, to enhance support to the resident coordinator system;</p>	<p>both of whom successfully completed the competency assessment process. Seven senior staff from WFP were in the RC/Humanitarian Coordinator pool, of whom one served as RC/Humanitarian Coordinator in the Democratic People's Republic of Korea. WFP participated in a UNDG assessment of how RCs and UNCTs function, which was piloted in ten countries. This process assisted country teams in recognizing their strengths and identifying opportunities for improvement.</p> <p>The UNDG began to explore strategies for continuing this assessment in other countries and for using an assessment tool to appraise the effectiveness of country team members.</p>	
 <p>67. <i>Appreciates</i> efforts, including through the United Nations Development Group, to improve further the resident coordinator system and the progress achieved so far in broadening the pool of resident coordinators, improving their gender balance, using competency assessments to select resident coordinator candidates, and implementing improved staff training and annual performance appraisals and urges the funds, programmes and specialized agencies of the United Nations system to make further efforts in that direction, including through appropriate training and recruitment of qualified staff with the required professional skills and backgrounds;</p>	<p>See para 66.</p>	
<p>68. <i>Encourages</i> the funds, programmes and specialized agencies to make full use of the United Nations Staff College as an institution for system-wide knowledge management, training and learning;</p>	<p>WFP is a committed and supportive member of the United Nations Staff College (UNSC) and is working in collaboration with the UNSC on many projects.</p> <p>The Chief of the WFP Career Development and Training Unit (HRCT) is a core member of the Expert Technical Review Panel, which gives guidance to the college, and reviews its strategic and financial plan.</p> <p>WFP is active in the IASC Task Group on training. WFP has been instrumental in setting the agenda of this group for 2003–2004, and has provided significant technical support to the implementation of the workplan.</p>	

GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
69. <i>Encourages</i> enhanced dialogue, feedback, participation and interaction between the resident coordinator on the one hand, and the specialized agencies, small technical agencies, the regional commissions and organizations of the United Nations system without field level representation on the other, including through a wider use of information and communication technologies;	See para 66.	WFP will continue to be involved in efforts to provide support to the RC system, including preparation of appropriate procedures and guidelines to ease the coordination role.
70. <i>Encourages also</i> the international financial institutions and other development partners to support the resident coordinator system, including through enhanced dialogue, in addressing national development objectives;	N/A	
71. <i>Recognizes</i> the need for the resident coordinator system to interact more effectively and substantively with the Government of the recipient country, as well as with civil society and other relevant stakeholders, as appropriate;	See para 66.	WFP will continue to participate in the strengthening of the RC system at the country level.
72. <i>Requests</i> the resident coordinator system to assist Governments in their efforts towards implementation of the commitments, goals and targets set in the Millennium Declaration and by the major United Nations conferences, and encourages further work by the country-level theme groups;	See para 66.	WFP will continue to participate in the strengthening of the RC system at the country level.
73. <i>Requests</i> all organizations of the United Nations system, including those with no field-level representation and the regional commissions, to continue to improve and strengthen the resident coordinator system through their support to and active participation in that system, on the basis of their respective mandates and in close consultation with the national Government;	See para 66.	
74. <i>Recognizes</i> the progress achieved towards a more coherent United Nations performance in the development field in the past three years, as reflected by a new culture of shared responsibility, cooperation and coordination	The undg and its ExCom have guided development of common procedures and programming, starting with harmonization of programming cycles over the past three years. Guidance has been signed by the heads of	WFP will continue to play a strong role in undg matters and the leading role in the undg ExCom.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
among the members of the United Nations Development Group, and in particular the role of the Executive Committee of the Group;	UNDP, UNICEF, UNFPA and WFP, and communicated to the United Nations country teams through the resident coordinators.	
75. <i>Requests</i> the member organizations of the United Nations Development Group, and in particular the member organizations represented in its Executive Committee, to continue to support and actively participate in the work of the United Nations Development Group;	See para 74.	See para 74.
76. <i>Decides</i> that, with the agreement of the host country, the United Nations development system should assist national Governments in creating an enabling environment in which the links among national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector involved in the development process are strengthened, with a view to seeking new and innovative solutions to development problems, in accordance with national policies and priorities;	<p>WFP has established an Enabling Development policy designed to identify WFP's role in an integrated approach to development, with the government at the centre of the efforts. In implementing the Enabling Development policy, WFP developed innovative ways to improve people's food security and livelihoods through safety net activities. For example, WFP supported 460 cereal banks, thereby providing a food-security stock for 35,000 households in Niger, a country facing structural food insecurity compounded by recurring crises. The profits generated will also provide microcredit for women to support income-generating activities.</p> <p>WFP's Vulnerable Groups Development (VGD) programme assists poor rural women in Bangladesh, providing food aid in support of awareness-raising on health, nutrition and legal rights, and training in literacy and income-generation. In 2002, a pilot project to fortify wholemeal wheat flour (<i>atta</i>) was introduced to improve household nutrition, save money on milling and provide new employment opportunities. Milling and fortification units were set up in four areas and managed by local NGOs. Former beneficiaries of the programme are employed in the milling and fortification unit after training. The four units provide 28,000 VGD families with 25 kg of milled and micronutrient-fortified <i>atta</i> each month; the total processing cost is less than US\$20/mt. WFP plans to expand the project to 40 units to meet the needs of 430,000 participants.</p>	



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>77. <i>Encourages</i> greater cooperation among the World Bank, regional development banks and all funds and programmes with a view to increased complementarity and better division of labour, as well as enhanced coherence in their sectoral activities, building on the existing arrangements and in full accordance with the priorities of the recipient Government;</p>	<p>WFP CPs and evaluations have paid increasing attention to enhancing coherence with national efforts, mostly PRSPs and SWAPs. The work of the WFP representative to BWI facilitates the incorporation of WFP activities in broader national programmes. It also supports the interaction of WFP staff in the field with representatives from the Multilateral Financial Institutions.</p> <p>A large analysis project on school feeding is now jointly undertaken between the World Bank and WFP.</p> <p>Formal consultations were held with senior World Bank officials in Washington DC in December 2002 and July 2003, and with senior IMF officials in May 2003. Consultations on strengthening the consultations with the Africa vice-presidency of the World Bank were held in April 2003, leading to an increase in joint analysis and programming.</p> <p>A special task force composed of experienced WFP and World Bank staff has been formed to explore further avenues for collaboration at the corporate and the country level.</p>	<p>To ensure that cooperation will be in full accordance with the priorities of recipient governments, WFP will further strengthen its cooperation with its international partners at the country level. Country offices will receive training and assistance to more effectively cooperate with international and national partners. An adviser will be specifically assigned to the task of strengthening the involvement of WFP and its national partners in the PRSP process.</p>
<p>78. <i>Recognizes</i> that the diversity of programming procedures of the United Nations funds and programmes and specialized agencies results from the diversity of their mandates and the decisions of their respective governing bodies, and this notwithstanding, calls upon these organizations to intensify their efforts to utilize all avenues for stronger cooperation and coordination at the Headquarters level which should complement similar coordination efforts at the country level, and urges them to keep countries fully informed of decisions taken at Headquarters;</p>	<p>WFP has participated in inter-agency discussions of procedures and tools for coordinated programming, and has shared the development and outcome of S&H discussions with country offices.</p>	<p>WFP will continue to participate in inter-agency coordination discussions, to share this information with WFP regional/country offices, and to incorporate those developments in WFP operational guidance.</p>
<p>79. <i>Notes</i> the progress achieved in the area of common premises and shared services at the country level within the United Nations system, reaffirms the need to take fully into account cost-benefit studies as called for in relevant resolutions, and encourages further</p>	<p>Of 41 countries with United Nations houses, WFP is operational in 12; it maintains offices in 11 of these 12 countries.</p> <p>WFP participates in the UNDG Sub-Group on Common Premises and Services, and was part of missions</p>	<p>As a direct consequence of the targeting of United Nations staff and premises, WFP is examining all common premises in which it is present from a security threat and risk perspective. WFP is also working with the UNDG Management Group and the Office of the</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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implementation of such initiatives, where appropriate, while ensuring that there will be no additional burden imposed on host countries;	concerning common premises issues during 2000 in Belgium, Denmark, the Dominican Republic, Eritrea, Guinea-Bissau and Mauritania. The UNDG Sub-Group on Common Premises and Services also finished updating the operational guidelines for the implementation of common services, providing the principles for effective management, the criteria for selecting services and other important information.	United Nations Security Coordinator (UNSECOORD) to re-examine the concept of United Nations Houses and to judge its wisdom on a case-by-case basis at the country level.
80. <i>Recognizes</i> that the utilization of advanced information and communication technologies could also provide the necessary platform for more coordination and cohesion at the field level;	Having recognized the importance of advanced technologies, WFP has helped to coordinate field activities by implementing information and communications technologies in relation to humanitarian crises, specifically in Afghanistan, Iraq and Liberia.	WFP will continue to exploit the advantages offered by the latest technologies in operating in the field, facilitating greater cooperation and therefore efficiency with sister agencies. This is at the top of WFP's operational and security agendas.
81. <i>Encourages</i> the use of information technologies as a means to support more effectively the delivery of development cooperation by the United Nations system, and therefore calls for the urgent harmonization of the information technology platforms utilized by the United Nations system, at both the field and Headquarters levels;	WFP has advocated the need for harmonization of technology platforms. To this end, WFP has offered standards to other agencies in the area of enterprise resource planning (ERP) and field security telecommunications.	WFP is focusing on the standardization of its ICT platforms and negotiating with other agencies to identify potential synergies. This is one of the areas under consideration by the UNDG working group on ICT field harmonization.
82. <i>Reiterates</i> that the phases of relief, rehabilitation, reconstruction and development are generally not consecutive but often overlap and occur simultaneously, and notes the urgent need to develop, through a strategic framework, when appropriate, a comprehensive approach to countries in crisis, that the development of such a comprehensive approach must involve national authorities as well as the United Nations system, donors and intergovernmental and nongovernmental organizations, and that national authorities must take a leading role in all aspects of the recovery plan, notes in this context the need for an early application of developmental tools in humanitarian emergencies and takes note with appreciation of the recommendations included in the report of the Secretary-General in this regard;	WFP has recognized the importance of flexibility in approaching countries in crisis through its PRRO programming category. The PRRO, which is implemented through an agreement with a government, allows for simultaneous or successive implementation of humanitarian, recovery and development activities. Rehabilitation aspects and exit strategies are addressed during the planning and implementation of EMOPs. In development programming, contingency planning processes and disaster mitigation programming are often employed.	From September 2002 to the end of 2003, WFP's Office of Evaluation undertook a major thematic evaluation of WFP's experience with the new PRRO programme category. This is a new programming category intended to give WFP more flexibility in programming for relief and recovery at the same time. The results of the evaluation will be presented to the Executive Board in February 2004.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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83. <i>Expresses its appreciation</i> to those countries which have substantially contributed to humanitarian assistance during natural and man-made disasters;	N/A	
84. <i>Stresses</i> that contributions to humanitarian assistance should not be provided at the expense of development assistance and that sufficient resources for humanitarian assistance should be made available by the international community;	WFP continues to advocate increased support for humanitarian assistance and development assistance.	
85. <i>Welcomes</i> the progress achieved in gender mainstreaming in operational activities and encourages further work in the areas of equitable access to financial and productive resources to ensure a reverse in the feminization of poverty;	<p>WFP's Policy Commitments to Women (1996–2001) have been the cornerstone of its gender policy since the Beijing World Conference on Women in 1995. Significant progress has been made since then. Setting quantitative targets has been very useful for WFP to establish reference points against which achievements can be measured. In October 2002, the Executive Board approved a Gender Policy for 2003–2007, which is based on a thematic evaluation of the Commitments to Women 1996–2001, staff and partner consultations, and a number of in-depth case studies on good practices.</p> <p>The Policy focuses on closing gender gaps in order to improve food security, establishing eight Enhanced Commitments to Women (ECW):</p> <ul style="list-style-type: none"> (i) meet the nutritional requirements of pregnant and lactating women and adolescent girls; (ii) expand activities that enable girls to attend school; (iii) ensure that women benefit at least equally from the assets created through food for training (FFT) and food for work (FFW); (iv) contribute to women's control of food in relief food distributions; (v) ensure that women are equally involved in food distribution and asset creation committees; 	<p>The Gender Policy foresees that the implementation of ECW will be facilitated by a number of initiatives carried out in 2003 and 2004:</p> <ol style="list-style-type: none"> 1. information-sharing with partners on the Gender Policy and the ECW; 2. continued in-house scrutiny of programme documents with regard to their consideration of the ECW and the budget mainstreaming of expenses related to implementation; 3. preparation of guidelines on the implementation of all ECW; 4. design of ECW baselines that will determine the country and corporate level status quo in 2003-2004 against which results can be measured at a later point in time; conducting baselines in at least 30 countries; 5. preparation of ECW training modules and implementation of ECW training and other capacity-building efforts at corporate, regional and country levels; 6. pilot-testing of measures that aim to enhance women's control of food in relief food distributions; 7. compilation of progress and achievements with regard to these initiatives for a mid-term review of implementation of the Gender Policy.



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
	<p>(vi) ensure that gender is mainstreamed in programming activities, including situation analysis and budget;</p> <p>(vii) advocate for women's role in household food security and encourage men to support closing the gender gaps; and</p> <p>(viii). make progress towards gender equality in staffing.</p>	
<p>86. <i>Encourages</i> the continuing efforts to improve the gender balance on appointments within the United Nations system at the Headquarters and at the country level in positions that affect operational activities;</p>	<p>WFP has made substantial progress in reaching the United Nations General Assembly's goal of gender balance in staffing. The latest available annual figures show that the proportion of female staff in international professional positions has more than doubled from 18 percent in 1992 to 39 percent in 2003. Currently, 26 percent of staff in the higher WFP management (D2 and above) and 39 percent of international professional staff from P1 to D1 are women. Women account for 38 percent of national professional officers.</p>	<p>The Gender Policy 2003–2007 requires that until gender balance is achieved, at least 50 percent of all new international and national professional and general service staff recruits be qualified women. For local food aid monitors the proportion of qualified women among new staff recruits is even aimed at 75 percent. This is to ensure better household-level monitoring.</p>
<p>87. <i>Calls</i> for renewed and accelerated efforts in gender mainstreaming in the framework of the operational activities for development of the United Nations system in all fields, in particular in support of poverty eradication, and encourages the empowerment of women as a priority for operational activities for development;</p>	<p>See para. 85.</p> <p>WFP's Enabling Development Policy, as approved by the Executive Board in 1999, specifically foresees food assistance to training activities so that women take advantage of opportunities to gain income-generating skills and non-formal education. It also emphasizes the importance for women's participation in power structures and decision-making.</p> <p>WFP currently assists about two million FFT participants, two-thirds of whom are women. The consultation process for the Gender Policy highlighted the importance of training activities for women and girls in all types of situations from development to humanitarian assistance. It recommends a combination of training efforts that address the practical and strategic gender needs of women and girls. Life skills training serves a strategic purpose and supports women's empowerment.</p>	<p>In acknowledging the importance of empowering women and girls through operational activities and thus strengthening their role in ensuring food security, one of WFP's ECW specifies that at least 70 percent of the participants in food-assisted training activities be women and girls. WFP plans to prepare a FFT Policy aimed at outlining possibilities of enlarging the scope of food-assisted training interventions that focus on women and girls. It will be based on the premise that both types of training are most effective when combined: awareness-raising and empowerment can improve the position of women only if they are also given the skills and opportunities to generate income. The policy will be followed by guidelines on food-assisted training activities for women and adolescents.</p>




GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>88. <i>Reiterates</i> the growing need for incorporating the regional and subregional dimensions, where appropriate, in the operational activities for development of the United Nations system, and encourages the resident coordinators, in close consultation with Governments, to secure the greater involvement of the regional commissions, taking into account their agreed mandates and work programmes, in the common country assessment and the United Nations Development Assistance Framework, as appropriate;</p>	<p>Southern Africa was the first major food emergency in which high rates of HIV/AIDS played a significant role in exacerbating food insecurity and malnutrition. WFP's regional EMOP in Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe focuses on areas with high HIV prevalence combined with high food insecurity. WFP introduced changes to its programming approach to meet the special needs of HIV/AIDS-affected beneficiaries, which included altering the nutritional value and composition of the emergency rations to include more protein, minerals and vitamins. WFP also improved its targeting to identify locations of high HIV/AIDS prevalence and allow distributions to be adjusted accordingly. In other regions, WFP mainstreamed assistance for food-insecure HIV/AIDS-affected households in its development and recovery programmes, including five CPs and five PRROs in sub-Saharan Africa and the Caribbean. Within these operations, 16 HIV/AIDS-specific projects were implemented. In all cases, WFP's activities were based on priorities articulated in national AIDS plans or strategies, UNDAF priorities on poverty alleviation and United Nations country strategies on HIV/AIDS.</p> <p>A regional school feeding strategy was developed for the Sahel, complementing WFP's food with interventions such as systematic deworming and providing potable water and latrines, education on health, nutrition and HIV/AIDS, micronutrient supplements and enhanced partnerships with other agencies and NGOs.</p> <p>WFP joined forces with the New Economic Partnership for Africa's Development (NEPAD) and the G8 to promote school feeding for 40 million children across sub-Saharan Africa. The G8 is committed to supporting this proposal in its action plan for Africa.</p>	<p>WFP will continue to incorporate regional dimensions in its operations where necessary, and contribute to regional initiatives.</p>



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
<p>89. <i>Reiterates</i> that South-South cooperation, including technical and economic cooperation among developing countries, offers viable opportunities for the development of developing countries, and in this context requests the executive boards of the funds and programmes to review, with a view to considering an increase, the allocation of resources for activities involving technical cooperation among developing countries;</p>	<p>No Board action so far.</p>	<p>To be considered in the context of implementing the strategic priorities of capacity-building (see para 28).</p>
 <p>90. <i>Requests</i> the United Nations system to take appropriate measures to improve the effective incorporation of technical cooperation among developing countries into their programmes and projects, and to intensify efforts towards mainstreaming the modality of technical cooperation among developing countries, including through support for the activities of the Special Unit for Technical Cooperation among Developing Countries, and encourages other relevant international institutions to take similar measures;</p>	<p>WFP is in partnership with agencies providing technical cooperation assistance to national governments. In 2002, at the policy and advocacy levels, FAO, IFAD and WFP collaborated on two major initiatives. Together they formulated a clear approach to reducing rural poverty and hunger, the “twin-track” approach, which was first launched at the Financing for Development Conference. This approach combines long-term agricultural development efforts and targeted programmes, including food aid, to assist the hungry poor directly. The Rome-based agencies also joined WHO in organizing a side event on HIV/AIDS and food security at the Fourteenth World AIDS Conference in Barcelona. This forum represented the first time that experts at an international AIDS conference highlighted the need to address HIV/AIDS from a sustainable livelihood, food security and nutrition perspective.</p> <p>Joint projects with FAO were implemented in 24 countries, combining food aid with technical assistance in order to enable households to participate in agricultural and livelihood training programmes, construct community assets and protect the seeds supplied for replanting from being eaten or sold after disasters. WFP and FAO collaborated in many countries on the collection and analysis of food security and vulnerability information, particularly in emergency settings, such as Afghanistan, Burundi and Sierra Leone. These agencies carried out 21 joint Crop and Food Supply Assessment Missions to food insecure countries.</p>	<p>See para 28</p>

GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

Paragraphs requiring action	Progress made	Future action
	WFP and IFAD implemented or planned joint activities in 19 countries, assisting more than 2.5 million people facing poverty and food insecurity. WFP provided food to complement IFAD's rural infrastructure rehabilitation schemes and micro-credit and savings training activities. In China, for example, all the projects of the two agencies were jointly targeted, implemented and monitored, leading to improved cost-effectiveness.	
91. <i>Reaffirms</i> that the governing bodies of the funds, programmes and specialized agencies of the United Nations system should take appropriate action for the full implementation of the present resolution, and reiterates the request to the executive heads of those funds, programmes and specialized agencies to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the present resolution, as well as appropriate recommendations;	The present review by the Board is a response to this recommendation.	The Board would regularly review the progress made in the implementation of this and subsequent resolutions. It could be a section of the follow-up actions report submitted to the Board each year at its Third Regular Session on the implementation of ECOSOC and General Assembly resolutions.
92. <i>Invites</i> the executive boards of the United Nations funds and programmes to ensure that the heads of those funds and programmes include in their annual reports to the Economic and Social Council, prepared in accordance with Council resolution 1994/33 of 28 July 1994, a thorough analysis of problems encountered and lessons learned, with emphasis on issues arising from the implementation of the Secretary-General's reform programme, the triennial policy review and the follow-up to the Millennium Declaration and major United Nations conferences, so as to allow the Council to fulfill its coordinating role;	In the Annual Report of the Executive Director to ECOSOC, WFP regularly includes the achievements in implementation of the Secretary-General's reform programme, the triennial policy review and the follow-up to major United Nations conferences including the Millennium Summit.	



GENERAL ASSEMBLY RESOLUTION A/RES/56/201: TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF THE UNITED NATIONS SYSTEM

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<p>93. <i>Reiterates</i> the provisions of its resolutions 48/162, 50/227 and 52/12 B which detail the respective functions of the General Assembly, the Economic and Social Council and the executive boards of the United Nations funds and programmes, and encourages the Economic and Social Council, within the context of its institutional role, to provide overall guidance to the United Nations system on operational activities for development;</p>	<p>N/A</p>	
<p>94. <i>Requests</i> the Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit a progress report to the Economic and Social Council, at its substantive session of 2002, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the present resolution;</p>	<p>WFP works as a member of the undg to support the Secretary-General in his reporting and monitoring of the implementation of this resolution.</p>	<p>WFP will continue to see joint action with the undg as the most appropriate mechanism for developing standards for reporting and for monitoring the implementation of this resolution.</p>
<p>95. <i>Invites</i> the Economic and Social Council, during the operational activities segment of its substantive sessions of 2002 and 2003, to examine the operational activities of the United Nations system in order to evaluate the implementation of the present resolution with a view to ensuring its full implementation;</p>	<p>WFP continues to review and provide comments on the various drafts prepared by the Department of Economic and Social Affairs (DESA) for consideration by the Economic and Social Council.</p>	
<p>96. <i>Requests</i> the Secretary-General to submit to the General Assembly at its fifty-ninth session, through the Economic and Social Council, a comprehensive analysis of the implementation of the present resolution in the context of the triennial policy review, and to make appropriate recommendations.</p>	<p>WFP continues to cooperate with DESA on providing inputs to the report of the Secretary-General.</p>	



ACRONYMS USED IN THE DOCUMENT

CCA	common country assessment
BWI	Bretton Woods Institutions
CAP	consolidated appeals process
CP	country programme
DESA	Department of Economic and Social Affairs
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	United Nations Economic and Social Council
ECPS	Executive Committee on Peace and Security
ECW	Enhanced Commitments to Women
EMOP	emergency operation
ERP	enterprise resource planning
FAO	Food and Agriculture Organization of the United Nations
FFT	food for training
FFW	food for work
FIVIMS	food insecurity vulnerability information and mapping system
GIS	geographical information and mapping
HRCT	Career Development and Training Unit
IASC	Inter-Agency Standing Committee
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
LDC	least-developed country
M&E	monitoring and evaluation
MDG	Millennium Development Goal
NEPAD	New Economic Partnership for Africa's Development
NGO	non-governmental organization
OEDR	WFP Division of Results-Based Management
PRRO	protracted relief and recovery operation
PRSP	Poverty Reduction Strategy Paper
RBM	results-based management
RC	resident coordinator
S&H	simplification and harmonization
SWAP	sector-wide approach



UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
UNSC	United Nations Staff College
UNSECOORD	Office of the United Nations Security Coordinator
VAC	vulnerability assessment committee
VAM	vulnerability analysis and mapping
VGD	Vulnerable Groups Development
WHO	World Health Organization

