

Formative evaluation of the UNFPA engagement in the reform of the United Nations development system



Volume 2

UNFPA Evaluation Office

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List of Acronyms

APRO	Asia Pacific Regional Office
ASG	Assistant Secretary-General
ASRO	Arab States Regional Office
BIG	Business Innovations Strategic Results Group
BOS	Business Operations Strategy
CBO	Common back office
CCA	Common Country Analysis
CO	Country office
CPD	Country programme document
DCO	Development Coordination Office
DHR	Division for Human Resources
DMS	Division for Management Services
ECOSOC	Economic and Social Council
EECARO	Eastern Europe and Central Asia Regional Office
EOSG	Executive Office of the Secretary-General
EQ	Evaluation question
ERG	Evaluation reference group
ERP	Enterprise Resource Platform
ESARO	East and Southern Africa Regional Office
FAO	Food and Agricultural Organization
FGM	Female genital mutilation
GBV	Gender-based violence
GTG	Gender Theme Group
HAO	Humanitarian Action Overview
HRP	Humanitarian Response Plan
HQ	Headquarters
IASC	Inter-Agency Standing Committee
IBC	Issue-based Coalition
ICPD	International Conference on Population and Development
IDWG	Inter-departmental working group
IIPDB	Intergovernmental, Interagency and Policy Dialogue Branch
ILO	International Labour Organization
IMS	UNDG Information Management System
IOM	International Office of Migration
IRRF	Integrated results and resources framework
ISWE	Independent System-wide Evaluation
JP	Joint programme
LACRO	Latin America and Caribbean Regional Office
LNOB	Leaving no one behind
LSSC	Local Shared Service Centre
MAF	Management and Accountability Framework
MCO	Multi-country office
MPTF	Multi-Partner Trust Fund
OEE	Organizational Effectiveness and Efficiency
OMT	Operations Management Team
PAD	Performance Appraisal and Development

PBF	United Nations Secretary-General's Peacebuilding Fund
PRC	Programme Review Committee
PSD	Policy and Strategy Division
PSG	Peer Support Group
PWD	Persons with Disabilities
PSEA	Protection from sexual exploitation and abuse
RC	Resident Coordinator
RCO	Resident Coordinator Office
RCP	Regional Collaborative Platform
RC system	Resident Coordinator system
RO	Regional office
SDG	Sustainable Development Goal
SERP	Socio-Economic Response Plan
SPTF	Special Purpose Trust Fund
SRHR	Sexual and reproductive health and rights
SRO	Sub-regional office
UNCT	United Nations country team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEDAP	United Nations Evaluation Development Group for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNDS	United Nations development system
UNEG	United Nations Evaluation Group
UNHCR	United Nations Refugee Agency
UNPRPD	United Nations Partnership on the Rights of Persons with Disabilities
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
WCARO	West and Central Africa Regional Office
WFP	World Food Programme
WHO	World Health Organization

Annex I. Terms of Reference

I. Introduction

1. Evaluation at the United Nations Population Fund (UNFPA) serves three main purposes: (a) demonstrate accountability to stakeholders on performance in achieving development results and on invested resources; (b) support evidence-based decision-making; (c) contribute key lessons learned to the existing knowledge base on how to accelerate implementation of the Programme of Action of the 1994 International Conference on Population and Development (ICPD).
2. The Evaluation Office will conduct a formative evaluation of the UNFPA engagement in the reform of the United Nations Development System in the context of the QCPR, as per the transitional UNFPA quadrennial budgeted evaluation plan 2020-2023.
3. The primary intended users of the evaluation are: (i) UNFPA senior management; (ii) the UNFPA Policy and Strategy Division; (iii) UNFPA business units at headquarters, especially the Intergovernmental Interagency and Policy Dialogue Branch and (iv) UNFPA Regional and Country Offices. The results of the evaluation should also be of interest to a wider group of stakeholders, such as UNFPA Executive Board members and other UN organizations.
4. The preparation of these terms of reference was based on a document review and initial consultations with key stakeholders within UNFPA. The evaluation team will conduct the evaluation in conformity with the terms of reference, under the management of the UNFPA Evaluation Office and guidance from the evaluation reference group.

II. Background and context

a. The UN reform in the context of the QCPR

5. The reform of the United Nations development system (UNDS) is mandated by the General Assembly of the United Nations in Resolution A/RES/72/279 of 31 May 2018, which responded to the vision and proposals of the UN Secretary General as outlined in his report of 30 June 2017 to the UN Economic and Social Council (ECOSOC). The reform also responds to the guidance of General Assembly resolution 71/243 for development of the United Nations system (2016 QCPR).
6. The UNDS reform aims at providing a more coherent, accountable and effective support to help Member States achieve the 2030 Agenda and the Sustainable Development Goals.
7. More specifically, the reform aims at delivering:
 - a reinvented Resident Coordinator system;
 - clear and more robust lines of accountability;
 - a more coherent and better coordinated utilization of regional capacities and resources;
 - a new generation of UN country teams;

- more adequate support infrastructure at global, regional and country levels;
 - a shift in donor funding towards more predictable and flexible resources;
 - streamlined operating practices through consolidation of back offices and service centers, resulting in both efficiency gains and higher quality services;
 - more and better communication on what the UNDS does.
8. Since its launch, several pieces of the reform have been finalized, including: the Management and Accountability Framework (MAF), the UN Sustainable Development Cooperation Framework (Cooperation Framework) guidance, the Business Operations Strategy Guidance, the review of the UNDS regional assets, the review of the multi-country RC offices and the Funding Compact.
 9. A new QCPR resolution (A/RES/75/233) was adopted by the General Assembly on 21 December 2020. The resolution, inter-alia, reinforces the efforts to fully realize the changes in the Resident Coordinator system and the Cooperation Framework on the ground, as well as implementing the Multi-Country Office and regional level streams of the reform. The engagement of UNFPA in the UN reform is further strengthened with the adoption of the 2020 QCPR, which places the emphasis on several issues of particular relevance for the UNFPA mandate: investments in the wellbeing of adolescents and youth, prevention of and response to gender-based violence, centrality of the generation and use of population data, gender and human rights, disability inclusion, and universal health care.

b. Engagement of UNFPA in the reform

10. Capitalizing on the UNDS reform as an enabler and opportunity to deliver on the Strategic Plan 2018-2021 and its three transformative results, UNFPA has closely engaged in the system-wide processes and implementation of the UN development system reform agenda and its repositioning.
11. The UNFPA Strategic Plan 2018-2021 for the first time included a common chapter, which articulated how UNFPA, UNDP, UNICEF, and UN Women will work together and leverage the comparative strength and collaborative advantage of each agency across the Sustainable Development Goals (SDGs), allowing the four agencies to be at the forefront of the SG efforts for greater coherence in the field.
12. UNFPA has also taken an active role in the new UNSDG (UN Sustainable Development Group), with the Executive Director co-chairing the Results Group on Strategic Financing together with UNCTAD. Together with UNESCO, UNFPA co-chaired the development of the new UN Sustainable Development Cooperation Framework and its companion guidance pieces, which is critical to enabling the change on the ground and maximizing opportunities offered by the reform.

13. Since the launch of the UNDS reform, and in direct response to the implementation of quadrennial comprehensive policy review commitments, UNFPA has been engaged to improve system-wide coherence and inter-agency collaboration. Globally, UNFPA participates in a large number of United Nations joint programmes and is one of the three agencies chairing most of the UNSDCF results groups, fostering greater collaboration to implement system-wide responses in a comprehensive and integrated manner. Contributions from the UN system is the largest single source of funding to non-core resources for UNFPA (provisionally 36% percent in 2020), making the Fund one of the entities with the highest proportion of non-core resources originating from joint activities.
14. At the country level, a wide array of activities has been implemented by UNFPA offices to operationalize the UNDS reform chiefly through engagement in the UNSDCF results groups, joint programmes and common services, and through the Mainstreaming, Acceleration, Policy Support (MAPS) approach and related missions.
15. To bring further efficiency, UNFPA has streamlined its internal procedures, systems and processes with the new cooperation framework guidance, particularly those related to monitoring, evaluation and reporting at country, regional and global levels. UNFPA has integrated the principles and parameters of the Funding Compact, including through the regular structured funding dialogues with Member States and implementation of the 1 per cent coordination levy to a repositioned RC system. 72% of UNFPA offices are housed in common premises, which exceeds the General Assembly resolution 72/279 target of 50 per cent common premises.
16. UNFPA revised its representatives' job descriptions in close coordination with other entities to include common language on responsibilities as a United Nations country team member, on joint programming and on the matrixed reporting arrangement. In 2018, UNFPA developed a dedicated Resident Coordinator engagement strategy to strengthen partnerships and collaboration with the reinvigorated Resident Coordinator system. The UNFPA performance appraisal system integrates feedback from the RCs and the principle of mutual accountability. UNFPA has invested in its staff to contribute to and lead the UNDS reform within and outside the organization.
17. UNFPA also responds to the Secretary-General's recommendations of the MCO review, including in the context of increasing physical presence, reviewing its business models and resource allocations in MCO settings, and strengthening support to South-South cooperation. In tandem with this call, UNFPA has made efforts within existing capacities and resources to reinforce support to countries covered by the MCOs and Small Island Developing States in 2021. At the regional level, UNFPA has worked with UN system partners to develop region-specific technical guidance to UNCTs on the integration of sexual and reproductive health services, gender equality and adolescents and youth in socio-economic analyses and rapid assessments on the impact of COVID-19. UNFPA is actively engaged with inter-agency partners in each region to establish and operationalize the Regional Collaborative Platforms (RCPs), including Issue Based Coalitions, as well as stronger knowledge management hubs, inter-agency results-based management at the regional-level, data and statistics capacities and common back-office services.

18. UNFPA supports the strengthening of system-wide evaluation measures and the UNFPA Evaluation Office is engaged in this process through its long-term commitment to working through the UN Evaluation Group (UNEG).² In line with the Funding Compact commitment to increase accessibility of strategic evaluation results, UNFPA continued to make 100 per cent of corporate evaluations available on the UNEG website. Regarding collaborating in at least one joint or system-wide evaluation, UNFPA continued to significantly exceed this commitment, as 57 per cent (8 out of 14) of centralized evaluations managed by the Office in 2020-2021 are either joint or system-wide.
19. The new QCPR is also a key instrument that guides the development and implementation of the UNFPA Strategic Plan.

III. Purpose, objectives and scope

20. Although the groundwork for the UN reform implementation has been laid out, several reform streams remain at an early stage of implementation, particularly at the regional level. The evaluation will therefore be formative (forward-looking) in nature, with a focus on the lessons that can be learned from the way the reform has unfolded so far, rather than on its results.
21. The purpose of the evaluation is thus to assess the contribution of UNFPA to the UNDS reform. At the same time, it will analyse the implications of the reform for UNFPA, both from a strategic and an operational perspective.
22. More specifically, the objectives of the evaluation are to:
 - assess the contribution of UNFPA to the design and the implementation of the reform;
 - analyze the effects of the UN reform on the strategic positioning, the organizational structure and the operational capacity of UNFPA;
 - assess the extent to which UNFPA has been able to leverage the UN reform process to further advance the agenda for sexual and reproductive health and reproductive rights;
 - draw lessons and good practices from the UNFPA past and current engagement in the reform, and formulate recommendations on how UNFPA can contribute more effectively to the implementation of the reform while benefiting better from its consequences.
23. In addressing the above objectives, particular attention will be paid to the distinctive features and the specific sensitivity of the mandate of UNFPA. The evaluators will also consider all elements influencing the implementation of the wider UN reform processes, including the unprecedented circumstances created by the COVID-19 pandemic.
24. The scope of the evaluation will cover the various components of the UN reform, at global, regional and country levels. The evaluation will cover the period from the beginning of the UN reform process (May 2018) to date. However, attention will be paid, as relevant, to elements of the UN reform which preceded the UNDS repositioning.

² In 2020, through its participation to UNEG, the UNFPA Evaluation Office has contributed to the revision of the system-wide evaluation policy, currently at draft stage.

IV. Evaluation questions

25. The evaluation will be based on the following evaluation criteria: relevance, effectiveness, efficiency, coordination and sustainability.
26. The evaluation will seek to answer the following questions:
 - To what extent is the UNFPA strategic direction (as displayed in its Strategic Plan and other strategic documents) aligned with the objectives and principles of the UN reform?
 - To what extent did UNFPA contribute to the design of the UN reform? Among others, the evaluation will explore the contribution of UNFPA to the development of founding elements of the reform such as the MAF, the UNSDCF guidance, the business operations strategy guidance, the funding compact, etc.
 - To what extent did UNFPA contribute to the implementation of the UN reform, at all levels (global, regional, country)? In particular, what has been the contribution of UNFPA so far with regard to the reform of the UNCTs?
 - To what extent did the engagement of UNFPA in the UN reform contribute to a more coordinated, effective and accountable UN system, at global, regional and country level?
 - What are the implications of the UN reform on the strategic positioning of UNFPA? To what extent has UNFPA identified and acted upon the risks, challenges, but also the opportunities associated with the UN reform?
 - To what extent did the alignment of UNFPA country programmes with the UN country frameworks foster or, on the contrary, impede the ability of UNFPA to advance its mandate? In particular, what were the effects of this alignment on outside-of-UNSDCF CPD-commitments?
 - What are the implications of the UN reform on the organizational structure and the institutional efficiency of UNFPA at global, regional and country levels? In particular:
 - Physical presence (footprint) of UNFPA, within the framework of the new UNCTs;
 - Contributions to the RC system (secondments; RC roster; etc.);
 - Dual reporting line for UNFPA country office representatives;
 - Human resources (staffing; job descriptions; skill sets; etc.)
 - Systems and procedures;
 - Resource mobilisation and donor engagement.

27. The above list of key questions and areas for enquiry will be further refined by the evaluation team at inception stage, leading to a final list of a maximum of ten evaluation questions. Based on this final list of questions, the evaluation team will prepare an evaluation matrix, linking evaluation questions with assumptions to be assessed, indicators, data sources and data collection tools.

V. Methodological approach

28. The evaluation will follow a mixed-method approach, but mostly relying on qualitative sources of information which will be quantified as relevant. The evaluation will rely primarily on the following sources of information:
- Desk review of key documents related to the operationalization of the UNDS reform;
 - Desk review of strategic and programmatic documents;
 - Interviews with UNFPA key informants (Senior management at HQ, regional and country levels);
 - Interviews with key representatives from several UNDS entities (at HQ, regional and country levels);
 - Interviews with key representatives of United Nations entities that have a system-wide coordination mandate (Executive Office of the SG; UN DCO; UNSDG; UN DESA; etc.);
 - Interviews with selected Member States representatives;
 - Country case studies (up to six (6), either remote or in situ);
 - Web-based survey of regional and (a sample of) country-level programme staff.
29. In view of the uncertain evolution of the COVID-19 context and related travel restrictions, the evaluation will follow a hybrid approach, which may either consist in one or a combination of the two following options:
- **Option A – Remote approach:** in case of major travel restrictions, data collection and interactions between the evaluation team, the Evaluation Office and the evaluation reference group will be conducted remotely; country case studies will be conducted in the form of extended desk reviews (i.e., including remote interviews with selected national stakeholders);
 - **Option B – Field visits and missions at HQ:** in case of easing of current travel restrictions, the evaluation team may conduct up to six (6) country field visits (ideally, in one country per UNFPA region of intervention), as well as missions to UNFPA HQ (e.g., inception mission; analysis workshop; stakeholder workshop).

VI. Evaluation process

30. The evaluation will unfold in five phases and lead to the production of associated deliverables as follows.
- **Preparatory phase**
This phase will be led by the Evaluation Manager. It will include: (i) an initial documentation review; (ii) scoping interviews with UNFPA key informants (iii) the

drafting of evaluation terms of reference; (iv) the selection and hiring of the evaluation team; (v) the constitution of an evaluation reference group.

- **Inception phase**

The evaluation team will conduct the inception phase, in consultation with the evaluation manager and the evaluation reference group. This phase includes:

- a **document review** of all relevant documents available at UNFPA headquarters, regional office and country office levels;
- a **stakeholder mapping** to be developed by the evaluation team, and displaying the relationships between different sets of stakeholders;
- a reconstruction of the **theory of change** of the engagement of UNFPA in the UN reform;
- the development of the **list of evaluation questions** and of the associated **evaluation matrix** presenting, for each evaluation question, the assumptions to be assessed and the respective indicators, sources of information and methods and tools for the data collection (cf. **annex 2**, outline of the evaluation matrix);
- the selection of topics for three **learning papers**; these papers will serve as inputs into the final evaluation report but will also be used as standalone documents to inform ongoing and future engagement of UNFPA in the UN reform; the outline of the learning papers will be agreed with the Evaluation Manager (EM) in consultation with the Evaluation Reference Group (ERG) and annexed to the inception report; each paper should not be longer than 20 pages without annexes;
- the selection of six (6) countries – one per UNFPA region of intervention – for the conduct of **country case studies**, either remote or in situ (cf. description of options A and B, under V. Methodological approach); outline of corresponding country briefing notes and/or evidence tables will be agreed with the EM in consultation with the ERG and annexed to the inception report;
- the development of a comprehensive **data collection and analysis strategy**;
- an updated and detailed **timeline** for the evaluation.

The outputs of this phase are:

- the **inception report**, which will display the results of the above-listed steps and tasks, along the structure set out in **annex 3**;
- a **powerpoint presentation** structured around the key components of the inception report, for the inception evaluation reference group meeting.

3) **Data collection phase**

During this phase, the evaluation team will:

- Conduct an in-depth document review;
- Conduct interviews with UNFPA key informants (at HQ, regional and country levels);
- Conduct interviews with external key informants (at HQ, regional and country levels);

- Carry out 6 country case studies, either remotely or in situ;
- Conduct a web-based survey of regional and (a sample of) country-level programme staff;
- Produce the three thematic papers.

The outputs of this phase are:

- Three **draft learning papers**;
- (Up to) six **country briefing notes** summarizing the findings emerging from the case studies and/or (up to) six **evidence tables** compiling the data and information collected through the extended desk reviews;
- **Powerpoint presentation** for an end-of-data-collection ERG meeting;
- Three **final learning papers**.

4) Reporting phase

The reporting phase will open with a 3-day analysis³ workshop bringing together the evaluation team and the evaluation manager to discuss the results of the data collection. The objective is to help the evaluation team to deepen their analysis with a view to identifying the evaluation findings, main conclusions and related recommendations. The evaluation team then proceeds with the drafting of the **first draft final report**.

This first draft final report will be submitted to the evaluation manager for comments. The evaluation manager will control the quality of the submitted draft report. If the quality of the draft report is satisfactory (form and substance), the manager will circulate it to the reference group members. In the event that the quality is unsatisfactory, the evaluators will be required to produce a new version of the draft report.

The **second draft final report**, and in particular the tentative conclusions and recommendations, will be presented by the evaluation team during a **stakeholder workshop** (attended by the ERG as well as other relevant stakeholders)⁴ and circulated to UNFPA Executive Committee members.

On the basis of comments expressed, the evaluation team will make appropriate amendments to the report, finalize the recommendations and submit the **final report**. For all comments, the evaluation team will indicate how they have responded in writing (“trail of comments”).

The report is considered final once it is formally approved by the Director of EO in consultation with the evaluation manager and the reference group.

³ Either virtual or *in vivo*, at UNFPA HQ, depending on COVID-19-related travel conditions.

⁴ Same as above.

The final report will follow the structure set out in **annex 4**.

5) Dissemination phase

The evaluation team will assist the evaluation manager in selected dissemination activities. In particular, they will prepare a **Powerpoint presentation** on key highlights of the evaluation report and an **evaluation brief**.

VII. Management and governance

31. The responsibility for the management and supervision of the evaluation will rest with the Evaluation Office.
32. The evaluation manager. The evaluation manager will have overall responsibility for the management of the evaluation process, including hiring and managing the team of external consultants. The evaluation manager is responsible for ensuring the quality and independence of the evaluation (in line with UNEG Norms, Standards and Ethical Guidelines). The main responsibilities of the evaluation manager are to:
 - lead the hiring of the team of external consultants, reviewing proposals and approving the selection of the evaluation team
 - chair the reference group and convene review meetings with the evaluation team
 - supervise and guide the evaluation team all through the evaluation process
 - review, provide substantive comments and approve the inception report, including the work plan, analytical framework and methodology
 - review and provide substantive feedback on all evaluation outputs in general and on the draft and final evaluation reports in particular, for quality assurance purposes
 - approve the final evaluation report in coordination with the reference group
 - disseminate the evaluation results and contribute to learning and knowledge sharing at UNFPA
33. The evaluation reference group. The conduct of the evaluation will be followed closely by an evaluation reference group consisting of staff members of UNFPA. The reference group will support the evaluation at key points during the evaluation process. It will provide substantive technical inputs, facilitate access to documents and informants, and ensure the high technical quality of the evaluation products. The specific responsibilities of the reference group are to:
 - provide feedback and comments on the terms of reference of the evaluation
 - provide feedback and comments on the inception report
 - provide comments and substantive feedback from a technical perspective on the draft and final evaluation reports
 - act as the interface between the evaluators and the UNFPA services (in headquarters, regional and country offices), notably to facilitate access to informants and documentation
 - assist in identifying external stakeholders to be consulted during the evaluation process
 - participate in review meetings with the evaluation team as required

- play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the results of the evaluation as well as to the completion and follow-up of the management response

VIII. Evaluation team

34. The evaluation team will be composed of three external consultants, as follows:
 - 1 experienced **team leader**, with:
 - i. at least 15 years of experience in designing and carrying out complex evaluations;
 - ii. knowledge in and experience of the UN system, the SDGs, UN Reform processes, QCPR, etc.
 - iii. Good knowledge of the UNFPA mandate.
 - 1 **senior evaluator**, with at least 10 years of experience working in the UN system, as well as significant evaluation experience
 - 1 **research assistant**, capable of organizing and analyzing large sets of data in support of the rest of the evaluation team.
35. The evaluation team will collectively bring the below expertise and experience:
 - Familiarity with the UN reform agenda and QCPR;
 - Good understanding and knowledge of UNFPA mandate and processes;
 - Excellent analytical skills;
 - Excellent communication skills (written, spoken) in English;
 - Good communication skills (written, spoken) in languages spoken in the regions and countries covered is desirable.

IX. Timeline and deliverables

	Phase	Time
0	Preparatory phase <ul style="list-style-type: none"> • <i>Draft concept note</i> • <i>Internal consultations</i> • <i>Drafting of terms of reference</i> • <i>Hiring of evaluation team</i> • <i>Constitution of evaluation reference group</i> 	March – June 2021
1	Inception phase <ul style="list-style-type: none"> • <i>Draft inception report</i> • <i>Inception ERG meeting</i> • <i>Final inception report</i> 	July-September 2021 <i>July 2021</i> <i>End-July 2021</i> <i>September 2021</i>
2	Data collection phase <ul style="list-style-type: none"> • <i>Draft learning papers (x3)</i> • <i>Draft country briefing notes / evidence tables (up to 6)</i> • <i>ERG meeting</i> • <i>Final country briefing notes / evidence tables (up to 6)</i> • <i>Final learning papers (X3)</i> 	December 2021 – March 2022 December 2021 February 2022 February 2022 March 2022 March 2022
3	Analysis and Synthesis	March - May 2022
4	Reporting and review <ul style="list-style-type: none"> • <i>Draft final report</i> • <i>Final report (unedited)</i> • <i>Executive Board paper to the Executive Board secretariat</i> 	June - November 2022 <i>June 2022</i> <i>September 2022</i> <i>November 2022</i>
5	Management response and dissemination <ul style="list-style-type: none"> • <i>Presentation to the Executive Board</i> • <i>Dissemination of the report</i> 	January 2023

ToR Annex 1 – List of reference documents

[Information note Implementation of General Assembly resolution 72/279 on repositioning of the United Nations development system, 2019](#)

[Information Note Update on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system, 2020](#)

[Information Note Update on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system, 2021](#)

[Information Note on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system](#)

[Implementation of General Assembly resolution 72/279 on repositioning of the United Nations development system, 2020](#)

[Implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system ANNEX Mapping of regional assets and capacities, 2019](#)

[Statement of the Executive Director at the Joint Segment of the 2020 Annual Session of the Executive Board](#)

[Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP Background Note: “QCPR and UNDS reform in the context of the COVID-19 pandemic, what has happened in the last 12 months \(since the last Joint Meeting of the Executive Boards\)”, 27 May 2021](#)

Annex 6: Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, [2019 Integrated midterm review and progress report on implementation of the UNFPA strategic plan, 2018-2021 Report of the Executive Director](#)

[Annex 4: Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations System Annual report of the Executive Director, Implementation of the strategic plan 2018-2021, 2021](#)

[2019 Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, Implementation of UNDS reform, and innovative financing for the SDGs, 2019](#)

[UNFPA update on the implementation of GA Resolution 72/279 on UNDS repositioning](#)

[Implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system: funding of the United Nations development system Report of the Secretary-General, 2021](#)

[UNFPA Update on the implementation of UNDS Repositioning: Country Examples, 2020](#)

[Cooperation Framework Companion Package, May 2020](#)

Guiding Principles Cooperation Framework Companion Piece May 2020

[Survey of UNFPA country offices on UN development system reform implementation Analysis and preliminary findings January 2020](#)

[UNITED NATIONS DEVELOPMENT SYSTEM REPOSITIONING, KEY MESSAGES](#)

[United Nations Population Fund Implementation of the UNFPA strategic plan, 2018-2021 Report of the Executive Director, 2021](#)

[Joint annex on the common chapter of the strategic plans, 2018-2021 of UNDP, UNFPA, UNICEF and UN-Women, 2021](#)

[UN Development System Reform FAQ](#)

[MANAGEMENT AND ACCOUNTABILITY FRAMEWORK OF THE UN DEVELOPMENT AND RESIDENT COORDINATOR SYSTEM, 2019](#)

[Integrated midterm review and progress report on implementation of the UNFPA strategic plan, 2018-2021, 2020](#)

ToR Annex 2 – Outline of the Evaluation Matrix

EQ1 : To what extent ...			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
Assumption 1 ...			
Assumption 2			

ToR Annex 3 – Outline of the Inception Report

Table of Contents
List of Acronyms
List of Tables (*)
List of Figures

1 Introduction

Should include: objectives of the evaluation; scope of the evaluation; overview of the evaluation process; purpose of the inception report

2 Background and context

Should include: a description of the context (e.g. key social, political, economic, demographic, and institutional factors) as well as the main programmes and interventions constituting the UNFPA response. Information on any relevant reviews, assessments, audits and/or evaluations previously conducted should be mentioned.

This section should detail strategies or approaches to programming as well as discuss cross-cutting issues, including particularly issues relating to human rights and gender equality.

3 Intervention logic

Should include: an in-depth analysis of the intervention logic, i.e., assumptions, causality links and risks underlying UNFPA interventions.

4 Methodology

Should include: rationale for methodological choices description of the methods and tools for data collection, analysis, as well as validation techniques. Detailed information on the instruments for data collection and analysis such as: interview protocols per type of informant; protocol for focus groups; structure and lines of enquiries for the case studies; etc. Description of how the data should be cross-checked and limitations of the exercise and strategies to mitigate them.

5 Proposed Evaluation Questions

Should include: a set of evaluation questions with explanatory comments (rationale; coverage of the issues raised in the ToR); detailed approach to answering the evaluation questions (including assumptions to be assessed, indicators, sources of information and associated data collection methods and tools) in the form of an evaluation matrix (cf. annex 2)

6 Next Steps

Should include: a detailed work plan for the next phases/stages of the evaluation, including detailed plans for the field visits, including the list of interventions for in-depth analysis in the field (explanation of the value added for the visits); team composition for the cases studies including distribution of tasks; logistics for the field phase; the contractor's approach to ensure quality assurance of all evaluation deliverables.

8 Annexes

Should include: portfolio of relevant interventions; evaluation matrix; stakeholder map; interview and focus group protocols; detailed structure of the country case study briefing notes and evidence tables; bibliography; list of persons met; terms of reference

() Tables, graphs and diagrams should be numbered and have a title.*

ToR Annex 4 – Outline of the Final Report

Number of pages: 50-70 pages without the annexes

Table of Contents

List of Acronyms

List of Tables (*)

List of Figures

Executive Summary: 3-5 pages: objectives, short summary of the methodology and key conclusions and recommendations

1 Introduction

Should include: purpose of the evaluation; mandate and strategy of UNFPA in the response to the Syria crisis

2 Methodology

Should include: overview of the evaluation process; methods and tools used for data collection and analysis; evaluation questions and assumptions to be assessed; limitations to data collection; approach to triangulation and validation

3 Findings

Should include for each response to evaluation question: evaluation criteria covered; summary of the response; detailed response

4 Conclusions

Should include for each conclusion: summary; origin (which evaluation question(s) the conclusion is based on); detailed conclusion

5 Recommendations

Should include for each recommendation: summary; priority level (very high/high/medium); target (business unit(s) to which the recommendation is addressed); origin (which conclusion(s) the recommendation is based on); operational implications. Recommendations must be: linked to the conclusions; clustered, prioritized; accompanied by timing for implementation; useful and operational

Annexes shall be confined to a separate volume

Should include: case study briefing notes; evidence tables; evaluation matrix; portfolio of interventions; methodological instruments used (survey, focus groups, interviews etc.); bibliography; list of people interviewed; terms of reference.

() Tables, Graphs, diagrams, maps etc. presented in the final evaluation report must also be provided to the Evaluation Office in their original version (in Excel, PowerPoint or word files, etc.).*

The final version of the evaluation report shall be presented in a way that enables publication (professionally designed and copy edited) without need for any further editing (see section below). Please note that, for the final report, the company should share the files in Adobe Indesign CC software, with text presented in two columns with no hyphenation. Further details on design will be provided by UNFPA Evaluation Office in due course.

ToR Annex 5 – Code of conduct and norms for evaluation in the UN system

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous and evaluators must demonstrate personal and professional integrity. In particular:

1. To avoid **conflict of interest** and undue pressure, evaluators need to be **independent**. The members of the evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject under evaluation, nor should they expect to be in the near future. Evaluators must have no vested interest and should have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
2. The evaluators should protect the anonymity and **confidentiality of individual informants**. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals**, and must balance an evaluation of management functions with this general principle.
3. At times, evaluations uncover **evidence of wrongdoing**. Such cases must be reported discreetly to the appropriate investigative body.
4. Evaluators should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to, and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-worth of all stakeholders.
5. Evaluators are responsible for the **clear, accurate and fair** written and/or oral presentation of study limitations, evidence based findings, conclusions and recommendations.

A **declaration of absence of conflict of interest must be signed by each member of the team and shall be annexed to the offer**. No team member should have participated in the preparation, programming or implementation of UNFPA interventions during the period under evaluation.

[Please date, sign and write “Read and approved”]

See [Code of conduct for evaluation in the United Nations System](#) at:

<http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines>

See [Norms for evaluation in the United Nations System](#) at:

http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21

ToR Annex 6 – Evaluation quality assessment grid

Annex II. Persons Met

Name	Designation/work title	Office/Country	Gender	Organization
UNFPA Headquarters				
Natalia Kanem	Executive Director		F	UNFPA HQ
Ib Petersen	Deputy Executive Director – Management		M	UNFPA HQ
Diene Keita	Deputy Executive Director – Programme		F	UNFPA HQ
Pio Smith	Chief of Staff		M	UNFPA HQ
Christina Wagner	Policy Adviser for UN Reforms and Institutional Transformation	Change Management Secretariat	F	UNFPA HQ
Elena Pirondini	Change Management Adviser	Change Management Secretariat	F	UNFPA HQ
Ian McFarlane	Director	Division for Communications and Strategic Partnerships	M	UNFPA HQ
Josephine Mbithi	Director	Division for Human Resources	F	UNFPA HQ
Arturo Pagan	Deputy Director & Chief HR Strategic Partner Branch	Division for Human Resources	M	UNFPA HQ
Andrew Saberton	Director	Division of Management Services	M	UNFPA HQ
Marco Segone	Director	Evaluation Office	M	UNFPA HQ
Ib Petersen	Deputy Executive Director Management	Executive Office	M	UNFPA HQ
Oliver Bühler	Chief	Facilities & Administrative Services Branch	M	UNFPA HQ
Massimo Diana	Deputy Director	Humanitarian Response Division	M	UNFPA HQ
Oliver Buder	Head of Unit, Financing and Operations Unit	Humanitarian Response Division	M	UNFPA HQ
Shoko Arakaki	Director	Humanitarian Response Division	F	UNFPA HQ
Alexander Pak	Inter-Agency Affairs Coordinator	Intergovernmental Interagency and Policy Dialogue Branch	M	UNFPA HQ

Name	Designation/work title	Office/Country	Gender	Organization
Kiki Didigu	Senior Inter-Agency Affairs Specialist	Intergovernmental Interagency and Policy Dialogue Branch	F	UNFPA HQ
Purba Tyagi	Interagency Affairs Analyst	Intergovernmental Interagency and Policy Dialogue Branch	F	UNFPA HQ
Robert Stevens	Inter-Agency Affairs Specialist	Intergovernmental Interagency and Policy Dialogue Branch	M	UNFPA HQ
Soohyun Kim	Branch Chief	Intergovernmental Interagency and Policy Dialogue Branch	F	UNFPA HQ
Luca Baldini	Director	ITSO	M	UNFPA HQ
Esteban Olhagaray	Special Assistant to Deputy Executive Director for Management	Office of the Deputy Executive Director, management	M	UNFPA HQ
Dominic Allen	Chief a.i.	OSQAB	M	UNFPA HQ
Arthur Erken	Director	Policy and Strategy Division	M	UNFPA HQ
Eric Dupont	Director	Procurement Services Branch	M	UNFPA HQ
Charles Katende	Chief	PSIPB	M	UNFPA HQ
Tharanga Godallage	Results Based Management Adviser	PSIPB	M	UNFPA HQ
Julitta Onabanjo	Director	Technical Division	F	UNFPA HQ
Anneka Knutsson	Chief SRH Branch	Technical Division	F	UNFPA HQ
UNFPA Representation Offices				
Mabingue Ngom	Director of UNFPA Representation Office to the African Union (AU) and the UN	Representative Office Addis Ababa	M	UNFPA RepO
Matthew Jackson	Director, London Representation Office	Representative Office London	M	UNFPA RepO
Sarah Craven	Director, Washington Office	Representative Office Washington, D.C.	F	UNFPA RepO
UNFPA Regional Offices				
Bjorn Andersson	Regional Director	APRO	M	UNFPA RO
Bram Meij	Special Assistant to the Regional Director	APRO	M	UNFPA RO
Galanne Deressa	Programme Specialist CPST (focal point for MCO Review)	APRO	F	UNFPA RO

Name	Designation/work title	Office/Country	Gender	Organization
Gunilla Backman	Human rights advisor and focal point secretariat HR and Gender Equality IBC	APRO	F	UNFPA RO
Isabella Thafvelin	Humanitarian Project Coordinator	APRO	F	UNFPA RO
Klaus Beck	Programme Advisor and Head of the Country Programme Support Team	APRO	M	UNFPA RO
Oyuna Chuluundorj	M&E Advisor	APRO	F	UNFPA RO
Ruslan Saparaliev	International Operations Manager	APRO	M	UNFPA RO
Tomoko Kurokawa	Humanitarian Advisor	APRO	F	UNFPA RO
Verena Kausche	Humanitarian Programme Analyst	APRO	F	UNFPA RO
Elke Mayrholfer	Humanitarian Advisor	ASRO	F	UNFPA RO
Hala Yousef	P&D Advisor	ASRO	F	UNFPA RO
Hanan Rabbani	Gender Advisor	ASRO	F	UNFPA RO
Hicham Nahro	IOM	ASRO	M	UNFPA RO
Luay Shabaneh	Regional Director	ASRO	M	UNFPA RO
Mona Moustafa	Regional Program Coordinator	ASRO	F	UNFPA RO
Olugbemiga Adelakin	Regional Advisor (M&E)	ASRO	M	UNFPA RO
Alanna Armitage	UNFPA Representative for Mexico and Country Director for Cuba and Dominican Republic (former EECARO Regional Director)	EECARO		UNFPA RO
Dr. Gabriela Alvarez Minte	UNFPA Regional Gender Advisor	EECARO	F	UNFPA RO
Emmanuel Roussier	UNFPA Humanitarian Response Specialist	EECARO	M	UNFPA RO
Kamila Abdullaeva	UNFPA Regional International Operations Manager	EECARO	F	UNFPA RO
Marta Diavolova	UNFPA Regional Adviser, Strategic Partnerships	EECARO	F	UNFPA RO
Rune Brandrup	UNFPA Programme Specialist Youth	EECARO	M	UNFPA RO
Angela Baschieri	UNFPA Population Dynamics Policy Advisor	ESARO	F	UNFPA RO
Beatrice Mutali	UNFPA Deputy Regional Director	ESARO	F	UNFPA RO
Mark Hutchinson	UNFPA International Operations Manager Nigeria (former ESARO Regional	ESARO	M	UNFPA RO

Name	Designation/work title	Office/Country	Gender	Organization
	International Operations Manager)			
Chinwe Ogbonna	Head UNFPA MIC Hub and Regional Focal Point for UN Reform	ESARO	F	UNFPA RO
Dr. Bannet Ndyanabangi	UNFPA Regional Director	ESARO	M	UNFPA RO
Dr. Michael Ebele	UNFPA Humanitarian Specialist	ESARO	M	UNFPA RO
Melissa McNeil-Barrett	UNFPA Programme Specialist and Alternate Regional Focal Point for UN Reform	ESARO	F	UNFPA RO
Renata Tallarico	UNFPA SYP Regional Coordinator	ESARO	F	UNFPA RO
Willis Odek	UNFPA Strategic Information Specialist	ESARO	M	UNFPA RO
Doretta Di Marco	Programme Specialist	LACRO	F	UNFPA RO
Florbela Fernandes	Deputy Regional Director	LACRO	F	UNFPA RO
Harold Robinson	Regional Director	LACRO	M	UNFPA RO
Laura González Garcés	Regional Advisor (M&E)	LACRO	F	UNFPA RO
UNFPA Sub-regional Offices				
Adler Bynoe	Guyana Liaison Officer	Caribbean SRO	M	UNFPA SRO
Alison Drayton	Director, Caribbean SRO	Caribbean SRO	F	UNFPA SRO
Andre Richards	Policy/Programme Analyst SRO	Caribbean SRO	M	UNFPA SRO
Aurora Noguera-Ramkissoon	Trinidad and Tobago Liaison Officer	Caribbean SRO	F	UNFPA SRO
Denise Blackstock	Barbados Liaison Officer	Caribbean SRO	F	UNFPA SRO
Denise Chevannes-Vogel	HIV/AIDS. SRO	Caribbean SRO	F	UNFPA SRO
Francis Anyansi	International Operations Manager	Caribbean SRO	M	UNFPA SRO
Judith Brielle	Surinam Liaison Office	Caribbean SRO	F	UNFPA SRO
Pilar de la Corte	SRH Advisor	Caribbean SRO	F	UNFPA SRO
Seth Broekman	Deputy-Director, Caribbean SRO	Caribbean SRO	M	UNFPA SRO
Tisa Grant	Belize Liaison Officer	Caribbean SRO	F	UNFPA SRO
UNFPA Country Offices				
Alain Akpadji	UNFPA Deputy Representative	Côte d'Ivoire	M	UNFPA CO
Alice Zadi	UNFPA Coordonnatrice Humanitaire	Côte d'Ivoire	F	UNFPA CO
Caspar Peek	UNFPA Representative	Côte d'Ivoire	M	UNFPA CO
Flore Gueu	UNFPA M&E Specialist	Côte d'Ivoire	F	UNFPA CO

Name	Designation/work title	Office/Country	Gender	Organization
Gilbert Ngonga Mbiya	UNFPA UNV Coordonnateur de Projet "Keeping Girls at School"	Côte d'Ivoire	M	UNFPA CO
Jean-Victor Brandhot	UNFPA International Operations Manager	Côte d'Ivoire	M	UNFPA CO
Jordan Harnold Doue Sera	UNFPA Specialist de Programme Communication & Plaidoyer	Côte d'Ivoire	M	UNFPA CO
Suren Navchaa	Deputy Representative for China	China	F	UNFPA CO
Antoinette Manana	UNFPA Gender Programme Analyst	Eswatini	F	UNFPA CO
Dr Bongani Dlamini	UNFPA Programme Specialist - SRHR, HIV & Youth	Eswatini	M	UNFPA CO
Lucas Jele	UNFPA Programme Analyst - Monitoring & Evaluation	Eswatini	M	UNFPA CO
Margaret Thwala-Tembe	UNFPA Head of Office	Eswatini	F	UNFPA CO
Rachel Shongwe Masuku	UNFPA Programme Analyst - PD	Eswatini	F	UNFPA CO
Sipho Sihle Dlamini	UNFPA Operations Manager	Eswatini	M	UNFPA CO
Thamary Silindza	UNFPA Programme Analyst MH/FP	Eswatini	F	UNFPA CO
	UNFPA Admin/Finance Associate	Eswatini		UNFPA CO
Ayele Negesse	M&E Specialist	Ethiopia	M	UNFPA CO
Bethlehem Kebede	Gender & Human Rights Programme Specialist	Ethiopia	F	UNFPA CO
Beyeberu Assefa	Humanitarian Programme Specialist	Ethiopia	M	UNFPA CO
Dawit Girma	Programme Analyst, Adolescent and Youth Programme	Ethiopia	M	UNFPA CO
Donaldo Chiuz	International Operations Manager	Ethiopia	M	UNFPA CO
Mahbub Aliabdukie	Programme Specialist SRHR	Ethiopia	M	UNFPA CO
Sarah Masale	Deputy Representative	Ethiopia	F	UNFPA CO
Teshome Yeshaneh	NPO – Population and Development	Ethiopia	M	UNFPA CO
Anjali Sen	UNFPA Representative	Indonesia	F	UNFPA CO
Ariyanti Rianom	UNFPA Strategic Partnership and Resource Mobilization Specialist	Indonesia	F	UNFPA CO
Dikot Pramdoni Harahap	UNFPA Programme Analyst Monitoring & Evaluation	Indonesia	M	UNFPA CO

Name	Designation/work title	Office/Country	Gender	Organization
Elisabeth Sidabutar	UNFPA Programme Analyst, Humanitarian	Indonesia	F	UNFPA CO
F. Restu Susanta	UNFPA Operations Manager	Indonesia	M	UNFPA CO
Imma Batubara	UNFPA RH Specialist	Indonesia	F	UNFPA CO
Margaretha Sitanggang	UNFPA Programme Analyst for Youth and Adolescent Sexual and Reproductive Health (ASRH)	Indonesia	F	UNFPA CO
Melania Hidayat	UNFPA Assistant Representative	Indonesia	F	UNFPA CO
Oldri Sherli Mukuan	UNFPA Programme Analyst, HIV	Indonesia	F	UNFPA CO
Rahmi Dian Agustino	UNFPA Communication Analyst	Indonesia	F	UNFPA CO
Richard Joanes Makalew	UNFPA Programme Specialist, Population & Development	Indonesia	M	UNFPA CO
Risya Ariyani Kori	UNFPA Programme Specialist, Gender	Indonesia	F	UNFPA CO
Gaziza Moldakuova	UNFPA PD/Gender Programme Analyst	Kazakhstan	F	UNFPA CO
Giulia Vallese	Deputy Regional Director EECARO/former UNFPA Representative	Kazakhstan	F	UNFPA CO
Gulmira Atalykova	UNFPA Admin-Finance Associate	Kazakhstan	F	UNFPA CO
Raimbek Sissemalıyev	UNFPA Officer in Charge/M&E Focal Point	Kazakhstan	M	UNFPA CO
Serik Tanirbergenov	UNFPA SRH Programme Specialist	Kazakhstan	M	UNFPA CO
Viktor Damjanović	RCO Team Leader, Senior Development Coordination Officer, Strategic Planning	Kazakhstan	M	UNFPA CO
Zhamilya Kussainova	UNFPA Communications Analyst	Kazakhstan	F	UNFPA CO
Mirtha Rivarola	Gender and Youth Officer	Paraguay	F	UNFPA CO
Alice Hansson	UNFPA Health Equity Associate Officer	Serbia	F	UNFPA CO
Amir Mehmedagic	UNFPA Admin/Finance Associate	Serbia	M	UNFPA CO
Borka Jeremic	UNFPA Head of Office	Serbia	F	UNFPA CO
Dzejlana Prusevic	Communication Assistant	Serbia	F	UNFPA CO
Gordana Smudja	Communication Assistant	Serbia	F	UNFPA CO
Jovana Petrovic	UNFPA Programme Assistant	Serbia	F	UNFPA CO
Marija Cvejic	UNFPA Project Assistant	Serbia	F	UNFPA CO
Nevena Sovic	UNFPA SRH and Youth Programme Analyst	Serbia	F	UNFPA CO

Name	Designation/work title	Office/Country	Gender	Organization
Tina Anicic	UNFPA PD Programme Analyst	Serbia	F	UNFPA CO
Faisa Ahmed Ibrahim	Assistant Representative, Somaliland	Somalia	F	UNFPA CO
Fatuma Kuno Muhumed	Programme Coordinator, Youth	Somalia	F	UNFPA CO
Felix Mulama	Demographer	Somalia	M	UNFPA CO
Haider Rashed	Programme Specialist, M&E	Somalia	M	UNFPA CO
Mariam Alwi	Programme Specialist, P&D	Somalia	F	UNFPA CO
Ridwaan Abdi	Humanitarian Officer	Somalia	M	UNFPA CO
Sella Ouma	International Operations Manager	Somalia	F	UNFPA CO
Mohamed Lemine Salem Ould MOUJTABA	Representative	Sudan	M	UNFPA CO
Fabrizia Falcione	Deputy Rep	Syria	F	UNFPA CO
Jacqueline Mahon	Representative	Tanzania	F	UNFPA CO
Carla Maria Fernandes da Costa	UNFPA NPO - Gender & PD	Timor Leste	F	UNFPA CO
Elham Elamin	UNFPA International Operations Manager	Timor Leste	F	UNFPA CO
Mihye Shin	UNFPA Youth and Gender Officer	Timor Leste	F	UNFPA CO
Ronny Lindstrom	UNFPA Representative	Timor Leste	M	UNFPA CO
Secondinho Salsinha	UNFPA M&E and Knowledge Management Officer	Timor Leste	M	UNFPA CO
Sergio Esperanca	UNFPA Programme Specialist SRHR/HIV	Timor Leste	M	UNFPA CO
Suleiman Okoth	UNFPA Communications and Programme Support Specialist	Timor Leste	M	UNFPA CO
Aicha Khouildi	Admin and Finance Associate	Tunisia	F	UNFPA CO
Malek Iakhdar	Communication Analyst	Tunisia	F	UNFPA CO
Nada BenJemaa	Chargee d'appui aux programmes	Tunisia	F	UNFPA CO
Olfa Lazreg	Programme Manager, Youth	Tunisia	F	UNFPA CO
Olfa Lazreg	Programme Manager, Youth	Tunisia	F	UNFPA CO
Rym Fayala	Head of Office	Tunisia	F	UNFPA CO
Wafa Dhaouadi	Project Coordinator-Migration	Tunisia	F	UNFPA CO
Wafa Dhaouadi	Project Coordinator-Migration	Tunisia	F	UNFPA CO

Name	Designation/work title	Office/Country	Gender	Organization
John Kennedy Mosoti	UNFPA Representative for Bosnia and Herzegovina, Country Director for Serbia, Republic of North Macedonia and Director for Kosovo (UNSCR1244)	Serbia	M	UNFPA CO
Governments				
Dr. Adesh Sirjusingh	Director of Women's Health. Trinidad and Tobago	Caribbean	M	Government
Halim Brizan	Central Statistical Office, Grenada	Caribbean	M	Government
Janey Joseph	Director of Gender Affairs, St. Lucia	Caribbean	F	Government
Sharon Robinson	Bureau of Gender Affairs, Jamaica	Caribbean	F	Government
Nicole Gesnot	Canadian Embassy to Côte d'Ivoire, Counsellor (Development) and Head of Cooperation	Côte d'Ivoire	F	Government
Benjamin Frey	CH Mission to the UN	CH Mission to the UN	M	Government
Markus Reisle	CH Mission to the UN	CH Mission to the UN	M	Government
Yonas Getahun	Ministry of Finance	Ethiopia	M	Government
Elizabeth Geagea	Head of Cooperation, Global Affairs Canada (GAC) (Embassy of Canada in Indonesia)	Indonesia	F	Government
Novi Anggriani	Senior Development Officer	Indonesia	F	Government
Subandi Sardjoko	Acting Deputy, Ministry of National Development Planning (BAPPENAS)	Indonesia	M	Government
Anouk Boas	Senior Policy Officer	Netherlands Mission to the United Nations	F	Government
Mark Heemsk		Netherlands Mission to the United Nations	M	Government
Yvonne Wilmer	Senior Policy Officer	Netherlands Mission to the United Nations	F	Government
Robert Kayinamura	Deputy Permanent Representative	Permanent Mission of Republic of Rwanda to the United Nations	M	Government
Yannick Tona	Third Secretary	Permanent Mission of Republic of	M	Government

Name	Designation/work title	Office/Country	Gender	Organization
		Rwanda to the United Nations		
Julissa Macchiavello	Minister Counsellor	Peru Permanent Mission	F	Government
Milica Kovacevic	Advisor, Ministry of Youth and Sports	Serbia	F	Government
Ranko Petrovic	Advisor, Sector for International Cooperation, European Integration and Projects, Ministry of Labour and Social Affairs	Serbia	M	Government
Karla Leitzke	European Commission, Programme Officer - Civil Society/Gender	Timor Leste	F	Government
Ramon Reigada	European Commission, Head of Cooperation	Timor Leste	M	Government
Juyoung Lee	KOICA Program Manager	Timor Leste	F	Government
Morgan McArdle		UK Mission to the United Nations	F	Government
Kelly White	Senior Policy Advisor	UK Mission to the United Nations	F	Government
Other United Nations				
Philippe Poinot	UN Resident Coordinator	Côte d'Ivoire	M	UN
Didier Trebuq	Resident Coordinator, Barbados and OECS	Caribbean	M	UN
Gary Conille	Resident Coordinator, Jamaica	Caribbean	M	UN
Jessica Chandnani	RCO Team Leader, Suriname	Caribbean	F	UN
Morgan Murray	RCO Team Leader, Jamaica	Caribbean	F	UN
Srdan Deric	RCO Team Leader, Trinidad and Tobago	Caribbean	M	UN
Will Evans	RCO Team Leader, Guyana	Caribbean	M	UN
Ana-Maria Lebada		DCO	F	UN
Chikezie Godwin Anyanwu	Chief Partnerships Section	DCO	M	UN
Christopher Stokes	Senior Advisor	DCO	M	UN
Jörg Schimmel	Senior Programme Officer	DCO	M	UN
Lars Tushuizen	Chief, Country Business Strategy	DCO	M	UN
Robert Piper	Director	DCO	M	UN
Jean Philippe Bernardini	Development Officer	EOSG	M	UN
Julie Morizet	Senior Inter-agency and Sustainable Development Officer	EOSG	F	UN

Name	Designation/work title	Office/Country	Gender	Organization
Mathew Varghese	Senior Coordinator for system-wide evaluation	EOSG	M	UN
Benjamin Ofosu-Koranteng	RCO Team Leader	Eswatini	M	UN
Catherine Sozi	Resident and Humanitarian Coordinator	Ethiopia	F	UN
Afke Bootsman	Head of RCO/Senior Strategic Planner	Indonesia	F	UN
Anita Nirody	Previous UNRC (retired)	Indonesia	F	UN
Valerie Julliard	UNRC	Indonesia	F	UN
Michaela Friberg-Storey	UN Resident Coordinator	Kazakhstan	F	UN
Gwi-Yeop Son	DCO Regional Director	R-DCO	F	UN
Laila Baker	Regional Director For Arab States	R-DCO	F	UN
Mona Folkesson	DCO Senior Regional Coordination Officer	R-DCO	F	UN
Neil Buhne	Regional Director for Asia and the Pacific	R-DCO	M	UN
Yolanda Durant Mcklmon	Regional Partnerships and Programme Advisor, LAC	R-DCO	F	UN
Barbara Ratusznik	Partnership Office, RCO	Serbia	F	UN
Fioralba Shkodra	Head of UN Resident Coordinator's Office Serbia	Serbia	F	UN
Françoise Jacob	UN Resident Coordinator in Serbia	Serbia	F	UN
Hemansu-Roy Trivedy	UNRC	Timor Leste	M	UN
Kanako Mabuchi	RCO Head of Office/Senior Development Coordination Officer (Strategic Planning and RCO Team Leader)	Timor Leste	F	UN
Arnauld Perad	UN Resident Coordinator	Tunisia	M	UN
Ilhem Brini	RCO	Tunisia	F	UN
Jeremias Mendes	IOM Chief of Mission	Eswatini	M	IOM
Andrew Wylie	Chief, Programme Support Branch	HQ	M	OCHA
Therese Bjork	Human Rights Officer (IBC HR and Gender Secretariat)	OHCHR AP	F	OHCHR
Diane Quarless	Director of the Subregional Headquarters for the Caribbean	ECLAC	F	Regional Commission
Kaveh Zahedi	Deputy Executive Secretary	ESCAP	M	Regional Commission
Oliver Chinganya	UNECA Director of the African Centre for Statistics	UNECA	M	Regional Commission

Name	Designation/work title	Office/Country	Gender	Organization
Michael Kunz	UNECE Economic Affairs Officer	UNECE	M	Regional Commission
Monika Linn	UNECE Principal Adviser and Chief, Sustainable Development and Gender Unit	UNECE	F	Regional Commission
Antonia Sodonon	UN-Women Representative	Côte d'Ivoire	F	UN Women
Silja Rajander	Inter-Agency Coordination Specialist	HQ	F	UN Women
Jamshed M Kazi	UN-Women Country Representative Indonesia and Liaison to ASEAN	Indonesia	M	UN Women
Maria Dotsenko	UN-Women Representative	Kazakhstan	F	UN Women
Milana Rikanovic	UN-Women Programme Management Specialist, Head of Office	Serbia	F	UN Women
Hulda Ouma	Programme Specialist (IBC HR and Gender Secretariat)	UN Women AP	F	UN Women
Tonni-Ann Brodber	Representative	Caribbean	F	UN Women
Esete Berile	Coordination Officer	Ethiopia	F	UN Women
Lawrence Mashimbye	UNAIDS Strategic Information Advisor	Eswatini	M	UNAIDS
Deborah Sequeira	UN Coherence Specialist	HQ	F	UNDP
June Ban	UN Coherence Analyst	HQ	F	UNDP
Liudmila Barcari	Policy Specialist	HQ	F	UNDP
Oscar A. Garcia	Director	IEO	M	UNDP
John Benjamin	UNDP Head of Operations	Indonesia	M	UNDP
Norimasa Shimomura	UNDP Representative in Indonesia	Indonesia	M	UNDP
Konstantin Sukulskiy	UNDP Assistant Resident Representative	Kazakhstan	M	UNDP
Norimasa Shimomura	UNDP Representative in Kazakhstan (former UNRC in Kazakhstan)	Kazakhstan	M	UNDP
Anas Qarman	UNDP Deputy Resident Representative	Serbia	M	UNDP
Francine Pickup	UNDP Resident Representative	Serbia	F	UNDP
Tuya Altangerel	UNDP Resident Representative	Timor Leste	F	UNDP
Ahunna Eziakonwa	UNDP Regional Director	UNDP Af	F	UNDP
Irina Apostol	Coordination Specialist	UNDP AP	F	UNDP
Jaco Cilliers	Officer-in-Charge, Bangkok Regional Hub	UNDP AP	M	UNDP
Rimi El Hassani	Strategic Planning Advisor	UNDP AS	F	UNDP

Name	Designation/work title	Office/Country	Gender	Organization
Susanne Dam-Hansen	Deputy Manager, Regional Hub Amman	UNDP AS	F	UNDP
Denise Antonio	Resident Representative, Jamaica	Caribbean	F	UNDP
Ann Maymann	UNHCR Representative	Indonesia	F	UNHCR
Nathalie Daries	UNICEF Chief of Section Adolescent Protection Learning and Development	Eswatini	F	UNICEF
David Matern	Senior Adviser	HQ	M	UNICEF
Flaminia DeAgostini	Public Partnerships Consultant	HQ	F	UNICEF
Sowmya Kadandale	UNICEF Chief Health	Indonesia	F	UNICEF
Veronica Vashchenko	UNICEF Deputy Representative	Kazakhstan	F	UNICEF
Deyana Kostadinova	UNICEF Representative	Serbia	F	UNICEF
Bilal Durrani	UNICEF Representative	Timor Leste	M	UNICEF
Maddalena Bertolotti	Regional Chief of Programme and Planning	UNICEF AS	F	UNICEF
Mariko Kagoshima	Representative, Jamaica	Caribbean	F	UNICEF
Michela Telatin	UNOPS Head of Office	Serbia	F	UNOPS
Marijan Ivanusa	WHO Regional Office Senior Adviser Health Policy (Former Representative and Head of WHO Office Serbia)	Serbia	M	WHO

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Annex 2: Theory of change

Annex 3: Alignment with General Assembly resolution 71/243 of 21 December 2016

Annex 4: Business model

Annex 5: UNFPA programme accountability framework

Annex 6: Global and regional interventions

Annex 6.1: Regional interventions action plan for Asia and the Pacific, 2018-2021

Annex 6.2: Regional interventions action plan for Arab States, 2018-2021

Annex 6.3: Regional interventions action plan for Eastern Europe and Central Asia, 2018-2021

Annex 6.4: Regional interventions action plan for East and Southern Africa, 2018-2021

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Annex 4.3: Global and regional programmes: Arab States regional programme (2022-2025)

Annex 4.4: Global and regional programmes: Asia Pacific regional programme (2022-2025)

Annex 4.5: Global and regional programmes: Eastern Europe and Central Asia regional programme (2022-2025)

Annex 4.6: Global and regional programmes: Eastern and Southern Africa regional programme (2022-2025)

Annex 4.7: Global and regional programmes: Western and Central Africa regional programme (2022-2025)

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Annex IV. Detailed evaluation methodology

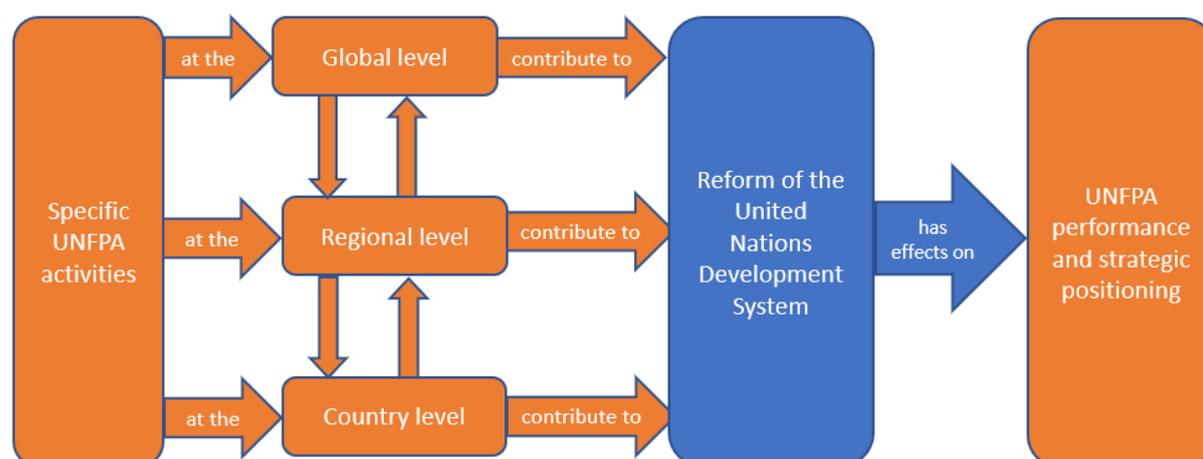
This annex builds on Section 3 of the evaluation report and sets out the methodology approach and process of the evaluation in more detail. Specifically, it covers the following sections:

- A. The intervention logic
- B. The evaluation questions
- C. The overall approach to the evaluation design
- D. Data collection methods and sources
- E. Discussion Papers
- F. Data analysis and synthesis
- G. Limitations to the evaluation
- H. The evaluation process
- I. Work Plan

A. THE INTERVENTION LOGIC

- 36. This section sets out the logical relationship between UNFPA and the UNDS reform. The UNDS reform aims to address the need to reposition the UNDS to face the growing challenges to achieve the SDGs by 2030. Specifically, the importance of and need for a more coherent, effective, efficient and accountable UNDS to support the 2030 Agenda and progress towards its goals.
- 37. This simple relationship between UNFPA and the UNDS reform is illustrated in figure 1 below which formed the basis for the overall framework used in the evaluation. It looks at both relationships: the contribution of UNFPA to UNDS reform and the effects of UNDS reform on UNFPA, specifically its strategic positioning, its ability to deliver results, its operational structure and institutional efficiency.
- 38. This relationship acknowledges that UNFPA is one of many UN entities contributing to UNDS reforms and that within the UN system, the Secretary-General and Deputy-Secretary General determine the ultimate direction of the reforms. In addition, the relationship also acknowledges that Member States provide the mandates for the implementation of the reforms.
- 39. Figure 1 also shows that UNFPA engagement with the UNDS reform occurs at all levels, with the country level including multi-country arrangements. It also indicates the relationship between the three levels

Figure 1. UNFPA engagement in the UNDS reform



40. **The overall theory of change.** The overall theory of change (Figure 2) was developed based on expanding this simple model and looking to the various relationships found between specific UNFPA inputs and activities and UNFPA’s goals. In so doing it illustrates the pathway from UNFPA inputs and activities in support of UNDS reform through the effects of UNDS reform on UNFPA to the ultimate impact of accelerated progress towards the SDGs. The overall theory of change also helped clarify the evaluation questions and these are also included in theory of change diagram.
41. The Theory of change also recognizes that both the contribution to and effects of the UNDS reform will take place at all three levels and that all three levels are interlinked. This point is not captured in the model for the sake of simplicity but is considered throughout the evaluation. Specifically, it will assess how the levels (HQ, Regional and Country Level) have mutually been harnessed or not to support UNFPA’s engagement in the UN Reforms.
42. Table 1 sets out the relationships A to F found in Figure 2 and the related evaluation questions. The evaluation questions and the related definitions, approaches and evaluation criteria are described in more detail in Section 4. The questions do not assess the whole relationship but only that concerning UNFPA.
43. Relationships H to K are not assessed in this evaluation. At the heart of these relationships, a more coherent, effective efficient and accountable UNDS to deliver better results will have a positive impact on accelerated progress towards the SDGs (relationship H) and accelerated implementation of the UNFPA strategic Plan (relationship I). Equally, accelerated implementation of the UNFPA Strategic Plan, by design, will lead to the accelerated implementation of the programme of action of ICPD.

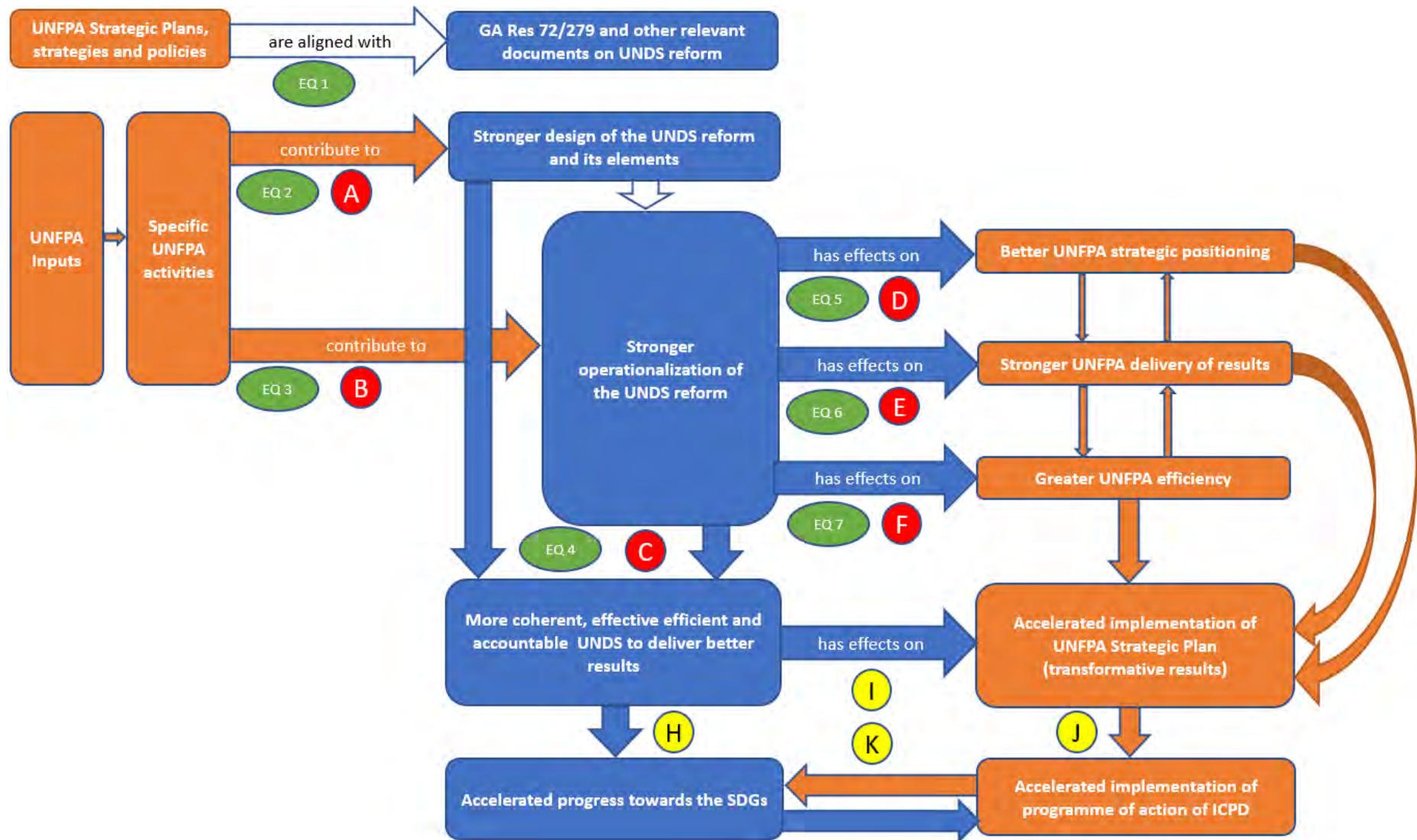
Table 1: Theory of change relationships and related evaluation questions

Relationship	Description	Related evaluation question
	Evaluation question 1 looks at the strategic alignment of UNFPA with the UNDS reform.	1
A	Specific UNFPA inputs and activities contribute to the stronger design of the UNDS reform and development of its elements	2

B	Specific UNFPA inputs and activities contribute to the stronger operationalization of the UNDS reform	3
C	Stronger operationalization of the UNDS reform (with the support of UNFPA and other members of the UNDS) leads to a more coherent, effective, efficient and accountable UNDS.	4
D	Stronger operationalization of the UNDS reform has effects (positive and negative) on UNFPA's strategic positioning.	5
E	Stronger operationalization of the UNDS reform has effects (positive and negative) on UNFPA's ability to deliver its intended results (in terms of accelerating progress towards the three transformative results)	6
F	Stronger operationalization of the UNDS reform has effects (positive and negative) on UNFPA's organizational structure and institutional efficiency	7

44. It should also be noted that for the sake of simplicity, feedback loops are not included in the theory of change diagram. There is however, assumed to be a feedback loop for learning and adjustment from the relationships D, E and F back to A, B and C.

Figure 2. Theory of change: Details of UNFPA engagement in the UNDS reform



45. **Meta-level assumptions and risks.** The theory of change allowed the identification of a number of meta-level assumptions (that UNFPA has control over) and risks (external to UNFPA) that affect one or more of the relationships. These assumptions were used in the evaluation methodology, specifically they were tested to see if they hold true.⁷
46. *Cross cutting assumptions.* These assumptions affect the major relationships being assessed by the evaluation (A-F)
- UNFPA is corporately committed to the UNDS reform and engages purposefully (ABDEF)
 - Sufficient knowledge and understanding of UNFPA staff at all levels of UNDS reform (ABDEF)
 - Sufficient UNFPA resources allocated to effectively play its role in UNDS reform (AB)
 - Adequate UNFPA human resource capacities to engage in all elements of the UNDS reform (ABDEF)
47. *Meta-level risks.* These risks are outside the control of UNFPA but could have an important impact on each of the relationships described in the theory of change and were therefore assessed.
- Inadequate genuine engagement of other UN entities (ABDEF)
 - Common understanding and coherence within governments on UNDS Reforms (ABDEF)
 - Different Member States give different signals (ABDEF)
 - Member States do not remain engaged in the reform push (ABDEF)
 - Disasters, crises and shocks (HIJK)

B. EVALUATION QUESTIONS

48. The evaluation set out to answer the evaluation questions (EQ) set out below. Questions on the contribution of UNFPA to the UNDS reform (EQ1-4) serve to formulate recommendations on how UNFPA can contribute more effectively to the UNDS reform. Questions on the implications of the UNDS reform on UNFPA (EQ5-7) serve to formulate recommendations on how UNFPA can benefit better from the reform, including through mitigating any potential negative impacts of the reform.
49. The seven evaluation questions listed below were taken from the ToR with some minor adjustments to ensure consistency with the intervention logic. For each question, definitions and scope were included as well as the methodological approach to be taken. Implicit in each is acknowledgement that (a) UNFPA contributes to the UNDS reforms from an agency specific perspective, (b) UNFPA is one among many members of the UNDS supporting UNDS reform, and (c) decisions regarding the UNDS reforms ultimately rest with the Secretary General and the Deputy Secretary General.

Questions on UNFPA contribution to the UNDS reform

Evaluation Question 1: *To what extent is the UNFPA strategic direction aligned with the objectives of the UNDS reform? Which enabling and hindering factors explain the assessment?*

50. The strategic direction for UNFPA is that displayed in its Strategic Plans⁸ (including the annexes) and other relevant strategic documents (for example, thematic policies and strategies).⁹ In addition, speeches of UNFPA senior management (and especially the Executive Director) and internal staff communications offering strategic direction was used to assess UNFPA strategic

⁷ They are not the same as the assumptions used in the evaluation matrix which relate to each evaluation question.

⁸ Strategic Plans 2018-2021 and 2022-2025

⁹ This will include documents that were valid in the period after May 2018 regardless of when they were approved.

direction. An assessment was also be made of the new Strategic Plan 2022-2025, approved at the second regular session of the UNFPA Executive Board in August/September 2021.

51. Answering this question involved a comparative analysis of the documentation listed in the paragraph above. The main evaluation criteria to be used was relevance.

Evaluation Question 2: *To what extent did UNFPA 1) contribute to the design of the UNDS reform (design phase); and 2) has UNFPA contributed to the development (and further development) of elements of the UNDS reform (development phase), at all levels? Which enabling and hindering factors explain the assessment?*

52. The evaluation examined UNFPA support to the thinking behind the SG 2017 papers on repositioning the UNDS as well as to the subsequent UNGA resolution 72/279 approved in May 2018 and the relevant parts of UNGA resolution 74/297 approved in August 2020. It also assessed the organization’s support to developing the founding elements of the reform package across the five elements identified in Section 2. These included the MAF, the UNSDCF guidance, the business operations strategy guidance, the funding compact, etc.

53. Answering this question involved mapping the UNFPA support activities across all elements of the UNDS reform and examining the human and financial resources allocated to support activities. The assessment also covered who contributed from within UNFPA and the types, levels and quality of UNFPA contributions. Where data was available, comparisons were made with other members of the UNDS.

Evaluation Question 3: *To what extent has UNFPA contributed to the operationalization of the UNDS reform (implementation phase), at all levels? Which enabling and hindering factors explain the assessment?*

54. UNFPA support to operationalization of the UNDS reform takes place at all three levels – global, regional and country. Support to operationalization includes participation in new structures (for example, IBCs or results groups), contributions to the RCOs (secondments, RC roster etc.), alignment of internal processes (for example, HR or county programming), acknowledging the principle of mutual accountability. The evaluation assessed how UNFPA has adapted in order to contribute to the reforms, in particular in relation to organizational structure, resource allocations and human resources

55. Answering this question involved mapping the UNFPA operationalization activities across all elements of the UNDS reform. The assessment also covered who contributed from within UNFPA and the types, levels and quality of UNFPA contributions. It also identified the extent to which UNFPA faced risks and acted on challenges and opportunities associated with the UNDS reform. It estimated the likelihood of sustainability of the interventions in terms of learning from what is working and making necessary adjustments. Where possible comparisons were made with other members of the UNDS.

Evaluation Question 4: *To what extent have UNFPA contributions supported a more coherent, effective, efficient and accountable UNDS, at all levels? Which enabling and hindering factors explain the assessment?*

56. An assessment was made of the contribution of UNFPA to the objectives of the UNDS reform, a more coherent, effective, efficient and accountable UNDS as stated in UNGA resolution 72/279. The terms “coherent”, “effective”, “efficient” and “accountable” are not to be confused with the evaluation criteria set out in the next section. For example, using the effectiveness evaluation

criterion, UNFPA can be effective in contributing to a more coherent, effective, efficient and accountable UNDS.

57. Answering this question involved undertaking contribution analysis and involved the criteria of effectiveness and efficiency.

Questions on the effects of the UNDS Reform on UNFPA

Evaluation Question 5: *To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA, at all levels? Which enabling and hindering factors explain the assessment?*

58. The evaluation looked at strategic positioning in terms of UNFPA's mandate, comparative strengths and strategic approaches. In particular, the evaluation examined the effects of alignment to new country, multi-country and regional level processes including the CCA, UNSDCF and country programme document (CPD) processes, implementation of the MAF and common business operations. While having predefined certain expected positive effects of the UNDS reform on UNFPA's strategic positioning at the global, regional and country levels, the evaluation team also identified other benefits/opportunities associated with the UNDS reforms.

Evaluation Question 6: *To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results? Which enabling and hindering factors explain the assessment?*

59. In answering the question, the evaluation examined the specific effects of the UNDS reform mainly at the country level, where UNFPA was expected to make the most difference to the UNFPA transformative results.¹⁰ These three results were taken from the Strategic Plan 2018-2021 and were also included in the Strategic Plan 2022-2025. While having predefined certain expected positive effects of the UNDS reform on UNFPA's ability to deliver results, such as resource mobilization and joint programming, the evaluation team also identified other benefits/opportunities associated with the UNDS reforms.

60. The scope of this question also covered if UNFPA was successful in getting the three transformative results (TRs) into CCAs and UNSDCFs and in encouraging others to reinforce these issues.

61. **Evaluation Question 7:** *To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency? Which enabling and hindering factors explain the assessment?*

62. The evaluation question captured all aspects of the Secretary General's efficiency agenda and the effects of these reforms on UNFPA efficiency. It also explored the extent to which the UNDS reform has impacted UNFPA's presence and mix of capacities at country and regional level in the framework of new UNCTs and RCPs.

63. The evaluation also examined the extent to which administrative and coordination (transaction) costs have changed due to the UNDS reform and programming operations impacted from better quality and efficient business operations. While having predefined certain expected positive

¹⁰ The three transformative results: (a) end preventable maternal deaths, (b) end the unmet need for family planning, and (c) end gender-based violence and all harmful practices, including child marriage and female genital mutilation.

effects of the UNDS reform on UNFPA's structure and efficiency, the evaluation team remained open to identifying other benefits/opportunities associated with the UNDS reforms.

Cross-cutting issues

64. Across all seven questions the evaluation examined the following four areas:

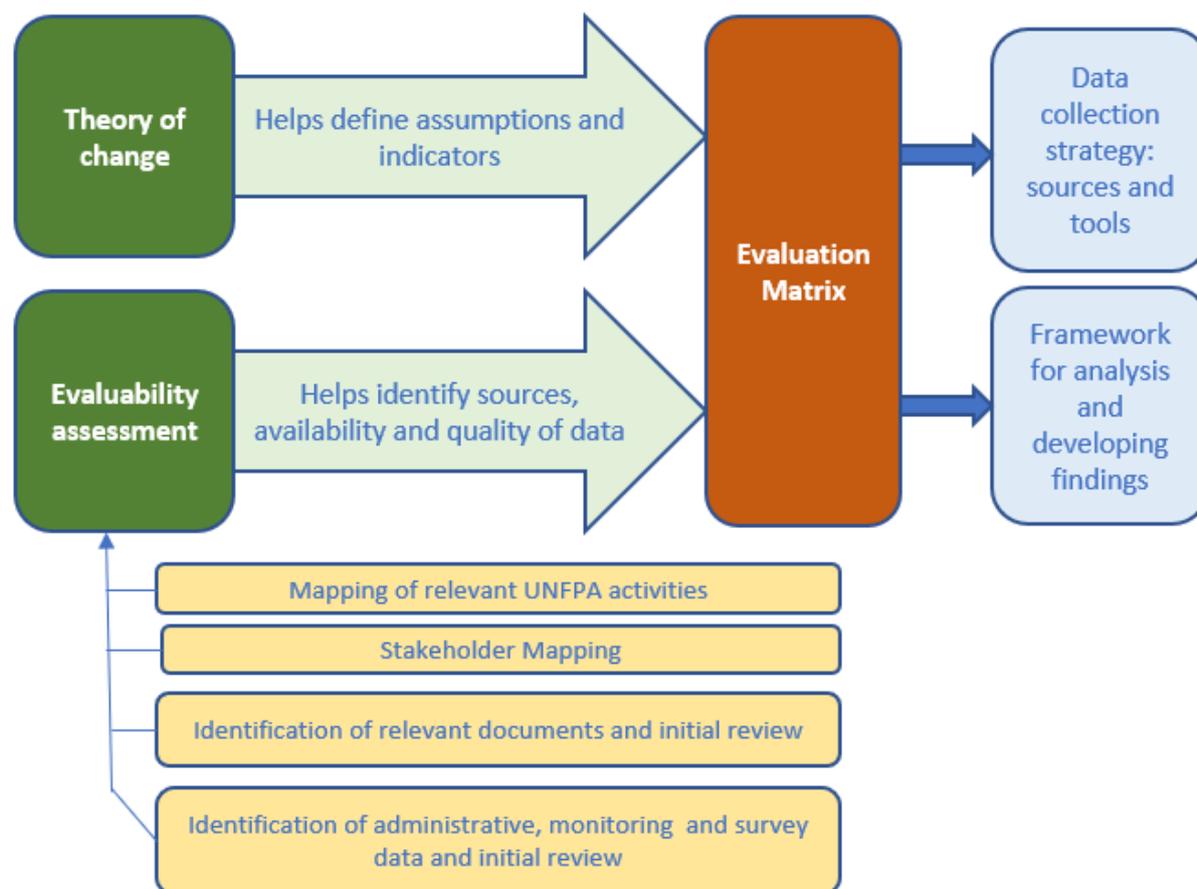
- The extent to which UNFPA identified and acted upon the **risks, challenges**, but also the **opportunities** associated with the UNDS reform
- **COVID-19** as an accelerator or obstacle for UNDS reform
- How UNFPA has engaged in different **country contexts** (including SROs)
- **Human rights, gender equality, disability** and other elements of **leaving no one behind** (LNOB)

C. OVERALL APPROACH TO DESIGN

65. This section sets out the methodology and approach that was used. The methodology was developed to provide credible answers to the evaluation questions set out in Section 4. This section also includes the data collection strategy and the framework for analysis and synthesis as well as possible limitations of the evaluation.

66. The evaluation matrix lies at the heart of the approach to the evaluation. The overall theory of change helped to define a set of evaluation questions, assumptions for assessment and indicators that form the basis of the evaluation matrix. The evaluability assessment brings together the mappings of relevant activities and stakeholders as well as the initial review of documentation and administrative/monitoring data. This relationship is illustrated in figure 3.

Figure 3: Elements of the evaluation approach



67. **Evaluability.** UNEG Evaluation standard 4.2 states that an assessment of evaluability should be undertaken as an initial step to increase the likelihood that an evaluation provided timely and credible information for decision-making. The stakeholder mapping (Annex VIII) revealed a wide range of stakeholders at all levels with the potential to provide evidence for the evaluation. The review of documents suggests good background material and existing UNFPA evaluations do capture evidence that could be used to answer the questions. The administrative monitoring and survey data available was very useful in answering the evaluation questions.

68. The UNFPA EO ensured that the process of designing the evaluation in the inception phase was participatory, involving a large number of internal stakeholders, while at the same time the evaluation design and process remained independent and impartial. In conducting the evaluation there were no major factors that hindered an impartial evaluation process.

69. There were, however, a number of challenges including the constraints imposed by the COVID-19 pandemic, especially on data collection. Another was that the UNDS reform being evaluated is at an early stage of operationalization, with data collection planned to be complete less than three years since the effective start of the reform (approval of UNGA resolution 72/279). Some components of the reform, such as the one related to MCOs, are much further behind in terms of design and operationalization than others. When examining costs of the reform it was important to distinguish the long-term costs with the kind of high costs that are often associated with the start of a programme of change.

70. A further challenge is the lack of a clear set of goals or results framework for the UNDS reform. Where goals are set out, they are in very general terms – e.g., a more accountable, coherent,

efficient and effective UNDS – and even such statements are not consistent across the growing body of documentation associated with the reform. This raises the challenge of what to evaluate against and the evaluation focused on moving in the right direction - e.g., an increase in coherence, efficiency, etc.

71. Finally, as is commonly found in evaluations, there was an issue of attribution in a context where UNFPA is just one of many members of the UNDS, albeit a relatively active one in this area. Decision making is also undertaken at a very high level in the United Nations or, in some cases, by Member States. The evaluation did not consider attribution but contribution, i.e. assessing if there is a plausible link between the actions of UNFPA and the results of the reform, even if at an early stage.
72. **Evaluation criteria.** Evaluation criteria were used to make evaluative judgments¹¹ and the ToR provided a list of five to be used in the evaluation: relevance, effectiveness, efficiency, coordination and sustainability. The coordination criterion was removed in agreement with the EM since improved coordination was captured by the effectiveness criterion. Each was used across the seven evaluation questions and the relationship between question and criteria is indicated in table 2 below.

Table 2: Evaluation questions and the use of evaluation criteria

Evaluation Question	Evaluation criterion used to make judgement			
1	Relevance			
2		Effectiveness		Sustainability
3		Effectiveness	Efficiency	Sustainability
4		Effectiveness	Efficiency	
5	Relevance			
6		Effectiveness		
7			Efficiency	

73. The exact definition of the criteria varied between the two components of the evaluation, with the regular OECD/DAC criteria definitions¹² adapted according to the needs of this evaluation. To answer the evaluation questions, the following were used:
- Relevance – is the intervention doing the right things? Relevance in terms of UNFPA’s alignment to the UNDS reforms and the effects of the UNDS reforms on UNFPA’s mandate and positioning.
 - Effectiveness – Is the intervention achieving its objectives? For this evaluation, effectiveness is used in terms of UNFPA’s contributions to the UNDS reforms, the effects of the UNDS reforms on UNFPA’s ability to implement its mandate and the contributions of UNFPA to enhanced development effectiveness of the UNDS.
 - Efficiency – How well are resources being used? Efficiency in terms of use of UNFPA’s resources to support the design, development and operationalization of the UNDS reform , the effects of the UNDS reforms on time and cost savings and productivity gains for UNFPA, and the contribution of UNFPA to a more efficient UNDS.
 - Sustainability – Will the benefits last? For evaluation question 2, sustainability will be addressed in terms of UNFPA contributions to further developing/adapting reform elements

¹¹ OECD. Applying Evaluation Criteria Thoughtfully. OECD Publishing, Paris. 2021 – page 18

¹² OECD. Applying Evaluation Criteria Thoughtfully. OECD Publishing, Paris. 2021

in order to ensure lasting benefits. For evaluation question 3, the evaluation team will assess whether changing contexts have affected UNFPA's engagement in operationalizing the reforms.

74. **Gender.** The evaluation integrated gender equality principles throughout the evaluation process including participation and consultation of key stakeholders to the extent possible. The evaluation looked into the promotion of gender equality and the empowerment of women (GEWE) as part of assessing the quality of UNFPA's contributions and also looked at the effects of the UNDS on gender in UNFPA's strategic positioning and ability to deliver results.

D. DATA COLLECTION METHODS AND SOURCES

75. The evaluation followed a mixed-method approach to data collection, relying mostly on qualitative sources of information which were quantified as relevant. At an early stage of the data collection phase a request was made to UNFPA HQ, Representation Offices, ROs, COs and SROs as well as DCO and RCOs to obtain very basic information on the UNDS reform and UNFPA engagement in the UNDS reform (see annex 16). As the information was mixed in its level of detail and did not always correspond with other official sources, the evaluation relied primarily on the following sources of information:

76. **Stakeholder interviews at HQ and regional levels.** Interviews were undertaken with key informants at HQ and regional levels (country level interviews are covered by the country studies described below). Informants – UNFPA and external – were selected from the following groups (see Annex II for a list of persons interviewed at HQ and regional levels):

- Interviews with UNFPA senior management at HQ and UNFPA's Representation Offices
- Interviews with key UNFPA divisions and branches/offices with responsibility for contributing to UNDS reform or subject to implications of the reform.
- Interviews with the senior management and relevant staff of all six UNFPA ROs
- Interviews with other UNFPA staff in two selected ROs (APRO and WCARO)¹³
- Interviews with key representatives from several UNDS entities at HQ and regional levels
- Interviews with key representatives of United Nations entities that have a system-wide coordination mandate (Executive Office of the UNSG, DCO, etc.)
- Interviews with selected Member State representatives

77. **Document review.** This included a desk review of key documents related to the design, development and operationalization of the UNDS reform as well as of UNFPA strategic and programmatic documents, including CCAs and UNSDCFs. A list of documents can be found in Annex III and includes the following groups of documents:

- Documents related to design of the UNDS reform
- Document related to the development of UNDS reform instruments
- Documents related to UNFPA operationalization of the UNDS reform
- Documents related to UNFPA strategic positioning e.g., Strategic plans and annexes, corporate policies and strategies.
- Evaluations

78. **Review of administrative, monitoring and survey data.** The following sets of data were examined:

- Desk review of internal and external (e.g., GPS, UN Info) administrative and survey data
- Review of internal and external (e.g., QCPR, NMPTF) monitoring data

¹³ Selection was based on the importance of the region for UNFPA and achieving the three transformative results, progress in engaging with UN reform at the regional level, and progress of COs in the region in engaging with UN reform.

- The analysis of the 2019 CO and April 2021 CO and RO survey undertaken by UNFPA on the issue of its engagement with UNDS reform.
79. The varied sets of data and databases used by the evaluation team varied in their specificity and granularity, impacting their usefulness in terms of considering UNFPA specifically within the system-wide processes. The transition within DCO’s datasets of IMS, which was revamped and expanded into UN Info, included a loss of specificity by agency for a number of UNDS reform processes, making it difficult for the team to be able to continue to track change and compare with other UN agencies. While there was an expansion of certain sets of reform data, with questions added, they were mostly covering the system as a whole. In addition, the team did not have access to the part of UN Info which is used at the country level for programming and results, therefore most of the findings related to this are based on interviews and document review. Lastly, there were a number of discrepancies between data sources. These are often discussed in the text or footnotes as relevant.
80. **Country studies:** Twelve country studies were planned to look at issues in more detail using interview, document and data review methods of data collection. Two countries were selected from each UNFPA region and cover a range of contexts.¹⁴ All countries selected were meant to have started implementation of a UNSDCF.
81. Of the twelve countries, two were dropped due to limited capacity to engage in the evaluation process (Paraguay and the Republic of the Congo). Originally, it was expected that half the countries examined would be full country studies and half would have a less-in depth study with fewer, more targeted interviews but most studies were full depending on the availability of informants. A list of the nine countries and one subregion selected can be found in Table 3.

Table 3: countries selected for study

Region	Country	Country
APRO	Timor-Leste	Indonesia
ASRO	Tunisia	Somalia
EECARO	Kazakhstan	Serbia
ESARO	Eswatini	Ethiopia
LACRO	Caribbean (subregion)	
WCARO	Cote D’Ivoire	

82. For each country study an internal report (evidence table) was produced. Originally, it was envisaged that a country brief would be produced for each country study but in consultation with the Evaluation Manager, it was decided to produce a single “view from the country level” paper (Annex X) that would allow some comparative analysis and ensure anonymity of those interviewed. Key informants included CO staff, RC and RC office staff, members of UNCTs and government partners. Additional informants may be identified, such as implementing partners, where it is clear they can provide appropriate evidence.
83. **On-line validation survey.** Two short online survey of country office operations managers and deputy representatives/ assistant representatives/ heads of offices with a small number of questions were conducted to validate some of the key findings from the country studies, interviews and document review. They complemented the survey conducted in-house by UNFPA in April 2021, in some cases touching upon the same issues, to determine any changes in perceptions. They included issues emerging from country studies, interviews and document

¹⁴ See Inception Report for details of selection criteria and corresponding data used

review that were difficult to triangulate with other evidence or where an issue was identified in some country studies, but it was difficult to assess the extent of the problem.

E. DISCUSSION PAPERS

84. These papers served as inputs into the final evaluation report but were also be used as standalone documents to inform ongoing and future engagement of UNFPA in the UNDS reform. They do not simply cover the same ground as the evaluation but provide additional analysis from a different perspective. Specifically, the learning paper served two purposes:

- complement the evaluation report with standalone documents focusing on issues of strategic importance for UNFPA with regard to its engagement in the UNDS reform, allowing for a deep dive into topics which would have been only superficially addressed within the framework of the evaluation questions;
- provide early lessons on these issues (as the papers were made available before the end of the evaluation process - by the end of the data collection phase) with a view to informing decision making and quick action by management.

85. Like the country studies, the discussion papers helped collect and analyse data collected from a variety of methods. The outline of the discussion papers was agreed with the EM in consultation with the ERG. Three topics were selected in consultation with the ERG for learning papers:

- i. Regional Reform Implementation: Lessons Learned and Good Practices. Strengthening support structures at the regional level reform has started more recently than other elements of the UNDS reform and appears to be at different stages in each of the ROs.

In order to support the implementation of these reform elements, the learning paper focused on emerging lessons learned and good practices from the ROs and made suggestions looking forward, also allowing for cross-regional knowledge exchange and information-sharing. Areas of focus included RO positioning and set-up and the lines of communication from HQ to RO and CO and vice versa. The paper also explored how regional assets were supporting UNCTs and MCOs, and UNFPA's contribution to that work.

- ii. UNFPA's role in positioning the transformative results in UNDAFs, CCAs and UNSDCF. In 2018, UNFPA committed to organising its work around achieving three transformative results by 2030¹⁵ UNFPA is not expected to achieve the TRs on its own. Rather, the UNFPA strategic plans 2018-2021 and 2022-2025 emphasise the organization's catalytic and aspirational role, and the need for strengthened partnerships and stronger collaboration and coordination within the UN system. UNDS country-level planning instruments, notably UNDAFs and, since 2019, UNSDCF, as well as processes leading up to them and ensuring their quality, are crucial entry points for UNFPA to strategically and effectively position the UNDS around the TRs, combined with joint country-level monitoring, reporting and evaluation.

This discussion paper took a closer look into UNFPA's efforts at all levels to position the TRs in UNDS country-level planning instruments under the leadership of host governments and taking into account governments' pronounced priorities and commitments to international frameworks (e.g., Nairobi Summit on ICPD+25), thus laying a stronger basis for collaboration and coordination with UN sister agencies and increasing the likelihood of the TRs being achieved by 2030.

¹⁵ 1) zero unmet need for family planning; 2) zero preventable maternal deaths; and 3) zero GBV and harmful practices, including female genital mutilation and child, early and forced marriage

- iii. UNFPA's engagement in the UNDS reforms from the perspective of working in vulnerable and humanitarian settings. The reform of the UNDS serves to improve the coherence, effectiveness, efficiency and accountability of the UNDS in order to attain the SDGs. To this end, it is fundamental that not only the system's development work benefit. To progress and safeguard accomplishments, the UNDS reforms should also benefit humanitarian programming and operationalizing the development - humanitarian nexus.

This discussion paper took a closer look at how UNFPA contributions to designing and operationalizing the UNDS reform have focused on strengthening the system's ability to support the needs of programme countries in fragile and humanitarian settings. It assessed the effects of the UNDS reforms on UNFPA's strategic positioning as a humanitarian actor and on its ability to programme and deliver on emergency preparedness and response.

F. DATA ANALYSIS AND SYNTHESIS

86. The evaluation matrix represented the single framework for analysis and synthesis of the data collected. Data was analysed for each assumption and indicator, and triangulation was used to ensure the validity of data analysed. As already noted, the country study evidence table followed this framework as did the templates for recording interview notes and review of documents and data.
87. The evaluation matrix identified 25 assumptions across all seven evaluation questions and over 100 indicators. The assumption was the unit of analysis and the basis for developing the initial set of evaluation findings. These initial findings were split or combined as appropriate. Findings were grouped by evaluation question in the evaluation report.
88. The evaluation team also undertook analysis by differentiated contexts using some of the criteria for country selection including business model tiers, income-levels, vulnerability and humanitarian response. In this way efforts were made to identify patterns and specific findings for different contexts where possible and appropriate.
89. A 3-day synthesis workshop was held, bringing together the evaluation team and the EM to discuss the results of the data collection and to bring together the various strands of data.¹⁶ The objective was to help the evaluation team to deepen their analysis with a view to identifying the evaluation findings, main conclusions and related recommendations.

G. CHALLENGES AND LIMITATIONS

90. The evaluation faced a number of limitationschallenges, the most important of which resulted from the Covid-19 pandemic. COVID-19-related travel restrictions meant that all interviews were virtual. This limited broad stakeholder engagement, especially with programme country governments. It also resulted in an extended period of data collection compared to undertaking a series of missions to countries, regional offices and agency HQ. Nonetheless, virtual meetings covered a large set of stakeholders (153) at the country level and over 113 people were interviewed in HQ and at regional level.
91. Others, together with mitigating actions, include:

¹⁶ Either virtual or *in vivo*, at UNFPA HQ, depending on COVID-19-related travel conditions.

- The evaluation was undertaken in the early stages of the operationalization of the UNDS reform. Some costs that may be significant in these early stages could reduce over time. Equally, some benefits may not be captured until the reform has matured. The evaluation team was able to make estimates based on the evidence available.
- The broad scope of the reform, the complexity of operationalizing the reform elements and the ongoing implementation while the evaluation was being conducted.
- Some elements of the UNDS reform were more advanced and the evaluation team were able to undertake a deeper assessment of these compared to those that may have just started.
- The causal link between the UNDS and changes in UNFPA performance was not always clear.
- There was no systematic and comprehensive collection of documents related to UNFPA engagement in the UNDS reform. The evaluation therefore put together the documents to review from a variety of sources.
- Lack of granularity of data
- Limited availability of some of our possible interlocutors.

92. A number of limitations remained, including:

- The lack of granularity of data from the UNSDG IMS, specifically disaggregation by member of the UNDS. This meant that comparative analysis was not possible for some areas of investigation
- Limited availability of government interlocutors in the studies in nine countries and one subregion meant that the government perspective is not fully captured.

H. EVALUATION PROCESS

93. The evaluation included six phases:

- Preparation
- inception
- Data collection phase
- Data analysis phase
- Reporting phase
- Dissemination and follow-up.

94. **Data Collection, analysis and synthesis.** Preparation for data collection started in October 2021 with initial engagement with COs and ROs to arrange interviews, identify focal points and start collection of relevant documents and other information. Interviews at all levels as well as collection of administrative and monitoring data started in October, as did work on the discussion papers. The evaluation team maintained a comprehensive schedule of meetings working closely with the UNFPA EO. Most data collection was completed by mid-December 2021 but some continued into the first quarter of 2022.

95. Towards the end of the data collection phase, a de-brief workshop was held with the ERG (late-February 2022) to share initial findings from a variety of sources and get some early feedback. The analysis and synthesis phase ran in April and May 2022 and included the evaluation team synthesis workshop in late May 2022.

96. **Reporting and review.** The evaluation team then proceeded with preparing the first draft of the evaluation report, which was submitted to the EM for quality assurance and comments. Once comments had been addressed the EM circulated the second draft report to the members of the ERG. The second draft, and in particular the tentative conclusions and recommendations, were

presented by the evaluation team during a stakeholder workshop (attended by the ERG as well as other relevant stakeholders) and circulated to UNFPA Executive Committee¹⁷ members.

97. On the basis of comments expressed by the ERG and other stakeholders, the evaluation team made appropriate amendments to the report, finalize the recommendations and submit the final report to the EM for quality assurance (specifically to ensure that comments had been addressed). For all comments, the evaluation team indicated how they have responded in writing in a “trail of comments”. The report was considered final once it was formally approved by the Director of EO in consultation with the EM and the ERG.
98. **Management response, dissemination and follow-up.** Following completion of the evaluation report, UNFPA management prepared a formal response that was presented to the UNFPA Executive Board at the first Regular Session in 2023.

Box 1: the implications of the COVID-19 pandemic on the evaluation process

- All country studies were conducted remotely
- All interviews with HQ, ROs and external partners were conducted remotely
- A team workshop planned in November 2021 was deferred to the debrief workshop at the end of the data collection phase in February 2022
- The team synthesis workshop was held in Europe in May 2022 as the EM and evaluation team are all based in Europe.
- In person participation at the stakeholder workshop was held in New York in July 2022

99. **Quality Assurance.** Quality assurance occurred throughout the evaluation, beginning with the evaluation’s terms of reference and ending with the draft final evaluation report. The EM and ERG provide overall quality assurance role through the UNFPA EQAA system noted in section 1.3. A quality assessment also took place after the evaluation was completed, with the final evaluation report quality assessed by an external independent assessor.
100. In an effort to ensure the basis for a high-quality evaluation, UNFPA management needs and expectations were clarified during the inception phase of the evaluation process. In addition, the evaluation also has a number of quality assurance elements built into the design:
- The evaluation team met regularly to review progress and be in regular contact with the EM for guidance and clarification when necessary.
 - The evaluation team also provided regular updates on the status of conducting the evaluation to the ERG and raise any issues that may impede the conduct.
 - The evaluation team and EM ensured that sufficient time was allocated for review of key outputs by UNFPA stakeholders and for the evaluation team to address any feedback received.

I. WORKPLAN

101. Table 4 provides an overview of the timing of the evaluation phases as well as of meetings and delivery of key evaluation outputs.

¹⁷ Executive Director, Deputy Executive Director for Management (DED-M), Deputy Executive Director for Programme (DED-P) and heads of division.

Table 4: Timing of phases, meetings and milestones for delivery of key outputs

Phase and activity	Responsible	Time
Data Collection		Oct. 2021 – Mar 2022
Submit draft learning papers (x3) to EM	ET	17 December 2021
Submit draft country studies/evidence tables (x6) to EM	ET	14 February 2022
ERG meeting (debrief on data collection)	ET/EM	30 March 2022
Final country studies/evidence tables (x6)	ET	31 March 2022
Final learning papers (x3)	ET	31 March 2022
Analysis and Synthesis		April - May 2022
Team synthesis workshop	ET	16-18 May 2022
Reporting and review		June - November 2022
Submit first draft report to EM for quality assurance	ET	13 June 2022
Comments received from EM on first draft report (key issues only)	EM	15 June 2022
Submit second draft report to EM based on comments from EM	ET	17 June 2022
Consolidated written comments received from ERG on second draft report and detailed comments from EO	EM	30 June 2022
Stakeholder workshop attended by the ERG (+ other relevant stakeholders, if necessary, as determined by the EM). Including: <ul style="list-style-type: none"> • 11 July met with EO • Meetings with senior management during 13-15 July • Meeting with Member States during 13-15 July 	ET/EM	12 July 2022
Submit draft final report (unedited, + ExSum) and trail of comments	ET	29 July 2022
Quality assurance by EM	EM	
Comments from Executive Committee	EM	
Submit final report (unedited)	ET	
Submit evaluation brief and presentation	ET	September 2022
Approval of the report by the Director of EO in consultation with the EM and the ERG	EM	October 2022
Executive Board paper to the Executive Board secretariat	EM	November 2022
Management response and dissemination		January/February 2023
Presentation to the Executive Board	EM	Tbd
Dissemination of the report	EM	

Annex V. Evaluation Matrix

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform? Which enabling and hindering factors explain the assessment?			<i>UNFPA contribution to UNDS reform</i>	<i>Relevance</i>
Assumptions to be assessed ¹⁸	Indicators ¹⁹	Sources of information	Data collection methods	
A.1.1: The UNFPA strategic plan 2018-21 and UNFPA strategic plan 2022-25 reflect a clear commitment to the repositioning process and its vision	IND1.1.1: Extent to which the UNFPA strategic plan 2018-2021 , including its annexes, and the strategic plan mid-term review , are placed in the context of repositioning the UNDS	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA ROs United Nations member states NY missions	Document review UNFPA HQ interviews UNFPA RO interviews UNFPA representation office interviews External KIIs ²⁰ (global)	
	IND1.1.2: Extent to which the UNFPA strategic plan 2022-2025 , including its annexes, is placed in the context of further advancing the repositioning of the UNDS	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA ROs United Nations member states NY missions	Document review UNFPA HQ interviews UNFPA RO interviews UNFPA representation office interviews External KIIs (global)	
A.1.2: Other entity-wide policies, strategies and guidance reflect a clear	IND1.2.1: Extent to which UNFPA corporate thematic and functional policies	UNFPA HQ divisions, branches, offices UNFPA representation offices	Document review UNFPA HQ interviews	

¹⁸ This column is an interface between the evaluation question and the data sources. It narrows the evaluation question further by specifying what evaluators should focus on and what they should check precisely when attempting to answer the question. Source: 2019 UNFPA Evaluation Handbook.

¹⁹ Includes those indicators to be used to inform the elements listed in the “assumptions to be assessed” column. Source: 2019 UNFPA Evaluation Handbook.

²⁰ KIIs: Key informant interviews.

<p>commitment to the repositioning process and its vision</p>	<p>and strategies²¹ are placed in the context of repositioning the UNDS</p> <p>IND1.2.2: Extent to which UNFPA senior management²² has made official statements and through internal guidance has generated staff knowledge and understanding in support of the UNDS reform and the objectives of UNFPA's engagement/the positioning of UNFPA in the reform process²³</p>	<p>United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA representation offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNDS entities at HQ level</p> <p>United Nations member states NY missions</p>	<p>UNFPA representation office interviews</p> <p>External KIIs (global)</p> <p>Document review</p> <p>UNFPA UNDS reform survey</p> <p>UNFPA HQ interviews</p> <p>UNFPA S/RO interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA representation office interviews</p> <p>External KIIs (global)</p>
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EQ2: To what extent did UNFPA 1) contribute to the design of the UNDS reform (<i>design phase</i>); and 2) has UNFPA contributed to the development (and further development) of elements of the UNDS reform (<i>development phase</i>), at all levels? Which enabling and hindering factors explain the assessment?			<i>UNFPA contribution to UNDS reform</i>	<i>Effectiveness Sustainability</i>
Assumptions to be assessed	Indicators	Sources of information	Data collection methods	
<p>A.2.1: UNFPA contributed to the preparation of the UNSG's repositioning reports of June and December 2017 and UNGA resolution 72/279 of 31 May 2018</p>	<p>IND2.1.1: Extent to which internal coordination and consultations took place to ensure UNFPA entity-wide engagement during the design phase</p> <p>IND2.1.2: Extent to which UNFPA contributed to United Nations system-wide and inter-governmental processes during the design phase and quality of its</p>	<p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA HQ divisions, branches, offices</p> <p>UNDS entities at HQ level</p> <p>United Nations member states NY missions</p>	<p>Desk review</p> <p>UNFPA HQ interviews</p> <p>Desk review</p> <p>UNFPA HQ interviews</p> <p>External KIIs (global)</p>	

²¹ At global and possibly regional levels.

²² At the level of the executive leadership and directors.

²³ Responds to TOC assumption 1 - "UNFPA is corporately committed to the reform of the UNDS and engages purposefully"; TOC assumption 2 - "Sufficient knowledge and understanding of UNFPA staff at all levels of UNDS reform".

	<p>contributions (reliability, timeliness, usefulness²⁴)</p> <p>IND2.1.3: During the design phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE <p>IND2.1.4: During the design phase, extent to which UNFPA faced and acted upon challenges²⁵ and opportunities</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>Desk review UNFPA HQ interviews External KIIs (global)</p> <p>Desk review UNFPA HQ interviews External KIIs (global)</p>
<p>A.2.2: UNFPA has contributed to system-wide work streams to develop (and further develop/adapt) strong reform elements for a new generation of UNCTs</p>	<p>IND2.2.1: Evidence of UNFPA contributions to the formulation of new UNSDG Cooperation Framework guidelines and companion package²⁶</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions²⁷ > Perceived quality of contributions (reliability, timeliness, usefulness) 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews</p>

²⁴ Usefulness defined as being beneficial to achieving the common objectives of the UNDS reform.

²⁵ Including risks defined in the TOC.

²⁶ Also see interim 2021 QCPR M&R framework indicator 82: “New Cooperation Framework guidelines, in response to General Assembly resolution 72/279, have been endorsed by the UN Sustainable Development Group”. Also see OP2 and OP3 on configuration of UNCTs and 2021 SG report on QCPR implementation: “As a key deliverable in 2021, I am asking the United Nations Sustainable Development Group to develop a clear process to inform the decision-making approach with host Governments on the configuration of United Nations country teams and ensure that they are fit for purpose to deliver results in the context of the Cooperation Framework”. Also see 2020 QCPR resolution OPs 70-74.

²⁷ For EQ2, the assessment of types of contributions will cover 1) the extent to which UNFPA has dedicated **human resources** to coordinating and guiding UNFPA’s engagement in the UNDS reform process (responds to TOC assumption 3); and 2) the extent to which UNFPA has dedicated **financial resources** to ensuring UNFPA’s active engagement in the UNDS reform process (responds to TOC assumption 4). Other types of UNFPA contributions will be picked up and analysed through the data collection. They could, for instance, include internal coordination/consultation; and participation in system-wide workstreams.

	<p>IND2.2.2: Evidence of UNFPA contributions to the development of revised guidelines for joint programming</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>
	<p>IND2.2.3: Evidence of UNFPA contributions to a review of the configuration, capacity, resource needs, role and development services of MCOs²⁸</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) 	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNDS entities at HQ, regional, sub-regional levels</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA S/RO interviews External KIIs (global, regional, sub-regional)</p>
	<p>IND2.2.4: During the development phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ, regional, sub-regional levels UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA S/RO interviews External KIIs (global, regional, sub-regional) UNFPA representation office interviews UNFPA CO interviews</p>
	<p>IND2.2.5: During the development phase, extent to which UNFPA has faced and</p>	<p>UNFPA HQ divisions, branches, offices</p>	<p>Desk review UNFPA UNDS reform survey</p>

²⁸ OP4. Also see interim 2021 QCPR M&R framework indicator 28: “A review of multi-country offices carried out and presented to ECOSOC”. Also see 2020 QCPR resolution OP104.

	acted upon challenges ²⁹ and opportunities associated with contributing to a new generation of UNCTs	UNDS entities at HQ, regional, sub-regional levels UNFPA representation offices UNFPA S/ROs UNFPA COs	UNFPA HQ interviews UNFPA S/RO interviews External KIIs (global, regional, sub-regional) UNFPA representation office interviews UNFPA CO interviews
A.2.3: UNFPA has contributed to system-wide work streams to develop (and further develop/adapt) strong reform elements to advance common business operations and common premises at different levels	<p>IND2.3.1: Evidence of UNFPA contributions to designing system-wide measures to advance common business operations, common back offices and shared service centres³⁰</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.3.2: Evidence of UNFPA contributions to designing system-wide measures to reach the target of 50% common premises by 2021³¹</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>

²⁹ Including those risks defined in the TOC.

³⁰ Including the Mutual Recognition Statement. Also see interim 2021 QCPR M&R framework indicator 119: Develop strategy to implement common back offices for all UN country teams by 2022; indicator 122a: Develop framework of mutual recognition policies in business operations; indicator 123: Develop common costing and pricing principles (also see 2021 SG report on QCPR implementation); indicator 128: Develop new business operations strategy guidelines. Global and regional shared service centres not part of original repositioning resolution, but see 2020 SG report on QCPR implementation and 2021 RCS review June 2021.

³¹ Also see interim 2021 QCPR M&R framework indicator 114a: Formulate strategy to increase percentage of common premises from 16% to 50% by 2021. Also see 2020 QCPR resolution OP105 and 107.

	<p>IND2.3.3: Evidence of UNFPA contributions to the development of a system-wide methodology to report on efficiency gains³²</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.3.4: During the development phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE <p>IND2.3.5: During the development phase, extent to which UNFPA has faced and acted upon challenges³³ and opportunities associated with contributing to common business operations and common premises</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>
<p>A.2.4: UNFPA has contributed to system-wide work streams to develop (and further develop/adapt) strong reform elements that</p>	<p>IND2.4.1: Evidence of UNFPA contributions to the development of the Implementation Plan for the</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level</p>	<p>Desk review UNFPA UNDS reform survey</p>

³² Also see “develop methodology to report on efficiency gains resulting from business operations strategies, common premises or other such factors” (see 2021 SG report on QCPR implementation). Also see 2020 QCPR resolution OP105 and 107.

³³ Including those risks defined in the TOC.

<p>reinvalidate the role of the RCS at different levels</p>	<p>Reinvigorated Resident Coordinator System³⁴</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.4.2: Evidence of UNFPA contributions to overhauling the UNRC talent management, selection, leadership development and performance management system³⁵</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.4.3: Evidence of UNFPA contributions to the formulation of a revised MAF³⁶, including clear and more robust lines of accountability</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.4.4: Evidence of UNFPA contributions to producing the report of the Secretary-General "Review of the functioning of the Resident Coordinator</p>	<p>UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs</p>	<p>UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global)</p>
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³⁴ OP13. Also see interim 2021 QCPR M&R framework indicator 54.

³⁵ Also see 2020 SG report on QCPR implementation. Also see 2019 SG report on QCPR implementation. Leadership profile: see 2021 RCS review.

³⁶ OP9. Also see interim 2021 QCPR M&R framework indicator 61. Also see 2020 QCPR resolution OP77 and OP88.

	<p>reprofiling and restructuring of the regional assets⁴⁰</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.5.2: During the development phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE <p>IND2.5.3: During the development phase, extent to which UNFPA has faced and acted upon challenges⁴¹ and opportunities associated with contributing to revamping the regional approach</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>
<p>A.2.6: UNFPA has contributed to system-wide work streams to develop (and further develop/adapt) strong reform elements to strengthen the strategic direction,</p>	<p>IND2.6.1: Evidence of UNFPA contributions to formulating a system-wide strategic document⁴²</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global)</p>

⁴⁰ OP19. Also see interim 2021 QCPR M&R framework indicator 93. Also see E/RES/2019/15 OP8: “provide options, on a region-by-region basis, for longer-term reprofiling and restructuring of the regional assets of the United Nations”. Also see 2020 QCPR resolution OP78.

⁴¹ Including those risks defined in the TOC.

⁴² OP30 (not strictly under this particular reform component). Also see 2020 QCPR resolution OP115.

<p>oversight and accountability for system-wide results</p>	<ul style="list-style-type: none"> > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.6.2: Evidence of UNFPA contributions to the creation of a new system for planning, monitoring and reporting on system-wide results⁴³</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.6.3: Evidence of UNFPA contributions to the creation of a new independent system-wide evaluation function⁴⁴</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.6.4: During the development phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights 	<p>UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews</p>
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⁴³ OP22. Also see interim 2021 QCPR M&R framework indicators 201 and 202. Including UN-INFO (indicator 218?).

⁴⁴ OP22. 2019 SG report on QCPR implementation: "...design of a new independent system-wide evaluation strategy...". SG 2020 report on QCPR implementation: establishment of a "United Nations Sustainable Development Group System-wide Evaluation Office". Also see 2020 QCPR OP82.

	<ul style="list-style-type: none"> > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE <p>IND2.6.5: During the development phase, extent to which UNFPA has faced and acted upon challenges⁴⁵ and opportunities associated with contributing to stronger strategic direction, oversight and accountability</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>
<p>A.2.7: UNFPA has contributed to system-wide work streams to develop (and further develop/adapt) strong reform elements for improved funding for the UNDS</p>	<p>IND2.7.1: Evidence of UNFPA contributions to the formulation of a UNSDG funding compact⁴⁶ for more and more predictable and flexible resources</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.7.2: Evidence of UNFPA contributions to the creation of a new funding arrangement for the RCS (special purpose trust fund)⁴⁷</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) 	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews</p>

⁴⁵ Including those risks defined in the TOC.

⁴⁶ OP29. Operationalized through a funding dialogue. See 2019 SG report on QCPR implementation. Also see QCPR 2020 resolution OP54.

⁴⁷ OP10b. Also see interim 2021 QCPR M&R framework indicator 166 (ii). Also see 2020 QCPR resolution OP67/68. Also see Special Purpose Trust Fund Portal.

	<p>IND2.7.3: Evidence of UNFPA contributions to putting in place a dedicated coordination fund in support of system-wide activities on the ground⁴⁸</p> <ul style="list-style-type: none"> > Contributing business units > Types of contributions > Perceived quality of contributions (reliability, timeliness, usefulness) <p>IND2.7.4: During the development phase, extent to which UNFPA leveraged the UNDS reforms to promote cross-cutting issues (as appropriate):</p> <ul style="list-style-type: none"> > Human rights > LNOB, especially people with disabilities and people living in fragile and humanitarian settings > GEWE <p>IND2.7.5: During the development phase, extent to which UNFPA has faced and acted upon challenges⁴⁹ and opportunities associated with contributing to improved funding</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level UNFPA representation offices UNFPA S/ROs UNFPA COs</p>	<p>UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p> <p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA S/RO interviews UNFPA CO interviews</p>
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⁴⁸ OP26. Joint SDG Fund.

⁴⁹ Including those risks defined in the TOC.

EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform (<i>implementation phase</i>), at all levels? Which enabling and hindering factors explain the assessment?			UNFPA contribution to UNDS reform	Effectiveness Efficiency Sustainability
Assumptions to be assessed	Indicators	Sources of information	Data collection methods	
<p>A.3.1: UNFPA has contributed to operationalizing global-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ system-wide strategic document ○ UNRC talent management, selection, leadership development and performance management system ○ MAF at HQ level ○ system for planning, monitoring and reporting on system-wide results ○ independent system-wide evaluation measures ○ funding compact ○ funding arrangement for the RCS ○ coordination fund in support of system-wide activities on the ground 	<p>IND3.1.1: Contributors from within UNFPA and types⁵⁰ of UNFPA contributions to operationalizing global-level elements of the UNDS reform</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNDS entities at HQ United Nations member states NY missions</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews</p>	
	<p>IND3.1.2: Perceived quality (reliability, timeliness, usefulness; cross-cutting issues) of UNFPA contributions to the operationalization of different global-level reform elements</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNDS entities at HQ United Nations member states NY missions</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews</p>	
	<p>IND3.1.3: During the implementation phase, extent to which UNFPA has faced and acted upon challenges⁵¹ and opportunities associated with contributing</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNDS entities at HQ</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global)</p>	

⁵⁰ For EQ3, the assessment of types of contributions will cover 1) the extent to which UNFPA has dedicated human resources to coordinating and guiding UNFPA’s engagement in the UNDS reform process (responds to TOC assumption 3); and 2) the extent to which UNFPA has dedicated financial resources to ensuring UNFPA’s active engagement in the UNDS reform process (responds to TOC assumption 4). Other types of UNFPA contributions will be picked up and analysed through the data collection. They could, for instance, include the following categories: engagement in system-wide coordination mechanisms and processes; development and alignment of UNFPA internal guidance, instruments and systems; and realignment of UNFPA organizational structure.

⁵¹ Including those risks defined in the TOC.

	to global-level elements of the UNDS reform	United Nations member states NY missions	UNFPA representation office interviews
<p>A.3.2: UNFPA has contributed to operationalizing regional-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ MAF at regional level ○ RCPs ○ PSGs ○ IBCs and other inter-agency mechanisms at regional level ○ knowledge management hubs ○ system for planning, monitoring and reporting on system-wide results ○ consolidation of data and statistics capacities ○ BOS, CBOs and shared service centres 	<p>IND3.2.1: Contributors from within UNFPA and types of UNFPA contributions to operationalizing regional-level elements of the UNDS reform</p>	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level UNDS entities at regional level United Nations member states NY missions</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA RO interviews External KIIs (regional) UNFPA representation office interviews UNFPA SRO interviews UNFPA CO interviews External KIIs (global)</p>
	<p>IND3.2.2: Perceived quality (reliability, timeliness, usefulness, cross-cutting issues) of UNFPA contributions to the operationalization of different regional-level reform elements</p>	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level UNDS entities at regional level United Nations member states NY missions</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA RO interviews External KIIs (regional) UNFPA representation office interviews UNFPA SRO interviews UNFPA CO interviews External KIIs (global)</p>
	<p>IND3.2.3: During the implementation phase, extent to which UNFPA has faced and acted upon challenges⁵² and opportunities associated with contributing</p>	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs</p>	<p>Desk review UNFPA UNDS reform survey UNFPA HQ interviews</p>

⁵² Including those risks defined in the TOC.

	to regional-level elements of the UNDS reform	UNDS entities at HQ level UNDS entities at regional level United Nations member states NY missions	UNFPA RO interviews External KIIs (regional) UNFPA representation office interviews UNFPA SRO interviews UNFPA CO interviews External KIIs (global)
A.3.3: UNFPA has contributed to operationalizing country-level elements of the UNDS reform <ul style="list-style-type: none"> ○ MAF at country level ○ UN CCA/UNSDCFs and companion package ○ UNSDCF results groups and related inter-agency mechanisms at country level⁵³ ○ joint programming guidelines ○ MCO review ○ BOS, CBOs and common premises ○ system for planning, monitoring and reporting on system-wide results 	IND3.3.1: Contributors from within UNFPA and types of UNFPA contributions to operationalizing country-level elements of the UNDS reform IND3.3.2: Perceived quality (reliability/sustainability, timeliness, usefulness, cross-cutting issues) of UNFPA contributions to the operationalization of different country-level reform elements	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at country level PCG counterparts and donors United Nations member states NY missions UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at country level PCG counterparts and donors United Nations member states NY missions	Desk review UNFPA UNDS reform survey DCO data UNFPA CO interviews UNFPA S/RO interviews External KIIs (country) UNFPA HQ interviews UNFPA representation office interviews External KIIs (global) Desk review UNFPA UNDS reform survey DCO data UNFPA CO interviews UNFPA S/RO interviews External KIIs (country) UNFPA HQ interviews UNFPA representation office interviews External KIIs (global)

⁵³ Including to produce Socio-Economic Response Plans to COVID-19 (SERPs).

	IND3.3.3: During the implementation phase, extent to which UNFPA has faced and acted upon challenges ⁵⁴ and opportunities associated with contributing to country-level elements of the UNDS reform	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at country level PCG counterparts and donors United Nations member states NY missions	Desk review UNFPA UNDS reform survey DCO data UNFPA CO interviews UNFPA S/RO interviews External KIIs (country) UNFPA HQ interviews UNFPA representation office interviews External KIIs (global)
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EQ4: To what extent have UNFPA's contributions supported (are they likely to support) a more coherent, effective, efficient and accountable UNDS at the country level? Which enabling and hindering factors explain the assessment?			<i>UNFPA contribution to UNDS reform</i>	<i>Effectiveness Efficiency</i>
Assumptions to be assessed	Indicators	Sources of information	Data collection methods	
A.4.1: UNFPA's contributions to the UNDS reform have supported (are likely to support) a more coherent UNDS	IND4.2.1: Evidence that UNFPA engagement in the reform of the UNDS has contributed to an improved focus on common results among entities of the UNDS at the country level	UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions	Desk review QCPR M&R (indicator 71/FC) UNFPA HQ interviews External KIIs (global)	
	IND4.2.2: Evidence that UNFPA engagement in the reform of the UNDS has contributed to less duplication of efforts among the entities of the UNCT	UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions	Desk review QCPR M&R (indicator 72) UNFPA HQ interviews External KIIs (global)	
	IND4.1.3: Evidence that UNFPA	UNFPA HQ divisions, branches, offices	Desk review	

⁵⁴ Including those risks defined in the TOC.

	<p>engagement in the reform of the UNDS has contributed to close UNDS collaboration across development, humanitarian action and sustaining peace</p> <p>IND4.1.4: Evidence that UNFPA engagement in the reform of the UNDS has contributed to a UNDS presence that is adequately tailored and flexible for meeting the specific challenges of programme countries</p>	<p>UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>QCPR M&R indicator 35a UNFPA HQ interviews External KIIs (global)</p> <p>Desk review, including HR alignment plans QCPR M&R (indicators 88a and 90a(i)) UNFPA HQ interviews External KIIs (global)</p>
<p>A.4.2: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a more effective UNDS</p>	<p>IND4.1.1: Evidence that UNFPA engagement in the reform of the UNDS has contributed to close alignment of activities of the UNDS to national needs and priorities</p> <p>IND4.1.2: Evidence that UNFPA engagement in the reform of the UNDS has contributed to the UNDS giving adequate attention and resources to the development needs of the poorest and most vulnerable in society</p> <p>IND4.2.3: Evidence that UNFPA engagement in the reform of the UNDS has contributed to the right mix of capacities and skills among UNCT staff to support programme countries’ development</p> <p>IND4.2.4: Evidence that UNFPA engagement in the reform of the UNDS has contributed to benefits for UNCTs from new regional-level mechanisms and support</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>Desk review QCPR M&R (indicator 3) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review QCPR M&R (indicator 13) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review QCPR M&R (indicator 89) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review QCPR M&R (indicator 103) UNFPA HQ interviews External KIIs (global)</p>

	<p>IND4.2.5: Evidence that UNFPA engagement in the reform of the UNDS has contributed to the channelling of non-core resources through inter-agency pooled funds</p> <p>IND4.2.6: Evidence that UNFPA engagement in the reform of the UNDS has contributed to less funding gaps for implementing UNSDCF5</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>Desk review QCPR M&R (indicator 153d/FC) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review QCPR M&R (indicator 173/FC) UNFPA HQ interviews External KIIs (global)</p>
<p>A.4.3: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a more efficient UNDS</p>	<p>IND4.3.1: Evidence that UNFPA engagement in the reform of the UNDS has contributed to efficiency gains thanks to common business operations and common premises</p> <p>IND4.3.2: Evidence that UNFPA engagement in the reform of the UNDS has contributed to repurposing funds to operational activities for development delivered in countries</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>Desk review QCPR M&R (indicator 130c) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review UNFPA HQ interviews External KIIs (global)</p>
<p>A.4.4: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a more accountable UNDS</p>	<p>IND4.4.1: Evidence that UNFPA engagement in the reform of the UNDS has contributed to programme country governments’ satisfaction with the quality of the annual reports provided to them</p> <p>IND4.4.2: Evidence that UNFPA engagement in the reform of the UNDS has contributed to UNSDCF evaluations that have received good or excellent ratings</p>	<p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices UNDS entities at HQ level United Nations member states NY missions</p>	<p>Desk review QCPR M&R (indicator 204b/FC) UNFPA HQ interviews External KIIs (global)</p> <p>Desk review QCPR M&R (indicator 216b/FC) UNFPA HQ interviews External KIIs (global)</p>

EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the <i>strategic positioning</i> of UNFPA, at all levels? Which enabling and hindering factors explain the assessment?			<i>Effects of UNDS reform on UNFPA</i>	<i>Relevance</i>
Assumptions to be assessed	Indicators	Sources of information	Data collection methods	
A.5.1: The UNDS reform has strengthened the strategic positioning of UNFPA globally	IND5.1.1: Extent to which the delineation and complementarity of mandates between UNFPA and other UN agencies is clearer, thanks to the UNDS reform	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level United Nations member states NY missions	Desk review UNFPA UNDS reform survey UNFPA HQ interviews External KIIs (global) UNFPA representation office interviews UNFPA CO interviews UNFPA S/RO interviews	
	IND5.1.2: Extent to which funding for UNFPA has increased, thanks to the UNDS reform ⁵⁵	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level United Nations member states NY missions	Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA representation office interviews UNFPA CO interviews UNFPA S/RO interviews External KIIs (global)	
	IND5.1.3: Other benefits/opportunities associated with the UNDS reforms for UNFPA's global strategic positioning (other positive effects)	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level	Desk review UNFPA UNDS reform survey UNFPA HQ interviews UNFPA representation office interviews	

⁵⁵Including: Extent to which new donors have contributed to UNFPA's core resources and the proportion of annual core resources has increased; Extent to which UNFPA benefits from better access to non-core funding, including pooled funding.

	<p>IND5.1.4: Other challenges/risks⁵⁶ associated with the UNDS reforms for UNFPA’s global strategic positioning (other critical effects)</p>	<p>United Nations member states NY missions</p> <p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA representation offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNDS entities at HQ level</p> <p>United Nations member states NY missions</p>	<p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>External KILs (global)</p> <p>Desk review</p> <p>UNFPA UNDS reform survey</p> <p>UNFPA HQ interviews</p> <p>UNFPA representation office interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>External KILs (global)</p>
<p>A.5.2: The UNDS reform has strengthened the strategic positioning of UNFPA at the country level</p>	<p>IND5.2.1: Extent to which UNFPA priority areas are better reflected in country planning instruments, thanks to the UNDS reform</p> <p>IND5.2.2: Extent to which UNFPA’s priority areas, including normative issues, are better included in high-level policy advocacy, thanks to the UNDS reform</p>	<p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNFPA representation offices</p> <p>UNDS entities at HQ level</p> <p>UNDS entities at country level</p> <p>United Nations member states NY missions</p> <p>PCG counterparts and donors</p> <p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNFPA representation offices</p> <p>UNDS entities at HQ level</p> <p>UNDS entities at country level</p> <p>United Nations member states NY missions</p>	<p>Desk review</p> <p>UNFPA HQ interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>UNFPA representation office interviews</p> <p>External KILs (country)</p> <p>External KILs (global)</p> <p>Desk review</p> <p>UNFPA HQ interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>UNFPA representation office interviews</p> <p>External KILs (country)</p> <p>External KILs (global)</p>

⁵⁶ Including those risks defined in the TOC.

	<p>IND5.2.3: Other benefits/opportunities associated with the UNDS reforms for UNFPA's strategic positioning at the country level (other positive effects)</p>	<p>PCG counterparts and donors</p> <p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNFPA representation offices</p> <p>UNDS entities at HQ level</p> <p>UNDS entities at country level</p> <p>United Nations member states NY missions</p> <p>PCG counterparts and donors</p>	<p>Desk review</p> <p>UNFPA HQ interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>UNFPA representation office interviews</p> <p>External KIIs (country)</p> <p>External KIIs (global)</p>
	<p>IND5.2.4: Other challenges/risks⁵⁷ associated with UNDS reforms for UNFPA strategic positioning at the country level (other critical effects)</p>	<p>UNFPA HQ divisions, branches, offices</p> <p>UNFPA S/ROs</p> <p>UNFPA COs</p> <p>UNFPA representation offices</p> <p>UNDS entities at HQ level</p> <p>UNDS entities at country level</p> <p>United Nations member states NY missions</p> <p>PCG counterparts and donors</p>	<p>Desk review</p> <p>UNFPA HQ interviews</p> <p>UNFPA CO interviews</p> <p>UNFPA S/RO interviews</p> <p>UNFPA representation office interviews</p> <p>External KIIs (country)</p> <p>External KIIs (global)</p>

<p>EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results? Which enabling and hindering factors explain the assessment?</p>			<p><i>Effects of UNDS reform on UNFPA</i></p>	<p><i>Effectiveness</i></p>
<p>Assumptions to be assessed</p>	<p>Indicators</p>	<p>Sources of information</p>	<p>Data collection methods</p>	

⁵⁷ Including those risks defined in the TOC.

<p>A.6.1: The UNDS reforms have strengthened UNFPA's ability to deliver programme results</p>	<p>IND6.1.1: Extent to which UNFPA's ability to leverage partners within and outside the UNDS has increased, thanks to the UNDS reform⁵⁸</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level UNDS entities at country level United Nations member states NY missions PCG counterparts and donors</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (global, country)</p>
	<p>IND6.1.2: Extent to which UNFPA's ability to learn and adapt has increased, thanks to the UNDS reform⁵⁹</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews</p>

⁵⁸ Including: Extent to which UNFPA has engaged in more joint initiatives with other UN agencies, including joint programmes, for scaling up efforts and financing to achieve results, thanks to the UNDS reform; Extent to which UNFPA is engaging with partners outside the UNDS for scaling up efforts and financing to achieve results, thanks to the UNDS reform.

⁵⁹ Including: Extent to which monitoring of UNFPA results has improved, thanks to the UNDS reform; Extent to which reporting on UNFPA results has improved, thanks to the UNDS reform; Extent to which evaluation of results achieved has improved, thanks to the UNDS reform.

	<p>IND6.1.4: Other benefits/opportunities associated with the UNDS reforms in terms of UNFPA’s ability to deliver results (other positive effects)</p>	<p>UNDS entities at country level United Nations member states NY missions PCG counterparts and donors</p> <p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level UNDS entities at country level United Nations member states NY missions PCG counterparts and donors</p>	<p>UNFPA representation office interviews External KIIs (country) External KIIs (global)</p> <p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (country) External KIIs (global)</p>
	<p>IND6.1.5: Other challenges/risks⁶⁰ associated with UNDS reforms in terms of UNFPA’s ability to deliver results (critical effects)</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ level UNDS entities at country level United Nations member states NY missions PCG counterparts and donors</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (country) External KIIs (global)</p>

<p>EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA’s organizational structure and institutional efficiency? Which enabling and hindering factors explain the assessment?</p>	<p><i>Effects of UNDS</i></p>	<p><i>Efficiency</i></p>
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⁶⁰ Including those risks defined in the TOC.

			<i>reform on UNFPA</i>
Assumptions to be assessed	Indicators	Sources of information	Data collection methods
A.7.1: The UNDS reform has strengthened UNFPA's organizational structure	IND7.1.1: Extent to which UNFPA COs and SROs benefit from better support from the regional level , thanks to the UNDS reforms	UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels United Nations member states NY missions	Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews External KIIs (global, regional, country)
	IND7.1.2: Extent to which UNFPA's footprint in countries where it has no representation (NRA) has improved, thanks to the UNDS reform	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at country level PCG counterparts and donors	Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (country)
	IND7.1.3: Other benefits/opportunities associated with the UNDS reforms in terms of UNFPA's organizational structure (other positive effects)	UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels United Nations member states NY missions PCG counterparts and donors	Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (global, regional, country)

	<p>IND7.1.4: Other challenges/risks⁶¹ associated with the UNDS reforms for UNFPA’s organizational structure (other critical effects)</p>	<p>UNFPA HQ divisions, branches, offices UNFPA representation offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels United Nations member states NY missions PCG counterparts and donors</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews UNFPA representation office interviews External KIIs (global, regional, country)</p>
<p>A.7.2: The UNDS reform has strengthened UNFPA’s institutional efficiency</p>	<p>IND7.2.1: Extent to which costs of UNFPA premises and business operations have declined, thanks to the UNDS reform</p> <p>IND7.2.2: Extent to which UNFPA programming operations benefit from better quality and timeliness of business operations, thanks to the UNDS reform</p> <p>IND7.2.3: Extent to which coordination (transaction) costs have declined, thanks to the UNDS reform</p> <p>IND7.2.4: Other benefits/opportunities associated with the UNDS reforms for</p>	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs</p> <p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels</p> <p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels</p> <p>UNFPA HQ divisions, branches, offices UNFPA S/ROs</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews</p> <p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews External KIIs (global, regional, country)</p> <p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews External KIIs (global, regional, country)</p> <p>Desk review UNFPA HQ interviews</p>

⁶¹ Including those risks defined in the TOC.

	<p>UNFPA’s institutional efficiency (other positive effects)</p>	<p>UNFPA COs UNDS entities at HQ, regional and country levels</p>	<p>UNFPA CO interviews UNFPA S/RO interviews External KIIs (global, regional, country)</p>
	<p>IND7.2.5: Other challenges/risks⁶² associated with UNDS reforms for UNFPA’s institutional efficiency (other critical effects)</p>	<p>UNFPA HQ divisions, branches, offices UNFPA S/ROs UNFPA COs UNDS entities at HQ, regional and country levels</p>	<p>Desk review UNFPA HQ interviews UNFPA CO interviews UNFPA S/RO interviews External KIIs (global, regional, country)</p>

⁶² Including those risks defined in the TOC.

Annex VI. Evidence Matrix

Key for Quality of Evidence	Good quality of evidence from an adequate number of reliable sources plus source and/or method triangulation.	A mix of good quality evidence and weaker evidence or evidence gaps.	Weak evidence and/or major evidence gaps making triangulation impossible.
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EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform? Which enabling and hindering factors explain the assessment?		
Finding	Source of data	Notes
Assumption 1.1: The UNFPA strategic plan 2018-21 and UNFPA strategic plan 2022-25 reflect a clear commitment to the repositioning process and its vision		
Finding 1: The UNFPA strategic plans indicate commitment to, and are broadly aligned with, the reform of the United Nations development system.	<p><i>Documents Reviewed</i></p> <ul style="list-style-type: none"> Strategic plan 2018-2021 and annexes Strategic plan 2022-2025 and annexes Information notes to the EB Annual reports of the ED Other UN entity SPs and annexes <p><i>Interviews</i></p> <ul style="list-style-type: none"> UNFPA HQ staff responsible for SP design Member States 	<ul style="list-style-type: none"> Data from document review triangulated with interviews.
Finding 2: However, the strategic plans (including their annexes) do not provide sufficient overarching strategic direction that explains how UNFPA will use the reform of the United Nations development system to accelerate progress towards its goals and ultimately the 2030 Agenda.	<p><i>Documents Reviewed</i></p> <ul style="list-style-type: none"> Strategic plan 2018-2021 and annexes Strategic plan 2022-2025 and annexes Information notes to the EB Annual reports of the ED Other UN entity SPs and annexes <p><i>Interviews</i></p> <ul style="list-style-type: none"> UNFPA HQ staff responsible for SP design Member States 	<ul style="list-style-type: none"> Data from document review triangulated with interviews. Interviews especially important for identifying and understanding the explanatory factors and external perspectives.

	<ul style="list-style-type: none"> UN Secretariat 	
Assumption 1.2: Other entity-wide policies, strategies and guidance reflect a clear commitment to the repositioning process and its vision		
Finding 3: UNFPA senior management messages to staff, statements to the executive board, information notes on implementing the reforms have all provided information on the reforms including UNFPA strategic direction, and have indicated strong UNFPA commitment to the reform process.	<i>Documents reviewed</i> <ul style="list-style-type: none"> ED Statements to EB Messages from ED and other senior mgt. Strategies (see separate list) 	<ul style="list-style-type: none"> Question of which statements to examine Unclear if we have all the key messages.
	<i>Interviews</i> <ul style="list-style-type: none"> UNFPA staff at the country level UN Secretariat Member States UNFPA staff responsible for dev strategies 	

EQ2: To what extent did UNFPA 1) contribute to the design of the UNDS reform (<u>design phase</u>); and 2) has UNFPA contributed to the development (and further development) of elements of the UNDS reform (<u>development phase</u>), at all levels? Which enabling and hindering factors explain the assessment?		
Finding	Source of data	Notes
Note – 6 assumptions taken into account, but two areas examined		
2.1 Design of the UNDS reform up to the approval of 72/279		
Finding 4: Building on early work following the approval of the 2030 Agenda, UNFPA made consistent and constructive contributions to the design of the reform of the United Nations development system, and is much appreciated by key stakeholders in the reform process.	<i>Interviews:</i> <ul style="list-style-type: none"> External: DCO, EOSG, UN agencies at HQ UNFPA: ExO, Sascha 	<ul style="list-style-type: none"> Much evidence is anecdotal and suffers from issues of poor recollection. Poor/unsystematic document archiving means gaps in knowledge about what happened. As a result, some initiatives launched appear important but may not have been. Data is adequate for perceptions of senior stakeholder in the process and for overall contribution of UNFPA.
	<i>Document review</i> <ul style="list-style-type: none"> UNFPA position papers, internal information notes, statements 	
	<i>Data review:</i> <ul style="list-style-type: none"> DCO list of task teams, groups etc 	
Note – 6 assumptions taken into account, but two areas examined		
2.2 Development of UNSDG guidance		
	<i>Interviews:</i>	As above

Finding 5: UNFPA provided important leadership in the development of key elements of the reform and has consistently contributed to the reviews and development of system-wide guidance processes and systems across a number of reform streams.	<ul style="list-style-type: none"> • External: DCO, ExO, UN agencies at HQ • UNFPA: ExO, Sascha 	
	<i>Data review:</i> <ul style="list-style-type: none"> • DCO list of task teams, groups etc 	

EQ3: To what extent has UNFPA contributed to the <u>operationalization</u> of the UNDS reform (implementation phase), at all levels? Which enabling and hindering factors explain the assessment?		
Finding	Source of data	Notes
Assumption 3.1: UNFPA has contributed to operationalizing global-level elements of the UNDS reform <ul style="list-style-type: none"> ○ system-wide strategic document ○ UNRC talent management, selection, leadership development and performance management system ○ MAF at HQ level ○ system for planning, monitoring and reporting on system-wide results ○ independent system-wide evaluation measures ○ funding compact ○ funding arrangement for the RCS ○ coordination fund in support of system-wide activities on the ground 		
Finding 6: At the global level, UNFPA has worked hard to strengthen operationalization of the UNDS reform across its different elements, including, most importantly, through support to operationalization of the reform at the country level.	Document review: <ul style="list-style-type: none"> • UNFPA guidance 	
	Interviews: <ul style="list-style-type: none"> • UNFPA HQ 	
Finding 7: Beyond the essential areas of operationalizing the reform, organization-wide ownership has not occurred, and gaps exist in some areas. Moreover, despite the best efforts at headquarters, knowledge of the reform is not universal and does not always extend beyond processes.	Document review: <ul style="list-style-type: none"> • UNFPA guidance 	
	Interviews: <ul style="list-style-type: none"> • UNFPA HQ • Country studies 	

<p>Assumption 3.2: UNFPA has contributed to operationalizing regional-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ MAF at regional level ○ RCPs ○ PSGs ○ IBCs and other inter-agency mechanisms at regional level ○ knowledge management hubs ○ system for planning, monitoring and reporting on system-wide results ○ consolidation of data and statistics capacities ○ BOS, CBOs and shared service centres 		
<p>Finding 8: UNFPA has provided significant support to key elements of the reform of the United Nations development system at the regional level, mainly focused on substantive support to Issue-based Coalitions and Peer Support Groups. There has been less success in contributing to the new regional knowledge hubs across all regions. Other areas of reform are still at an early stage of development.</p>	<p><i>Interviews:</i></p> <ul style="list-style-type: none"> ● UNFPA ROs ● R-DCO, regional offices of UN agencies, regional commissions 	
	<p><i>Document review:</i></p> <ul style="list-style-type: none"> ● RCP annual reports ● Knowledge hubs ● Regional BOS 	
<p>Assumption 3.3: UNFPA has contributed to operationalizing country-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ MAF at country level ○ UN CCA/UNSDCFs and companion package ○ UNSDCF results groups and related inter-agency mechanisms at country level⁶³ ○ joint programming guidelines ○ MCO review ○ BOS, CBOs and common premises <p>system for planning, monitoring and reporting on system-wide results</p>		
<p>Finding 9: UNFPA is generally very active in the preparation of the Common Country Analysis and Cooperation Framework, often leading groups established to develop the documents</p>	<p><i>Data review:</i></p> <ul style="list-style-type: none"> ● IMS 2021 ● UNFPA 2021 CO survey on UNDS reform 	<ul style="list-style-type: none"> ● Challenge that latest IMS does not disaggregate by entity
	<p><i>Interviews:</i></p>	

⁶³ Including to produce Socio-Economic Response Plans to COVID-19 (SERPs).

<p>and/or supporting data needs for the process. Although Cooperation Framework outcomes have been copied verbatim into UNFPA country programme documents, the substantive alignment beyond the outcome statements is not always clear.</p>	<ul style="list-style-type: none"> • 11 UNFPA COs • RC and UNCT members • External CL stakeholders 	
<p>Assumption 3.3: UNFPA has contributed to operationalizing country-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ MAF at country level ○ UN CCA/UNSDCFs and companion package ○ UNSDCF results groups and related inter-agency mechanisms at country level⁶⁴ ○ joint programming guidelines ○ MCO review ○ BOS, CBOs and common premises <p>system for planning, monitoring and reporting on system-wide results</p>		
<p>Finding 10: UNFPA has been very active in results groups and other collaborative groups where the members of the United Nations country team come together, both as a member and as a chair or co-chair.⁶⁵ It has also been fully engaged in the development of joint work plans and has continued to undertake a significant part of its work through United Nations joint programmes.</p>	<p><i>Data review:</i></p> <ul style="list-style-type: none"> • IMS 2021 • UNFPA 2021 CO survey on UNDS reform 	
<p>Assumption 3.3: UNFPA has contributed to operationalizing country-level elements of the UNDS reform</p> <ul style="list-style-type: none"> ○ MAF at country level ○ UN CCA/UNSDCFs and companion package ○ UNSDCF results groups and related inter-agency mechanisms at country level⁶⁶ ○ joint programming guidelines 		

⁶⁴ Including to produce Socio-Economic Response Plans to COVID-19 (SERPs).

⁶⁵ Serbia, Timor Leste, Indonesia, Eswatini, CDI, Kazakhstan, Ethiopia, Tunisia

⁶⁶ Including to produce Socio-Economic Response Plans to COVID-19 (SERPs).

<ul style="list-style-type: none"> ○ MCO review ○ BOS, CBOs and common premises system for planning, monitoring and reporting on system-wide results		
Finding 11: The COVID-19 pandemic has often been an opportunity for UNFPA to strengthen collaboration at all levels and this has been facilitated by the reform of the United Nations development system. The pandemic also presented challenges for deepening collaboration and unity within the process of operationalizing the reform.	<i>Data review:</i> <ul style="list-style-type: none"> • IMS 2021 • UNFPA 2021 CO survey on UNDS reform 	
	<i>Interviews:</i> <ul style="list-style-type: none"> • 11 UNFPA COs • RC and UNCT members External CL stakeholders	
	<i>Document review:</i> CPDs, UNSDCFs, CCAs,	
Finding 12: UNFPA contribution to operationalizing the efficiency element of the reform of the United Nations development system is significant, also thanks to the fact that at the start of the UNDS reform the organization already had a high level of engagement in the efficiency agenda.	<i>Data review:</i> <ul style="list-style-type: none"> • IMS 2021 • UNFPA 2021 CO survey on UNDS reform 	
	<i>Interviews:</i> <ul style="list-style-type: none"> • 11 UNFPA COs • RC and UNCT members • External CL stakeholders 	

EQ4: To what extent have UNFPA contributions supported a more coherent, effective, efficient and accountable UNDS, at all levels? Which enabling and hindering factors explain the assessment?

Finding	Source of data	Notes
Assumption 4.1: UNFPA's contributions to the UNDS reform have supported (are likely to support) a more coherent UNDS		
Elements of coherence: <ul style="list-style-type: none"> • focus on common results • less duplication of efforts • H-D-P nexus • tailored presence 		
Overall result of UNDS reform: <ul style="list-style-type: none"> • +ve on improved focus on common results • +ve on less duplication of efforts (QCPR monitoring calls it coherence) • Unclear on H-D-P nexus • Slightly +ve/-ve on aspects of tailored presence 		
Finding 13: UNFPA has supported a more coherent United Nations development system through its constructive engagement. In addition to broadly aligning the CPDs with the priorities of the CFs (see finding 9), the most important area where UNFPA has contributed is through less duplication of efforts through its strong engagement in inter-agency coordination mechanisms.	<i>Interviews:</i> <ul style="list-style-type: none"> • Country level COs, RCs, UNCT <i>Document review:</i> <ul style="list-style-type: none"> • Annual reports 	

Assumption 4.2: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a **more effective** UNDS

- Scope: Effective. Plus also leave room for where UNFPA could do more
- address national needs and priorities
 - meets needs of poorest and most vulnerable
 - right mix of capacity and skills
 - inter-agency pooled funds
 - smaller funding gaps

- Overall results of UNDS reform:
- +ve on greater alignment of UNDS activities with national needs and priorities
 - Unclear of contribution to the poorest and left behind etc

<p>Finding 14: The most important contribution to effectiveness made by UNFPA is through helping make UNSDCF’s relevant to national priorities and better focussed on meeting the needs of those left behind.</p>	<p><i>Interviews</i></p> <ul style="list-style-type: none"> • Country level – COs, RCs, UNCT 	
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Assumption 4.3: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a **more efficient** UNDS

- Scope:
- Overall results of UNDS reform:
- Cost avoidance of x million
 - Unclear about changes in quality

<p>Finding 15: The UNFPA contribution to system-wide efficiency gains has been large for a medium-sized agency, not only reflecting the size of the efficiency gains made by the organization but also the leadership in moving the efficiency agenda forward.</p>	<p><i>Data review:</i></p> <ul style="list-style-type: none"> • BOS platform 	<ul style="list-style-type: none"> • Main challenge is to get data on quality of support and on benefits of common premises
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Assumption 4.4: UNFPA’s contributions to the UNDS reform have supported (are likely to support) a **more accountable** UNDS

- Scope:
- Annual reports at country, regional and global level
 - UNSDCF evaluation

Overall results of UNDS reform:

<ul style="list-style-type: none"> • Positive on annual reporting (DESA PCG survey question 3.1.12) • Positive on CF evaluations (DESA PCG Survey 3.1.4, 3.1.5) 		
<p>Finding 16: UNFPA has supported the annual reporting process at the country level and while it is supporting the development of more effective Cooperation Framework evaluations though engagement at all levels, there are opportunities to take leadership in strengthening a more integrated system at the country level.</p>	<p><i>Document review:</i></p> <ul style="list-style-type: none"> • Annual reports on evaluation 	
	<p><i>Interviews:</i></p> <ul style="list-style-type: none"> • Evaluation office • DCO/RCs • County level staff 	

Finding	Source of data	Notes
EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the <u>strategic positioning</u> of UNFPA, at all levels? Which enabling and hindering factors explain the assessment?		
Assumption 5.1: The UNDS reform has strengthened the strategic positioning of UNFPA globally		
<p>Finding 17: Globally, the reform of the UNDS, which aims to reposition the system to better deliver on the 2030 Agenda, has reaffirmed the relevance of the UNFPA mandate and created a more enabling environment for UNFPA to position itself to deliver.</p>	<p>Documents:</p> <ul style="list-style-type: none"> • EB • CO survey • RO survey <p>Interviews:</p> <ul style="list-style-type: none"> • Country-level • Regional-level 	
Assumption 5.2: The UNDS reform has strengthened the strategic positioning of UNFPA at the country level		
<p>Finding 18: Independent UNRCs and UNSDCFs stand out as promising reform elements for strengthening the strategic positioning of UNFPA to pursue its objectives, as do inter-agency groups at country and regional levels, provided that UNFPA country offices are able to engage pro-actively and respond to opportunities.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level • Regional-level <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • EB • Regional DP • TR DP <p>Data:</p> <ul style="list-style-type: none"> • CO survey • RO survey 	

<p>Finding 19: The reform of the United Nations development system has seen a broad positioning of UNFPA’s transformative results, as was already the case under the previous reform regime. UNFPA has been able to emphasize its role as a strategic partner in the areas of gender (including protection from sexual exploitation and abuse), youth and data.</p>	<p>Data:</p> <ul style="list-style-type: none"> • CO survey • IMS/UN-Info • BOS <p>Documents:</p> <ul style="list-style-type: none"> • Regional DP • UNSDG • EB 	<ul style="list-style-type: none"> • Validation survey
<p>Finding 20: Reform elements seem to be helping UNFPA to achieve greater clarity on mandates and to be reducing competition in areas relevant to UNFPA’s mandate at the country level, but only in combination with informal interactions, and more top-down efforts are called for.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA <p>Data:</p> <ul style="list-style-type: none"> • CO survey 	

<p>EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA’s <u>ability to deliver results</u>? Which enabling and hindering factors explain the assessment?</p>		
<p>Assumption 6.1: The UNDS reforms have strengthened UNFPA’s ability to deliver programme results</p>		
<p>Finding 21: Strategic planning and programming arrangements established at the country level as part of the reform of the United Nations development system have helped UNFPA to leverage other United Nations agencies for delivering on its mandate, however personalities are also an influential factor.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Documents:</p> <ul style="list-style-type: none"> • TR DP <p>Data:</p> <ul style="list-style-type: none"> • CO survey 	<ul style="list-style-type: none"> • Validation survey
<p>Finding 22: Globally, data for Member State commitments to the Funding Compact provide a balanced picture for UNFPA, important</p>	<p>Documents:</p> <ul style="list-style-type: none"> • UNGA • EB 	

<p>downsides being the low share of core resources and the narrow funding base. Global and national financial and political landscapes may have a greater influence on funding patterns than the Funding Compact.</p>	<p>Data:</p> <ul style="list-style-type: none"> • CO survey 	
<p>Finding 23: In the context of continued competition for funding, joint resource mobilization has created opportunities for UNFPA to fund its country programmes. United Nations joint programmes have become more important and benefited more UNFPA country offices and programme countries than prior to the reform.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Documents:</p> <ul style="list-style-type: none"> • UNSDG • UNGA • EB <p>Data:</p> <ul style="list-style-type: none"> • CO survey • IMS/UN-Info 	
<p>Finding 24: Financially, UNFPA has greatly benefited from Member State contributions to inter-agency pooled funds. Six multi-partner trust funds that are central to the reform of the United Nations development system, including the Spotlight Initiative, the Joint SDG Fund and the United Nations COVID-19 Response and Recovery Fund, have benefited many UNFPA country offices, but monetarily speaking, have had only a minor impact on UNFPA’s global funding situation.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Data:</p> <ul style="list-style-type: none"> • MPTF Office Gateway <p>Documents:</p> <ul style="list-style-type: none"> • EB 	
<p>Finding 25: The requirement for UNFPA country programme documents to derive from Cooperation Frameworks has challenged the timely preparation of and seamless transition to new country programmes, especially in</p>	<p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • Executive board • Humanitarian DP <p>Interviews:</p>	<ul style="list-style-type: none"> • Validation survey

<p>humanitarian situations, but, thanks to flexible guidelines, has not unduly delayed submission of country programme documents to the Executive Board.</p>	<ul style="list-style-type: none"> • Country-level • HQ 	
<p>Finding 26: Efforts to revamp the regional approach have not significantly changed UNFPA country office interactions with the regional level for better programme delivery. Engagement of Peer Support Groups in the CCA and UNSDCF processes appears to have been more useful for UNFPA than that of Issue-based Coalitions.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Documents:</p> <ul style="list-style-type: none"> • UNGA • Regional DP • Humanitarian DP <p>Data:</p> <ul style="list-style-type: none"> • CO survey • RO survey 	<ul style="list-style-type: none"> • Validation survey
<p>Finding 27: The reform of the United Nations development system is only starting to produce system-wide evaluative evidence that UNFPA can use for learning purposes and to improve its performance. While the coverage of Cooperation Framework evaluations is expected to be higher than for United Nations Development Assistance Frameworks, their quality and usefulness for UNFPA remains to be seen. The main benefit for UNFPA so far of having UN-Info has been gradually better access to information.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level • HQ <p>Documents</p> <ul style="list-style-type: none"> • UNGA <p>Data:</p> <ul style="list-style-type: none"> • CO survey 	<ul style="list-style-type: none"> • Validation survey
<p>EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's <u>organizational structure</u> and <u>institutional efficiency</u>? Which enabling and hindering factors explain the assessment?</p>		
<p>Assumption 7.1: The UNDS reform has strengthened UNFPA's organizational structure</p>		
<p>Finding 28: The UNSDCF and United Nations country team configuration exercise have not</p>	<p>Interviews:</p>	<ul style="list-style-type: none"> • Pacific SRO • Validation survey

<p>been systematically used as entry points to review and better tailor UNFPA’s country presence or staffing situation. Only initial steps have been taken towards strengthening UNFPA’s footprint in the Caribbean and the Pacific.</p>	<ul style="list-style-type: none"> • Country-level • HQ • RO/SRO <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • UNSDG • UNGA <p>Data:</p> <ul style="list-style-type: none"> • CO survey 	
<p>Finding 29: The delinking of the Resident Coordinator function at the beginning of 2019 provided UNFPA with an opportunity to upgrade the leadership of its country offices headed by national staff.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • HQ <p>Documents:</p> <ul style="list-style-type: none"> • EB • UNFPA 	<ul style="list-style-type: none"> • Validation survey
<p>Finding 30: The efficiency agenda, and particularly the establishment of local shared service centres, is likely to have implications for the careers of UNFPA staff, for which UNFPA is not prepared.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level • HQ 	<ul style="list-style-type: none"> • Division for Human Resources
<p>Assumption 7.2: The UNDS reform has strengthened UNFPA’s institutional efficiency</p>		
<p>Finding 31: Despite new regional DCOs and full-time Resident Coordinators and capacitated Resident Coordinator Offices, which cost UNFPA more than prior to the reform of the United Nations development system, engagement in the reform is associated with high coordination costs for UNFPA.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country level • Regional level <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • EB • Regional DP <p>Data:</p>	<ul style="list-style-type: none"> • Division for Human Resources/validation survey

	<ul style="list-style-type: none"> • CO survey • RO survey • SPTF web portal 	
<p>Finding 32: UNFPA experiences with implementing United Nations country team business operations strategies and the very few local shared service centres are mixed and, for lack of information, the quality of common services rendered to UNFPA is hard to assess. The general appreciation for the principle of mutual recognition stands out.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • Country-level <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • UNGA • EB • UNSDG • Humanitarian DP <p>Data:</p> <ul style="list-style-type: none"> • CO survey • RO survey 	<ul style="list-style-type: none"> • Validation survey • Division of Management Services
<p>Finding 33: The global coverage of United Nations country team business operations strategies has considerably relieved UNFPA's budget for management services. The extent to which avoided costs have increased country programme allocations is unclear.</p>	<p>Interviews:</p> <ul style="list-style-type: none"> • HQ <p>Documents:</p> <ul style="list-style-type: none"> • UNFPA • UNGA • EB <p>Data:</p> <ul style="list-style-type: none"> • CO survey • UN-Info BOS online data 	<ul style="list-style-type: none"> • Sasha/validation survey • Division of Management Services

Annex VII. Interview Protocols

The following is a list of protocols developed for the evaluation in five groups. The annex contains the corresponding generic protocols developed for each group from which specific protocols were developed.

A. UNFPA Global

- UNFPA HQ divisions, branches, offices
- All 8 UNFPA representation offices

B. External Stakeholders

- UNDS entities at HQ level (UNDP; WHO; UNICEF; UN-Women; DCO; EOSG; chairs/co-chairs UNSDG coordination mechanisms)
- United Nations member states NY missions (donor and programme country representatives)

C. Regional Offices

- All 6 ROs internal (Regional Directors; Deputy Regional Directors; International Operations Managers, Regional Programme Coordinators)
- All 6 ROs external (DCO; RECs; UNDP)
- APRO and WCARO internal (RO M&E Advisors; RO Thematic Advisors)
- APRO and WCARO internal (SRO Pacific)
- APRO and WCARO external (UNDP; WHO; UNICEF; UN-Women; IBC chairs/co-chairs; other regional entities TBD)
- UNFPA COs internal (Representatives/Heads of Office; Deputy Reps/Deputy Heads of Office)

D. Country Offices

- UNFPA COs internal (SRH, ASRH, GEWE and PD team leaders)
- UNFPA COs internal (Operations Manager)
- UNFPA COs internal (M&E staff)
- UNFPA COs internal (humanitarian focal points)
- UNFPA COs external (RCs; Heads of RCOs/RCO staff; UNDP; WHO; UN-Women; UNICEF; chairs/co-chairs of UNSDCF results groups, OMTs and other UNCT IAGs)
- UNFPA COs external (PCG counterparts involved in UNDS reform processes; UNFPA donors)

E. Caribbean SRO

- UNFPA SRO Caribbean internal (Sub-regional Director; Deputy Director; Operations Manager)
- UNFPA SRO Caribbean internal (SRO Programme Advisers and Specialists)
- UNFPA SRO Caribbean internal (other SRO staff TBD)
- UNFPA SRO Caribbean internal (Liaison Officers in the UNFPA Liaison Offices Barbados, Belize, Guyana, Suriname, and Trinidad & Tobago)
- UNFPA SRO Caribbean external (UNDP, UNICEF, UN-Women and WHO representatives on the MSDF Regional Steering Committee for the Caribbean; chairs/co-chairs of MSDF results groups)
- UNFPA SRO Caribbean external (RC Barbados MCO; RC Jamaica MCO; RC El Salvador MCO; RC Trinidad & Tobago MCO; RC Guyana)
- UNFPA SRO Caribbean external (Head of RCO Barbados MCO; Head of RCO Jamaica MCO; Head of RCO El Salvador MCO; Head of RCO Trinidad & Tobago MCO; Head of RCO Guyana)
- UNFPA SRO Caribbean external (selected PCG counterparts involved in UNDS reform processes)

A. UNFPA Global Generic

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform?		
	Do you feel that you have sufficient knowledge and understanding of the UNDS reforms <u>and of</u> UNFPA's engagement objectives/positioning? Where has your information come from?	A.1.2
	Could you please explain to us how the current and the next UNFPA strategic plans reflect UNFPA's commitment to being part of a repositioned UNDS? Anything particular to say on the annexes/on the MTR? Why are they a good reflection? How could they be a better reflection?	A.1.1
	Taking examples of UNFPA corporate policies and strategies relevant to your work, how (well) do these reflect UNFPA's commitment? Why are they a good reflection? How could they be a better reflection?	A.1.2
EQ2: To what extent did UNFPA contribute to the <i>design</i> of the UNDS reform?		
	Do you have any information to share on UNFPA's contributions to the UNSG's repositioning reports (2017) and the UNGA repositioning resolution (2018)? Level (compared to other UN agencies) and quality of contributions? Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the design of the UNDS reforms, and how UNFPA reacted to them?	A.2.1
EQ2: To what extent has UNFPA contributed to the <i>development</i> of elements of the UNDS reform?		
EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform?		
	With regard to <i>developing</i> [selected reform element(s)], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). Has UNFPA contributed to further developing/adapting reform elements in order to ensure lasting benefits (sustainability)? What could UNFPA do (have done) better?	A.2.2-A.2.7
	With regard to <i>operationalizing</i> [selected reform element(s)], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). What could UNFPA do (have done) better?	A.3.1-A.3.3
	Have you/has UNFPA faced any particular opportunities or challenges in contributing to the <i>development/operationalization</i> of the UNDS reforms, and how did you/UNFPA react to them? Have changing contexts affected UNFPA's engagement in operationalizing the reforms at country level (sustainability)?	A.2.2-A.2.7 A.3.1-A.3.3
	Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Please explain.	A.2.2-A.2.7 A.3.1-A.3.3
EQ4: To what extent have UNFPA's contributions supported (<i>are they likely to support</i>) a more coherent, effective, efficient and accountable UNDS at the country level?		
	Overall, in your professional opinion, are the reforms already making a difference in terms of the UNDS becoming more coherent, effective, efficient and accountable in support of national needs and priorities? Could you please give examples? Through its contributions to developing and operationalizing different reform workstreams, how much would you say has UNFPA contributed (<i>and is contributing</i>) to making the	A.4.1-A.4.4

	UNDS more coherent, effective, efficient and accountable? Are there areas where its support stands out?	
<p>EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA?</p> <p>EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results?</p> <p>EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency?</p>		
	In your experience, how has the UNDS reform strengthened/weakened the strategic positioning of UNFPA, globally and at the country levels? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.5.1-A.5.2
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's ability to deliver results on the ground? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.6.1
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's organizational structure and institutional efficiency? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.7.1-A.7.2

B. External stakeholders

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform?		
	Do you have any views on how (well) UNFPA official statements reflect UNFPA's commitment to being part of a repositioned UNDS? Why are they a good reflection? How could they be a better reflection?	A.1.2
EQ2: To what extent did UNFPA contribute to the <i>design</i> of the UNDS reform?		
	Do you have any information to share on UNFPA's contributions to the UNSG's repositioning reports (2017) and the UNGA repositioning resolution (2018)? Level (compared to other UN agencies) and quality of contributions? Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the design of the UNDS reforms, and how UNFPA reacted to them?	A.2.1
EQ2: To what extent has UNFPA contributed to the <i>development</i> of elements of the UNDS reform? EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform?		
	With regard to <i>developing</i> [selected reform element(s)], could you please talk about UNFPA key contributions and their quality? Has UNFPA contributed to further developing/adapting reform elements in order to ensure lasting benefits (sustainability)? What could UNFPA do (have done) better?	A.2.2-A.2.7
	With regard to <i>operationalizing</i> [selected reform element(s)], could you please talk to us about UNFPA key contributions and their quality? What could UNFPA do (have done) better?	A.3.1-A.3.3
	Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the <i>development/operationalization</i> of the UNDS reforms, and how UNFPA reacted to them?	A.2.2-A.2.7 A.3.1-A.3.3

	Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Please explain.	A.2.2-A.2.7 A.3.1-A.3.3
EQ4: To what extent have UNFPA's contributions supported (<i>are they likely to support</i>) a more coherent, effective, efficient and accountable UNDS at the country level?		
	Overall, in your professional opinion, are the reforms already making a difference in terms of the UNDS becoming more coherent, effective, efficient and accountable in support of national needs and priorities? Could you please give examples? Through its contributions to developing and operationalizing different reform workstreams, how much would you say has UNFPA contributed (<i>and is contributing</i>) to making the UNDS more coherent, effective, efficient and accountable? Are there areas where its support stands out?	A.4.1-A.4.4
EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA?		
EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results?		
EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency?		
	Do you have any views on how the UNDS reforms have affected the strategic positioning of UNFPA, globally and at the country levels? If so, could you please talk to positive and negative effects for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.5.1-A.5.2
	Do you have any views on how the UNDS reform has affected UNFPA's ability to deliver results on the ground? If so, could you please talk to positive and negative effects of the reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.6.1
	Do you have any views on how the UNDS reform has affected UNFPA's organizational structure and institutional efficiency? If so, could you please talk to positive and negative effects of the reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.7.1-A.7.2

C. Regional Office

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform?		
	Do you feel that you have sufficient knowledge and understanding of the UNDS reforms <u>and of</u> UNFPA's engagement objectives/positioning? Where has your information come from?	A.1.2
	Could you please explain to us how the current and the next UNFPA strategic plans reflect UNFPA's commitment to being part of a repositioned UNDS? Anything particular to say on the annexes/on the MTR? Why are they a good reflection? How could they be a better reflection?	A.1.1
	Taking examples of UNFPA corporate policies and strategies relevant to your work, how (well) do these reflect UNFPA's commitment? Why are they a good reflection? How could they be a better reflection?	A.1.2
EQ2: To what extent did UNFPA contribute to the <i>design</i> of the UNDS reform?		
	Do you have any information to share on UNFPA's contributions to the UNSG's repositioning reports (2017) and the UNGA repositioning resolution (2018)? Level (compared to other UN agencies) and quality of contributions? Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the design of the UNDS reforms, and how UNFPA reacted to them?	A.2.1
EQ2: To what extent has UNFPA contributed to the <i>development</i> of elements of the UNDS reform? EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform?		
	With regard to <i>developing</i> [<i>selected reform element(s)</i>], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). Has UNFPA contributed to further developing/adapting reform elements in order to ensure lasting benefits (sustainability)? What could UNFPA do (have done) better?	A.2.2-A.2.7
	With regard to <i>operationalizing</i> [<i>selected reform element(s)</i>], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). What could UNFPA do (have done) better?	A.3.1-A.3.3
	Have you/has UNFPA faced any particular opportunities or challenges in contributing to the <i>development/operationalization</i> of the UNDS reforms, and how did you/UNFPA react to them? Have changing contexts affected UNFPA's engagement in operationalizing the reforms at country level (sustainability)?	A.2.2-A.2.7 A.3.1-A.3.3
	Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Please explain.	A.2.2-A.2.7 A.3.1-A.3.3
EQ4: To what extent have UNFPA's contributions supported (<i>are they likely to support</i>) a more coherent, effective, efficient and accountable UNDS at the country level?		
	Overall, in your professional opinion, are the reforms already making a difference in terms of the UNDS becoming more coherent, effective, efficient and accountable in support of national needs and priorities? Could you please give examples? Through its contributions to developing and operationalizing different reform workstreams, how much would you say has UNFPA contributed (<i>and is contributing</i>) to making the	A.4.1-A.4.4

	UNDS more coherent, effective, efficient and accountable? Are there areas where its support stands out?	
EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA? EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results? EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency?		
	In your experience, how has the UNDS reform strengthened/weakened the strategic positioning of UNFPA, globally and at the country levels? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.5.1-A.5.2
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's ability to deliver results on the ground? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.6.1
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's organizational structure and institutional efficiency? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.7.1-A.7.2

D. UNFPA COs

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform?		
	Do you feel that you have sufficient knowledge and understanding of the UNDS reforms <u>and of</u> UNFPA's engagement objectives/positioning? Where has your information come from?	A.1.2
	Could you please explain to us how the current and the next UNFPA strategic plans reflect UNFPA's commitment to being part of a repositioned UNDS? Anything particular to say on the annexes/on the MTR? Why are they a good reflection? How could they be a better reflection?	A.1.1
	Taking examples of UNFPA corporate policies and strategies relevant to your work, how (well) do these reflect UNFPA's commitment? Why are they a good reflection? How could they be a better reflection?	A.1.2
EQ2: To what extent did UNFPA contribute to the <i>design</i> of the UNDS reform?		
	Do you have any information to share on UNFPA's contributions to the UNSG's repositioning reports (2017) and the UNGA repositioning resolution (2018)? Level (compared to other UN agencies) and quality of contributions? Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the design of the UNDS reforms, and how UNFPA reacted to them?	A.2.1
EQ2: To what extent has UNFPA contributed to the <i>development</i> of elements of the UNDS reform? EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform?		
	With regard to <i>developing</i> [selected reform element(s)], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please	A.2.2-A.2.7

	discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). Has UNFPA contributed to further developing/adapting reform elements in order to ensure lasting benefits (sustainability)? What could UNFPA do (have done) better?	
	With regard to <i>operationalizing</i> [<i>selected reform element(s)</i>], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). What could UNFPA do (have done) better?	A.3.1-A.3.3
	Have you/has UNFPA faced any particular opportunities or challenges in contributing to the <i>development/operationalization</i> of the UNDS reforms, and how did you/UNFPA react to them? Have changing contexts affected UNFPA's engagement in operationalizing the reforms at country level (sustainability)?	A.2.2-A.2.7 A.3.1-A.3.3
	Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Please explain.	A.2.2-A.2.7 A.3.1-A.3.3
EQ4: To what extent have UNFPA's contributions supported (<i>are they likely to support</i>) a more coherent, effective, efficient and accountable UNDS at the country level?		
	Overall, in your professional opinion, are the reforms already making a difference in terms of the UNDS becoming more coherent, effective, efficient and accountable in support of national needs and priorities? Could you please give examples? Through its contributions to developing and operationalizing different reform workstreams, how much would you say has UNFPA contributed (<i>and is contributing</i>) to making the UNDS more coherent, effective, efficient and accountable? Are there areas where its support stands out?	A.4.1-A.4.4
EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA?		
EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results?		
EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency?		
	In your experience, how has the UNDS reform strengthened/weakened the strategic positioning of UNFPA, globally and at the country levels? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.5.1-A.5.2
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's ability to deliver results on the ground? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.6.1
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's organizational structure and institutional efficiency? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.7.1-A.7.2

E. UNFPA SRO Caribbean

EQ1: To what extent is the UNFPA strategic direction aligned to the objectives of the UNDS reform?		
	Do you feel that you have sufficient knowledge and understanding of the UNDS reforms <u>and of</u> UNFPA's engagement objectives/positioning? Where has your information come from?	A.1.2
	Could you please explain to us how the current and the next UNFPA strategic plans reflect UNFPA's commitment to being part of a repositioned UNDS? Anything particular to say on the annexes/on the MTR? Why are they a good reflection? How could they be a better reflection?	A.1.1
	Taking examples of UNFPA corporate policies and strategies relevant to your work, how (well) do these reflect UNFPA's commitment? Why are they a good reflection? How could they be a better reflection?	A.1.2
EQ2: To what extent did UNFPA contribute to the <i>design</i> of the UNDS reform?		
	Do you have any information to share on UNFPA's contributions to the UNSG's repositioning reports (2017) and the UNGA repositioning resolution (2018)? Level (compared to other UN agencies) and quality of contributions? Are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Are you aware of any particular opportunities or challenges that UNFPA faced in contributing to the design of the UNDS reforms, and how UNFPA reacted to them?	A.2.1
EQ2: To what extent has UNFPA contributed to the <i>development</i> of elements of the UNDS reform?		
EQ3: To what extent has UNFPA contributed to the <i>operationalization</i> of the UNDS reform?		
	With regard to <i>developing</i> [selected reform element(s)], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). Has UNFPA contributed to further developing/adapting reform elements in order to ensure lasting benefits (sustainability)? What could UNFPA do (have done) better?	A.2.2-A.2.7
	With regard to <i>operationalizing</i> [selected reform element(s)], please elaborate on key UNFPA contributions. Could you talk to the quality of UNFPA's contributions? Please discuss how your and other business units from among the various levels of the organization have reinforced each other (or not). What could UNFPA do (have done) better?	A.3.1-A.3.3
	Have you/has UNFPA faced any particular opportunities or challenges in contributing to the <i>development/operationalization</i> of the UNDS reforms, and how did you/UNFPA react to them? Have changing contexts affected UNFPA's engagement in operationalizing the reforms at country level (sustainability)?	A.2.2-A.2.7 A.3.1-A.3.3
	During the development phase/the implementation phase, are you aware of particular efforts on the part of UNFPA to promote cross-cutting issues through the UNDS reforms: human rights, GEWE and LNOB (especially PWD and people living in fragile and humanitarian settings)? Please explain.	A.2.2-A.2.7 A.3.1-A.3.3
EQ4: To what extent have UNFPA's contributions supported (<i>are they likely to support</i>) a more coherent, effective, efficient and accountable UNDS at the country level?		
	Overall, in your professional opinion, are the reforms already making a difference in terms of the UNDS becoming more coherent, effective, efficient and accountable in support of national needs and priorities? Could you please give examples? Through its contributions to developing and operationalizing different reform workstreams,	A.4.1-A.4.4

	how much would you say has UNFPA contributed (<i>and is contributing</i>) to making the UNDS more coherent, effective, efficient and accountable? Are there areas where its support stands out?	
<p>EQ5: To what extent has the ongoing operationalization of the UNDS reforms affected the strategic positioning of UNFPA?</p> <p>EQ6: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's ability to deliver results?</p> <p>EQ7: To what extent has the ongoing operationalization of the UNDS reforms affected UNFPA's organizational structure and institutional efficiency?</p>		
	In your experience, how has the UNDS reform strengthened/weakened the strategic positioning of UNFPA, globally and at the country levels? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.5.1-A.5.2
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's ability to deliver results on the ground? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.6.1
	In your experience, how has the UNDS reform strengthened/weakened UNFPA's organizational structure and institutional efficiency? Could you please talk to positive and negative effects of the UNDS reform for UNFPA? How could the negative effects have been avoided? Could you please talk to potential risks looking forward?	A.7.1-A.7.2

Annex VIII. Stakeholder Map

GLOBAL LEVEL			
Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
Executive leadership <ul style="list-style-type: none"> Executive Director Deputy Executive Director Management Deputy Executive Director Programme 	UNFPA ⁶⁷		<p>The UNFPA ED and DED Management have the highest level of responsibility for guiding the engagement of the organization in the UNDS reform and accounting to the UNFPA executive board and other United Nations member states.</p> <p>The DED Management currently chairs the UNFPA internal IDWG on Un Reform and co-chairs the UNSDG Business Innovations Group (BIG).</p> <p>The DED Programme is currently a member of the IDWG and is a member of the High Level Committee on Programmes (HLCP).</p>
Office of the Executive Director <ul style="list-style-type: none"> Chief, Office of the Executive Director Change Management Secretariat (CMS) 	UNFPA	<p>The Office of the Executive Director supports the UNFPA Executive Director and Deputy Executive Directors in exerting their responsibilities.</p> <p>The Change Management Secretariat acts as a governance mechanism, working under the DED Management to ensure substantive and operational coherence of various change</p>	<p>The Change Management Secretariat recently included a new member to its team with inter-agency and UN Reform responsibilities.</p>

⁶⁷ Basic UNFPA HQ structure from UNFPA integrated budget, 2022-2025 (DP/FPA/2021/9), Annex 1.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
		management initiatives and processes within UNFPA, coordinating and supporting change management processes.	
<p>Policy and Strategy Division (PSD)</p> <ul style="list-style-type: none"> • Director, Policy and Strategy Division • Intergovernmental, Inter-agency & Policy Dialogue Branch (IIPDB) • Policy and Strategic Information and Planning Branch (PSIPB) • Operational Support & Quality Assurance Branch (OSQAB) 	UNFPA	<p>The Intergovernmental, Inter-agency & Policy Dialogue Branch is responsible for facilitating the development of UNFPA’s strategic positioning in the UN reform and inter-agency matters, and ensuring the strategic positioning of UNFPA in intergovernmental fora.</p> <p>The Policy, Strategic Information and Planning Branch is responsible for managing the UNFPA policy and procedures manual, development of key programme policies and partner management.</p> <p>The Operational Support & Quality Assurance Branch supports strategic exchanges between UNFPA Headquarters and the regions in the areas of programmes, political, technical, and operational matters.</p>	<p>The Intergovernmental, Inter-agency & Policy Dialogue Branch is responsible for facilitating the development of UNFPA’s strategic positioning in the UN reform and inter-agency matters, and ensuring the strategic positioning of UNFPA in intergovernmental fora.</p> <p>The Operational Support & Quality Assurance Branch reviewed and updated procedures for CPD approval, in line with the new UNSDCF guidance. It manages and updates the internal toolkit for country office engagement in UNSDCF development and undertook a review of TR positioning in CCAs and UNSDCFs.</p>
<p>Technical Division</p> <ul style="list-style-type: none"> • Population and Development Branch • Gender, Human Rights and Culture Branch • Commodity Security Branch • Sexual and Reproductive Health Branch 	UNFPA	The Technical Division is UNFPA’s unit responsible for providing thought leadership and developing tools in support of the implementation of the UNFPA mandate; as such, it identifies critical areas to advance the implementation of the ICPD Programme of Action and generates knowledge that is useful to support regional and country offices in their programmatic work and policy dialogue.	The Technical Division contributed to developing the new UNSDCF guidance.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
<p>Division for Management Services (DMS)</p> <ul style="list-style-type: none"> • Director, Division for Management Services • Facilities and Administrative Services Branch (FASB) • Resource Planning & Budgeting Branch 	UNFPA	<p>The Division for Management Services has the responsibility of leading, managing and coordinating the financial and administrative functions of the organization.</p> <p>The Facilities and Administrative Services Branch provides and oversees a broad range of support services relating to facilities and asset management, travel, mail & pouch and administrative/general services for both UNFPA Headquarters and country offices.</p> <p>The Resource Planning and Budgeting Branch is responsible for preparing, coordinating and managing the organization’s integrated budget. The branch plays a key role in the distribution and management of financial resources and the monitoring of expenditures.</p>	<p>The Facilities and Administrative Services Branch hosts the UNFPA focal point for the UNDS repositioning efficiency agenda.</p> <p>The Resource Planning and Budgeting Branch provided inputs into the calculation of potential efficiency gains suggested by the SG to United Nations member states.</p>
<p>Humanitarian Response Division</p>	UNFPA	<p>The Humanitarian Response Division was created in 2018 as a means to strengthen UNFPA capacity to expand its reach and support to humanitarian contexts.</p>	
<p>Division for Communications and Strategic Partnerships (DCS)</p> <ul style="list-style-type: none"> • Resource Mobilisation Branch • Media & Communications Branch • Strategic Partnerships Branch 	UNFPA	<p>The Resource Mobilization Branch is responsible for overseeing and guiding UNFPA’s efforts to build the partnerships needed to ensure funding and financing needed to implement UNFPA’s mandate.</p> <p>The key focus of the Media & Communications Branch is to position UNFPA as a bold, vocal and visible thought and action leader in both development and</p>	

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
		<p>humanitarian settings, to secure global and national political and financial support for its issues and to build the UNFPA brand.</p> <p>The Strategic Partnerships Branch leads the organization-wide effort to build strategic partnerships with private strategic partners, to position UNFPA as a leader on the agenda of the organization.</p>	
Evaluation Office	UNFPA	<p>The independent Evaluation Office is the custodian of the evaluation function at UNFPA. It reports functionally to the Executive Board and administratively to the Executive Director. The office is independent from the operational, management and decision-making functions in the organization, and is impartial, objective and free from undue influence.</p>	<p>The Evaluation Office leads the engagement of UNFPA in efforts to establish system-wide independent evaluation measures.</p>
Division for Human Resources	UNFPA	<p>The Division for Human Resources promotes across UNFPA an appreciation of the critical importance of human resource management as central to the overall success of the organisation in delivering on its mandate. It leads the development, delivery, maintenance and revision of UNFPA's HR policies ensuring that they effectively support the achievement of organizational priorities, are clear, contemporary, harmonized with the HR policy initiatives within the UN Common System as</p>	<p>The Division for Human Resources has contributed to the implementation of a number of reform elements, particularly related to the MAF on UNFPA Representative job descriptions, standard outputs in representatives' PADs, etc.. In addition, they supported the delinking of representative functions from UNDP representatives and the creation of Heads of Office posts. They accompany any country office alignment plans, as relevant.</p>

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
		appropriate, consistent with UNFPA's values and demonstrate care for employees.	
Information Technology Solutions Office (ITSO)	UNFPA	The Information Technology Solutions Office provides strategic leadership and overall direction to all information technology and communication initiatives, activities and operations in support of UNFPA globally. It is in charge of implementing a new Enterprise Resources Planning (ERP) system that will fully support the needs of the Fund and enable the effective management of human, financial and physical resources through a cloud based digital platform.	
Procurement Services	UNFPA	Through UNFPA Procurement Services , located in Denmark, governments and NGOs can access UNFPA's knowledge and purchasing capacity so that they can make the best use of their own financial resources and donor funds to procure reproductive health supplies.	
Representation Offices ⁶⁸ <ul style="list-style-type: none"> • Addis Ababa • Brussels • Copenhagen • Geneva • London • Seoul 	UNFPA	The Addis Ababa Liaison Office (ELO) represents UNFPA to the African Union (AU) and the United Nations Economic Commission for Africa (ECA). The Brussels Office is part of the Division for Communication and Strategic Partnerships and provides liaison with the EU institutions	The Representation Offices' involvement is mostly ad-hoc, driven by the interest of the institutions they are affiliated with.

⁶⁸ Source: <https://www.unfpa.org/worldwide>.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
<ul style="list-style-type: none"> • Tokyo • Washington, D.C. 		<p>and several EU countries. It represents UNFPA in this setting, engages with partners and mobilizes political and financial support for UNFPA’s mandate and work. At the same time, the office is a knowledge-hub within UNFPA on resource mobilization from the EU.</p> <p>In Denmark, the UNFPA Nordic Office liaises with partners including governments, members of parliaments, civil society organizations, academia and media in the Nordic countries.</p> <p>The Geneva Office has overall responsibilities for managing UNFPA relations with other Geneva-based UN agencies, permanent missions and international organizations.</p> <p>The UK Liaison Office, within the Division of Communications and Strategic Partnerships (DCS), serves to liaise with key external partners including governments, parliamentarians, NGOs, civil society, media and citizens in countries covered by the office.</p> <p>The Seoul Liaison Office, opened in February 2019, serves to facilitate even closer cooperation with South Korea on global population and development matters, including sexual and reproductive health and</p>	

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
		<p>rights, population ageing and humanitarian response.</p> <p>The mission of the UNFPA Tokyo Office is to act as a link between Japan and the rest of the world in raising awareness and facilitating efforts in regards to UNFPA issues.</p> <p>The Washington Office helps UNFPA to identify and respond to strategic political opportunities in a dynamic geopolitical environment. It responds to the needs of the organization by enabling new opportunities, forging and strengthening geopolitical alliances, and extending broad ranging strategic and analytical support.</p>	
United Nations member state NY missions and representatives in country capitals	Government		United Nations member states shape the direction of the UNDS repositioning and oversee progress made.
United Nations Secretariat ⁶⁹ <ul style="list-style-type: none"> • Executive Office of the Secretary-General • Development Coordination Office (DCO) 	United Nations		<p>The Deputy Secretary General provides the overall leadership for repositioning the UNDS.</p> <p>The Secretary General’s Special Advisor on Reforms has led the regional repositioning.</p> <p>The Development Coordination Office serves as the secretariat for the UNSDG at the regional and global levels. It coordinates and manages the Resident</p>

⁶⁹ Source: <https://www.un.org/sg/en/global-leadership/home#secretariat>.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
			Coordinator system and provides managerial and oversight functions for resident coordinators.
UNDP	United Nations		UNDP is a close partner organization, but also competitor for funding, from within the UNDS and a common chapter partner.
UNICEF	United Nations		UNICEF is a close partner organization, but also competitor for funding, from within the UNDS and a common chapter partner.
UN-Women	United Nations		UN-Women is a close partner organization, but also competitor for funding, from within the UNDS and a common chapter partner.
WHO	United Nations		WHO is a close partner organization, but also competitor for funding, from within the UNDS.
UNSDG chairs <ul style="list-style-type: none"> • Business Innovations Group (BIG): <i>(current co-chairs: UNFPA & ?)</i>⁷⁰ • Task Team on Common Premises and Facility Services • UNSDCF Task Force⁷¹ • MCO Review Team • Task Team on Gender Equality <i>(current co-chairs: UNFPA & ?)</i> 	United Nations		UNSDG co-chairs are responsible for advancing the design and implementation of the UNDS reform, and are interested in high-level and active contributions from UNFPA and other United Nations agencies.

⁷⁰ Co-chairs in 2019: UNHCR and WFP (December 2019).

⁷¹ UNFPA co-chair together with UNESCO in 2019.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
<ul style="list-style-type: none"> • Strategic Financing Results Group (SFRG)⁷² • UNSDG Task Force on RC Talent Management • Internal Review Team (IRT) for the regional review, convened by the Secretary-General's Special Adviser on Reforms 			
Secretariat of CEB/High-level Committee on Programmes (HLCP)/High-level Committee on Management (HLCM)	United Nations		<p>The UN System Chief Executives Board for Coordination (CEB) is the longest-standing and highest-level coordination forum of the United Nations system. The 31-member body is chaired by the UN Secretary-General, and meets twice a year. The CEB and its High-level Committees promote coherence and cooperation on a range of programmatic, policy and management issues faced by UN system organizations.</p> <p>The CEB Secretariat, co-located in Geneva and New York, supports CEB and its High-Level Committee on Programmes and High-Level Committee on Management.</p>
Other <ul style="list-style-type: none"> • Multi-Partner Trust Fund Office • Cepei • Global NGO partners 	United Nations, private sector		<p>The Multi-Partner Trust Fund Office is a UN centre of expertise on pooled financing mechanisms. It supports development effectiveness and UN coordination through the efficient,</p>

⁷² UNFPA co-chair with UNCTAD in 2019. on the repositioning of the United Nations development system. Also see ED message to all staff on UNDS reform resolution, 8.6.2018.

Global stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
			<p>accountable and transparent design and administration of innovative pooled financing mechanisms. Inter alia, it manages the Joint SDG Fund.</p> <p>Cepi (think tank based in Colombia) coordination the regional review.</p>

REGIONAL LEVEL

Regional Stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
<p>Regional offices⁷³</p> <ul style="list-style-type: none"> • ESARO, including MIC Technical Hub based in Johannesburg • WCARO • APRO • ASRO • EECARO • LACRO 	UNFPA	<p>Regional offices provide strategic support and technical expertise to UNFPA country offices. They deliver policy advice, guidance, training and support to partners and staff in the field. They implement regional programmes.</p>	<p>Regional offices are tasked with implementing elements of the regional reform. They provide indirect support to country offices through the RCPs, IBCs and the PSGs. Direct support is provided during the development of the CPDs, through UNDS reform discussion at regional meetings of the representatives, and through being the link between country offices and headquarters.</p>
<p>Sub-regional offices⁷⁴</p> <ul style="list-style-type: none"> • Kingston • Suva 	UNFPA	<p>Sub-regional offices cover multiple countries and are members of six UNCTs in the Caribbean and three in the Pacific. Both work based on multi-country programmes in countries they cover (22 in the Caribbean and 14 in the Pacific).</p>	<p>Sub-regional offices, like country offices are tasked with implementing reform elements and participate in country-level reform processes. The MCO Review gave special attention to the particular circumstance of the regions covered by</p>

⁷³ Source: <https://www.unfpa.org/worldwide>.

⁷⁴ Source: <https://www.unfpa.org/worldwide>.

Regional Stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
			UNFPA's two SROs and the Organization made specific commitments to that end.
Regional DCO offices ⁷⁵ <ul style="list-style-type: none"> • Panama • Addis Ababa • Amman • Istanbul • Bangkok 	United Nations		Regional DCO offices provide secretariat services to RCPs. They also chair and provide secretariat services to regional peer support groups (PSGs) for UNSDCF/UNDAF development and review.
Regional commissions ⁷⁶ <ul style="list-style-type: none"> • Economic Commission for Europe • Economic Commission for Latin America and the Caribbean • Economic and Social Commission for Asia and the Pacific • Economic and Social Commission for Western Asia 	United Nations		The regional commissions are vice-chairs of RCPs along with UNDP. They co-lead inter-agency teams to implement the five broad transformative areas to reposition the regional level.
(Co-) chairs of relevant issue-based coalitions (IBCs)	United Nations		
UNDP	United Nations		UNDP is a close partner organization, but also competitor for funding, from within the UNDS. UNDP is also vice-chair of RCPs along with the relevant regional commission.
WHO	United Nations		WHO is a close partner organization and competitor for funding, from within the United Nations development system.

⁷⁵ Source: <https://unsdg.un.org/about/development-coordination-office>. DCO provides the secretariat for RCPs.

⁷⁶ Source: <https://www.un.org/sg/en/global-leadership/home#secretariat>.

Regional Stakeholders	Category	General responsibilities within UNFPA	Role and interest in the UNDS reform
UN-Women	United Nations		UN-Women is a close partner organization, but also competitor for funding, from within the UNDS.
UNICEF	United Nations		UNICEF is a close partner organization, but also competitor for funding, from within the UNDS.
Continental and regional entities (e.g., AU, SADC and EEC)	Government		Continental and regional entities may show close interest in UNDS reforms, especially for the region.
Regional-level donors to UNFPA	Government, United Nations, civil society		Regional-level donors have an interest in successful UNDS reforms.
Regional-level non-governmental organizations	Civil society		Regional-level NGOs have an interest in successful UNDS reforms.

COUNTRY-LEVEL

Country-level Stakeholders	Category	General responsibilities within UNFPA	Role and interest in UNDS reform
UNFPA country offices ⁷⁷	UNFPA	...	UNFPA country offices are tasked with implementing the UNDS reform elements at country level. At times - e.g., in pilot countries - they also contribute to design.
Resident Coordinators/RCOs	United Nations		

⁷⁷ 121 UNFPA country offices. A United Nations country team exists in 131 countries, covering all of the 162 countries where there are United Nations programmes. Source: <https://unsdg.un.org/about/how-we-work>.

Chairs of UNSDCF results groups, operations management teams and other relevant UNCT inter-agency groups	United Nations		
Programme country governments	Government		Programme country governments have an interest in successful UNDS reforms.
In-country donors to UNFPA country programmes	Government, United Nations, civil society		In-country donors have an interest in successful UNDS reforms.
UNDP	United Nations		UNDP is a close partner organization, but also competitor for funding, from within the UNDS.
WHO	United Nations		WHO is a close partner organization and competitor for funding, from within the United Nations development system.
UN-Women	United Nations		UN-Women is a close partner organization, but also competitor for funding, from within the UNDS.
UNICEF	United Nations		UNICEF is a close partner organization, but also competitor for funding, from within the UNDS.

Annex IX. Data and Analysis

- A. Analysis of UNFPA CO Survey
- B. Analysis of UNFPA RO Survey
- C. UNDS Reform Team Groups
- D. CPD Extensions

A. UNFPA Country Office Survey 2021 Analysis Tables

The raw response data of the UNFPA CO and RO UNDS Reform Survey conducted in April 2021 was shared with the evaluation team and analyzed. In the case of the CO survey, five responses were not included in the analysis for the following reasons: (i) there were two responses where the CO responding could not be identified⁷⁸; (ii) one CO answered twice and there was a sizeable difference in both responses. As the evaluation team was not able to select a response, both were excluded; and (iii) one CO answered twice, with two identical responses, therefore one was removed. In the case of the RO survey, one RO answered twice, with a sizeable difference in responses. Both were included in the analysis to ensure all ROs were included in the analysis. For both surveys the evaluation team identified which survey questions were relevant to which evaluation questions and included in the analysis as relevant. For the CO survey the analysis was enhanced by adding analysis by the following categories: UNFPA region, quadrants, tiers, WB income classification, countries included in the UNFPA Humanitarian Action Overview, and UNSDCF start date. Percentages were rounded up for ease of reading, therefore in some instances the total does not add up to 100%.

Information on Respondents

UNFPA Regions

UNFPA Region	Respondents	Total Offices	% of total Offices
Arab States	7	15	47%
Asia and the Pacific	16	23	70%
East and Southern Africa	19	22	86%
Eastern Europe and Central Asia	16	17	94%
Latin America and the Caribbean	13	21	62%
West and Central Africa	13	23	57%
Total	84	121	69%

Quadrants

Quadrant	Respondents	Total offices	% of total offices
Orange	11	16	69%
Pink	28	41	68%
Red	30	45	67%
Yellow	13	17	76%
n/a	2	2	100%
Grand Total	84	121	69%

⁷⁸ The evaluation team followed up with IIPD to ascertain whether the respondents had been identified at the time. As they were not, they were not included in the analysis.

Tiers

Tier	Respondents	Total offices	% of total offices
I	37	54	69%
II	22	33	66%
III	21	30	70%
MCP	2	2	100%
n/a	2	2	100%
Grand Total	84	121	69%

Humanitarian (UNFPA) Y/N

Humanitarian	Respondents	Total offices	% of total offices
N	46	64	71%
Y	38	57	67%
Grand Total	84	121	69%

World Bank Income Classification

World Bank Income Classification	Respondents	Total offices	% of total offices
HIC	2	4	50%
LIC	17	26	65%
LMIC	35	49	71%
UMIC	25	37	68%
Multiple (HIC LMIC UMIC) ⁷⁹	2	2	100%
not classified ⁸⁰	3	3	100%
Grand Total	84	121	69%

UNSDCF

UNSDCF start year	Respondents	Total Offices	% of total offices
2019	9	11	82%
2020	7	13	54%
2021	21	26	81%
2022 (planned)	20	29	69%
2023 (planned)	24	39	62%
n/a	3	3	100%
Grand Total	84	121	69%

Q3. To what degree are you familiar with the following UNDS Reform work streams:

	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK
Management and Accountability Framework	34 (40%)	42 (50%)	7 (8%)	-	1 (1%)
Common Business Operations	30 (36%)	49 (58%)	5 (6%)	-	-
Funding Compact	10 (12%)	38 (45%)	30 (36%)	5 (6%)	1 (1%)

⁷⁹ Caribbean and Pacific SROs

⁸⁰ Seychelles, Palestine, and the GCC office

UN Sustainable Development Cooperation Framework	65 (77%)	16 (19%)	2 (2%)	1 (1%)	-
Regional Reform	9 (11%)	39 (46%)	28 (33%)	8 (10%)	-
Multi-Country Office Review	4 (5%)	26 (31%)	32 (38%)	22 (26%)	-
System-wide evaluation	8 (10%)	36 (43%)	29 (35%)	11 (13%)	-
System-wide Results Based Management and Reporting	11 (13%)	42 (50%)	26 (31%)	5 (6%)	-

Management and Accountability Framework						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	8 (50%)	8 (50%)	-		-	16
ASRO	2 (29%)	2 (29%)	3 (43%)		-	7
EECARO	6 (38%)	10	-		-	16
ESARO	8 (42%)	(63%)	1 (1%)		-	19
LACRO	6 (46%)	10	2 (15%)		-	13
WCARO	4 (31%)	(53%)	1 (1%)		1 (1%)	13
		5 (38%)				
		7 (54%)				
Orange	8 (73%)	3 (27%)	-		-	11
Pink	10	16	2 (7%)		-	28
Red	(36%)	(57%)	2 (7%)		1 (3%)	30
Yellow	12	15	2 (15%)		-	13
n/a	(40%)	(50%)	1 (50%)		-	2
	4 (31%)	7 (54%)				
	-	1 (50%)				
I	19	16	1 (3%)		1 (3%)	37
II	(51%)	(43%)	3 (14%)		-	22
III	6 (27%)	13	2 (10%)		-	21
MCP	8 (38%)	(59%)	-		-	2
n/a	1 (50%)	11	1 (50%)		-	2
	-	(52%)				
		1 (50%)				
		1 (50%)				
Humanitarian (Y)	19	18	1 (3%)		-	38
Humanitarian (N)	(50%)	(47%)	6 (13%)		1 (2%)	46
	15	24				
	(33%)	(52%)				
HIC	-	2	-		-	2
UMIC	11	(100%)	1 (4%)		-	25
LMIC	(44%)	13	5 (14%)		-	35
LIC	16	(52%)	-		1 (6%)	17
Multiple	(46%)	14	-		-	2
Not classified	6 (35%)	(40%)	1 (33%)		-	3
	1 (50%)	10				
	-	(59%)				

		1 (50%) 2 (66%)				
2019 start	4 (36%)	5 (45%)	1 (9%)		1 (9%)	11
2020 start	4 (50%)	3 (38%)	1 (13%)		-	8
2021 start	6 (30%)	12 (60%)	2 (10%)		-	20
2022 start	9 (47%)	10 (53%)	-		-	19
2023 start	11 (48%)	11 (48%)	1 (4%)		-	23
n/a	-	2 (66%)	2 (66%)		-	3

Common Business Operations						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	6 (38%)	10 (62%)	-			16
ASRO	3 (43%)	3 (38%)	2 (29%)			7
EECARO	4 (25%)	2 (29%)	-			16
ESARO	9 (47%)	12 (60%)	1 (5%)			19
LACRO	4 (31%)	7 (75%)	1 (8%)			13
WCARO	4 (31%)	9 (47%)	1 (8%)			13
		8 (62%)				
		8 (62%)				
Orange	6 (55%)	4 (36%)	1 (9%)			11
Pink	6 (21%)	21 (75%)	1 (4%)			28
Red	13 (43%)	15 (50%)	2 (7%)			30
Yellow	5 (38%)	8 (62%)	-			13
n/a	-	1 (50%)	1 (50%)			2
		1 (50%)				
I	19 (51%)	17 (46%)	1 (3%)			37
II			1 (6%)			22
III	5 (23%)	16 (73%)	2 (10%)			21
MCP	6 (29%)	13 (62%)	-			2
n/a	-	2 (100%)	1 (50%)			2
		1 (50%)				
Humanitarian (Y)	19 (50%)	19 (50%)	-			38
Humanitarian (N)	11 (24%)	30 (65%)	5 (11%)			46
HIC	-	2 (100%)	-			2
UMIC	10 (40%)	15 (60%)	-			25
LMIC	10 (29%)	21 (60%)	4 (11%)			35
LIC	10 (29%)	21 (60%)	-			17
Multiple	9 (53%)	9 (60%)	1 (33%)			2
Not classified	-	8 (47%)				3
	1 (33%)					

		2 (100%) 1 (33%)				
2019 start	4 (36%)	6 (55%)	1 (9%)			11
2020 start	4 (50%)	4 (50%)	-			8
2021 start	5 (25%)	13	2 (10%)			20
2022 start	8 (42%)	(65%)	1 (5%)			19
2023 start	9 (39%)	10	-			23
n/a	-	(53%) 14 (61%) 2 (66%)	1 (33%)			3

Funding Compact						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	3 (19%)	6 (38%)	4 (25%)	2 (13%)	1 (6%)	16
ASRO	1 (14%)	2 (29%)	3 (43%)	1 (14%)	-	7
EECARO	3 (19%)	6 (38%)	7 (44%)	-	-	16
ESARO	0	13 (68%)	5 (26%)	1 (5%)	-	19
LACRO	2 (15%)	4 (31%)	6 (46%)	1 (8%)	-	13
WCARO	1 (8%)	7 (54%)	5 (38%)	-	-	13
Orange	1 (9%)	5 (45%)	5 (45%)	-	-	11
Pink	4 (14%)	9 (32%)	12 (43%)	2 (7%)	1 (4%)	28
Red	3 (10%)	18 (60%)	8 (27%)	1 (3%)	-	30
Yellow	2 (15%)	5 (38%)	4 (31%)	2 (15%)	-	13
n/a	-	1 (50%)	1 (50%)	-	-	2
I	5 (14%)	22 (59%)	9 (24%)	1 (3%)	-	37
II	-	9 (41%)	11 (50%)	2 (9%)	-	22
III	4 (19%)	5 (24%)	9 (43%)	2 (10%)	1 (5%)	21
MCP	1 (50%)	1 (50%)	-	-	-	2
n/a	-	1 (50%)	1 (50%)	-	-	2
Humanitarian (Y)	5 (13%)	21 (55%)	9 (24%)	3 (8%)	-	38
Humanitarian (N)	5 (9%)	17 (37%)	21 (46%)	2 (4%)	1 (2%)	46
HIC	-	2 (100%)	-	-	-	2
UMIC	3 (12%)	10 (40%)	9 (36%)	2 (8%)	1 (4%)	25
LMIC	5 (14%)	13 (37%)	16 (46%)	1 (3%)	-	35
LIC	1 (6%)	11 (65%)	4 (24%)	1 (6%)	-	17
Multiple	1 (50%)	1 (50%)	-	-	-	2
Not classified	-	-	2 (67%)	1 (33%)	-	3
2019 start	-	7 (64%)	4 (36%)	-	-	11
2020 start	-	5 (63%)	1 (13%)	2 (25%)	-	8
2021 start	2 (10%)	8 (40%)	9 (45%)	-	1 (5%)	20
2022 start	5 (26%)	7 (37%)	6 (32%)	1 (5%)	-	19
2023 start	3 (13%)	10 (43%)	8 (35%)	2 (9%)	-	23
n/a	-	1 (33%)	2 (67%)	-	-	3

UN Sustainable Development Cooperation Framework

	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	16 (100%)	-	-	-		16
ASRO	4 (57%)	3 (43%)	-	-		7
EECARO	13 (81%)	3 (19%)	-	-		16
ESARO	14 (74%)	4 (21%)	-	1 (5%)		19
LACRO	11 (85%)	1 (8%)	1 (8%)	-		13
WCARO	7 (54%)	5 (38%)	1 (8%)	-		13
Orange	10 (91%)	1 (9%)	-	-		11
Pink	27 (96%)	1 (4%)	-	-		28
Red	19 (63%)	9 (30%)	1 (3%)	1 (3%)		30
Yellow	9 (69%)	3 (23%)	1 (8%)	-		13
n/a	-	2 (100%)	-	-		2
I	27 (73%)	9 (24%)	1 (3%)	-		37
II	15 (68%)	5 (23%)	1 (5%)	1 (5%)		22
III	21 (100%)	-	-	-		21
MCP	2 (100%)	-	-	-		2
n/a	-	2 (100%)	-	-		2
Humanitarian (Y)	29 (76%)	9 (24%)	-	-		38
Humanitarian (N)	36 (78%)	7 (15%)	2 (4%)	1 (2%)		46
HIC	1 (50%)	1 (50%)	-	-		2
UMIC	24 (96%)	1 (4%)	-	-		25
LMIC	25 (71%)	8 (23%)	1 (3%)	1 (3%)		35
LIC	12 (71%)	4 (24%)	1 (6%)	-		17
Multiple	2 (100%)	-	-	-		2
Not classified	1 (33%)	2 (67%)	-	-		3
2019 start	8 (73%)	2 (18%)	-	1 (9%)		11
2020 start	6 (75%)	2 (25%)	-	-		8
2021 start	19 (95%)	1 (5%)	-	-		20
2022 start	17 (89%)	2 (11%)	-	-		19
2023 start	15 (65%)	7 (30%)	1 (4%)	-		23
n/a	-	2 (67%)	1 (33%)	-		3

Regional Reform						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	4 (25%)	4 (25%)	6 (38%)	2 (13%)		16
ASRO	-	2 (29%)	3 (43%)	2 (29%)		7
EECARO	2 (13%)	9 (56%)	5 (31%)	-		16
ESARO	-	13	4 (21%)	2 (11%)		19
LACRO	2 (15%)	(68%)	5 (38%)	-		13
WCARO	1 (8%)	6 (46%)	5 (38%)	2 (15%)		13
Orange	3 (27%)	6 (55%)	2 (18%)	-		11
Pink	3 (11%)	11	11 (39%)	3 (11%)		28
Red	2 (7%)	(39%)	11 (37%)	4 (13%)		30
Yellow	1 (8%)	13	4 (31%)	1 (8%)		13
n/a	-	(43%)	-	-		2

		7 (54%) 2 (100%)				
I	5 (14%)	18	11 (30%)	3 (8%)		37
II	-	(49%)	7 (32%)	3 (14%)		22
III	2 (10%)	12	10 (48%)	2 (10%)		21
MCP	2	(55%)	-	-		2
n/a	(100%)	7 (33%)	-	-		2
	-	-				
		2 (100%)				
Humanitarian (Y)	5 (13%)	20	9 (24%)	4 (11%)		38
Humanitarian (N)	4 (9%)	(53%)	19 (41%)	5 (11%)		46
		18 (39%)				
HIC	-	2	-	-		2
UMIC	2 (8%)	(100%)	9 (36%)	1 (4%)		25
LMIC	5 (14%)	13	11 (31%)	5 (14%)		35
LIC	-	(52%)	8 (48%)	1 (6%)		17
Multiple	2	14	-	-		2
Not classified	(100%)	(40%)	-	1 (33%)		3
	-	8 (47%)				
		-				
		2 (67%)				
2019 start	-	4 (36%)	5 (45%)	2 (18%)		11
2020 start	1 (13%)	3 (38%)	4 (50%)	-		8
2021 start	1 (5%)	12	7 (35%)	-		20
2022 start	2 (11%)	(60%)	5 (26%)	3 (16%)		19
2023 start	5 (22%)	9 (47%)	7 (30%)	3 (13%)		23
n/a	-	8 (35%)	-	-		3
		3 (100%)				

Multi-Country Office Reform						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	1 (6%)	8 (50%)	1 (6%)	6 (38%)		16
ASRO	-	1 (14%)	5 (71%)	1 (14%)		7
EECARO	1 (6%)	3 (19%)	10 (62%)	2 (13%)		16
ESARO	-	9 (47%)	5 (26%)	5 (26%)		19
LACRO	1 (8%)	2 (15%)	7 (54%)	3 (23%)		13
WCARO	1 (8%)	3 (23%)	4 (31%)	5 (38%)		13
Orange	-	8 (73%)	2 (18%)	1 (9%)		11
Pink	2 (7%)	4 (14%)	12 (43%)	10 (36%)		28
Red	1 (3%)	9 (30%)	10 (33%)	10 (33%)		30
Yellow	1 (8%)	4 (31%)	7 (54%)	1 (8%)		13
n/a	-	1 (50%)	1 (50%)	-		2
I	1 (3%)	16	10 (27%)	10 (27%)		37
II	-	(43%)	10 (45%)	5 (23%)		22
III	1 (5%)	7 (32%)	11 (52%)	7 (33%)		21
MCP		2 (10%)	-	-		2

n/a	2 (100%) -	- 1 (50%)	1 (50%)	-		2
Humanitarian (Y)	2 (5%)	14	13 (34%)	9 (24%)		38
Humanitarian (N)	2 (4%)	(37%) 12 (26%)	19 (41%)	13 (28%)		46
HIC	-	2	-	-		2
UMIC	1 (4%)	(100%)	13 (52%)	6 (24%)		25
LMIC	1 (3%)	5 (20%)	12 (34%)	9 (26%)		35
LIC	-	13	5 (29%)	7 (41%)		17
Multiple	2	(37%)	-	-		2
Not classified	(100%)	5 (29%)	2 (67%)	-		3
	-	-				
		1 (33%)				
2019 start	-	4 (36%)	3 (27%)	4 (36%)		11
2020 start	-	3 (38%)	2 (25%)	3 (38%)		8
2021 start	-	6 (30%)	10 (50%)	4 (20%)		20
2022 start	1 (5%)	5 (26%)	5 (26%)	8 (42%)		19
2023 start	3 (13%)	7 (30%)	10 (43%)	3 (13%)		23
n/a	-	1 (33%)	2 (67%)	-		3

System-wide evaluation						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	3 (19%)	9 (56%)	3 (19%)	1 (6%)		16
ASRO	-	2 (29%)	4 (57%)	1 (14%)		7
EECARO	1 (6%)	7 (44%)	7 (44%)	1 (6%)		16
ESARO	1 (5%)	9 (47%)	7 (37%)	2 (11%)		19
LACRO	1 (8%)	6 (46%)	4 (31%)	2 (15%)		13
WCARO	2 (15%)	3 (23%)	4 (31%)	4 (31%)		13
Orange	1 (9%)	7 (64%)	3 (27%)	-		11
Pink	2 (7%)	14	9 (32%)	3 (11%)		28
Red	3 (10%)	(50%)	10 (33%)	6 (20%)		30
Yellow	2 (15%)	11	6 (46%)	2 (15%)		13
n/a	-	(37%)	1 (50%)	-		2
		3 (23%)				
		1 (50%)				
I	5 (14%)	18	9 (24%)	5 (14%)		37
II	-	(49%)	9 (41%)	5 (23%)		22
III	2 (10%)	8 (36%)	10 (48%)	1 (5%)		21
MCP	1 (50%)	8 (38%)	-	-		2
n/a	-	1 (50%)	1 (50%)	-		2
		1 (50%)				
Humanitarian (Y)	4 (11%)	20	11 (29%)	3 (8%)		38
Humanitarian (N)	4 (9%)	(53%) 16 (35%)	18 (39%)	8 (17%)		46
HIC	-	2	-	-		2
UMIC	2 (8%)	(100%)	10 (40%)	4 (16%)		25
LMIC	5 (14%)	9 (36%)	11 (31%)	2 (6%)		35

LIC	-	17	7 (41%)	4 (24%)		17
Multiple	1 (50%)	(49%)	-	-		2
Not classified	-	6 (35%)	1 (33%)	1 (33%)		3
		1 (50%)				
		1 (33%)				
2019 start	-	6 (55%)	2 (18%)	3 (27%)		11
2020 start	-	4 (50%)	2 (25%)	2 (25%)		8
2021 start	-	8 (40%)	10 (50%)	2 (10%)		20
2022 start	4 (21%)	6 (32%)	6 (32%)	3 (16%)		19
2023 start	4 (17%)	11	7 (30%)	1 (4%)		23
n/a	-	(48%)	2 (67%)	-		3
		1 (33%)				

System-wide Results Based Management and Reporting						
	Very Familiar	Familiar	Partially Familiar	Unfamiliar	BLANK	Total
APRO	5 (31%)	8 (50%)	3 (19%)	-		16
ASRO	-	3 (43%)	3 (43%)	1 (14%)		7
EECARO	1 (6%)	10	5 (31%)	1 (6%)		16
ESARO	3 (16%)	(62%)	5 (26%)	1 (5%)		19
LACRO	1 (8%)	9 (47%)	4 (31%)	-		13
WCARO	1 (8%)	8 (62%)	6 (46%)	2 (15%)		13
		4 (31%)				
Orange	4 (36%)	6 (55%)	1 (9%)	-		11
Pink	2 (7%)	15	10 (36%)	1 (4%)		28
Red	4 (13%)	(54%)	12 (40%)	3 (10%)		30
Yellow	1 (8%)	11	3 (23%)	1 (8%)		13
n/a	-	(37%)	-	-		2
		8 (62%)				
		2				
		(100%)				
I	8 (22%)	16	11 (30%)	2 (5%)		37
II	-	(43%)	7 (32%)	2 (9%)		22
III	3 (14%)	13	8 (38%)	1 (5%)		21
MCP	-	(59%)	-	-		2
n/a	-	9 (43%)	-	-		2
		2				
		(100%)				
		2				
		(100%)				
Humanitarian (Y)	6 (16%)	20	10 (26%)	2 (5%)		38
Humanitarian (N)	5 (11%)	(53%)	16 (35%)	3 (7%)		46
		22				
		(48%)				
HIC	-	2	-	-		2
UMIC	3 (12%)	(100%)	10 (40%)	1 (4%)		25
LMIC	7 (20%)	11	8 (23%)	2 (6%)		35
LIC	1 (6%)	(44%)	8 (47%)	1 (6%)		17
Multiple	-	18	-	-		2
Not classified	-	(51%)	-	-		3
		7 (41%)				

		2 (100%)				
		2 (100%)				
2019 start	1 (9%)	5 (45%)	4 (36%)	1 (9%)		11
2020 start	1 (13%)	4 (50%)	2 (25%)	1 (13%)		8
2021 start	1 (5%)	9 (45%)	9 (45%)	1 (5%)		20
2022 start	4 (21%)	9 (47%)	5 (26%)	1 (5%)		19
2023 start	4 (17%)	13	5 (22%)	1 (4%)		23
n/a	-	(57%)	1 (33%)	-		3
		2 (67%)				

Q 4 As a UNFPA Representative/ Head of Office, to what extent do you agree with the following statements on UNDS Reform?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Total
UNDS reform is strengthening collaboration among UNCT members	19 (23%)	55 (65%)	10 (12%)	-		84
The reinvigorated RC system is leading to improved coordination at country-level	25 (30%)	48 (57%)	10 (12%)	1 (1%)		84
UNDS Reform is improving the collective UN support to achieve national development results	20 (24%)	51 (60%)	13 (15%)	-		84
The RC Office is effectively coordinating joint results within the UNCT	15 (18%)	50 (60%)	18 (21%)	1 (1%)		84
UNFPA is more relevant in country as a result of UNDS reform	16 (19%)	49 (58%)	18 (21%)	1 (1%)		84
A strengthened RC function is contributing to UNFPA's engagement with the host government	14 (17%)	45 (54%)	23 (27%)	2 (2%)		84
Regional reforms have resulted in increased support from the regional UNDS to COs/MCOs	2 (2%)	37 (44%)	40 (48%)	3 (4%)	2 (2%)	84
UNDS Reform is generating cost savings for UNFPA	2 (2%)	25 (30%)	48 (57%)	9 (11%)		84

UNFPA is more relevant in country as a result of UNDS reform					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Total Respondents	16 (19%)	49 (58%)	18 (21%)	1 (1%)	84
APRO	4 (25%)	9 (56%)	3 (19%)	-	16
ASRO	1 (14%)	1 (14%)	5 (71%)	-	7
EECARO	4 (25%)	6 (38%)	6 (38%)	-	16

ESARO	5 (26%)	12 (63%)	1 (5%)	1 (5%)	19
LACRO	-	12 (92%)	1 (8%)	-	13
WCARO	2 (15%)	9 (69%)	2 (15%)	-	13
Orange	3 (27%)	7 (64%)	1 (9%)	-	11
Pink	5 (18%)	15 (54%)	8 (29%)	-	28
Red	5 (17%)	21 (70%)	3 (10%)	1 (3%)	30
Yellow	3 (23%)	5 (38%)	5 (38%)	-	13
n/a	-	1 (50%)	1 (50%)	-	2
I	7 (19%)	25 (68%)	5 (14%)	-	37
II	6 (27%)	11 (50%)	4 (18%)	1 (5%)	22
III	3 (14%)	11 (52%)	7 (33%)	-	21
MCP	-	1 (50%)	1 (50%)	-	2
n/a	-	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	7 (18%)	23 (61%)	8 (21%)	-	38
Humanitarian (N)	9 (20%)	26 (57%)	10 (22%)	1 (2%)	46
HIC	-	2 (100%)	-	-	2
UMIC	4 (16%)	15 (60%)	6 (24%)	-	25
LMIC	8 (23%)	19 (54%)	7 (20%)	1 (3%)	35
LIC	4 (24%)	11 (65%)	2 (12%)	-	17
Multiple	-	1 (50%)	1 (50%)	-	2
Not classified	-	1 (33%)	2 (67%)	-	3
2019 start	3 (27%)	7 (64%)	-	1 (9%)	11
2020 start	1 (13%)	4 (50%)	3 (38%)	-	8
2021 start	4 (20%)	8 (40%)	8 (40%)	-	20
2022 start	3 (16%)	15 (79%)	1 (5%)	-	19
2023 start	5 (22%)	13 (57%)	5 (22%)	-	23
n/a	-	2 (67%)	1 (33%)	-	3

A strengthened RC function is contributing to UNFPA's engagement with the host government					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Total Respondents	14 (17%)	45 (54%)	23 (27%)	2 (2%)	84
APRO	2 (13%)	7 (44%)	7 (44%)	-	16
ASRO	1 (14%)	3 (43%)	3 (43%)	-	7
EECARO	4 (25%)	9 (56%)	3 (19%)	-	16
ESARO	4 (21%)	9 (47%)	4 (21%)	2 (11%)	19
LACRO	-	12 (92%)	1 (8%)	-	13
WCARO	3 (23%)	5 (38%)	5 (38%)	-	13
Orange	3 (27%)	7 (64%)	1 (9%)	-	11
Pink	3 (11%)	16 (57%)	9 (32%)	-	28
Red	5 (17%)	13 (43%)	10 (33%)	2 (7%)	30
Yellow	2 (15%)	8 (62%)	3 (23%)	-	13
n/a	1 (50%)	1 (50%)	-	-	2
I	6 (16%)	20 (54%)	11 (30%)	-	37
II	5 (23%)	11 (50%)	4 (18%)	2 (9%)	22
III	2 (10%)	13 (62%)	6 (29%)	-	21
MCP	-	-	2 (100%)	-	2

n/a	1 (50%)	1 (50%)	-	-	2
Humanitarian (Y)	6 (16%)	18 (47%)	13 (34%)	1 (3%)	38
Humanitarian (N)	8 (17%)	27 (59%)	10 (22%)	1 (2%)	46
HIC	2 (100%)	-	-	-	2
UMIC	3 (12%)	19 (76%)	3 (12%)	-	25
LMIC	5 (14%)	18 (51%)	11 (31%)	1 (3%)	35
LIC	4 (24%)	6 (35%)	6 (35%)	1 (6%)	17
Multiple	-	-	2 (100%)	-	2
Not classified	-	2 (67%)	1 (33%)	-	3
2019 start	2 (18%)	3 (27%)	4 (31%)	2 (18%)	11
2020 start	-	6 (75%)	2 (25%)	-	8
2021 start	4 (20%)	11 (55%)	5 (25%)	-	20
2022 start	2 (11%)	12 (63%)	5 (26%)	-	19
2023 start	5 (22%)	11 (48%)	7 (30%)	-	23
n/a	1 (33%)	2 (67%)	-	-	3

Q 5 To what extent do you agree that your Office has benefited from the new RC system?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Total Respondents	10 (12%)	59 (70%)	14 (17%)	1 (1%)	84
APRO	1 (6%)	11 (69%)	4 (25%)	-	16
ASRO	-	4 (57%)	3 (43%)	-	7
EECARO	2 (13%)	13 (81%)	1 (6%)	-	16
ESARO	3 (16%)	13 (68%)	2 (11%)	1 (5%)	19
LACRO	1 (8%)	11 (85%)	1 (8%)	-	13
WCARO	3 (23%)	7 (53%)	3 (23%)	-	13
Orange	2 (18%)	8 (73%)	1 (9%)	-	11
Pink	3 (11%)	21 (75%)	4 (14%)	-	28
Red	4 (13%)	19 (63%)	6 (20%)	1 (3%)	30
Yellow	1 (8%)	9 (69%)	3 (23%)	-	13
n/a	-	2 (100%)	-	-	2
I	5 (14%)	26 (70%)	6 (16%)	-	37
II	4 (18%)	12 (54%)	5 (23%)	1 (5%)	22
III	1 (5%)	18 (86%)	2 (10%)	-	21
MCP	-	1 (50%)	1 (50%)	-	2
n/a	-	2 (100%)	-	-	2
Humanitarian (Y)	4 (11%)	28 (74%)	6 (16%)	-	38
Humanitarian (N)	6 (13%)	31 (67%)	8 (17%)	1	46
HIC	1 (50%)	1 (50%)	-	-	2
UMIC	2 (8%)	22 (8%)	1 (4%)	-	25
LMIC	6 (17%)	22 (63%)	6 (17%)	1 (3%)	35
LIC	1 (6%)	11 (65%)	5 (29%)	-	17
Multiple	-	1 (50%)	1 (50%)	-	2
Not classified	-	2 (67%)	1 (33%)	-	3
2019 start	1 (9%)	5 (45%)	4 (36%)	1 (9%)	11
2020 start	1 (13%)	6 (75%)	1 (13%)	-	8

2021 start	2 (10%)	17 (85%)	1 (5%)	-	20
2022 start	2 (11%)	15 (79%)	2 (11%)	-	19
2023 start	4 (17%)	14 (61%)	5 (22%)	-	23
n/a	-	2 (67%)	1 (33%)	-	3

Q6 Which of these processes are currently implemented in your country context. Check all that apply.

The RC is a feedback provider to the UNFPA Representative/Head of Office's PAD	57 (68%)
The RC has been consulted in recruitment processes for UNFPA positions	7 (8%)

Q 8 Since the adoption of the MAF in 2019, have there been any changes to UNFPA's ability

	Increased	Partially increased	Partially decreased	Decreased	Blank	Total
Access to the highest level of government (President/ Prime Minister/Head of State/Government)	10 (12%)	41 (49%)	24 (29%)	4 (5%)	5 (6%)	84
Mobilize resources	13 (15%)	57 (68%)	7 (8%)	3 (4%)	4 (5%)	84
Engage on normative issues, human rights and women's rights agenda within UNCT	24 (29%)	48 (57%)	7 (8%)	-	5 (6%)	84
Engage on normative issues, human and women's rights agenda with RCs	22 (26%)	54 (64%)	5 (6%)	-	3 (4%)	84
Lead inter-agency thematic results groups	25 (30%)	45 (54%)	8 (10%)	1 (1%)	5 (6%)	84
Partner with stakeholders	14 (17%)	51 (61%)	13 (15%)	-	6 (7%)	84
Implement programmes	15 (18%)	54 (64%)	9 (11%)	1 (1%)	5 (6%)	84
Engage the UNCT on UNFPA's specific mandate areas	19 (23%)	53 (63%)	7 (8%)	1 (1%)	4 (5%)	84

Q 9 Since the adoption of the MAF in 2019, have there been any changes in the:

	Increased	Partially increased	Partially decreased	Decreased	Blank	Total
Ability of RCs and RCO staff in facilitating inter-agency work	29 (35%)	49 (58%)	3 (4%)	1 (1%)	2 (2%)	84
RC's engagement on normative issues and women's rights agenda	25 (30%)	57 (68%)	1 (1%)	-	1 (1%)	84
RC's support to UNFPA's mandate and work	25 (30%)	53 (63%)	5 (6%)	-	1 (1%)	84
Competition with other UN agencies to implement	21 (25%)	30 (36%)	27 (32%)	2 (2%)	4 (5%)	84

programmes relevant to UNFPA's mandate						
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Q. 10 Are UNFPA's policies and procedures aligned with new MAF?

	Yes	No	Blank	Total
Total Respondents	74 (88%)	8 (10%)	2 (2%)	84
APRO	13 (81%)	3 (19%)	-	16
ASRO	6 (86%)	-	1 (14%)	7
EECARO	15 (94%)	-	1 (6%)	16
ESARO	17 (89%)	2 (11%)	-	19
LACRO	11 (85%)	2 (15%)	-	13
WCARO	12 (92%)	1 (8%)	-	13
Orange	10 (91%)	1 (9%)	-	11
Pink	25 (89%)	2 (7%)	1 (4%)	28
Red	25 (83%)	4 (13%)	1 (3%)	30
Yellow	12 (92%)	1 (8%)	-	13
n/a	2 (100%)	-	-	2
I	31 (84%)	5 (14%)	1 (3%)	37
II	20 (91%)	2 (9%)	-	22
III	19 (90%)	1 (5%)	1 (5%)	21
MCP	2 (100%)	-	-	2
n/a	2 (100%)	-	-	2
Humanitarian (Y)	34 (89%)	3 (8%)	1 (3%)	38
Humanitarian (N)	40 (87%)	5 (11%)	1 (2%)	46
HIC	1 (50%)	-	1 (50%)	2
UMIC	23 (92%)	2 (8%)	-	25
LMIC	31 (89%)	4 (11%)	-	35
LIC	14 (82%)	2 (12%)	1 (6%)	17
Multiple	2 (100%)	-	-	2
Not classified	3 (100%)	-	-	3
2019 start	11 (100%)	-	-	11
2020 start	7 (86%)	1 (13%)	-	8
2021 start	18 (90%)	1 (5%)	1 (5%)	20
2022 start	15 (79%)	3 (16%)	1 (5%)	19
2023 start	21 (91%)	2 (9%)	-	23
n/a	2 (67%)	1 (33%)	-	3

Q 12 In contexts, where the RC leads and coordinates the humanitarian response efforts, has the RC been effective in facilitating linkages between humanitarian and development programming for enhanced and sustainable impact ?

	Yes	No	n/a	Total
Total Respondents	60 (71%)	6 (7%)	18 (21%)	84
APRO	12 (75%)	3 (19%)	1 (6%)	16
ASRO	4 (57%)	1 (14%)	2 (29%)	7
EECARO	10 (63%)	-	6 (38%)	16
ESARO	15 (79%)	1 (5%)	3 (16%)	19
LACRO	10 (77%)	1 (8%)	2 (15%)	13

WCARO	9 (69%)	-	4 (31%)	13
Orange	7 (64%)	1 (9%)	3 (27%)	11
Pink	17 (61%)	3 (11%)	8 (29%)	28
Red	24 (80%)	2 (7%)	4 (13%)	30
Yellow	10 (77%)	-	3 (23%)	13
n/a	2 (100%)	-	-	2
I	28 (76%)	2 (5%)	7 (19%)	37
II	15 (68%)	3 (14%)	4 (18%)	22
III	14 (67%)	-	7 (33%)	21
MCP	1 (50%)	1 (50%)	-	2
n/a	2 (100%)	-	-	2
Humanitarian (Y)	31 (82%)	2 (5%)	5 (13%)	38
Humanitarian (N)	29 (64%)	4 (9%)	13 (28%)	46
HIC	2 (100%)	-	-	2
UMIC	16 (64%)	-	9 (36%)	25
LMIC	24 (69%)	3 (9%)	8 (23%)	35
LIC	14 (82%)	2 (12%)	1 (6%)	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	3 (100%)	-	-	3
2019 start	7 (64%)	2 (18%)	2 (18%)	11
2020 start	7 (86%)	-	1 (13%)	8
2021 start	13 (65%)	-	7 (35%)	20
2022 start	15 (79%)	2 (11%)	2 (11%)	19
2023 start	15 (65%)	2 (9%)	6 (26%)	23
n/a	3 (100%)	-	-	3

Q 13 Did the RC effectively enable UNFPA's active participation in country-level COVID-19 Socio-Economic response and recovery efforts?

	Yes	No	Total
Total Respondents	79 (94%)	5 (6%)	84
APRO	14 (86%)	2 (13%)	16
ASRO	7 (100%)	-	7
EECARO	15 (94%)	1 (6%)	16
ESARO	18 (95%)	1 (5%)	19
LACRO	12 (92%)	1 (8%)	13
WCARO	13 (100%)	-	13
Orange	11 (100%)	-	11
Pink	26 (93%)	2 (7%)	28
Red	29 (97%)	1 (3%)	30
Yellow	11 (85%)	2 (15%)	13
n/a	2 (100%)	-	2
I	37 (100%)	-	37
II	19 (86%)	3 (14%)	22
III	19 (90%)	2 (10%)	21
MCP	2 (100%)	-	2
n/a	2 (100%)	-	2
Humanitarian (Y)	37 (97%)	1 (3%)	38
Humanitarian (N)	42 (91%)	4 (9%)	46

Humanitarian (N)			
HIC	2 (100%)	-	2
UMIC	25 (100%)	-	25
LMIC	30 (86%)	5 (14%)	35
LIC	17 (100%)	-	17
Multiple	2 (100%)	-	2
Not classified	3 (100%)	-	3
2019 start	10 (91%)	1 (9%)	11
2020 start	8 (100%)	-	8
2021 start	20 (100%)	-	20
2022 start	18 (95%)	1 (5%)	19
2023 start	21 (91%)	2 (9%)	23
n/a	2 (67%)	1 (33%)	3

Q 17 To what extent do you agree that your Office has experienced efficiency gains from Common Business Operations?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Total
Total Respondents	7 (8%)	53 (63%)	22 (26%)	1 (1%)	1 (1%)	84
APRO	-	11 (69%)	5 (31%)	-	-	16
ASRO	-	3 (43%)	3 (43%)	-	1 (14%)	7
EECARO	-	10 (63%)	6 (38%)	-	-	16
ESARO	4 (21%)	11 (58%)	3 (16%)	1 (5%)	-	19
LACRO	1 (8%)	10 (77%)	2 (15%)	-	-	13
WCARO	2 (15%)	8 (62%)	3 (23%)	-	-	13
Orange	-	10 (90%)	1 (10%)	-	-	11
Pink	1 (4%)	15 (54%)	12 (43%)	-	-	28
Red	5 (17%)	19 (63%)	5 (17%)	1 (3%)	1 (3%)	30
Yellow	1 (8%)	8 (62%)	3 (23%)	-	-	13
n/a	-	1 (50%)	1 (50%)	-	-	2
I	5 (14%)	25 (68%)	5 (14%)	1 (3%)	1 (3%)	37
II	2 (9%)	13 (59%)	7 (32%)	-	-	22
III	-	13 (62%)	8 (38%)	-	-	21
MCP	-	1 (50%)	1 (50%)	-	-	2
n/a	-	1 (50%)	1 (50%)	-	-	2
Humanitarian (Y)	4 (11%)	25 (66%)	7 (18%)	1 (3%)	1 (3%)	38
Humanitarian (N)	3 (7%)	28 (61%)	15 (33%)	-	-	46
HIC	-	2 (100%)	-	-	-	2
UMIC	2 (8%)	14 (56%)	8 (32%)	-	1 (4%)	25
LMIC	4 (11%)	24 (69%)	7 (20%)	-	-	35
LIC	1 (6%)	11 (65%)	4 (24%)	1 (6%)	-	17
Multiple	-	1 (50%)	1 (50%)	-	-	2
Not classified	-	1 (33%)	2 (67%)	-	-	3
2019 start	1 (9%)	8 (73%)	2 (18%)	-	-	11
2020 start	1 (13%)	4 (50%)	1 (13%)	1 (13%)	1 (13%)	8
2021 start	1 (5%)	12 (60%)	7 (35%)	-	-	20
2022 start	3 (16%)	12 (63%)	4 (21%)	-	-	19

2023 start	1 (4)	15 (65%)	7 (30%)	-	-	23
n/a	-	2 (67%)	1 (33%)	-	-	3

Q 18 Please select 3 of the following areas of common business operations that are most important for UNFPA

Area	Country Offices	% of COs
Finance	46	55%
Human Resource management	29	35%
Procurement	57	68%
Logistics	19	23%
Information and communications technology	43	51%
Administration including facilities management	51	61%
Fleet Management	5	6%

Q 19 Has the global mutual recognition agreement led to the implementation of common operations in your UNCT?

In December 2018, the Secretary-General and the Executive Heads of several UN entities, including UNFPA, signed a statement of mutual recognition that formalizes the joint commitment to apply the principle of mutual recognition, allowing an entity to use or rely on another entity's policies, procedures, system contracts and related operational mechanism for the implementation of activities without further evaluation checks or approvals being requires, to the greatest extent practicable. In 2021, UNFPA developed an internal guide to mutual recognition.

	Yes	No	Total
Total Respondents	58 (69%)	26 (31%)	84
APRO	10 (63%)	6 (38%)	16
ASRO	5 (71%)	2 (29%)	7
EECARO	9 (56%)	7 (44%)	16
ESARO	16 (84%)	3 (16%)	19
LACRO	8 (62%)	5 (38%)	13
WCARO	10 (77%)	3 (23%)	13
Orange	8 (73%)	3 (27%)	11
Pink	17 (61%)	11 (39%)	28
Red	23 (77%)	7 (23%)	30
Yellow	9 (69%)	4 (31%)	13
n/a	1 (50%)	1 (50%)	2
I	28 (76%)	9 (24%)	37
II	17 (77%)	5 (23%)	22
III	11 (52%)	10 (48%)	21
MCP	1 (50%)	1 (50%)	2
n/a	1 (50%)	1 (50%)	2
Humanitarian (Y)	30 (79%)	8 (21%)	38
Humanitarian (N)	28 (61%)	18 (39%)	46
HIC	2 (100%)	-	2
UMIC	13 (52%)	12 (48%)	25
LMIC	27 (77%)	8 (23%)	35
LIC	13 (76%)	4 (24%)	17

Multiple	1 (50%)	1 (50%)	2
Not classified	2 (67%)	1 (33%)	3
2019 start	7 (64%)	4 (36%)	11
2020 start	3 (38%)	5 (63%)	8
2021 start	13 (65%)	7 (35%)	20
2022 start	14 (74%)	5 (26%)	19
2023 start	19 (83%)	4 (17%)	23
n/a	2 (67%)	1 (33%)	3

Q 20 Has your office been engaged in the implementation of UNCT common business operations, including through the implementation of BOS 2.0?

	Yes	No	blank	Total
Total Respondents	76 (90%)	7 (8%)	1 (1%)	84
APRO	13 (81%)	2 (13%)	1 (6%)	16
ASRO	5 (71%)	2 (29%)	-	7
EECARO	16 (100%)	-	-	16
ESARO	18 (95%)	1 (5%)	-	19
LACRO	11 (85%)	2 (15%)	-	13
WCARO	13 (100%)	-	-	13
Orange	10 (91%)	1 (9%)	-	11
Pink	24 (86%)	3 (11%)	1 (4%)	28
Red	28 (93%)	2 (7%)	-	30
Yellow	13 (100%)	-	-	13
n/a	1 (50%)	1 (50%)	-	2
I	34 (92%)	3 (8%)	-	37
II	20 (91%)	1 (5%)	1 (5%)	22
III	19 (90%)	2 (10%)	-	21
MCP	2 (100%)	-	-	2
n/a	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	36 (95%)	2 (5%)	-	38
Humanitarian (N)	40 (87%)	5 (11%)	1 (2%)	46
HIC	2 (100%)	-	-	2
UMIC	22 (88%)	3 (12%)	-	25
LMIC	33 (94%)	1 (3%)	1 (3%)	35
LIC	15 (88%)	2 (12%)	-	17
Multiple	2 (100%)	-	-	2
Not classified	2 (67%)	1 (33%)	-	3
2019 start	11 (100%)	-	-	11
2020 start	6 (75%)	2 (25%)	-	8
2021 start	18 (90%)	2 (10%)	-	20
2022 start	17 (89%)	2 (11%)	-	19
2023 start	22 (96%)	-	1 (4%)	23
n/a	2 (67%)	1 (33%)	-	3

Q 24 To what extent do you agree that your Office has been able to mobilize increased resources at country-level due to the Funding Compact

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
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Total Respondents	2 (2%)	32 (38%)	42 (50%)	8 (10%)	84
APRO	-	6 (38%)	8 (50%)	2 (13%)	16
ASRO	-	-	7 (100%)	-	7
EECARO	1 (6%)	8 (50%)	5 (31%)	2 (13%)	16
ESARO	-	10 (53%)	9 (47%)	-	19
LACRO	-	4 (31%)	7 (54%)	2 (15%)	13
WCARO	1 (8%)	4 (31%)	6 (46%)	2 (15%)	13
Orange	-	5 (45%)	6 (55%)	-	11
Pink	1 (4%)	9 (32%)	14 (50%)	4 (14%)	28
Red	1 (3%)	10 (33%)	17 (57%)	2 (7%)	30
Yellow	-	7 (54%)	4 (31%)	2 (15%)	13
n/a	-	1 (50%)	1 (50%)	-	2
I	1 (3%)	14 (38%)	20 (54%)	2 (5%)	37
II	-	9 (41%)	12 (55%)	1 (5%)	22
III	1 (5%)	7 (33%)	9 (43%)	4 (21%)	21
MCP	-	1 (50%)	-	1 (50%)	2
n/a	-	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	1 (3%)	16 (42%)	18 (47%)	3 (8%)	38
Humanitarian (N)	1 (2%)	16 (42%)	24 (52%)	5 (11%)	46
HIC	1 (50%)	1 (50%)	-	-	2
UMIC	-	12 (48%)	10 (40%)	3 (12%)	25
LMIC	1 (3%)	12 (34%)	19 (54%)	3 (9%)	35
LIC	-	6 (35%)	10 (59%)	1 (6%)	17
Multiple	-	1 (50%)	-	1 (50%)	2
Not classified	-	-	3 (100%)	-	3
2019 start	-	5 (45%)	6 (55%)	-	11
2020 start	-	2 (25%)	5 (63%)	1 (13%)	8
2021 start	1 (5%)	10 (50%)	8 (40%)	1 (5%)	20
2022 start	-	4 (21%)	11 (58%)	4 (21%)	19
2023 start	1 (4%)	10 (43%)	10 (43%)	2 (9%)	23
n/a	-	1 (33%)	2 (67%)	-	3

Q 25 Has the implementation of the Funding Compact led to an increase in the development of joint funding proposals at country-level?

	Yes	No	Total
Total Respondents	41 (49%)	43 (51%)	84
APRO	7 (44%)	9 (56%)	16
ASRO	-	7 (100%)	7
EECARO	10 (63%)	6 (38%)	16
ESARO	12 (63%)	7 (37%)	19
LACRO	7 (54%)	6 (46%)	13
WCARO	5 (38%)	8 (62%)	13
Orange	5 (45%)	6 (55%)	11
Pink	14 (50%)	14 (50%)	28
Red	13 (43%)	17 (57%)	30
Yellow	8 (62%)	5 (38%)	13
n/a	1 (50%)	1 (50%)	2

I	16 (43%)	21 (57%)	37
II	14 (64%)	8 (36%)	22
III	9 (43%)	12 (57%)	21
MCP	1 (50%)	1 (50%)	2
n/a	1 (50%)	1 (50%)	2
Humanitarian (Y)	19 (50%)	19 (50%)	38
Humanitarian (N)	22 (48%)	24 (52%)	46
HIC	2 (100%)	-	2
UMIC	14 (56%)	11 (44%)	25
LMIC	17 (49%)	18 (51%)	35
LIC	6 (35%)	11 (65%)	17
Multiple	1 (50%)	1 (50%)	2
Not classified	1 (33%)	2 (67%)	3
2019 start	4 (36%)	7 (64%)	11
2020 start	2 (25%)	6 (75%)	8
2021 start	13 (65%)	7 (35%)	20
2022 start	7 (37%)	12 (63%)	19
2023 start	13 (57%)	10 (43%)	23
n/a	2 (67%)	1 (33%)	3

Q 26 IHas your Office experienced any challenges in mobilizing resources through the United Nations COVID-19 Response and Recovery Fund/ Multi-partner Trust Fund (MPTF)?

	Yes	No	blank	Total
Total Respondents	36 (43%)	46 (55%)	2 (2%)	84
APRO	7 (44%)	8 (50%)	1 (6%)	16
ASRO	2 (29%)	4 (57%)	1 (14%)	7
EECARO	6 (38%)	10 (63%)	-	16
ESARO	10 (53%)	9 (47%)	-	19
LACRO	7 (54%)	6 (46%)	-	13
WCARO	4 (31%)	9 (69%)	-	13
Orange	2 (18%)	8 (73%)	1 (9%)	11
Pink	14 (50%)	14 (50%)	-	28
Red	15 (50%)	14 (47%)	1 (3%)	30
Yellow	4 (31%)	9 (69%)	-	13
n/a	1 (50%)	1 (50%)	-	2
I	15 (41%)	20 (54%)	2 (5%)	37
II	8 (36%)	14 (64%)	-	22
III	11 (52%)	10 (48%)	-	21
MCP	1 (50%)	1 (50%)	-	2
n/a	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	15 (39%)	21 (55%)	2 (5%)	38
Humanitarian (N)	21 (46%)	25 (54%)	-	46
HIC	1 (50%)	1 (50%)	-	2
UMIC	14 (56%)	11 (44%)	-	25
LMIC	11 (31%)	23 (66%)	1 (3%)	35
LIC	8 (47%)	8 (47%)	1 (6%)	17

Multiple	1 (50%)	1 (50%)	-	2
Not classified	1 (33%)	2 (67%)	-	3
2019 start	5 (45%)	5 (45%)	1 (9%)	11
2020 start	4 (50%)	4 (50%)	-	8
2021 start	9 (45%)	11 (55%)	-	20
2022 start	10 (53%)	8 (42%)	1 (5%)	19
2023 start	7 (30%)	16 (70%)	-	23
n/a	1 (33%)	2 (67%)	-	3

Q 28 Has your office experienced any challenges related to country-level donors and the 1% levy on tightly earmarked third-party non-core contributions?

	Yes	No	blank	Total
Total Respondents	16 (19%)	67 (80%)	1 (1%)	84
APRO	4 (25%)	12 (75%)	-	16
ASRO	1 (14%)	5 (71%)	1 (14%)	7
EECARO	3 (19%)	13 (81%)	-	16
ESARO	3 (16%)	16 (84%)	-	19
LACRO	3 (30%)	10 (70%)	-	13
WCARO	2 (15%)	11 (85%)	-	13
Orange	2 (18%)	9 (81%)	-	11
Pink	9 (32%)	19 (68%)	-	28
Red	5 (17%)	24 (80%)	1 (3%)	30
Yellow	-	13 (100%)	-	13
n/a	-	2 (100%)	-	2
I	5 (14%)	31 (84%)	1 (3%)	37
II	5 (23%)	17 (77%)	-	22
III	5 (24%)	16 (76%)	-	21
MCP	1 (50%)	1 (50%)	-	2
n/a	-	2 (100%)	-	2
Humanitarian (Y)	6 (16%)	31 (82%)	1 (3%)	38
Humanitarian (N)	10 (22%)	36 (78%)	-	46
HIC	-	2 (100%)	-	2
UMIC	5 (20%)	20 (80%)	-	25
LMIC	5 (14%)	30 (86%)	-	35
LIC	4 (24%)	12 (71%)	1 (6%)	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	1 (33%)	2 (67%)	-	3
2019 start	2 (18%)	9 (82%)	-	11
2020 start	-	8 (100%)	-	8
2021 start	4 (20%)	16 (80%)	-	20
2022 start	5 (26%)	13 (68%)	1 (5%)	19
2023 start	5 (22%)	18 (78%)	-	23
n/a	-	3 (100%)	-	3

Q 30 Does your office have the necessary guidance on the Funding Compact?

	Yes	No	Blank	Total
Total Respondents	38 (45%)	45 (54%)	1 (1%)	84

APRO	6 (38%)	10 (63%)	-	16
ASRO	3 (43%)	3 (43%)	1 (14%)	7
EECARO	8 (50%)	8 (50%)	-	16
ESARO	10 (53%)	9 (47%)	-	19
LACRO	5 (38%)	8 (62%)	-	13
WCARO	6 (46%)	7 (54%)	-	13
Orange	5 (45%)	6 (55%)	-	11
Pink	12 (43%)	16 (57%)	-	28
Red	15 (50%)	14 (47%)	1 (3%)	30
Yellow	5 (38%)	8 (62%)	-	13
n/a	1 (50%)	1 (50%)	-	2
I	19 (51%)	17 (46%)	1 (3%)	37
II	8 (36%)	14 (64%)	-	22
III	9 (43%)	12 (57%)	-	21
MCP	1 (50%)	1 (50%)	-	2
n/a	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	22 (58%)	15 (39%)	1 (3%)	38
Humanitarian (N)	16 (35%)	30 (65%)	-	46
HIC	2 (100%)	-	-	2
UMIC	9 (36%)	16 (64%)	-	25
LMIC	19 (54%)	16 (36%)	-	35
LIC	7 (41%)	9 (53%)	1 (6%)	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	-	3 (100%)	-	3
2019 start	5 (45%)	6 (55%)	-	11
2020 start	4 (50%)	4 (50%)	-	8
2021 start	10 (50%)	10 (50%)	-	20
2022 start	5 (26%)	13 (68%)	1 (5%)	19
2023 start	13 (57%)	10 (43%)	-	23
n/a	1 (33%)	2 (67%)	-	3

Q 32 To what extent do you agree that the UNSDCF is a useful tool for UNFPA to achieve its 3 transformative results

	Strongly Agree	Agree	Disagree	Strongly Disagree	blank	Total
Total Respondents	23 (27%)	54 (64%)	5 (6%)	1 (1%)	1 (1%)	84
APRO	4 (25%)	10 (63%)	2 (13%)	-	-	16
ASRO	-	6 (86%)	1 (14%)	-	-	7
EECARO	6 (38%)	10 (63%)	-	-	-	16
ESARO	6 (32%)	10 (53%)	1 (5%)	1 (5%)	1 (5%)	19
LACRO	3 (23%)	10 (77%)	-	-	-	13
WCARO	4 (31%)	8 (62%)	1 (8%)	-	-	13
Orange	4 (36%)	7 (64%)	-	-	-	11
Pink	7 (25%)	21 (75%)	-	-	-	28
Red	9 (30%)	17 (57%)	2 (7%)	1 (3%)	1 (3%)	30
Yellow	3 (23%)	8 (62%)	2 (15%)	-	-	13
n/a	-	1 (50%)	1 (50%)	-	-	2
I	11 (30%)	24 (65%)	1 (3%)	-	1 (3%)	37

II	5 (23%)	15 (68%)	1 (5%)	1 (5%)	-	22
III	7 (33%)	13 (62%)	1 (5%)	-	-	21
MCP	-	1 (50%)	1 (50%)	-	-	2
n/a	-	1 (50%)	1 (50%)	-	-	2
Humanitarian (Y)	12 (32%)	23 (61%)	2 (5%)	-	1 (3%)	38
Humanitarian (N)	11 (24%)	31 (67%)	3 (7%)	1 (2%)	-	46
HIC	1 (50%)	1 (50%)	-	-	-	2
UMIC	6 (24%)	19 (76%)	-	-	-	25
LMIC	12 (34%)	20 (57%)	1 (3%)	1 (3%)	1 (3%)	35
LIC	4 (24%)	11 (65%)	2 (12%)	-	-	17
Multiple	-	1 (50%)	1 (50%)	-	-	2
Not classified	-	2 (67%)	1 (33%)	-	-	3
2019 start	2 (18%)	7 (64%)	1 (9%)	1 (9%)	-	11
2020 start	-	16 (89%)	1 (6%)	-	1 (6%)	8
2021 start	7 (35%)	13 (65%)	-	-	-	20
2022 start	8 (42%)	10 (53%)	1 (5%)	-	-	19
2023 start	6 (26%)	16 (70%)	1 (4%)	-	-	23
n/a	-	2 (67%)	1 (33%)	-	-	3

Q 33 Please select the inter-agency results or thematic groups either chaired or co-chaired by UNFPA in your respective UNCT. (Check all that apply)

Inter-agency groups	Country Offices	%
Climate Change		
Communications	10	12%
Data	26	31%
Gender equality or Gender-based-violence	64	76%
Health or sexual reproductive health	31	37%
Human Rights	9	11%
M&E	23	27%
Operations	11	13%
Programme	13	15%
Youth	37	44%
Other, Please Specify	19	23%
Blank	1	1%

Q 35 Has your UNCT conducted a CCA in the past 2 years?

	Yes	No	Total
Total Respondents	65 (77%)	19 (23%)	84
APRO	13 (81%)	3 (19%)	16
ASRO	4 (57%)	3 (43%)	7
EECARO	15 (94%)	1 (6%)	16
ESARO	15 (79%)	4 (21%)	19
LACRO	10 (77%)	3 (23%)	13
WCARO	8 (62%)	5 (38%)	13
Orange	8 (73%)	3 (27%)	11
Pink	24 (86%)	4 (14%)	28
Red	22 (73%)	8 (27%)	30
Yellow	10 (77%)	3 (23%)	13

n/a	1 (50%)	1 (50%)	2
I	26 (70%)	11 (30%)	37
II	17 (77%)	5 (23%)	22
III	19 (90%)	2 (10%)	21
MCP	2 (100%)	-	2
n/a	1 (50%)	1 (50%)	2
Humanitarian (Y)	27 (71%)	11 (29%)	38
Humanitarian (N)	38 (83%)	8 (17%)	46
HIC	1 (50%)	1 (50%)	2
UMIC	22 (88%)	3 (12%)	25
LMIC	28 (80%)	7 (20%)	35
LIC	10 (59%)	7 (41%)	17
Multiple	2 (100%)	-	2
Not classified	2 (67%)	1 (33%)	3
2019 start	5 (45%)	6 (55%)	11
2020 start	7 (88%)	1 (13%)	8
2021 start	20 (100%)	-	20
2022 start	16 (84%)	3 (16%)	19
2023 start	16 (70%)	7 (30%)	23
n/a	1 (33%)	2 (67%)	3

Q 36 If yes, did your Country Office conduct a Population Situation Analysis as an input to the CCA?

	Yes	No	blank	Total
Total Respondents	31 (37%)	42 (50%)	11 (13%)	84
APRO	9 (56%)	6 (38%)	1 (6%)	16
ASRO	1 (14%)	4 (57%)	2 (29%)	7
EECARO	6 (38%)	10 (62%)	-	16
ESARO	8 (42%)	9 (47%)	2 (11%)	19
LACRO	3 (23%)	8 (62%)	2 (15%)	13
WCARO	4 (31%)	5 (38%)	4 (31%)	13
Orange	3 (27%)	7 (64%)	1 (9%)	11
Pink	12 (43%)	15 (54%)	1 (4%)	28
Red	14 (47%)	11 (37%)	5 (17%)	30
Yellow	2 (15%)	8 (62%)	3 (23%)	13
n/a	-	1 (50%)	1 (50%)	2
I	13 (35%)	17 (46%)	7 (19%)	37
II	8 (36%)	12 (55%)	2 (9%)	22
III	9 (43%)	11 (52%)	1 (5%)	21
MCP	1 (50%)	1 (50%)	-	2
n/a	-	1 (50%)	1 (50%)	2
Humanitarian (Y)	17 (45%)	17 (45%)	4 (11%)	38
Humanitarian (N)	14 (30%)	25 (54%)	7 (15%)	46
HIC	-	1 (50%)	1 (50%)	2
UMIC	9 (36%)	15 (60%)	1 (4%)	25
LMIC	13 (37%)	18 (51%)	4 (11%)	35

LIC	8 (47%)	5 (29%)	4 (24%)	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	-	2 (67%)	1 (33%)	3
2019 start	3 (27%)	5 (45%)	3 (27%)	11
2020 start	3 (38%)	4 (50%)	1 (13%)	8
2021 start	11 (55%)	9 (45%)	-	20
2022 start	6 (32%)	11 (58%)	2 (11%)	19
2023 start	8 (35%)	11 (49%)	4 (17%)	23
n/a	-	2 (67%)	1 (33%)	3

Q 37 Has your UNCT developed a UNSDCF in the past two years?

	Yes	No	Total
Total Respondents	39 (46%)	45 (54%)	84
APRO	5 (31%)	11 (69%)	16
ASRO	3 (43%)	4 (57%)	7
EECARO	12 (75%)	4 (25%)	16
ESARO	8 (42%)	11 (58%)	19
LACRO	6 (46%)	7 (54%)	13
WCARO	5 (38%)	8 (62%)	13
Orange	4 (36%)	7 (64%)	11
Pink	17 (61%)	11 (39%)	28
Red	11 (37%)	19 (63%)	30
Yellow	6 (46%)	7 (54%)	13
n/a	1 (50%)	1 (50%)	2
I	13 (35%)	24 (65%)	37
II	10 (45%)	12 (55%)	22
III	15 (71%)	6 (29%)	21
MCP	-	2 (100%)	2
n/a	1 (50%)	1 (50%)	2
Humanitarian (Y)	12 (32%)	26 (68%)	38
Humanitarian (N)	27 (59%)	19 (41%)	46
HIC	1 (50%)	1 (50%)	2
UMIC	20 (80%)	5 (20%)	25
LMIC	11 (31%)	24 (69%)	35
LIC	6 (35%)	11 (65%)	17
Multiple	-	2 (100%)	2
Not classified	1 (33%)	2 (67%)	3
2019 start	2 (18%)	9 (82%)	11
2020 start	8 (100%)	-	8
2021 start	20 (100%)	-	20
2022 start	8 (42%)	11 (58%)	19
2023 start	-	23 (100%)	23
n/a	1 (33%)	2 (67%)	3

Q 39 Has the development and/or implementation of the UNSDCF led to UNFPA's increased participation in joint programming initiatives ?

	Yes	No	N/A	Total
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Total Respondents	33 (39%)	11 (13%)	40 (48%)	84
APRO	5 (31%)	1 (6%)	10 (63%)	16
ASRO	1 (14%)	2 (29%)	4 (57%)	7
EECARO	5 (31%)	5 (31%)	6 (38%)	16
ESARO	11 (58%)	2 (11%)	6 (32%)	19
LACRO	5 (38%)	-	8 (62%)	13
WCARO	6 (46%)	1 (8%)	6 (46%)	13
Orange	5 (45%)	-	6 (55%)	11
Pink	12 (43%)	4 (14%)	12 (43%)	28
Red	13 (43%)	3 (10%)	14 (47%)	30
Yellow	3 (23%)	4 (31%)	6 (46%)	13
n/a	-	-	2 (100%)	2
I	16 (43%)	2 (5%)	19 (51%)	37
II	9 (41%)	3 (14%)	10 (45%)	22
III	7 (33%)	6 (29%)	8 (38%)	21
MCP	1 (50%)	-	1 (50%)	2
n/a	-	-	2 (100%)	2
Humanitarian (Y)	16 (42%)	3 (8%)	19 (50%)	38
Humanitarian (N)	17 (37%)	8 (17%)	21 (46%)	46
HIC	1 (50%)	-	1 (50%)	2
UMIC	13 (52%)	5 (20%)	7 (28%)	25
LMIC	12 (34%)	4 (11%)	19 (54%)	35
LIC	6 (35%)	2 (12%)	9 (53%)	17
Multiple	1 (50%)	-	1 (50%)	2
Not classified	-	-	3 (100%)	3
2019 start	3 (27%)	2 (18%)	6 (55%)	11
2020 start	6 (75%)	2 (25%)	-	8
2021 start	11 (55%)	5 (25%)	4 (20%)	20
2022 start	6 (32%)	1 (5%)	12 (63%)	19
2023 start	7 (30%)	1 (4%)	15 (65%)	23
n/a	-	-	3 (100%)	3

Q 40 Did the Resident Coordinator confirm that UNFPA's CPD is aligned to the UNSDCF ?

	Yes	No	N/A	blank	Total
Total Respondents	30 (36%)	4 (5%)	49 (58%)	1 (1%)	84
APRO	2 (13%)	-	14 (88%)	-	16
ASRO	1 (14%)	-	6 (86%)	-	7
EECARO	11 (69%)	1 (6%)	3 (19%)	1 (6%)	16
ESARO	5 (26%)	3 (16%)	11 (58%)	-	19
LACRO	5 (38%)	-	8 (62%)	-	13
WCARO	6 (46%)	-	7 (54%)	-	13
Orange	4 (36%)	1 (9%)	6 (55%)	-	11
Pink	14 (50%)	1 (4%)	13 (46%)	-	28
Red	9 (30%)	2 (7%)	19 (63%)	-	30
Yellow	3 (23%)	-	9 (69%)	1 (8%)	13
n/a	-	-	2 (100%)	-	2
I	12 (32%)	1 (3%)	24 (65%)	-	37

II	7 (32%)	2 (9%)	12 (55%)	1 (5%)	22
III	11 (52%)	1 (5%)	9 (43%)	-	21
MCP	-	-	2 (100%)	-	2
n/a	-	-	2 (100%)	-	2
Humanitarian (Y)	12 (32%)	2 (5%)	24 (63%)	-	38
Humanitarian (N)	18 (39%)	2 (4%)	25 (54%)	1 (2%)	46
HIC	1 (50%)	-	1 (50%)	-	2
UMIC	15 (60%)	1 (4%)	9 (36%)	-	25
LMIC	9 (26%)	2 (6%)	23 (66%)	1 (3%)	35
LIC	5 (29%)	1 (6%)	11 (65%)	-	17
Multiple	-	-	2 (100%)	-	2
Not classified	-	-	3 (100%)	-	3
2019 start	1 (9%)	2 (18%)	8 (73%)	-	11
2020 start	6 (75%)	-	2 (25%)	-	8
2021 start	19 (95%)	-	1 (5%)	-	20
2022 start	1 (5%)	1 (5%)	17 (89%)	-	19
2023 start	3 (13%)	1 (4%)	18 (78%)	1 (4%)	23
n/a	-	-	3 (100%)	-	3

Q 42 To what extent did your Country Office engage in the following areas of UNSDCF formulation process

	Very Strong	Strong	Weak	Very Weak	N/A	Blank	Total
UNCT Programme Management Team	31 (37%)	31 (37%)	1 (1%)	1 (1%)	19 (23%)	1 (1%)	84
Common Country Analysis (CCA)	43 (51%)	25 (30%)	2 (2%)	1 (1%)	12 (14%)	1 (1%)	84
Design of UNSDCF outcomes and outputs	36 (43%)	20 (24%)	-	1 (1%)	26 (31%)	1 (1%)	84
UNCT Strategic Prioritization	35 (42%)	24 (29%)	1 (1%)	1 (1%)	22 (26%)	1 (1%)	84
UNSDCF Theory of Change	28 (33%)	24 (29%)	4 (5%)	1 (1%)	26 (31%)	1 (1%)	84
UNCT Consultations with Government	23 (27%)	36 (43%)	3 (4%)	-	21 (25%)	1 (1%)	84
Funding framework and SDG financing	11 (13%)	24 (29%)	13 (15%)	1 (1%)	33 (39%)	2 (2%)	84
UNCT Configuration	25 (30%)	18 (21%)	8 (10%)	-	31 (37%)	2 (2%)	84

Q 43 If your UNCT is planning to submit a UNSDCF in 2021 or 2022, please identify the areas of support you may require (Check all that apply).

Areas of support required	# of COs	% of COs
Common Country Analysis (CCA)	13	15%
Design of UNSDCF outcomes and outputs	27	32%
UNSDCF Theory of Change	28	33%
Strategic Prioritization	24	29%
Consultations with government	8	10%
Funding and Financing Framework	38	45%

UNCT Configuration	20	24%
N/A	37	44%
Other	3	4%
Blank	3	4%

Q 47 To what extent do you agree that the strengthening of UN system-wide evaluation and reporting benefits UNFPA

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Total Respondents	13 (15%)	62 (74%)	8 (10%)	1 (1%)	84
APRO	4 (25%)	9 (56%)	3 (19%)	-	16
ASRO	-	4 (57%)	3 (43%)	-	7
EECARO	1 (6%)	14 (88%)	1 (6%)	-	16
ESARO	4 (21%)	14 (74%)	-	1 (5%)	19
LACRO	-	13 (100%)	-	-	13
WCARO	4 (31%)	8 (62%)	1 (8%)	-	13
Orange	2 (18%)	7 (64%)	2 (18%)	-	11
Pink	3 (11%)	24 (86%)	1 (4%)	-	28
Red	7 (23%)	20 (67%)	2 (7%)	1 (3%)	30
Yellow	1 (8%)	10 (77%)	2 (15%)	-	13
n/a	-	1 (50%)	1 (50%)	-	2
I	9 (24%)	24 (65%)	4 (10%)	-	37
II	2 (9%)	18 (82%)	1 (5%)	1 (5%)	22
III	2 (10%)	18 (86%)	1 (5%)	-	21
MCP	-	1 (50%)	1 (50%)	-	2
n/a	-	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	8 (21%)	26 (68%)	4 (11%)	-	38
Humanitarian (N)	5 (11%)	36 (78%)	4 (9%)	1 (2%)	46
HIC	1 (50%)	1 (50%)	-	-	2
UMIC	2 (8%)	23 (92%)	-	-	25
LMIC	9 (26%)	22 (63%)	3 (9%)	1 (3%)	35
LIC	1 (6%)	14 (82%)	2 (12%)	-	17
Multiple	-	1 (50%)	1 (50%)	-	2
Not classified	-	1 (33%)	2 (67%)	-	3
2019 start	2 (18%)	6 (55%)	2 (18%)	1 (9%)	11
2020 start	1 (13%)	7 (88%)	-	-	8
2021 start	1 (5%)	18 (90%)	1 (5%)	-	20
2022 start	3 (16%)	15 (79%)	1 (5%)	-	19
2023 start	6 (26%)	14 (61%)	3 (13%)	-	23
n/a	-	2 (67%)	1 (33%)	-	3

Q 48 Has the Resident Coordinator facilitated annual results reporting to the host government?

	Yes	No	blank	Total
Total Respondents	69 (82%)	14 (17%)	1 (1%)	84
APRO	14 (86%)	2 (13%)	-	16
ASRO	3 (43%)	3 (43%)	1 (14%)	7
EECARO	15 (94%)	1 (6%)	-	16

ESARO	14 (74%)	5 (26%)	-	19
LACRO	12 (92%)	1 (8%)	-	13
WCARO	11 (85%)	2 (15%)	-	13
Orange	10 (91%)	1 (9%)	-	11
Pink	25 (89%)	3 (11%)	-	28
Red	22 (73%)	7 (23%)	1 (3%)	30
Yellow	10 (77%)	3 (23%)	-	13
n/a	2 (100%)	-	-	2
I	30 (81%)	6 (16%)	1 (3%)	37
II	16 (73%)	6 (27%)	-	22
III	19 (90%)	2 (10%)	-	21
MCP	2 (100%)	-	-	2
n/a	2 (100%)	-	-	2
Humanitarian (Y)	29 (76%)	8 (21%)	1 (3%)	38
Humanitarian (N)	40 (87%)	6 (13%)	-	46
HIC	2 (100%)	-	-	2
UMIC	23 (92%)	2 (8%)	-	25
LMIC	28 (80%)	7 (20%)	-	35
LIC	12 (71%)	4 (24%)	1 (6%)	17
Multiple	2 (100%)	-	-	2
Not classified	2 (67%)	1 (33%)	-	3
2019 start	9 (81%)	2 (18%)	-	11
2020 start	6 (75%)	2 (25%)	-	8
2021 start	17 (85%)	3 (15%)	-	20
2022 start	16 (84%)	2 (11%)	1 (5%)	19
2023 start	19 (83%)	4 (17%)	-	23
n/a	2 (67%)	1 (33%)	-	3

Q 49 Have you engaged in joint UNSDCF or UNDAF evaluations?

	Yes	No	blank	Total
Total Respondents	62 (74%)	21 (25%)	1 (1%)	84
APRO	12 (75%)	4 (25%)	-	16
ASRO	3 (43%)	3 (43%)	1 (14%)	7
EECARO	15 (94%)	1 (6%)	-	16
ESARO	15 (79%)	4 (21%)	-	19
LACRO	9 (69%)	4 (31%)	-	13
WCARO	8 (62%)	5 (38%)	-	13
Orange	9 (82%)	2 (18%)	-	11
Pink	23 (82%)	5 (18%)	-	28
Red	19 (63%)	10 (33%)	1 (3%)	30
Yellow	10 (77%)	3 (23%)	-	13
n/a	1 (50%)	1 (50%)	-	2
I	26 (70%)	10 (27%)	1 (3%)	37
II	17 (77%)	5 (23%)	-	22
III	17 (81%)	4 (19%)	-	21
MCP	1 (50%)	1 (50%)	-	2
n/a	1 (50%)	1 (50%)	-	2

Humanitarian (Y)	27 (71%)	10 (26%)	1 (3%)	38
Humanitarian (N)	35 (76%)	11 (24%)	-	46
HIC	2 (100%)	-	-	2
UMIC	22 (88%)	3 (12%)	-	25
LMIC	25 (71%)	10 (29%)	-	35
LIC	11 (65%)	5 (29%)	1 (6%)	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	1 (33%)	2 (67%)	-	3
2019 start	5 (45%)	6 (55%)	-	11
2020 start	5 (63%)	3 (38%)	-	8
2021 start	18 (90%)	2 (10%)	-	20
2022 start	17 (89%)	1 (5%)	1 (5%)	19
2023 start	16 (70%)	7 (30%)	-	23
n/a	1 (33%)	2 (67%)	-	3

Q 50 What has been your experience in reporting results un UN-INFO?

	Positive	Neutral	Negative	blank	Total
Total Respondents	16 (19%)	60 (71%)	6 (7%)	2 (2%)	84
APRO	2 (13%)	12 (75%)	2 (13%)	-	16
ASRO	-	5 (71%)	-	2 (29%)	7
EECARO	-	14 (86%)	2 (13%)	-	16
ESARO	7 (37%)	11 (58%)	1 (5%)	-	19
LACRO	-	12 (92%)	1 (8%)	-	13
WCARO	7 (54%)	6 (46%)	-	-	13
Orange	1 (9%)	8 (73%)	2 (18%)	-	11
Pink	1 (4%)	25 (89%)	2 (7%)	-	28
Red	13 (43%)	15 (50%)	1 (3%)	1 (3%)	30
Yellow	-	11 (85%)	1 (8%)	1 (8%)	13
n/a	1 (50%)	1 (50%)	-	-	2
I	12 (32%)	22 (59%)	2 (5%)	1 (3%)	37
II	2 (9%)	16 (73%)	3 (14%)	1 (5%)	22
III	1 (5%)	19 (90%)	1 (5%)	-	21
MCP	-	2 (100%)	-	-	2
n/a	1 (50%)	1 (50%)	-	-	2
Humanitarian (Y)	11 (29%)	24 (63%)	1 (3%)	2 (5%)	38
Humanitarian (N)	5 (11%)	36 (78%)	5 (11%)	-	46
HIC	1 (50%)	1 (50%)	-	-	2
UMIC	-	23 (92%)	2 (8%)	-	25
LMIC	8 (23%)	23 (66%)	4 (11%)	-	35
LIC	7 (41%)	9 (53%)	-	1 (6%)	17
Multiple	-	2 (100%)	-	-	2
Not classified	-	2 (67%)	-	1 (33%)	3
2019 start	2 (18%)	6 (55%)	3 (27%)	-	11
2020 start	1 (13%)	6 (75%)	1 (13%)	-	8
2021 start	3 (15%)	16 (80%)	1 (5%)	-	20
2022 start	3 (16%)	15 (77%)	-	1 (5%)	19

2023 start	6 (26%)	15 (65%)	1 (4%)	1 (4%)	23
n/a	1 (33%)	2 (67%)	-	-	3

Q 53 To what extent do you agree that UNFPA is well positioned to contribute to integrated SDG policy support and implementation at country-level ?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Total Respondents	26 (31%)	56 (67%)	2 (2%)		84
APRO	4 (25%)	12 (75%)	-		16
ASRO	2 (29%)	5 (71%)	-		7
EECARO	4 (25%)	11 (69%)	1 (6%)		16
ESARO	4 (21%)	14 (74%)	1 (5%)		19
LACRO	6 (46%)	7 (54%)	-		13
WCARO	6 (46%)	7 (54%)	-		13
Orange	6 (55%)	5 (45%)	-		11
Pink	6 (21%)	21 (75%)	1 (4%)		28
Red	7 (23%)	22 (73%)	1 (3%)		30
Yellow	6 (46%)	7 (54%)	-		13
n/a	1 (50%)	1 (50%)	-		2
I	13 (35%)	24 (65%)	-		37
II	5 (23%)	16 (73%)	1 (5%)		22
III	6 (29%)	14 (67%)	1 (5%)		21
MCP	1 (50%)	1 (50%)	-		2
n/a	1 (50%)	1 (50%)	-		2
Humanitarian (Y)	10 (26%)	28 (74%)	-		38
Humanitarian (N)	16 (35%)	28 (61%)	2 (4%)		46
HIC	1 (50%)	1 (50%)	-		2
UMIC	8 (32%)	16 (64%)	1 (4%)		25
LMIC	12 (34%)	22 (63%)	1 (3%)		35
LIC	4 (24%)	13 (76%)	-		17
Multiple	1 (50%)	1 (50%)	-		2
Not classified	-	3 (100%)	-		3
2019 start	2 (18%)	8 (73%)	1 (9%)		11
2020 start	3 (38%)	5 (63%)	-		8
2021 start	5 (25%)	14 (70%)	1 (5%)		20
2022 start	6 (32%)	13 (68%)	-		19
2023 start	9 (39%)	14 (61%)	-		23
n/a	1 (33%)	2 (67%)	-		3

Q 54 Have country-level reforms led to increased coordination for integrated SDG policy support and implementation ?

	Yes	No	blank	Total
Total Respondents	54 (64%)	29 (35%)	1 (1%)	84
APRO	8 (50%)	8 (50%)	-	16
ASRO	2 (29%)	4 (57%)	1	7
EECARO	11 (69%)	5 (31%)	-	16
ESARO	16 (84%)	3 (16%)	-	19

LACRO	7 (54%)	6 (46%)	-	13
WCARO	10 (77%)	3 (23%)	-	13
Orange	7 (64%)	4 (36%)	-	11
Pink	16 (57%)	12 (43%)	-	28
Red	23 (77%)	7 (23%)	-	30
Yellow	6 (46%)	6 (46%)	1 (8%)	13
n/a	2 (100%)	-	-	2
I	25 (68%)	12 (32%)	-	37
II	12 (55%)	9 (41%)	1 (5%)	22
III	14 (67%)	7 (33%)	-	21
MCP	1 (50%)	1 (50%)	-	2
n/a	2 (100%)	-	-	2
Humanitarian (Y)	26 (68%)	11 (29%)	1 (3%)	38
Humanitarian (N)	28 (61%)	18 (39%)	-	46
HIC	2 (100%)	-	-	2
UMIC	15 (60%)	10 (40%)	-	25
LMIC	22 (63%)	13 (37%)	-	35
LIC	12 (71%)	5 (29%)	-	17
Multiple	1 (50%)	1 (50%)	-	2
Not classified	2 (67%)	-	1 (33%)	3
2019 start	8 (73%)	3 (27%)	-	11
2020 start	6 (75%)	2 (25%)	-	8
2021 start	12 (60%)	8 (40%)	-	20
2022 start	10 (53%)	9 (47%)	-	19
2023 start	16 (70%)	6 (26%)	1 (4%)	23
n/a	2 (67%)	1 (33%)	-	3

Q 63 To what extent do you agree that UNFPA has made progress in the implementation of the recommendations of the MCO review?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Total
Total Respondents	1	16	6	1	60	84
APRO	-	4 (25%)	-	-	12 (75%)	16
ASRO	-	-	-	-	7 (100%)	7
EECARO	-	2 (13%)	1 (6%)	-	13 (81%)	16
ESARO	-	4 (21%)	-	1 (5%)	14 (74%)	19
LACRO	1 (8%)	2 (15%)	3 (23%)	-	7 (54%)	13
WCARO	-	4 (31%)	2 (15%)	-	7 (54%)	13
Orange	-	2 (18%)	1 (9%)	-	8 (73%)	11
Pink	1 (4%)	3 (11%)	2 (7%)	-	22 (79%)	28
Red	-	6 (20%)	2 (7%)	1 (3%)	21 (70%)	30
Yellow	-	4 (31%)	1 (8%)	-	8 (62%)	13
n/a	-	1 (50%)	-	-	1 (50%)	2
I	-	9 (24%)	3 (8%)	-	25 (68%)	37
II	-	2 (9%)	1 (5%)	1 (5%)	18 (82%)	22
III	-	3 (14%)	2 (10%)	-	16 (76%)	21
MCP	1 (50%)	1 (50%)	-	-	-	2
n/a	-	1 (50%)	-	-	1 (50%)	2

Humanitarian (Y)	-	7 (18%)	1 (3%)	-	30 (79%)	38
Humanitarian (N)	1 (2%)	9 (20%)	5 (11%)	1 (2%)	30 (65%)	46
HIC	-	1 (50%)	-	-	1 (50%)	2
UMIC	-	6 (24%)	2 (8%)	-	17 (68%)	25
LMIC	-	6 (17%)	3 (9%)	1 (3%)	35 (71%)	35
LIC	-	2 (12%)	1 (6%)	-	17 (82%)	17
Multiple	1 (50%)	1 (50%)	-	-	-	2
Not classified	-	-	-	-	3 (100%)	3
2019 start	-	-	3 (27%)	1 (9%)	7 (64%)	11
2020 start	-	3 (38%)	-	-	5 (63%)	8
2021 start	-	2 (10%)	1 (5%)	-	17 (85%)	20
2022 start	1 (5%)	5 (26%)	-	-	13 (68%)	19
2023 start	-	5 (22%)	1 (4%)	-	17 (74%)	23
n/a	-	1 (33%)	1 (33%)	-	1 (33%)	3

Q 56 Have national UN COVID-19 Socio-Economic Response Frameworks led to more integrated support to host governments?

	Yes	No	blank	Total
Total Respondents	62	21	1	84
APRO	8 (50%)	8 (50%)	-	16
ASRO	4 (57%)	2 (29%)	1 (14%)	7
EECARO	14 (88%)	2 (13%)	-	16
ESARO	16 (84%)	3 (16%)	-	19
LACRO	8 (62%)	5 (38%)	-	13
WCARO	12 (92%)	1 (8%)	-	13
Orange	8 (73%)	3 (27%)	-	11
Pink	20 (71%)	8 (29%)	-	28
Red	23 (77%)	6 (20%)	1 (3%)	30
Yellow	10 (77%)	3 (23%)	-	13
n/a	1 (50%)	1 (50%)	-	2
I	29 (78%)	7 (19%)	1 (3%)	37
II	14 (64%)	8 (36%)	-	22
III	18 (86%)	3 (14%)	-	21
MCP	-	2 (100%)	-	2
n/a	1 (50%)	1 (50%)	-	2
Humanitarian (Y)	28 (74%)	9 (24%)	1 (3%)	38
Humanitarian (N)	34 (74%)	12 (26%)	-	46
HIC	2 (100%)	-	-	2
UMIC	21 (84%)	4 (16%)	-	25
LMIC	25 (71%)	10 (29%)	-	35
LIC	13 (76%)	3 (18%)	1 (6%)	17
Multiple	-	2 (100%)	-	2
Not classified	1 (33%)	2 (67%)	-	3
2019 start	7 (64%)	4 (36%)	-	11
2020 start	7 (88%)	1 (13%)	-	8
2021 start	19 (95%)	1 (5%)	-	20

2022 start	10 (53%)	8 (42%)	1 (5%)	19
2023 start	18 (78%)	5 (22%)	-	23
n/a	1 (33%)	2 (67%)	-	3

Q 64 Please assess the level of progress your sub-region or respective MCO(s) have made in the implementation of the MCO review recommendations

	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Total
Total Respondents						84
APRO						16
ASRO						7
EECARO						16
ESARO						19
LACRO						13
WCARO						13
Orange						11
Pink						28
Red						30
Yellow						13
n/a						2
I						37
II						22
III						21
MCP						2
n/a						2
Humanitarian (Y)						38
Humanitarian (N)						46
HIC						2
UMIC						25
LMIC						35
LIC						17
Multiple						2
Not classified						3
2019 start						11
2020 start						8
2021 start						20
2022 start						19
2023 start						23
n/a						3

B. UNFPA Regional Office Survey 2021 Analysis Tables

Q 2. To what degree are you familiar with the following UNDS Reform work streams:

	Very Familiar	Familiar	Partially Familiar	Unfamiliar	ALL

Management and Accountability Framework	3	3 ⁸¹	-	-	6 ⁸²
Common Business Operations	3	2 ⁸³	1	-	6 ⁸⁴
Funding Compact	3	3 ⁸⁵	-	-	6 ⁸⁶
UN Sustainable Development Cooperation Framework	5 ⁸⁷	1	-	-	6 ⁸⁸
Regional Reform	4 ⁸⁹	3 ⁹⁰	-	-	7 ⁹¹
Multi-Country Office Review	3	3 ⁹²	-	-	6 ⁹³
System-wide evaluation	4 ⁹⁴	3 ⁹⁵	-	-	7 ⁹⁶
System-wide Results Based Management and Reporting	3 ⁹⁷	3 ⁹⁸	1	-	7 ⁹⁹

Q 3 To what extent do you agree with the following statements on UNDS Reform?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
UNDS reform is strengthening collaboration among UN agencies at the regional level	2	4 ¹⁰⁰	-	-	6 ¹⁰¹
The reinvigorated RC system is leading to improved coordination at country-level	1	5 ¹⁰²	-	-	6 ¹⁰³
UNDS Reform is improving the collective UN support to achieve national development results	1	5 ¹⁰⁴	-	-	6 ¹⁰⁵

- ⁸¹ RO that answered twice only counted once
⁸² RO that answered twice only counted once
⁸³ RO that answered twice only counted once
⁸⁴ RO that answered twice only counted once
⁸⁵ RO that answered twice only counted once
⁸⁶ RO that answered twice only counted once
⁸⁷ RO that answered twice only counted once
⁸⁸ RO that answered twice only counted once
⁸⁹ One of two RO answers here
⁹⁰ One of two RO answers here
⁹¹ One RO answered twice
⁹² RO that answered twice only counted once
⁹³ RO that answered twice only counted once
⁹⁴ One of two RO answers here
⁹⁵ One of two RO answers here
⁹⁶ One RO answered twice
⁹⁷ One of two RO answers here
⁹⁸ One of two RO answers here
⁹⁹ One RO answered twice
¹⁰⁰ RO that answered twice only counted once
¹⁰¹ RO that answered twice only counted once
¹⁰² RO that answered twice only counted once
¹⁰³ RO that answered twice only counted once
¹⁰⁴ RO that answered twice only counted once
¹⁰⁵ RO that answered twice only counted once

The Regional DCO is effectively coordinating joint quality assurance of CCAs and UNSDCF's	1	3 ¹⁰⁶	2	1 ¹⁰⁷	7 ¹⁰⁸
UNDS Reform is increasing UNFPA's relevance in the region	1	5 ¹⁰⁹	-	-	6 ¹¹⁰
A strengthened RC function is contributing to UNFPA's engagement with host governments	-	5 ¹¹¹	1	-	6 ¹¹²
Regional reforms have resulted in increased support to COs/MCOs	1	4 ¹¹³	2 ¹¹⁴	-	7 ¹¹⁵
UNDS Reform is generating cost savings for UNFPA	-	4 ¹¹⁶	3 ¹¹⁷	-	7 ¹¹⁸

Q 4 To what extent do you agree that Regional Collaborative Platforms provide UNFPA an opportunity to better position the ICPD PoA?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
ROs	1	5 ¹¹⁹	-	-	6 ¹²⁰

Q 5 Is the Regional Collaborative Platform in your region fully operational?

	Yes	No	Total
ROs	5 ¹²¹	2 ¹²²	7 ¹²³

Q 6 Have regional-level reforms contributed to increased collaboration between UNFPA and respective Regional Economic Commissions?

	Yes	No	Total
ROs	6 ¹²⁴	1 ¹²⁵	7 ¹²⁶

Q 7 Please assess the level of UNFPA's engagement at the management level in the Regional Collaborative Platform:

	Actively Engaged	Engaged	Partially Engaged	Not Engaged	Total
ROs	6	-	-	-	6 ¹²⁷

¹⁰⁶ One of two RO answers here

¹⁰⁷ One of two RO answers here

¹⁰⁸ One RO answered twice

¹⁰⁹ RO that answered twice only counted once

¹¹⁰ RO that answered twice only counted once

¹¹¹ RO that answered twice only counted once

¹¹² RO that answered twice only counted once

¹¹³ One of two RO answers here

¹¹⁴ One of two RO answers here

¹¹⁵ One RO answered twice

¹¹⁶ One of two RO answers here

¹¹⁷ One of two RO answers here

¹¹⁸ One of two RO answers here

¹¹⁹ RO that answered twice only counted once

¹²⁰ RO that answered twice only counted once

¹²¹ One of two RO answers here

¹²² One of two RO answers here

¹²³ One RO answered twice

¹²⁴ One of two RO answers here

¹²⁵ One of two RO answers here

¹²⁶ One RO answered twice

¹²⁷ RO that answered twice only counted once

Q 8 Is UNFPA leading or co-leading any inter-agency groups a part of the Regional Collaborative Platform (i.e.: issue-based coalitions, peer support group, data and statistics, knowledge management)

	Yes	No	Total
ROs	6 ¹²⁸	-	6 ¹²⁹

Q 10 Please assess how effective your regional Peer Support Group is in providing support and quality assurance to UNCTs in the development of CCAs and UNSDCFs

	Very Effective	Effective	Partially Effective	Not Effective	Total
ROs	3	2 ¹³⁰	2 ¹³¹	-	7 ¹³²

Q 11 Please assess how responsive regional Issue Based Coalitions are to the needs of UNCTs:

	Very Responsive	Responsive	Partially Responsive	Not Responsive	Total
ROs	-	3 ¹³³	4 ¹³⁴	-	7 ¹³⁵

Q 12 Have regional issue-based coalitions supported UNCTs in COVID-19 Socio-Economic response and recovery efforts?

	Yes	No	Total
ROs	5 ¹³⁶	1	6 ¹³⁷

Q 15 Has your Office contributed to the creation of a region-specific knowledge management hub, such as through the development of expert rosters and/or learning resources?

	Yes	No	Total
ROs	6 ¹³⁸	-	6 ¹³⁹

Q 16 Have there been region specific discussions on pooling existing expertise, capacities or assets as a part of the regional reform?

	Yes	No	Total
ROs	6 ¹⁴⁰	1 ¹⁴¹	7 ¹⁴²

Q 18 Has a regional-specific change management process begun, to consolidate data and statistics capacities?

	Yes	No	Total
--	-----	----	-------

¹²⁸ RO that answered twice only counted once

¹²⁹ RO that answered twice only counted once

¹³⁰ One of two RO answers here

¹³¹ One of two RO answers here

¹³² One RO answered twice

¹³³ One of two RO answers here

¹³⁴ One of two RO answers here

¹³⁵ One RO answered twice

¹³⁶ RO that answered twice only counted once

¹³⁷ RO that answered twice only counted once

¹³⁸ RO that answered twice only counted once

¹³⁹ RO that answered twice only counted once

¹⁴⁰ One of two RO answers here

¹⁴¹ One of two RO answers here

¹⁴² One RO answered twice

ROs	6 ¹⁴³	-	6 ¹⁴⁴
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Q 19 Has UNFPA contributed to the consolidation of data and statistics at the regional level, for example through contributing to regional SDG gateways?

	Yes	No	Total
ROs	6 ¹⁴⁵	-	6 ¹⁴⁶

Q 20 Did your Office contribute to the 2020 regional joint results report of the Regional Collaborative Platform?

	Yes	No	Total
ROs	6 ¹⁴⁷	-	6 ¹⁴⁸

Q 22 To what extent do you agree that your Office has experienced efficiency gains from Common Business Operations?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Blank	Total
ROs	1	4 ¹⁴⁹	1 ¹⁵⁰	-	1	7 ¹⁵¹

Q 23 Please select 3 of the following areas of common business operations that are most important for UNFPA

Areas	RO
Finance	3
Human Resource management	4
Procurement	4
Logistics	3
Information and communications technology	2
Administration including facilities management	1
Fleet Management	-

Q 24 Has the mutual recognition agreement led to the implementation of common operations in your duty station? In December 2018, the Secretary-General and the Executive Heads of several UN entities, including UNFPA, signed a statement of mutual recognition that formalizes the joint commitment to apply the principle of mutual recognition, allowing an entity to use or rely on another entity's policies, procedures, system contracts and related operational mechanism for the implementation of activities without further evaluation checks or approvals being required, to the greatest extent practicable. In 2021, UNFPA developed an internal guide to mutual recognition.

	Yes	No	Total
ROs	4 ¹⁵²	2	6 ¹⁵³

Q 25 Has your Office been engaged in the implementation of common business operations in your duty station, including through the implementation of BOS 2.0?

¹⁴³ RO that answered twice only counted once

¹⁴⁴ RO that answered twice only counted once

¹⁴⁵ RO that answered twice only counted once

¹⁴⁶ RO that answered twice only counted once

¹⁴⁷ RO that answered twice only counted once

¹⁴⁸ RO that answered twice only counted once

¹⁴⁹ One of two RO answers here

¹⁵⁰ One of two RO answers here

¹⁵¹ One RO answered twice

¹⁵² RO that answered twice only counted once

¹⁵³ RO that answered twice only counted once

	Yes	No	Total
ROs	5 ¹⁵⁴	1	6 ¹⁵⁵

Q 29 To what extent do you agree that UNFPA Country Offices in your region have benefited from the new RC system?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
ROs	3	3 ¹⁵⁶	-	-	6 ¹⁵⁷

Q 30 Have UNFPA Regional Directors been invited to appraise the performance of RCs in your region?

	Yes	No	Total
ROs	4	2 ¹⁵⁸	6 ¹⁵⁹

Q 31 Upon a vacancy of a UNFPA Representative/ Head of Office, have RCs been provided an opportunity to consult with UNFPA Regional Directors on the leadership profile of a UNFPA Representative/ Heads of Office in a particular country?

	Yes	No	Total
ROs	4	2 ¹⁶⁰	6 ¹⁶¹

Q 32 Upon the development of a new CPD, have RCs provided confirmation to UNFPA Regional Directors that the programme aligns with the UNSDCF?

	Yes	No	Total
ROs	6 ¹⁶²	1 ¹⁶³	7 ¹⁶⁴

Q 35 To what extent do you agree that Country Offices in your region have been able to mobilize additional resources at country-level due to the Funding Compact?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
ROs	1	4 ¹⁶⁵	2 ¹⁶⁶	-	7 ¹⁶⁷

Q 36 Have you experienced any challenges related to regional-level donors and the 1% levy on tightly earmarked third-party non-core contributions?

	Yes	No	Total
ROs	4 ¹⁶⁸	3 ¹⁶⁹	7 ¹⁷⁰

Q 38 Does your Office have the necessary guidance on the Funding Compact?

	Yes	No	Blank	Total

¹⁵⁴ RO that answered twice only counted once

¹⁵⁵ RO that answered twice only counted once

¹⁵⁶ RO that answered twice only counted once

¹⁵⁷ RO that answered twice only counted once

¹⁵⁸ RO that answered twice only counted once

¹⁵⁹ RO that answered twice only counted once

¹⁶⁰ RO that answered twice only counted once

¹⁶¹ RO that answered twice only counted once

¹⁶² One of two RO answers here

¹⁶³ One of two RO answers here

¹⁶⁴ One RO answered twice

¹⁶⁵ One of two RO answers here

¹⁶⁶ One of two RO answers here

¹⁶⁷ One RO answered twice

¹⁶⁸ One of two RO answers here

¹⁶⁹ One of two RO answers here

¹⁷⁰ One RO answered twice

ROs	4 ¹⁷¹	2 ¹⁷²	1	7 ¹⁷³
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Q 40 To what extent do you agree that UNFPA is well positioned to contribute to integrated SDG policy support at the regional level?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
ROs	3 ¹⁷⁴	3 ¹⁷⁵	-	-	7 ¹⁷⁶

Q 41 Have regional-level reforms led to increased joint results for SDG implementation?

	Yes	No	Total
ROs	5 ¹⁷⁷	2 ¹⁷⁸	7 ¹⁷⁹

Q 43 In line with the 2020 Quadrennial Comprehensive Policy Review (QCPR), what are UNFPA's best entry points to engage in integrated SDG implementation at the regional-level? (Check all that apply)

<input type="checkbox"/> Climate Change	3
<input checked="" type="checkbox"/> Data	7
<input type="checkbox"/> Disabilities	4
<input type="checkbox"/> Disaster Risk Reduction	3
<input type="checkbox"/> Financing	2
<input checked="" type="checkbox"/> Gender/Gender-based violence	7
<input type="checkbox"/> Health/ Sexual reproductive health	6
<input type="checkbox"/> Human Rights	4
<input checked="" type="checkbox"/> Humanitarian Action	7
<input type="checkbox"/> M&E	2
<input type="checkbox"/> Migration	5
<input type="checkbox"/> Partnerships	3
<input type="checkbox"/> Population Dynamics	5
<input type="checkbox"/> South-South and Triangular Cooperation	4
<input type="checkbox"/> Youth	6
Other. Please specify	

¹⁷¹ One of two RO answers here

¹⁷² One of two RO answers here

¹⁷³ One RO answered twice

¹⁷⁴ One of two RO answers here

¹⁷⁵ One of two RO answers here

¹⁷⁶ One RO answered twice

¹⁷⁷ One of two RO answers here

¹⁷⁸ One of two RO answers here

¹⁷⁹ One RO answered twice

C. Groups/Teams working on UNDS Reform since 2018

GROUP	WHEN ACTIVE	CHAIRS/CO-CHAIRS	UNFPA PARTICIPATION / MEMBERSHIP	UNFPA BUSINESS UNIT
UNSDG Principals	Ongoing		UNFPA Executive Director	Executive Office
UNSDG Core Group	Ongoing		UNFPA Executive Director	Executive Office
DSG's Advisory Group on the UNDS reform	2018-2020		UNFPA Executive Director	Executive Office
Joint Steering Committee to Advance Humanitarian & Development Collaboration	Ongoing	Co-chairs: Emergency Relief Coordinator and UNDP	Shoko Arakaki, Director	Humanitarian Response Division
Business Innovations Group Project Team	2016-2020		Andrew Saberton, Director	Division of Management Services
RC Assessment redesign task force	2019-2020		Arturo Pagan, Deputy Director	HR Strategic Partner Branch, Division of Human Resources
RC System Leadership Development & Learning Task Force	Ongoing		Marvin Hoff, Chief Markus Voelker, Head of Learning	Career Dev/Mobi. Progs Branch, Division of Human Resources
Interagency Taskforce on Performance Management	Ongoing			
RC/HC Talent Pipeline Working Group	Ongoing/annual			
UNSDG design team on new Cooperation Framework (UNDAF) guidance	2018-2019	Chair: UNFPA	Laura Londen, former Deputy Executive Director	Executive Office
SG's Data Strategy Group	Ongoing			
Informal group to develop the Funding Compact	2018-2019		Mira Ihalainen, Resource Mobilization Adviser	Resource Mobilization Branch, Division of Communications &

				Strategic Partnerships
Internal Review Team on the Regional Review	2018-2019		Laura Londen, former Deputy Executive Director	Executive Office
Multi-Country Office Review- Inter Agency Working Group	2018-2019		Alexander Pak, Inter-Agency Affairs Coordinator	Intergovernmental Interagency and Policy Dialogue Branch, Policy and Strategy Division
Informal interagency network of communications experts	Ongoing		Selinde Dulckeit, Chief	Media & Communications Branch, Division of Communications & Strategic Partnerships

SUBSIDIARY MECHANISMS OF THE UNSDG

GROUP	WHEN ACTIVE	CHAIRS/CO-CHAIRS	UNFPA PARTICIPATION / MEMBERSHIP	UNFPA BUSINESS UNIT
Fiduciary Oversight and Management Group (FMOG)	Ongoing – led in establishing 1% levy		Mira Ihalainen, Resource Mobilization Adviser	Resource Mobilization Branch, Division of Communications & Strategic Partnerships
Business Innovations Group (BIG)				
Business Innovations Group	Ongoing	Chair: UNFPA (since 2020)	Ib Petersen, Deputy Executive Director Management	Executive Office
BIG 8+1	Ongoing	Co-chair: UNFPA	Ib Petersen, Deputy Executive Director Management	Executive Office
Business Operation Strategy/Local Shared Service Center (LSSC) Task Team	Ongoing		Oliver Buehler Chief, FASB & Coordinator Climate Neutrality	Facilities and Administrative Services Branch
Task Team on Common Premises	Ongoing		Oliver Buehler Chief, FASB & Coordinator Climate Neutrality	Facilities and Administrative Services Branch
Task team on Efficiency Reporting & Data	Ongoing		Oliver Buehler Chief, FASB & Coordinator Climate Neutrality	Facilities and Administrative Services Branch
2018-2019 Strategic Results Groups				
SDG Implementation	2018-2019			

Strategic Results Group + subsidiary task teams				
Strategic Financing Results Group + subsidiary task teams	2018-2019	Co-chair: UNFPA	Natalia Kanem, Executive Director	Executive Office
Strategic Partnerships Results Group + subsidiary task teams	2018-2019			
2020-21 UNSDG Task Teams / networks				
Programme Development and Results	Ongoing			
SDG Financing	2020-2022			
Human Rights, LNOB, Normative Agenda	2020-2021			
Partnerships	2020-2021			
COVID-19 socioeconomic response	2020-2022			
Integrated Policy Support	2020-2021			
Gender equality and empowerment of women	2020-2021	Co-Chair: UNFPA	Diane Keita, Deputy Executive Director (programme)	
Country level data & statistics	2020-2021			
Transitions	2020-2021			

D. CPD extensions 2020-2022

Country	HAO	HRP	EB session	Type of extension
Afghanistan	x	x	EB 2022 I	2 nd one-year extension
Algeria			EB 2020 II	1 st one-year extension
			EB 2022 I	2 nd one-year extension
Armenia			EB 2021 I	1 st six-month extension
Bangladesh	x		EB 2021 I	1 st one-year extension
Brazil	x		EB 2022 I	1 st one-year extension
Burkina Faso	x	x	EB 2020 II	1 st two-year extension
Cameroon	x	x	EB 2020 II	1 st one-year extension
Central African Republic	x	x	EB 2021 II	1 st one-year extension
Chad	x	x	EB 2021 II	1 st one-year extension
China			EB 2020 II	1 st two-month extension
Colombia	x	x	EB 2020 I	1 st one-year extension
DPR Korea	x		EB 2021 II	1 st one-year extension
El Salvador		x	EB 2020 II	1 st one-year extension
Gambia	x		EB 2021 II	1 st one-year extension
Guatemala		x	EB 2020 I	1 st one-year extension
			EB 2021 I	2 nd one-year extension
Guinea-Bissau			EB 2021 I	1 st one-year extension
Haiti	x	x	EB 2022 I	1 st one-year extension
Iran	x		EB 2021 II	1 st one-year extension
			EB 2020 II	1 st one-year extension
Lebanon	x		EB 2021 II	2 nd one-year extension
			EB 2020 II	1 st one-year extension
Libya	x	x	EB 2021 II	2 nd one-year extension
			EB 2020 II	2 nd six-month extension
Madagascar	x		EB 2021 AS	3 rd three-month extension
			EB 2020 II	3 rd three-month extension
Maldives			EB 2021 I	1 st one-year extension
Mongolia	x		EB 2021 II	1 st one-year extension
Morocco			EB 2021 II	1 st one-year extension
Mozambique	x	x	EB 2020 II	1 st one-year extension
Niger	x	x	EB 2021 II	1 st one-year extension
Sao Tome and Principe			EB 2021 II	1 st one-year extension
South Africa			EB 2020 I	3 rd three-month extension
South Sudan	x	x	EB 2021 II	1 st one-year extension
Sudan	x	x	EB 2021 II	1 st one-year extension
			EB 2020 I	3 rd one-year extension
			EB 2021 I	4 th six-month extension
			EB 2021 AS	5 th six-month extension
Syria	x	x	EB 2022 I	6 th six-month extension
			EB 2020 II	1 st one-year extension
Tajikistan			EB 2021 II	2 nd one-year extension
			EB 2020 II	1 st one-year extension
Tanzania	x		EB 2021 I	1 st one-year extension
Venezuela	x	x	EB 2020 I	1 st one-year extension
			EB 2021 I	2 nd one-year extension
			EB 2022 I	3 rd one-year extension
Yemen	x	x	EB 2020 II	5 th one-year extension
			EB 2022 I	6 th one-year extension
Zambia	x		EB 2020 II	1 st one-year extension
			EB 2021 II	2 nd one-year extension
Zimbabwe	x		EB 2020 II	1 st one-year extension

Source: Evaluation team from UNFPA Executive Board documentation

E. UNFPA Engagement in the IBCs by UNSDG region

Africa Region

O-IBC ¹⁸⁰	UNFPA Role
Strengthened integrated data and statistical systems for sustainable development	CO-Chair with ECA
Ensuring effective and efficiency macroeconomic management and accelerated inclusive economic transformation and diversification	
Harnessing demographic dividends through investments in youth and women's empowerment (Health, education and employment) for sustainable development	CO-Chair with ILO
Leveraging new technologies and enabling digital transitions for inclusive growth and development	
Fostering climate action and resilience	
Peace, security and the respect of human rights	
Forced displacement and migration	
Task Forces¹⁸¹	
Knowledge Management Hub	
System wide reporting	
Common Back Offices	

Asia and the Pacific Region

IBC	UNFPA Role
Climate change and migration	Member
Building resilience	Member
Inclusion and empowerment	Member
Human mobility and urbanization	Member
Gender equality and human rights	Co-chair with UNHCHR and UN women
Means of Implementation Working Groups	
SDG Statistics and Data WG	Co-chair with ESCAP
System wide reporting	Member
Knowledge Management	Member
Regional OMT	Member

¹⁸⁰ The Africa region chose to add opportunities to the name IBC

¹⁸¹ The three Task Forces are based on Recommendations 2 (Knowledge Management Hub), 3 (System-wide Reporting) and 5 (Common Back Offices) of the Secretary-General's Report on the Implementation of General Assembly resolution 71/243 on the QCPR

Networking groups	
Asia Pacific Inter-agency Network on Youth (APINY)	Member
Education 2030+	Member
Asia-Pacific Informal Regional Network of Ageing Focal Points	Member
Country support groups	
Peer support group (Chair: DCO)	Member
Evaluation Group (Chair: UNEDAP)	Chair?

Arab States

IBC	UNFPA role
Migration	Member
Food security, climate action and environment	
Urbanization	
Humanitarian development nexus	Member
Gender justice and equality	CO-Chair
Youth empowerment and inclusion	
Macroeconomic management and social protection	
Quality social services and community resilience	member
Other groups	
Regional Working Group on Gender in Humanitarian Action (WG/GiHA), Arab States/MENA	
Regional Health Alliance (RHA) for the Global Action Plan on Healthy Lives & Wellbeing	

Latin America and The Caribbean

IBC	UNFPA Role
Climate change and resilience	Member
Crime and violence	Member
Equitable growth	Member
Governance and institutions	Member
Human mobility	Member
Financing for Development	Member
Thematic Working Groups	
Gender equality / equity and empowerment of women and girls	Member
Youth	Co-Chair with UNDP
Operational Working Groups	
Peer Support Group	Member

Partnership and Communication Working Group	Co-Chair
Knowledge Management Hub Steering Committee	Member
SDG Data and Statistics Group	Co-Chair with UNICEF and UN Women
Regional M&E task teams	Co-Chair with UNICEF
Regional Operations Management Team	Co-Chair with UNDP

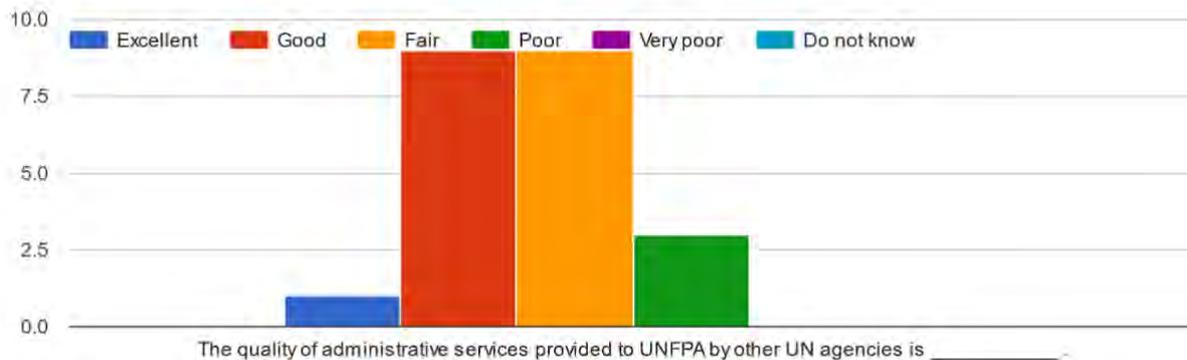
Europe and Central Asia

IBC	UNFPA Role
Adolescents and youth	Co-Chair with UNICEF
Environment and climate change	
Gender equality	Co-Chair with UN Women
Health and well-being	Member
Large movements of people, displacement and resilience	Member
Social protection	Member?
Sustainable food systems	
Other regional thematic inter-agency coordination groups	
Digital transformation	
Regional Coordination Group on data and statistics	
Operational Working Groups	
OMT	
PSG	

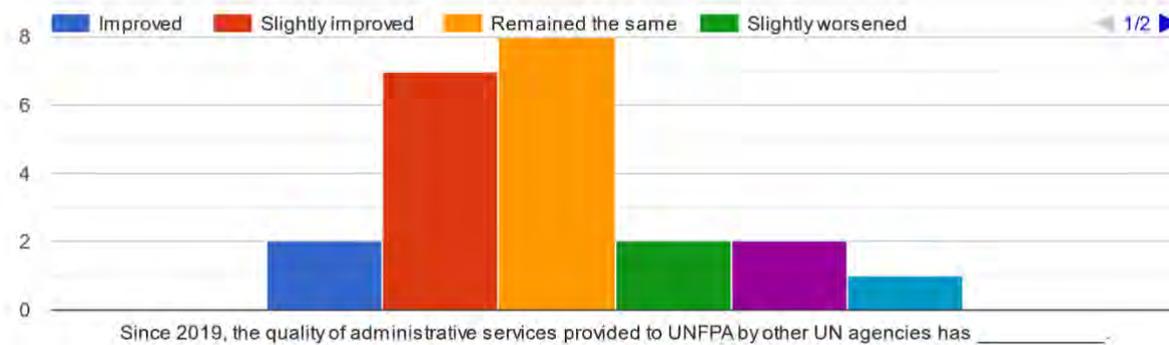
F. Analysis of the validation survey

Validation Survey of Operations Managers

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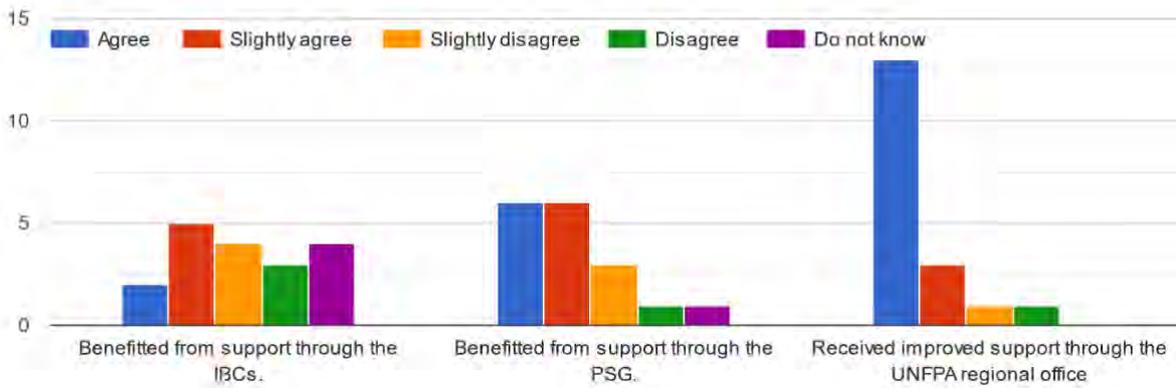


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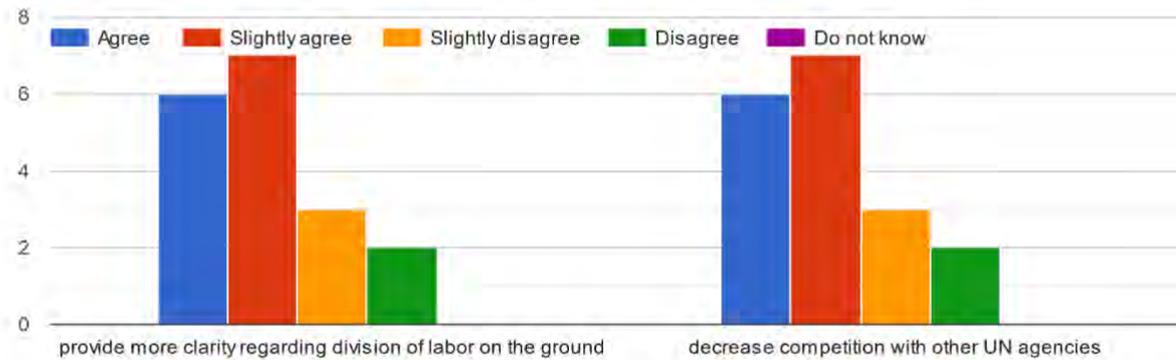


Validation Survey of Country Offices – Deputy Representatives, Assistant Representatives and Heads of Offices

1. Thanks to the UNDS reform, our CO/MCO has:

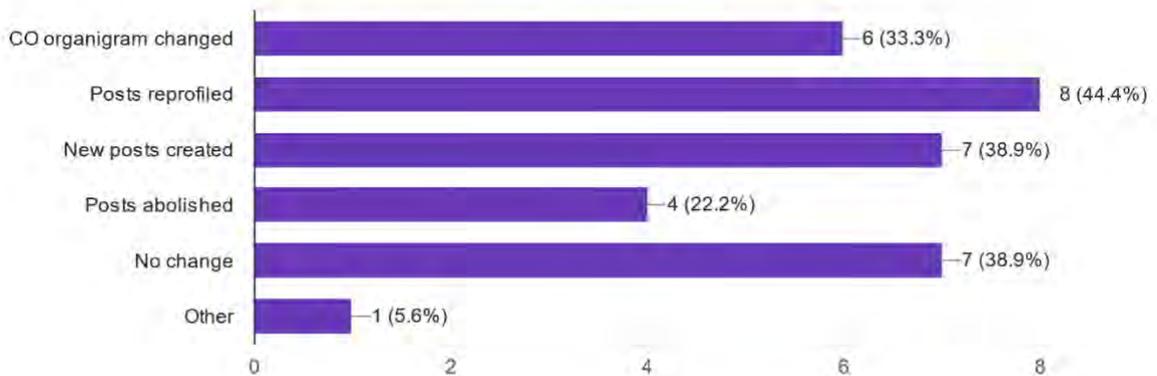


2. The UNDS reform has helped _____ in areas relevant to UNFPA's mandate..

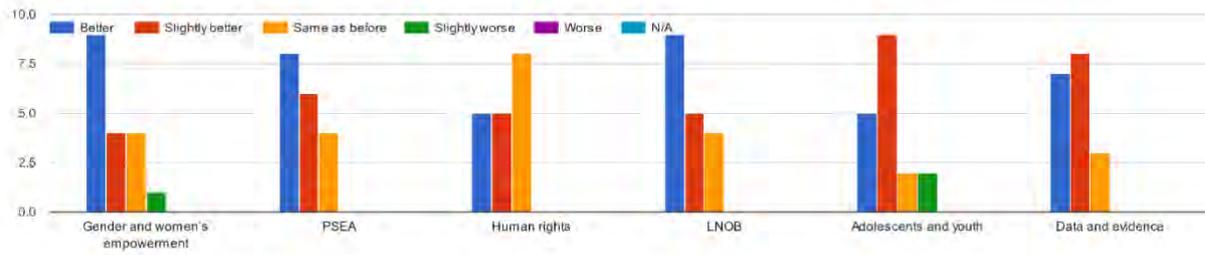


3. Has the CO staffing structure and/or skills mix been adapted to deliver better since the beginning of the UNDS reform? (Please select all that apply.)

18 responses



4. Thanks to the UNDS reform, UNFPA in your country has been able to better position itself in the area of:



Annex X. View from the country level

1. INTRODUCTION

During the design phase, eleven country studies and the Caribbean sub-regional office (SRO) were included as part of the data collection strategy for the evaluation (see Annex IV for a detailed description of the overall strategy). The studies allow a deeper investigation into certain aspects of UNFPA engagement in the reform of the United Nations development system (UNDS). The data collection methods and sources of information indicated in the evaluation matrix (Annex V) show that interviews at the country level are only important for contributing evidence to certain evaluation questions, largely focussed on numbers 3 (the contribution of UNFPA to the UNDS reform) 5, 6 and 7 (the effects of the UNDS reform on UNFPA).

To answer the evaluation questions, in the main evaluation report the information collected from the country level was triangulated against other sources and/or collected using other methods. In addition, a validation survey was conducted after the country studies were completed to see how the evidence from this relatively small selection of countries resonates across the wider set of UNFPA programme countries (see Annex x for the results).

2. METHODOLOGY

The ten countries (including one sub-region) have in common that they are among the first to have completed and started implementing a United Nations Sustainable Development Cooperation Framework (UNSDCF). Besides this, they were selected using the following criteria (more details on the selection process and criteria can be found in Annex IV):

- Balance between UNFPA regions
- The nature of UNFPA country presence (in-country representative or head of office)
- The country context
- Length of tenure of United Nations Resident Coordinators (UNRC)
- The size of the United Nations country teams (UNCT)

The Caribbean sub-region was also selected as an example of a multi-country office (MCO). The selection process involved members of the Evaluation Reference Group (ERG) and led to the list of countries set out in Table 1.

Table 1: Countries selected for study

Region	Country/Sub-region	Country
APRO	Timor-Leste	Indonesia
ASRO	Tunisia	Somalia
EECARO	Kazakhstan	Serbia
ESARO	Eswatini	Ethiopia
LACRO	Caribbean	
WCARO	Côte D'Ivoire	

The country studies were undertaken using interviews (largely at the country level but also where relevant at the regional level) as well as document review and data analysis (e.g., April

2021 UNFPA survey on UNDS reform implementation at the country level; UNFPA GPS; IMS; MPTF). A series of standard protocols was used to guide the interviews and a short questionnaire covering basic information about the CO as well as the UN collaboration architecture in the country was also used as an initial step. Key informants included CO staff, UNRCs and resident coordinator office (RCO) staff and members of UNCTs. Some programme country government and development partners were also included (see Annexes VII and II for interview protocols and list of interviewees respectively). Additional informants were identified where it was clear that they could provide appropriate evidence.

3. OVERVIEW OF THE 10 SELECTED COUNTRIES

The selected UNFPA COs cover a range of country typologies, across regions and set up as depicted in Table 2 below. Four of the six regions, with the exception of WCARO and LACRO¹⁸², were covered by two countries each. All four quadrants under the business model for the UNFPA strategic plan 2018-2021 were covered as well as the three tiers and one multi-country programme (MCP) under the new business model of the strategic plan 2022-2025. Côte d'Ivoire, Ethiopia, Indonesia, Somalia, Timor-Leste and Tunisia are humanitarian contexts according to the Humanitarian Action Overview 2022 and both Ethiopia and Somalia have Humanitarian Response Plans.

Table 2: Overview of the selected countries

Country	Quadrant	Tier	RO	Humanitarian ¹⁸³	UNSDCF	LD C	SIDS	World Bank Income	LLDC
SRO Caribbean	Pink	MCP	LAC	N	2022-2026	N	Y	HIC UMIC LMIC	N
Cote d'Ivoire	Red	I	WCA	N	2021-2025	N	N	LMIC	N
Eswatini	Orange	II	ESA	N	2021-2025	N	N	LMIC	Y
Ethiopia	Red	I	ESA	Y	2020-2025	Y	N	LIC	Y
Indonesia	Yellow	II	AP	Y	2021-2025	N	N	LMIC	N
Kazakhstan	Pink	III	EECA	N	2021-2025	N	N	UMIC	Y
Serbia	Pink	III	EECA	N	2021-2025	N	N	UMIC	N
Somalia	Red	I	AS	Y	2021-2025	Y	N	LIC	N
Timor-Leste	Orange	I	AP	N	2021-2025	Y	Y	LMIC	N

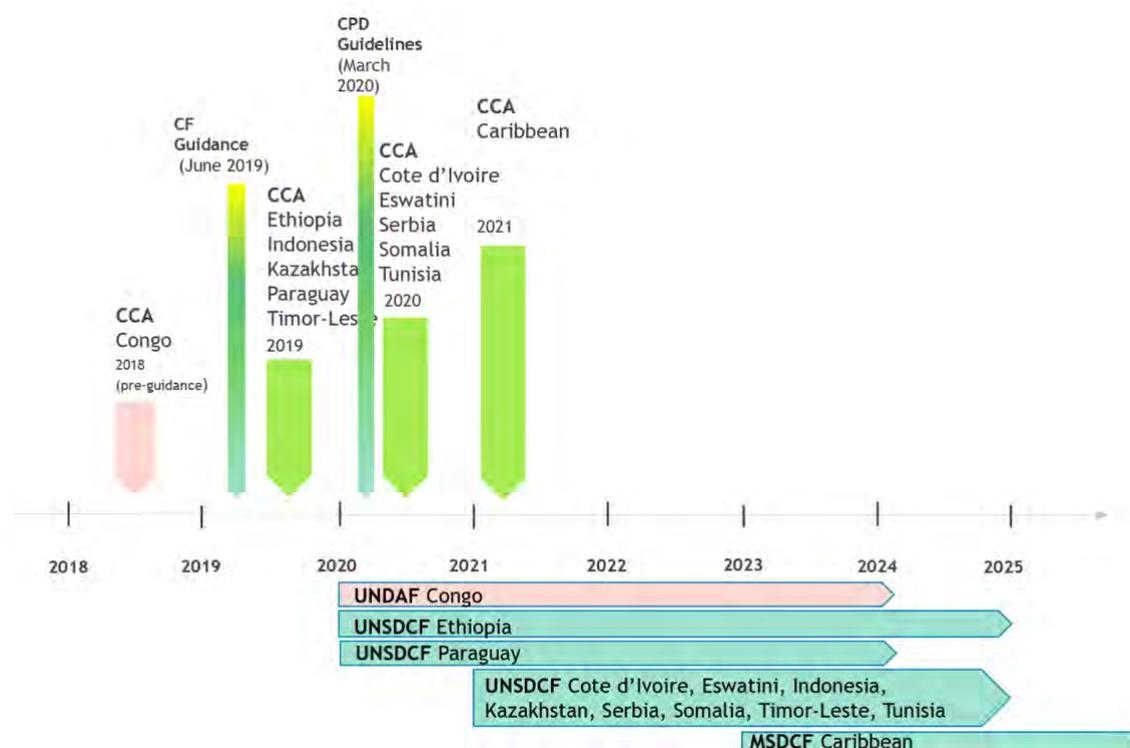
¹⁸² See Annex IV for explanation of why WCARO and LACRO were not covered with two countries.

¹⁸³ As per the UNFPA Humanitarian Action Overview 2021.

Tunisia	Pink	III	AS	N	2021-2025	N	N	LMIC	N
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All of the ten COs and the Caribbean SRO have at this point in time completed a UNSDCF formulation process. With the exception of the Caribbean, all countries had begun with the implementation of their first UNSDCF by the time the evaluation team members started their interviews. Figure 1 shows in temporal terms when the individual country UNSDCF milestones were completed in relation to the United Nations system and UNFPA internal guidance.

Figure 1: Timeline of CO/SRO UNSDCF processes



In terms of the level of UNFPA in-country representation, there are six international UNFPA representatives (Cote d'Ivoire, Ethiopia, Indonesia, Kazakhstan, Somalia and Timor-Leste), one sub-regional director in the Caribbean, and four countries with national heads of offices (Eswatini, Paraguay, Serbia and Tunisia) reporting to a Country Director residing outside the country.

Lastly, Tables 3 and 4 show the budgets of both un-earmarked (core) and earmarked (non-core) funds for each individual CO/SRO as extracted from GPS for the period being evaluated.

Table 3: CO un-earmarked fund budget in USD in GPS

CO/SRO	UN-EARMARKED FUNDS				
	2017	2018	2019	2020	2021
Cote d'Ivoire	2,550,484.91	2,600,000.00	2,743,704.20	2,945,691.58	2,975,813.25
Eswatini	650,000.00	647,700.00	657,600.00	799,235.06	657,236.00
Ethiopia	4,380,979.01	4,409,639.63	4,484,313.84	4,810,557.95	4,491,481.18
Indonesia	1,887,862.00	2,776,819.89	2,806,442.00	2,816,572.26	3,011,281.00

Kazakhstan	503,315.00	600,001.00	627,200.00	611,429.00	536,661.40
Paraguay	648,686.18	829,513.14	737,805.00	940,023.00	745,821.00
Serbia	640,175.00	399,246.00	421,058.00	593,749.00	481,423.00
Somalia	2,601,183.31	2,479,956.83	2,401,110.48	2,889,754.48	2,200,000.00
Caribbean	1,758,705.00	1,762,061.00	2,130,607.10	2,330,101.38	2,024,249.00
Timor-Leste	1,141,118.18	1,280,000.91	1,275,100.30	1,314,157.73	1,407,877.35
Tunisia	392,330.00	480,000.00	537,868.44	620,516.00	550,000.00
Grand Total	17,851,765.59	19,236,938.18	19,808,663.62	21,874,769.04	20,091,243.18

Table 4: CO earmarked fund budget in USD in GPS

CO/SRO	EARMARKED FUNDS				
	2017	2018	2019	2020	2021
Cote D'Ivoire	3,810,727.56	4,121,665.65	3,973,682.85	13,046,572.89	9,643,313.61
Eswatini	752,645.18	506,830.92	413,205.06	607,842.41	555,792.66
Ethiopia	11,659,304.61	10,749,870.31	15,886,975.82	15,479,285.48	19,876,338.21
Indonesia	2,942,079.66	4,043,993.58	6,425,030.77	5,212,402.04	5,468,691.17
Kazakhstan	156,255.00	284,723.67	355,187.07	1,017,533.85	1,024,554.33
Paraguay	122,440.00	937,928.35	503,696.11	750,936.58	738,193.82
Serbia	182,700.44	185,747.98	88,085.94	24,117.76	37,125.00
Somalia	13,097,053.19	22,256,685.64	26,693,028.77	25,950,908.06	28,603,780.29
Caribbean	481,836.00	746,156.95	379,569.68	2,465,325.21	3,550,455.67
Timor-Leste	846,199.99	594,161.22	484,798.42	1,273,646.14	2,310,245.06
Tunisia	1,045,291.40	781,492.87	558,635.94	975,397.18	949,121.35
Grand Total	36,786,544.16	46,872,979.49	57,929,555.40	68,857,135.28	73,727,705.98

4. UNFPA COUNTRY LEVEL CONTRIBUTION TO UNDS REFORM (EQ 3)

4.1 UNFPA country office knowledge of UNDS Reform

In general, senior level CO staff have good knowledge of UNDS reform but there is often less knowledge among other staff in the COs. Knowledge is often about the immediate responsibilities of the person and not more broadly. It is unclear if knowledge is only about processes or if it includes understanding of the spirit of the reform.

Senior staff interviewed by the evaluation team generally have a good knowledge of the reform but not universally. This largely corresponds with the UNFPA CO survey on UNDS reform conducted in April 2021 and aimed at UNFPA representatives/heads of office (Table 5). Most other staff have sufficient knowledge to do their job while others know about the UNDS reform in theory, read about it, heard about it but little more. Some staff members stated that the first time they have heard of the reforms was when they received the invitation for an interview for this evaluation.

Staff get knowledge from a variety of sources – headquarters (HQ), regional offices (ROs), RCOs – and through different channels – emails, websites and groups such as Yammer. But it’s not systematic and since staff receive a lot of information, they need to prioritise what they read. In practical terms, some note that information is not targeted to specific roles in the CO. While others argue that they have good knowledge about the reforms only in the areas where they work. One newer member of staff noted that that there is no onboarding related to UN reform.

Interviews indicate that relevant staff often get good knowledge about UNSDCF/CCA processes and common business operations. Interviews did not clarify if the knowledge is largely about processes or if it goes to the spirit of the reforms.

Table 5: Extent to which UNFPA representatives/heads of office are familiar with various UNDS reform work streams

UNDS reform work stream	Very Familiar or Familiar
Common Business Operations	94%
Management and Accountability Framework	90%
UN Sustainable Development Cooperation Framework	81%
System-wide Results Based Management and Reporting	63%
Funding Compact	57%
Regional Reform	57%
System-wide evaluation	53%
Multi-Country Office Review	36%

Source: UNFPA CO Survey of UNDS reform - Q3

4.2 Contribution to operationalization of UNDS reform at the country level

In the majority of cases, the UNRC was very positive about the way UNFPA works in operationalizing the UNDS reform at the country level. UNFPA has also made contributions in direct support of the UNRC and RCO.

Interviews with RCs indicate that UNFPA is generally considered one of the most cooperative and constructive UN agencies. RC comments include: “should be featured as good practice”, “responds to requests”, “trail blazer in trying to adapt to reform”, “excellent player in UNCT”, etc. This positive perspective on the engagement with UNFPA is consistent with a very informal survey of RCs undertaken in early 2020 by DCO.¹⁸⁴

In a small number of cases, RCs were more critical with the way UNFPA is working, sometimes in relation to expectations of the role UNFPA would play. For example, some RCs had expectations that UNFPA would play a greater role in coordination of the UNCT support for data and statistics. Another perception was that UNFPA needs to go beyond constructive engagement in the new processes to doing things differently, to be more transformative in its approach. As one RC put it, “UNFPA played a traditional role in the [development of the] UNSDCF but it’s not a traditional UNDAF”.

¹⁸⁴ Information informally shared by DCO

UNFPA directly supported the reinvigorated RC system in some countries through representatives stepping-up to be acting RC when needed as well as through supporting RCOs before they were fully staffed. The UNFPA Division for Human Resources has no data on these efforts. Moreover, 87% of respondents to the UNFPA CO survey on UNDS reform were formally invited to participate in the UN RC and UNCT Performance Appraisal in 2020.

UNFPA was generally very active in CCA and UNSDCF processes, often leading groups established to develop the documents.

CO interviews suggest that UNFPA was active in the CCA and UNSDCF processes for all countries in the sample. As Table 6 indicates, this is line with the UNFPA CO survey on UNDS reform where the vast majority of COs believe their support for the CCA was strong or very strong.

Table 6: The extent to which country offices engage in the following areas of UNSDCF formulation processes

Area of UNSDCF formulation	Strong and very strong
Common Country Analysis (CCA)	81%
UNCT Programme Management Team	74%
UNCT Strategic Prioritization	71%
UNCT Consultations with Government	70%
Design of UNSDCF outcomes and outputs	67%
UNSDCF Theory of Change	62%
UNCT Configuration	51%
Funding framework and SDG financing	42%

Source: UNFPA CO Survey on UNDS Reform - Q42

UNFPA has generally supported key cross-cutting issues through advocating important issues (LNOB, PWD, gender, youth), supporting civil society groups engagement in the process, and addressing data needs. In some countries the latter has been especially important in providing disaggregated data for identifying those most left behind.

Some COs also note that they received good support on how to engage and a good flow of information from HQ/RO on engagement. A number of interviewees also noted that there was a strong incentive for UNFPA to engage in these processes as it is one of a set of UN entities with a country programme document (CPD), making it necessary to transparently align with the cooperation framework.

UNFPA has been very active in results groups and other collaborative groups where the UNCT members come together, both as a member and as a chair or co-chair. It has also contributed to greater UNCT accountability and transparency through reporting on its results.

UNFPA is active in the results groups set up to support implementation of the UNSDCF as well as in other collaborative groups, some of which existed before the start of the UNDS reform. Table 7 indicates the high percentage of membership in inter-agency working groups across all 11 countries, with UNFPA being a member of all inter-agency working groups in five countries.

Table 7: UNFPA engagement in country level Inter-agency working groups¹⁸⁵

Country	Inter-Agency Working Groups			
	Number	UNFPA Chair	UNFPA member	
			Number	%
Cote D'Ivoire	10	1	10	100
Eswatini	10	1	10	100
Ethiopia	5	0	4	80
Indonesia	14	4	12	86
Kazakhstan	5	0	5	100
Paraguay	9	3	9	100
Serbia	13	0	9	69
Somalia	9	0	7	78
Timor-Leste	6	3	6	100
Tunisia	8	0	5	62

Source: IMS 2019

Table 8 shows the groups UNFPA chairs or co-chairs and it is clear that the cross-cutting issues of gender and youth are where UNFPA is playing a major role. UNFPA is generally active in gender theme groups (GTG) and other related groups on gender, often co-chairing GTGs. However, it should be noted that not all GTGs are very active.

Table 8: Inter-agency groups chaired or co-chaired by UNFPA

Inter-agency groups	Chaired or co-chaired by UNFPA	
	Country Offices	%
Gender equality or Gender-based-violence	64	76%
Youth	37	44%
Health or sexual reproductive health	31	37%
Data	26	31%
M&E	23	27%
Other	19	23%
Programme	13	15%
Operations	11	13%
Communications	10	12%
Human Rights	9	11%
Blank	1	1%
Climate Change		

Source: UNFPA CO Survey on UNDS Reform: Q33

All 11 UNFPA COs are providing data to the UN-Info system managed by the RCOs. The UNFPA CO Survey on UNDS reform indicated that 19 percent of respondents were positive about their experience with reporting results in UN-INFO and 71 percent neutral (Q 50).

In support of the efficiency agenda, UNFPA is member of the country operations management team (OMT) and related task forces, often active and sometimes acting as the chair.

Although the efficiency agenda is included in the scope of the UNDS reform, much of the work in this area is a continuation of existing efforts (such as the development and implementation

¹⁸⁵ Does not include the Caribbean SRO

of the Business Operations Strategies (BOS) or the move to common premises). In the case of UNFPA, it was already relying on others for key parts of business operations (e.g., UNDP for banking or payroll). All 11 COs were already implementing the old BOS but are now supporting BOS. Four of the COs are also engaged in the piloting of the Common Back Offices (CBOs) or Local Shared Service Centres (LSSCs) as they are now called.

Table 9: Area of common business operations most important for UNFPA

Area	Country Offices	% of COs
Procurement	57	68%
Administration including facilities management	51	61%
Finance	46	55%
Information and communications technology	43	51%
Human Resource management	29	35%
Logistics	19	23%
Fleet Management	5	6%

Source: UNFPA CO Survey on UNDS reform 2021: Q18

The information from interviews corresponds with the responses to the UNFPA CO survey on UNDS reform, which found that the COs of 90 percent of respondents had engaged in the implementation of UNCT common business operations, including through the implementation of BOS 2.0 (question 20). Table 9 indicates the main areas of engagement. The majority of the 9 COs and one SRO are in common premises (see Box 1). Where they are not, it sometimes has to do with the availability of space and/or cost.

For those COs covered by this study that responded to the UNFPA survey on UNDS reform, the most important common business operations were reportedly administration including facilities management (6 COs), ICT (5 COs), finance (4 COs), procurement (4 COs), logistics (2 COs), human resources management (1 CO), and fleet management (1 CO).

Box 1: UNFPA in common premises: Caribbean: N; Côte d'Ivoire: N; Eswatini: Y; Ethiopia: Y; Indonesia: Y; Kazakhstan: Y; Somalia: Y; Serbia: Y; Timor Leste: Y; Tunisia: N

Delays in the UNSDCF formulation process and strict executive board deadlines have in some countries challenged UNFPA's contribution to better coherence by way of aligning its CPDs

A core element of operationalizing the UNDS reform is to align the CPD with the UNSDCF. Since UNFPA has a clear process for developing the CPD with strict deadlines, especially for board presentation, when there were delays in the UNSDCF process it often led to delays in the CPD, work undertaken in parallel and in some cases mis-alignment, often due to retrofitting CPDs.

In at least one of the countries the RC didn't sign off the alignment of the CPD with the UNSDCF and in another the signing off of the alignment was seen as a rubber-stamping exercise since nothing could be done at a late stage to make the necessary adjustments.

Some COs, especially smaller ones, do not have the necessary capacity to participate in relevant results groups and other coordination or collaboration mechanisms.

Numerous interviewees explained how the UNDS reform had reinforced and added new layers of bureaucracy. In particular, smaller and medium-sized agencies such as UNFPA are thinly stretched to participate in results groups and other UNCT collaboration mechanisms, thus negatively impacting their potential contribution and its quality. It is also a major constraint for the Caribbean SRO where one UNFPA representative is dealing with multiple RCs and UNCTs.

Greater information sharing through a variety of means as a result of the UNDS reforms provides greater opportunity for UNFPA to contribute to operationalizing the reforms through joint work.

Learning from each other and about the scope of work of other members of the UNCT, through results and other groups is often important opportunity for UNFPA to undertake more joint efforts but some groups are perceived as being simply for reporting. One RC noted that operationalizing the reform through Joint Work Plans is much more important than doing so through joint programmes. The lack of harmonization of procedures between members of the UNCT often makes designing and implementing joint programmes very difficult. Another RC is looking more for joint planning in RGs across a wide range of UNCT members rather than JPs of two or three.

The UNDS reform provides better opportunities for collaborative work in humanitarian contexts and in emergencies, including COVID

UN reform in general, and specifically the CCA and UNSDCF processes, are much better at taking humanitarian contexts into account than through the UNDAF and therefore provide better opportunities for collaboration in the humanitarian and develop nexus.

UNFPA faces a number of challenges to operationalizing the UNDS reform through collaborative efforts

Contributing to operationalizing the UNDS reform through engaging in joint programmes is made difficult through limited compatibility of UN entity processes and lack of guidance. More generally, in some countries, poor clarity on mandates, mission creep and some competition for resources all make UNFPA's efforts to operationalize the UNDS reform through collaborative efforts more difficult.

5. IMPLICATIONS OF UNDS REFORM FOR UNFPA COUNTRY OFFICES (EQS 5, 6 AND 7)

5.1 To what extent has the ongoing operationalization of the UNDS reform affected the strategic positioning of UNFPA at the country level?

The ongoing UNDS reform, which is grounded in human rights and promises to leave no one behind, has created a more enabling environment for addressing and tackling UNFPA's priorities at the country level.

Interviews with UNFPA and other United Nations country team (UNCT) members established that UNFPA's mandate areas were already considered relevant to the respective country

contexts prior to the ongoing UNDS reform. Building on this good starting position, views voiced are that the reform is beneficial for reinforcing UNFPA's sensitive priorities because it clearly responds to the 2030 Agenda for Sustainable Development which is premised on human rights. Especially the "Leaving no one behind" (LNOB) principle, which is at the heart of the reform, is a key entry point for working on UNFPA topics. This evidence gathered through interviews corresponds to the generally positive responses to an internal UNFPA survey on UNDS reform implementation at the country level in April 2021 regarding UNFPA's ability to engage on normative issues, human rights and the women's rights agenda within the UNCT and with UNRC, two years into the reform.¹⁸⁶ However, it must also be noted that at the time of the survey, only five COs reported that, overall, UNFPA had become more relevant at the country level as a result of UNDS reform.¹⁸⁷

The empowered UNRCs and the new CCAs/UNSDCFs are also valuable reform elements for actively positioning UNFPA at the country level, but competition among UNCT members still exists.

In a number of the countries studied, evidence gathered through interviews suggests that empowered UNRCs are more likely to stand up for UNFPA and its priorities - e.g., as part of their representative duties and in policy advocacy and public communications. Advantages of this new arrangement for UNFPA are seen in less bias towards UNDP, combined with access to higher levels of programme country governments, and their full-time dedication to coordination. As far as the benefits of the new UNRCs are concerned, the earlier UNFPA survey on UNDS reform in April 2021 was not so clear. Respondents from the COs covered by this study generally found their support for normative issues¹⁸⁸ and UNFPA's mandate and work¹⁸⁹ to have - at least partially - increased. They also consequently confirmed that UNRCs had effectively enabled their active participation in country-level COVID-19 socio-economic response and recovery efforts.¹⁹⁰ However, some refuted that the strengthened RC function was contributing to better engagement with the host government.¹⁹¹

Compared to UNDAFs, the re-introduced and revamped CCAs and the new United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) are also seen as more robust tools for strategically positioning UNFPA's priorities at the country level. Some interviewees emphasized how the system-wide strategic planning process lends itself to integrating UNFPA's topics across a range of sectors covered by UNCTs, and especially its cross-cutting priorities such as data, youth, the elderly, gender and human rights. Others highlighted opportunities to position UNFPA in the context of multi-dimensional challenges such as urbanization, migration, climate change and economic shocks. While respondents to the earlier UNFPA survey on UNDS reform agreed that the UNSDCF was a useful tool for UNFPA

¹⁸⁶ Source: UNFPA country office survey on UNDS reform, Q8, April 2021. Nine of the 11 COs covered by this study responded to the survey - i.e., Caribbean Sub-Regional Office, Côte d'Ivoire, Eswatini, Ethiopia, Kazakhstan, Paraguay, Serbia, Timor-Leste and Tunisia. Indonesia and Somalia did not participate.

¹⁸⁷ Source: UNFPA country office survey on UNDS reform, Q4, April 2021.

¹⁸⁸ Source: UNFPA country office survey on UNDS reform, Q9, April 2021.

¹⁸⁹ Source: UNFPA country office survey on UNDS reform, Q9, April 2021.

¹⁹⁰ Source: UNFPA country office survey on UNDS reform, Q13, April 2021.

¹⁹¹ Source: UNFPA country office survey on UNDS reform, Q4, April 2021.

to achieve its transformative results (TRs)¹⁹², most COs had only just started implementing a UNSDCF at the time.¹⁹³

At the same time, interviewees realized that the empowered UNRCs have less resources at their disposal than previously with UNDP. Their affinity to defend UNFPA topics depends on personalities and the socio-cultural context, and is not a given. Neither does the integration of UNFPA's interests in CCAs and UNSDCFs happen without an intensive involvement of UNFPA COs. Furthermore, the value added of a strong strategic positioning declines without programme government ownership and lack of funding for implementation.

Moreover, interviews suggest that the reinvigorated RC system and the new generation of UNCTs are helping to provide more clarity regarding agency mandates and division of labour on the ground. To the extent that it is possible to prevent or solve clashes at the country level, informal dialoguing among heads of agencies and agency staff outside UNDS reform mechanisms is also an important enabler. Overall, UNFPA is not considered to be losing ground to others. However, in practice, unhealthy competition for visibility and especially for funding continues to exist - e.g., in the areas of gender equality and GBV, adolescents and youth, and maternal health.¹⁹⁴ The earlier survey on UNDS reform even suggests that competition with other United Nations agencies to implement programmes relevant to UNFPA's mandate had increased since the beginning of the UNDS reform.¹⁹⁵

5.2 To what extent has the ongoing operationalization of the UNDS reform affected UNFPA's ability to deliver results?

Formal strategic planning and programming arrangements established as part of the UNDS reform can help UNFPA to leverage other United Nations agencies in UNFPA priority areas, but personalities are an influential factor.

According to the UNFPA survey on UNDS reform administered in April 2021, the ability of UNFPA to (i) partner with stakeholders; (ii) implement programmes; and (iii) engage UNCTs on UNFPA-specific mandate areas had for the most part increased with the UNDS reform.¹⁹⁶ Respondents were not requested to provide explanations. As for the eight responding COs covered by this study, half were overall positive and one overall critical; two saw a partial decrease in their ability to partner and another felt that its ability to engage UNCTs had partially decreased.

¹⁹² Source: UNFPA country office survey on UNDS reform, Q32, April 2021.

¹⁹³ 2020 start: Ethiopia, Paraguay; 2021: Timor Leste, Indonesia, Tunisia, Somalia, Kazakhstan, Serbia, Eswatini; 2022: Caribbean.

¹⁹⁴ There may be less of a problem where less funding is involved - i.e., normative work.

¹⁹⁵ Source: UNFPA country office survey on UNDS reform, Q9, April 2021.

¹⁹⁶ "Partner with stakeholders": Increased (17%; 14 COs); Partially increased (61%; 51 COs); Partially decreased (15%; 13 COs); Decreased (0%; 0 COs). "Implement programmes": Increased (18%; 15 COs); Partially increased (64%; 54 COs); Partially decreased (11%; 9 COs); Decreased (1%; 1 CO). "Engage the UNCT on UNFPA's specific mandate areas": Increased (23%; 18 COs); Partially increased (63%; 53 COs); Partially decreased (8%; 7 COs); Decreased (1%; 1 CO). Source: UNFPA country office survey on UNDS reform, Q8, April 2021.

Interviews conducted with stakeholders for the nine countries and the Caribbean SRO showed that the CCA/UNSDCF formulation process as well as Results Groups (RGs) and other inter-agency coordination mechanisms where UNFPA is a member or which it (co-)chairs, can be useful platforms for identifying opportunities for scaling up UNFPA activities and results.¹⁹⁷ Interviewees provided examples where these formal arrangements have facilitated UNFPA outreach to and more in-depth collaboration with other United Nations agencies. Examples of non-traditional partners are collaboration with ILO and UNESCO (on youth) and with FAO and WFP (on agriculture and food security) in Côte d'Ivoire; with FAO (on population growth and humanitarian assistance in the North) and with UNHCR (on GBV) in Ethiopia; with UNHCR (on youth and support for Rohingya refugees) in Indonesia; and with IOM (on SRHR) in Eswatini. However, if and how formal arrangements under the UNDS reform are more useful than under the previous regime, could not be unequivocally ascertained.

Furthermore, it becomes clear that UNFPA cannot rely on the existence of the formal arrangements alone for leveraging other UN agencies. Many interviewees stressed the significance of the new generation of UNCTs having the right mix of personalities and chemistry for effective inter-agency and bilateral collaboration and for promoting UNFPA's agenda.

UNSDCF formulation processes have challenged timely CPD preparation, but have not unduly delayed submission of UNFPA CPDs to the executive board and CPD implementation.

According to UNFPA guidance issued in March 2020¹⁹⁸, UNFPA CPDs may be submitted to any executive board session in order to afford UNCTs sufficient time to plan. UNFPA submission to the board should, however, align with other agencies.¹⁹⁹ Specifically, guidance spelled out that CPDs starting in January 2021 may go for approval to the 1st regular session of the UNFPA executive board in 2021 if such a timeline provides countries with the opportunity to finalize their CPDs in line with UNSDCF. Expiring CPDs may even be extended up to 12 months to allow COs to finalize new CPDs in line with the UNSDCF and in case of government delays in UNSDCF approval.

¹⁹⁷ Responses to the survey question whether the development and/or implementation of the UNSDCF had led to UNFPA's increased participation in joint programming initiatives provides for a mixed picture: Five COs responded "Yes" and two COs "No". Another two COs ticked "N/A". Source: UNFPA country office survey on UNDS reform, Q39, April 2021.

¹⁹⁸ Country Programme Document (CPD) in the context of the United Nations Sustainable Development Cooperation Framework (UNSDCF) - GUIDE FOR UNFPA FIELD OFFICES DEVELOPING NEW PROGRAMMES - Policy and Strategy Division, Operational Support and Quality Assurance Branch, March 2020.

¹⁹⁹ Prior to this, according to the Policy and Procedures for Development and Approval of the Country Programme Document of March 2017 (mandatory revision date: March 2020), UNFPA country programmes are harmonized with the UNDAF and with country programmes of other United Nations organizations, and are normally finalized once UNDAFs are completed, and submitted to the UNFPA Executive Board for review and approval in the year prior to the first year of implementation. UNDP, UNFPA, UNICEF and WFP should, if possible, submit their CPDs to the same session of their respective executive boards. UNFPA country offices cannot spend any funds until the executive board approves the CPDs.

In line with corporate guidance, of those countries where new CPDs started in 2021²⁰⁰, four²⁰¹ were approved at the 2nd regular session in 2020 and another four²⁰² at the 1st regular session in 2021. The fact that six of these countries are considered humanitarian contexts according to the Humanitarian Action 2022 Overview²⁰³ does not seem to have been a key influential factor. Except for one country²⁰⁴, the CPDs of UNFPA, UNDP and UNICEF were submitted in sync. No CPDs were extended.

Despite this flexibility, however, interviewed UNFPA staff from three COs reported negative implications related to parallel CPD and UNSDCF formulation processes in the form of personal frustration, stress and the risk of incoherence because of timing challenges.

In the context of continued competition for funding, joint funding sources have opened up new opportunities for UNFPA to mobilize resources for implementing its country programmes through joining hands with other United Nations agencies, but additional funding so far has been modest compared to other agencies and compared to resources raised for UNFPA-specific programmes.

The concept of joint resource mobilization under the leadership of UNRCs is an element that has been strengthened vis-à-vis previous phases of UN reforms. New financing mechanisms in support of inter-agency collaboration and the UNDS reform have been established since 2018 - i.e., the Joint SDG Fund, the Migration Fund and the United Nations COVID-19 Response and Recovery Fund. Besides individual donors, earlier multi-partner trust funds (MPTFs) also continue to allocate money for joint programmes involving two or more United Nations agencies under the leadership of UNRCs - e.g., the United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD), the United Nations Secretary-General's Peacebuilding Fund (PBF) and the Spotlight Initiative²⁰⁵.

Overall, in the context of continued competition for funding, interviews suggest that these mechanisms as well as other opportunities in support of cross-sectoral partnerships for advancing the SDGs appear to be helping UNFPA to access additional non-core resources for implementing its country programmes.²⁰⁶ At the same time, it was noted that certain factors

²⁰⁰ The CPDs for Ethiopia and Paraguay started in 2020. The CPD for Ethiopia was approved at the executive board annual session in 2020; the one for Paraguay at the 1st regular session in 2020. The Caribbean multi-country programme only started in 2022. It was approved at the 1st regular session of the executive board in 2022.

²⁰¹ CPDs for Indonesia, Kazakhstan, Serbia, Timor-Leste.

²⁰² CPDs for Côte d'Ivoire, Eswatini, Somalia, Tunisia.

²⁰³ Côte d'Ivoire, Ethiopia, Indonesia, Somalia, Timor-Leste and Tunisia are humanitarian contexts according to the *Humanitarian Action 2022 Overview*. Ethiopia and Somalia have Humanitarian Response Plans.

²⁰⁴ CPD for Eswatini: UNFPA and UNICEF: EB 2021 I; UNDP: EB 2020 II.

²⁰⁵ The Spotlight Initiative is implemented in selected regions and countries in Africa (Nigeria, Liberia, Malawi, Mali, Mozambique, Niger, Uganda, Zimbabwe), Central Asia (Afghanistan, Kyrgyzstan, Tajikistan), the Caribbean (Belize, Grenada, Guyana, Haiti, Jamaica, Trinidad and Tobago), Latin America (Argentina, Ecuador, El Salvador, Honduras, Mexico) and the Pacific. Source: <https://www.spotlightinitiative.org/where-we-work>.

²⁰⁶ Financial data was not available to validate information gathered through interviews.

largely outside the organization’s control can reduce UNFPA’s potential benefits from joint resource mobilization - e.g., the thematic scope that does not fit UNFPA’s mandate; eligibility of countries to apply for funding²⁰⁷; the level of UNRC and RCO support for UNFPA participation; and the quality and timeliness of funding proposals.

Country office responses to the UNFPA survey on UNDS reform suggest that UNFPA’s ability to mobilize resources had improved with the adoption of the MAF in 2019: Of the nine responding COs covered by this study, six responded “partially increased”.²⁰⁸ However, at the same time, a broad-based critical stance regarding the implications of the funding compact on UNFPA resource mobilization is noted: only one CO agreed that the funding compact (decided on by United Nations Member States in 2019) had enabled better resource mobilization.²⁰⁹ Specifically, seven COs responded that the implementation of the funding compact had not led to an increase in the development of joint funding proposals at country-level.²¹⁰

IMS data for 2017-2020 confirm that all UNFPA COs except for Paraguay have benefited from non-core resources to fund United Nations joint programmes (JPs), funded through Multi-Partner Trust Funds (MPTFs) and otherwise.²¹¹ However, overtime, the number of COs and of JPs has decreased. In 2020, of the current set of countries, only five COs in the Caribbean (Belize, Guyana and Jamaica), Eswatini, Ethiopia, Kazakhstan and Somalia were implementing JPs as opposed to nine COs in 2017, eight in 2018 and seven in 2019 (see Table 10). In addition, while 2018 and 2019 and 2020 saw numerous JPs phasing out, only two²¹² started in 2019 and another two in 2020²¹³. IMS does not indicate UNFPA’s shares of the total JP budget, but the numbers suggest that it is not significant.

Table 10: # of JPs with UNFPA participation 2017-2020

	2017	2018	2019	2020
Caribbean	2	2	3	5
Côte d’Ivoire	3	3	0	0
Eswatini	3	3	3	3
Ethiopia	4	2	2	2
Indonesia	1	0	0	0
Kazakhstan	3	0	1	1
Serbia	2	2	2	0
Somalia	0	1	1	1
Timor Leste	1	2	0	0
Tunisia	3	3	3	0

Source: IMS

Analysis of data contained in the MPTF Platform disclosed budgets allocated to the set of eleven UNFPA COs from the above-mentioned six MPTFs (cumulative values January 2018-

²⁰⁷ E.g., KAZ as UMIC.

²⁰⁸ Source: UNFPA country office survey on UNDS reform, Q8, April 2021.

²⁰⁹ Source: UNFPA country office survey on UNDS reform, Q24, April 2021.

²¹⁰ Source: UNFPA country office survey on UNDS reform, Q25, April 2021.

²¹¹ IMS does not indicate sources of funding for joint programmes.

²¹² Spotlight Initiative in Guyana and in Kazakhstan (regional component).

²¹³ Covid-19 and Spotlight Initiative in Belize.

2023).²¹⁴ Research revealed that not all COs under consideration have mobilized MPTF funding (see Table 11). While other United Nations agencies have mobilized MPTF funding in support of Ethiopia, Indonesia and Kazakhstan, UNFPA has not. None of the agencies, including UNFPA, mobilized any funding for Paraguay. All MPTFs seem to be relevant to UNFPA's mandate in one way or another as data show that each trust fund provided resources to at least one CO.

Table 11: Selected MPTF budgets for UNFPA country offices 2018-2023

Country/Selected MPTFs	UNFPA MPTF Budget 2018-2023
Caribbean	
COVID-19	143'701
Joint SDG Fund	239'100
Migration Fund	100'000
Spotlight Initiative	4'280'503
UNPRPD	129'898
Total Caribbean	4'893'202
Côte d'Ivoire	
PBF	1'275'000
Total Côte d'Ivoire	1'275'000
Eswatini	
COVID-19	130'000
UNPRPD	485'371
Total Eswatini	615'371
Serbia	
UNPRPD	30'890
Total Serbia	30'890
Somalia	
PBF	229'900
Total Somalia	229'900
Timor-Leste	
Spotlight Initiative	1'624'202
Total Timor-Leste	1'624'202
Tunisia	
UNPRPD	100'000
Total Tunisia	100'000

Source: MPTF Office Gateway, 25.4.2022

Total funding for UNFPA from the MPTFs for the period and countries in question is USD 8,768,565 (see Table 12). Table 12 also indicates that, compared to selected United Nations agencies with operational activities for development, UNFPA has been left behind in terms of successful resource mobilization for the countries in question - i.e., together, the UNFPA COs have mobilized far less than UNDP and UNICEF and even less than UN-Women. Where it has

²¹⁴ Multi-Partner Trust Fund Office Gateway <https://mptf.undp.org/>. As of 25.4.2022. No yearly data per country available.

held on to others or done better is in the case of the Spotlight Initiative²¹⁵ and the UNPRPD, which are also a very good reflection of UNFPA's mandate.

Table 12: Selected MPTF budgets 2018-2023

MPTF/Organization	UNFPA	UNDP	UNICEF	UN-Women	WHO	Total
COVID-19	273'701	3'128'454	2'008'083	880'506	125'000	6'415'744
Joint SDG Fund	239'100	8'218'469	7'833'982	661'134	437'850	17'390'535
Migration Fund	100'000	430'000	1'000'000	470'000	0	2'000'000
PBF	1'504'900	31'934'641	7'354'888	3'806'049	770'400	45'370'878
Spotlight Initiative	5'904'705	7'195'549	6'977'754	7'681'410	0	27'759'418
UNPRPD	746'159	327'404	247'214	394'008	120'910	1'835'695
Total MPTFs	8'768'565	51'234'517	25'421'921	13'893'107	1'454'160	100'772'270

Source: MPTF Office Gateway, 25.4.2022

A comparison of information contained in Table 13 with UNFPA GPS data reveals that MPTF funds mobilized through United Nations joint programmes is not only modest in absolute terms.²¹⁶ With the exception of the Caribbean, it also considerably lags behind earmarked resources mobilized from other sources for implementing mainly UNFPA-specific programmes (Table 13).

Table 13: UNFPA CO MPTF budgets versus total earmarked funding since 2018

Country	Total Budgeted Non-Earmarked 2018-2021	Total UNFPA MPTF Budget 2018-2023	Total Earmarked Funding from Other Sources
Caribbean	7'141'508	4'893'202	2'248'306
Côte d'Ivoire	30'785'235	1'275'000	20'510'235
Eswatini	2'083'671	615'371	1'468'300
Serbia	335'077	30'890	304'187
Somalia	103'504'403	229'900	103'274'503
Timor-Leste	4'662'851	1'624'202	3'038'649
Tunisia	3'264'647	100'000	3'164'647
Ethiopia	61'992'470	0	61'992'470
Indonesia	21'150'118	0	21'150'118
Kazakhstan	2'681'999	0	2'681'999

Source: MPTF Office Gateway, 25.4.2022 and UNFPA GPS, 18.3.2022

The UNDS reform has not yet produced additional evaluative evidence for UNFPA to learn from and improve its performance. At this point in time, the programmatic benefits for UNFPA of having UN-Info are small.

The UNDS reform also aims for improvements in the area of strategic direction, oversight and accountability for system-wide results.

In particular, the UNDS reform is expected to strengthen United Nations system-wide evaluations with a focus on UNSDCF's and joint activities at the country level and collective

²¹⁵ Spotlight Initiative for four Caribbean countries (Belize, Guyana, Jamaica, Trinidad & Tobago) and Timor-Leste.

²¹⁶ Since IMS does not provide data on UNFPA's shares of total JP budgets, it was not possible to factor in information about earmarked funding from other sources.

support to the SDGs at the regional and global levels.²¹⁷ The UNFPA survey on UNDS reform showed that most COs covered by this study were only partially familiar with the system-wide evaluation workstream in April 2021.²¹⁸ While at the time of the survey, nearly all COs had been involved in UNDAF evaluations²¹⁹, interviews revealed that thinking about and collaborating around joint and system-wide evaluations does not seem to be a priority concern of key informants. So far, in the countries under consideration, UNFPA is not benefiting from additional evaluative evidence thanks to the UNDS reform.

In addition, UN-Info was introduced in 2019 and is the new online platform for UNCT members to document their activities in-country and to jointly monitor and report on progress in implementing the UNSDCF. According to the UNFPA survey on UNDS reform, compared to the evaluation function, UNFPA COs covered by this study appear more familiar with system-wide results-based management and reporting as an element of the UNDS reform.²²⁰ Also according to the survey, of the nine responding COs covered by this study, eight responded that their experience with reporting results on UN-Info had been “neutral”.²²¹ More recent interviews conducted by the evaluation team suggest, meanwhile, that the main benefit of UN-Info is a gradual increase in UNFPA’s access to information about other UN agency activities, which is considered important for UNFPA to be able to better shape its country planning and programming in a complementary manner and to create synergies.

Looking ahead, it appears that nearly all COs expect the strengthening of UN system-wide evaluation and reporting to benefit UNFPA.²²²

Physical vicinity in common premises is an added value, but not a prerequisite for being able to promote UNFPA’s agenda among UNCT members.

Looking at the efficiency agenda and its implications for UNFPA’s ability to deliver on its commitments at the country level, interviewees drew attention to the positive effects of working in common premises, which facilitates interactions with colleagues from other UN agencies. However, as also the COVID-19 pandemic has shown, physical vicinity is not a prerequisite for promoting UNFPA’s agenda among UNCT members.

Efforts to revamp the regional approach have not significantly changed interactions with the regional level for better UNFPA programme delivery.

Keeping in mind that the regional-level reforms were initiated during the second half of 2018 but only concretized in August 2020 with the adoption by the United Nations General Assembly of five recommendations deriving from a regional review²²³, the evaluation team

²¹⁷ Source: MAF.

²¹⁸ Source: UNFPA country office survey on UNDS reform, Q3, April 2021.

²¹⁹ Source: UNFPA country office survey on UNDS reform, Q49, April 2021.

²²⁰ Source: UNFPA country office survey on UNDS reform, Q3, April 2021.

²²¹ Source: UNFPA country office survey on UNDS reform, Q50, April 2021.

²²² Source: UNFPA country office survey on UNDS reform, Q47, April 2021.

²²³ United Nations General Assembly Resolution 74/297.

explored to what extent revamping the regional approach has benefited the work of UNFPA COs.

In April 2021, UNFPA COs who responded to the UNFPA survey on UNDS reform and are included in this study generally disagreed that regional reforms had resulted in increased support from the regional UNDS to COs/SROs.²²⁴ According to UNFPA regional offices (ROs), support provided by programme support groups (PSGs) - which pre-exist the UNDS reform - was considered more effective than that of issue-based coalitions (IBCs).²²⁵ During country-level interviews with UNFPA staff and external stakeholders, only occasional benefits were mentioned - e.g., of better-coordinated interactions in the areas of data and gender/GBV; in strategic planning; and for emergency preparedness and response.

5.3 To what extent has the ongoing operationalization of the UNDS reform affected UNFPA's organizational structure?

The UNCT configuration exercise in support of UNSDCF implementation has not had any significant implications for the presence or staffing situation of the UNFPA country offices.

As part of developing their United Nations Sustainable Development Cooperation Frameworks (UNSCDFs), UNCTs are expected to undertake a configuration exercise to assess and adapt the capacities and resources of each UNCT member to deliver the UNSDCF results. Of the nine COs covered by this study that responded to the UNFPA survey on UNDS reform, six reported “very strong” (5) or “strong” (1) engagement in the configuration exercise.²²⁶ Where interviews provided further information, it seems, however, that the concept of the configuration dialogue suffered from teething problems, which have impacted its meaningfulness, and consequently from lack of follow-up. It consequently does not appear to have affected - neither strengthened nor weakened - UNFPA's presence or staffing situation.

Apart from delegation of authority to UNFPA Liaison Officers, the MCO review has not yet led to a significant reinforcement of UNFPA's physical presence in the Caribbean.

UNFPA was part of the process that led to the publication of a multi-country office (MCO) review report in May 2019 and, as core group member, committed to implementing its broad recommendations, including in the area of “enhanced and aligned physical presence” (action area 2).²²⁷ Specifically, to strengthen the organization's on-the-ground capacities, and pending budgetary consultations with the executive board, UNFPA committed to placing an international staff member in Barbados, to reviewing the support that the Caribbean sub-region receives from the UNFPA regional programme, and, in the short-term, to looking into

²²⁴ Source: UNFPA country office survey on UNDS reform, Q4, April 2021.

²²⁵ APRO, ASRO, ESARO and LACRO participated in the survey. Source: UNFPA regional office survey on UNDS reform, Q10 & Q11, April 2021.

²²⁶ Source: UNFPA country office survey on UNDS reform, Q42, April 2021.

²²⁷ 2.1: Take concrete steps to increase or strengthen on-the-ground capacities in MCO-serviced countries and territories; 2.2: Take concrete steps to establish capacities in the new North Pacific MCO; 2.3: Take concrete steps to review and delegate additional authorities to staff at country level; 2.4: Review how agency presence in MCO settings can be better harmonized for optimal support to countries.

mutual recognition and sharing of staff where it is not possible to be physically present.²²⁸ As of April 2021, no measures had been taken to align UNFPA's country coverage and presence.²²⁹ Since September 2021, UNFPA Liaison Officers in the Caribbean have been given delegated authority to lead on programme implementation and engage with governments and other partners in their countries.²³⁰ Discussions as to how best to further enhance UNFPA's position and support for the Caribbean, including potentially changing office structures, continue.

The delinking of the UNRC system provided UNFPA with an opportunity to upgrade the leadership of country offices headed by national staff.

The delinking of the UNRC system from UNDP provided an opportunity and led to UNFPA's decision to discontinue UNDP's representational functions and signature authority where UNFPA COs and the implementation of UNFPA CPDs are headed by national Assistant Representatives. In July 2019, a new management model and arrangements were introduced, according to which the Assistant Representative position has been upgraded to Head of Office (who continue to report to non-resident UNFPA Country Directors).²³¹ Of the countries covered by this paper, the UNFPA COs in Eswatini, Paraguay, Serbia and Tunisia are led by national Heads of Office. Unfortunately, interviews did not discuss the extent to which this has strengthened UNFPA's footprint in countries with no international representation - externally and internally vis-à-vis the UNRC and within the UNCT - for the benefit of UNFPA's strategic positioning and ability to deliver.

Some staff concerns remain regarding staff implications of the efficiency agenda and particularly the establishment of local shared service centres.

Interviews revealed concerns among UNFPA staff at the country level that the operationalization of the efficiency agenda could have implications for the number and composition of CO posts, potentially leading to layoffs and non-extension of contracts. There is a particular concern as regards the establishment of common back offices (CBOs) or local shared service centres (LSSCs) as they are now called. In Eswatini, however, the only existing LSSC among the eleven COs studied, the evaluation team was informed that UNFPA admin and finance staff were recruited by the service centre.

5.4 To what extent has the ongoing operationalization of the UNDS reform affected UNFPA's institutional efficiency?

Engagement in the UNDS reform is associated with high transaction costs for UNFPA.

²²⁸ Source: UNFPA. *MCO Commitments Tracker*. Updated on 13 September 2021.

²²⁹ Source: UNFPA country office survey on UNDS reform, Q69, April 2021.

²³⁰ Source: UNFPA. *MCO Commitments Tracker*. Updated on 13 September 2021.

²³¹ Source: MyUNFPA. *PPM Update: Standard Operating Procedures (SOPs): Division of Labour between Country Director and Head of Office in Countries without a UNFPA-Appointed Representative*. Message from Laura Londen, Deputy Executive Director, Management. Undated.

While no hard evidence is available, and it is not possible for the evaluation team to compare with the previous set-up, interviewees associate engagement in the UNDS reform with high transaction costs, which particularly take their toll on small COs and their staff.

Reform elements that appear to create transaction costs are the CCA/UNSDCF formulation processes as well as engagement in and co-chairing of UNSDCF RGs and other inter-agency coordination mechanisms, including Operations Management Teams (OMTs). Furthermore, while it is appreciated that common systems - i.e., UN-Info and BOS - are now online, they remain parallel to UNFPA systems (Atlas and SIS), thus causing double work.

Capacitated (larger) RCOs have been put in place as part of the UNDS reform. Together with UNRCs, they are co-funded by UNFPA through a special purpose trust fund. According to the UNFPA survey on UNDS reform in April 2021, of the participating COs covered by this study²³², four responded that the ability of UNRCs and RCO staff to facilitate inter-agency work had “increased” and five “partially increased”.²³³ While interviews provided plenty of examples where UNFPA has appreciated the coordination support of UNRCs and RCOs, including as chair of working groups, the question was raised why RCOs are not shouldering more of the coordination functions and associated costs, and, indeed, whether RCOs could even be creating additional transaction costs for UNFPA and other agencies through requests for information and reporting.

Ultimately, the focus on transaction costs needs to be balanced by an attention to transaction benefits, both at the individual and organizational levels. Opinions voiced on the value for UNFPA of spending time coordinating within the UNCT differ.

Experiences with the efficiency agenda and benefits for UNFPA finances and programme delivery at country level are mixed, but the general appreciation for the principle of mutual recognition stands out.

All UNFPA COs covered by this study are participating in BOS processes. The extent to which new efficiency gains and cost savings can realistically be expected thanks to the BOS appears to depend on how far UNCTs already progressed with the efficiency agenda during previous phases of the United Nations reforms - i.e., how much room for manoeuvre remains. Interviewees also emphasized that cost savings and quality of services continue to considerably rely on UNDP who leads the implementation of many back-office functions and manages common premises. Their experiences are mixed.

An often-heard view is that co-locating in common premises, which also simplifies joining common services and increases building management efficiencies, has the greatest potential for generating additional efficiencies and cost savings for UNFPA and benefitting programme delivery. As of 2020, 72% of UNFPA COs were already sharing premises with other United Nations agencies²³⁴, including most of those included in this study (see Box 1). The only

²³² Caribbean Sub-Regional Office, Côte d’Ivoire, Eswatini, Ethiopia, Kazakhstan, Paraguay, Serbia, Timor-Leste and Tunisia. Indonesia and Somalia did not participate in the survey.

²³³ Source: UNFPA country office survey on UNDS reform, Q9, April 2021.

²³⁴ Source: United Nations Population Fund - Implementation of the UNFPA strategic plan, 2018-2021 - Report of the Executive Director, DP/FPA/2021/4 (Part I).

country covered by this study where UNFPA has joined common premises since the beginning of the UNDS reform is Eswatini. However, this project appears in general to have been a challenging United Nations House experience²³⁵, including unoccupied space which has generated unforeseen costs to UNCT members including UNFPA.

As far as the COs covered by this study are concerned, the principle of mutual recognition is generally appreciated and in most of the countries has come in very handy. Interviews revealed examples of how UNFPA COs are saving time and money from being allowed to piggyback on another agency’s processes and contracts without further approvals being required - e.g., recruitment, procurement, HACT assessments.

The UNFPA COs in Eswatini, Ethiopia (initial stage), Kazakhstan (initial stage) and Serbia are part of piloting the establishment of LSSCs, as the further development of common services.²³⁶ In Eswatini, the existing LSC is regarded favourably. The dedicated unit, which UNFPA is co-financing, is considered to provide and better manage a range of useful services and saves UNFPA money. Upfront costs for investment expenses were a challenge. On the other hand, the establishment of a LSSC in Serbia appears delayed because of uncertainties among UNCT members regarding the business case and the limited scope for cost avoidance. As concerns UNFPA, in addition to expected quality gains, calculations for the first year showed that the cost apportionment for UNFPA would have been USD 31,928,000 (3.02% of the total LSSC budget) compared to current costs of USD 34m.²³⁷

Of those UNFPA COs studied here in more detail and which responded to the UNFPA survey on UNDS reform in April 2021, five COs provided positive responses on having experienced “some sort of efficiency gains” thanks to the UNDS reform and four disagreed. Only one CO reported cost savings. An analysis of BOS data revealed that all UNFPA COs have calculated estimated total avoided costs (for different time periods) and most have reported actual avoided costs (see Table 14). Compared to selected other United Nations agencies across the present set of countries, UNFPA has realized less cost avoidance than UNDP and UNICEF, but considerably more than UN-Women and WHO. The order of importance in terms of estimated cost avoidance is administration; ICT; human resources management; finance; and procurement.²³⁸ To the extent that data are available, UNFPA in Indonesia has to date realized more cost avoidance than the other UNFPA COs thanks to the BOS, both in absolute terms and as a percentage of estimated cost avoidance - i.e., USD 428,652 (55%).

Table 14: Total estimated and total realized cost avoidance thanks to UNCT business operations strategies since 2019/2020

Country	UNFPA Estimated	UNFPA Realized	UNDP Realized	UNICEF Realized	UNW Realized	WHO Realized
Indonesia 19-26	778'373	428'652 (55%)	156'250	38'420	67'337	-266'396
Ethiopia 19-26	215'552	57'820 (27%)	261'454	674'611	70'925	392'639

²³⁵ Source: United Nations common premises: current practices and future prospects, United Nations, JIU/REP/2020/3. UN ESWATINI COUNTRY RESULTS REPORT 2020, March 2021.

²³⁶ Timor Leste was initially included as CBO pilot, but then dropped.

²³⁷ Source: Local Shared Service Centre Business Case Serbia, September 2021 Version 0.1.

²³⁸ Source: UN-Info BOS online data, 2.5.2022.

Kazakhstan 19-24	136'827	32'021 (23%)	12'339	2'616	14'863	-
Eswatini 19-26	47'121	16'672 (35%)	17'391	19'578	-	16'259
Somalia 20-25	520'799	14'232 (3%)	-13'856	32'072	-	-
Serbia 19-23	26'983	13'194 (49%)	120'656	53'825	42'942	10'579
Caribbean	338'511	10'172 (3%)	64'915	45'754	7'270	-
Côte d'Ivoire 19-23	1'264'069	n/a	-	-	-	-
Tunisia 20-26	75'488	n/a	72'642	45'977	-	-
Timor Leste 19-23	6'332	n/a	-	-	-	-
Total	3'750'548	690'566	994'049	1'011'878	203'337	153'081

Source: UN-Info BOS Online Platform, 2.5.2022

It was not possible to compare UNFPA's realized cost avoidance with total management costs to assess the degree of its importance. For this reason, and because cost savings are ultimately intended to benefit UNFPA's programmes, the evaluation team therefore opted to compare reported cost avoidance with the respective UNFPA CO budgets for the equivalent time periods.²³⁹ Table 15 provides the details for seven COs for which data are available. Overall, cost avoidance to date has been most significant in Indonesia where it corresponds to 5.0% of UNFPA's budget.

Table 15: Total realized cost avoidance versus UNFPA CO budgets since 2019/2020

Country	UNFPA Realized	UNFPA Budget	Cost Avoidance in % of CO Budget
Indonesia	428'652	8'634'295	5.0%
Kazakhstan	32'021	1'775'290	1.8%
Serbia	13'194	1'496'230	0.9%
Eswatini	16'672	2'114'071	0.8%
Ethiopia	57'820	13'786'353	0.4%
Somalia	14'232	5'089'754	0.3%
Caribbean	10'172	-	-
Côte d'Ivoire	-	8'665'209	-
Tunisia	-	1'170'516	-
Timor-Leste	-	3'997'135	-

Source: UNFPA GPS, 18.3.2022

²³⁹ Non-earmarked and earmarked funding.



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