



**UNITED NATIONS POPULATION FUND**

**UNFPA strategic plan, 2018-2021**

**Annex 3**

**Alignment with General Assembly resolution 71/243  
of 21 December 2016**

*Summary*

This document, as annex 3 to the UNFPA strategic plan, 2018-2021, presents the efforts UNFPA has undertaken to align its next strategic plan with the relevant mandate and provisions of General Assembly resolution 71/243, adopted on 21 December 2016, on the quadrennial comprehensive policy review of United Nations operational activities for development.

**Alignment with General Assembly resolution 71/243 of 21 December 2016**

General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system establishes guidelines for operational activities for the next four years. In the resolution, the General Assembly "... requests the entities of the United Nations development system to ensure that their planning and activities, and strategic plans where applicable, are consistent with and guided by [its] provisions ..... " (operative paragraph 79).

The matrix below does not represent a comprehensive analysis of QCPR follow-up, but rather reflects efforts UNFPA is making and/or demonstrates progress made by UNFPA to align its new strategic plan, 2018-2021, to the most relevant mandates and provisions together with information on actions already underway or implemented.

It should be noted that the table does not include progress on the requests to the Secretary-General for specific proposals and reports made in paragraphs 19, 20, 45 and 58, which will be undertaken in parallel to the development of the UNFPA strategic plan, 2018-2021 and may require that adjustments be made to the agencies' respective strategic plans in the course of 2017. UNFPA will work closely with members of the Executive Board of UNDP, UNFPA and UNOPS, United Nations coordination bodies, United Nations entities and other relevant partners to ensure that both processes are complementary and coherent.

Relevant QCPR provisions and mandates	Status of integration in the new UNFPA strategic plan
<b>Alignment with the 2030 Agenda for Sustainable Development</b>	
<p><i>18. Calls on United Nations funds and programmes and specialized agencies to <b>reflect their contribution to the implementation of the 2030 Agenda for Sustainable Development in their strategic plans and similar planning documents ...</b></i></p>	<p>The UNFPA strategic plan, 2018-2021 will be firmly anchored in the 2030 Agenda for Sustainable Development, which in turn reaffirms the recognition of the International Conference on Population and Development (ICPD) Programme of Action that people must be at the centre of sustainable development. The midterm review of the current UNFPA Strategic Plan, 2014-2017 has already demonstrated the important contribution of UNFPA to the 2030 Agenda. This will be further reinforced in the strategic plan 2018-2021, notably through clear references to relevant Sustainable Development Goals, targets and indicators, including in the strategic plan integrated results framework (IRF). Maintaining the 2030 horizon, the UNFPA strategic plan, 2018-2021 is being developed as the first of three consecutive plans leading to 2030 with a cumulative approach to contribute to the achievement of the Sustainable Development Goals.</p> <p>UNFPA will continue to be an integral part of the coherent and integrated United Nations system support to countries to achieve the Goals, guided by joined-up strategies and approaches such as the United Nations Development Group's (UNDG) Mainstreaming, Accelerating and Policy Support ("MAPS") approach.</p>
<b>Multidimensionality of poverty, flexibility and differentiation</b>	
<p><i>1. Reaffirms that ... characteristics of operational activities for development of the United Nations system should be ... their <b>universal, voluntary and grant nature, their neutrality and their multilateralism,</b> ... their ability to respond ... <b>in a flexible manner</b> ... for the benefit of programme countries, at the request of those countries, and in accordance with their own policies and priorities for development;</i></p>	<p>UNFPA has been a pioneer within the United Nations development system in introducing a differentiated approach to programming with its business model in the Strategic Plan, 2014-2017. UNFPA recognizes the diverse needs of countries and population groups in achieving the ICPD objectives and their different capacities to finance development.</p> <p>In the strategic plan 2018-2021, UNFPA fine-tunes the differentiated approach to development cooperation to become more demand-driven and better tailored to specific national</p>

<p>2. <i>Underscores</i> that there is <b>no “one size fits all” approach</b> to development, and calls upon the United Nations development system ... to pursue <b>full alignment</b> of operational activities for development at the country level with national development plans ... respond to national development needs and priorities in accordance with their mandates ...</p>	<p>contexts, priorities and challenges, especially under implementation of the vast and ambitious 2030 Agenda. The Fund will maintain its current classification system, placing countries into four colour-coded quadrants, but will use findings from the Equitable Access Initiative to refine and improve the assessment criteria.</p> <p>For measuring ability to finance, the strategic plan 2018-2021 will use inequality-adjusted gross national income (GNI) per capita for health access and income inequality, using disability adjusted life years (DALY) due to communicable diseases and maternal, perinatal and nutritional conditions.</p> <p>At the same time, UNFPA will make its best effort to harmonize modes of engagement and classifications with the strategic plans of other United Nations entities for enhanced system-wide coherence.</p>
<p><b>Human rights</b></p>	
<p>15. <i>Notes</i> the importance of the contribution of the United Nations development system with the aim of <b>supporting government efforts to achieve the Sustainable Development Goals, based on full respect for human rights ...</b></p>	<p>Human rights appear in the current UNFPA “bull’s eye”<sup>1</sup> as both part of the goal—realization of reproductive rights—and an enabler of achieving the goal (as a set of principles and standards to be applied). Hence, within the new strategic plan human rights are reflected both in a set of stand-alone interventions and mainstreamed across the strategic plan.</p> <p>The new strategic plan reinforces the “bull’s eye” congruent with the United Nations’ common understanding of the human rights-based approach, which guides UNFPA interventions, as well as the 2030 Agenda. This is unequivocally anchored in human rights and issues a powerful commitment to put equality and non-discrimination at the centre of development efforts.</p>
<p><b>Gender equality and women’s empowerment</b></p>	
<p>13. <i>Calls upon</i> all entities of the United Nations development system to continue to <b>promote women's empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women...</b> as well as the ... <b>[the gender scorecard]</b>, in particular with regard to gender-responsive <b>performance management and strategic planning, the collection and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels ...</b></p>	<p>The promotion of gender equality and women’s empowerment is a central principle of UNFPA work since women and girls are among the key beneficiaries of its support. Recognizing the value and the need for a dual strategy, as validated by the Sustainable Development Goal framework itself, the new strategic plan retains a dedicated outcome on gender equality and women’s empowerment, reinforced by a cross-cutting gender mainstreaming approach that influences all other interventions.</p> <p>The UNFPA strategic approach to the work in the area of gender equality is built on the collaborative advantage of the United Nations system agencies and is designed in complementarity with the work of UN-Women on legislative frameworks and the work of UNICEF on prevention of child marriage and female genital mutilation.</p>

<sup>1</sup> The ‘bull’s eye’ is the goal of UNFPA: the achievement of universal access to sexual and reproductive health, the realization of reproductive rights and the reduction of maternal mortality.

<b>Funding –cost recovery –pooled funding mechanisms</b>	
<p>34. <i>Urges</i> the entities of the United Nations development system... <b>to take concrete steps to address ... the decline of core contributions and the growing imbalance between core and non-core resources ...</b></p> <p>35. <i>Reaffirms</i> the <b>principle of full cost recovery... urges</b> all entities ... <b>to comply with existing cost recovery policies and rates ... to report annually on their implementation to their respective governing bodies ... to analyse and explore in a collaborative manner options for harmonized but differentiated cost recovery policies and rates ...</b></p> <p>33. <i>Urges</i> the entities of the United Nations development system ... to continue <b>enhancing the transparency and accountability of inter-agency pooled funding mechanisms...</b></p>	<p>UNFPA is committed to implementing its corporate resource mobilization strategy which aims to increase contributions to regular (core) resources, broaden the traditional and non-traditional donor base, increase contributions and partnerships with the private sector and enhance transparency and accountability.</p> <p>UNFPA, UNDP, UNICEF and UN-Women are engaging their respective Executive Boards in the review of the existing cost recovery methodology which has been in place since 2014. Any amendments to it, once approved by the Executive Boards, would inform the revision of the cost recovery policy and its implementation, as of the effective date determined by the Executive Boards. In addition, UNFPA reports annually on the implementation of the cost recovery policy, in the Executive Director’s annual report (financial and statistical annex).</p> <p>Pooled financing can produce significant results by drawing on the complementary mandates and capacities of United Nations entities and can often attract more funds than individual mechanisms combined. UNFPA actively engages in United Nations coordination, joint policy and advocacy for financing towards integrated and inter-agency action. UNFPA will further advocate for consolidation of mechanisms (as opposed to proliferation) that support improved transparency in the management of pooled funds, including the standardization, significance and coherence of results.</p>
<b>Coordination and complementarity among humanitarian, development and sustaining peace activities</b>	
<p>14. <i>Recognizes</i> the positive <b>role that sustainable development can play in mitigating drivers of conflicts, disaster risks, humanitarian crises and complex emergencies</b>, and that a <b>comprehensive whole-of-system response ... is fundamental ...</b></p> <p>24. <i>Calls upon</i> the entities of the United Nations development system ... <b>to enhance coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations</b>, and in this regard:</p> <p>(b) Emphasizes that ... <b>the development work of the entities of the United Nations development system can contribute to peace building and sustaining peace, ... and stresses ... the need to improve coordination and synergy to maximize the impacts, results and effectiveness of support for</b></p>	<p>The UNFPA Strategic Plan, 2014-2017 acknowledges the importance of building resilience and humanitarian preparedness, but however does not explicitly address cross-pillar integration and collaboration.</p> <p>In the new strategic plan 2018-2021, UNFPA clearly defines and articulates the role that sustainable development, humanitarian assistance and sustaining peace can play in mitigating drivers of conflicts, reducing disaster risks and responding to humanitarian crises and complex emergencies by strengthening both its own programming on building resilience and the participation of youth and women in peacebuilding and sustaining peace in its work. Humanitarian preparedness and disaster risk reduction are critical components of sustainable development and sustaining peace in the new strategic plan. These inter-linkages are articulated in the plan’s narrative and fully integrated in the development its underlying theories of change.</p> <p>Under the new strategic plan, UNFPA is focusing on a new way of working in order to be fit for purpose.</p> <p>In the context of the new strategic plan, a coordinated and systematic approach to reducing vulnerability to disasters and conflicts will be implemented through risk-informed programming that helps to build resilience and bridges the humanitarian, development, and peacebuilding divides</p>

<p><b>the implementation of the 2030 Agenda for Sustainable Development</b>, stressing that this should not adversely affect resources for development;</p>	<p>internally and externally. Critical to delivering on the resilience agenda are the UNFPA commitments to support and empower local and national actors, increased transparency, cash-based interventions and strengthening the coherence, cooperation and complimentary among development, humanitarian action, and sustaining peace.</p> <p>UNFPA will further strengthen its focus on leading and co-leading the humanitarian coordination in the areas of gender-based violence, sexual and reproductive health and disaggregated data in emergencies.</p>
<p><b>Prioritization of least developed countries, low-income countries and countries in special situations</b></p>	
<p>10. <i>Calls upon</i> the United Nations development system to continue to support developing countries ... and <b>requests the system to address, within existing resources and mandates, the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States</b></p>	<p>Through its distinct operational model, UNFPA will continue to prioritize least developed countries (LDCs) and low-income countries in terms of presence (via country offices and programmes) as well as funding.</p> <p>Low-income countries and LDCs take the largest share of UNFPA regular resources, as agreed by the Executive Board under the current Strategic Plan, 2014-2017. UNFPA also pays special attention to small island developing States, especially the Caribbean and Pacific Island countries, classifying them into two multi-country programmes with dedicated subregional technical support and adequate funding. The new strategic plan seeks to strengthen the approach even further, introducing options of a more generous flooring mechanism and advocacy with other regional champions to support these efforts with a pooled or matching funds-type approach.</p> <p>Inspired by the 2030 Agenda, UNFPA will assume leadership in diagnostics (across several dimensions) of “who is left behind and why”, and how to “reach those furthest behind first” (in the specific contexts of realizing sexual and reproductive health rights) and producing disaggregated population data and analysis as a foundation of strategic interventions.</p>
<p><b>Special challenges of the middle-income countries</b></p>	
<p>10. <i>Calls upon</i> the United Nations development system to continue to support developing countries ... as well as [to address] the <b>specific challenges facing the middle-income countries</b>, in line with the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development;</p>	<p>The revised UNFPA business model is better oriented to the needs of the middle-income countries (MICs). UNFPA will further tailor its intervention strategies to meet needs of MICs and more effectively facilitate their contribution to the universal access to sexual and reproductive health and to leave no one behind.</p> <p>Access to all global and regional technical knowledge resources of UNFPA will be open to MICs with increased attention paid to leveraging domestic and regional know-how and expertise. In these countries, UNFPA will aim to deploy innovative and integrated policy support, powered by the new transformative knowledge management approach.</p>
<p><b>Models for United Nations field presence</b></p>	
<p>50. <i>Recognizes</i> that the presence ... at the country level should be <b>tailored to meet the specific challenges</b> and needs of</p>	<p>UNFPA’s current field presence model will be better tailored to specific challenges of the programme countries to address differentiated needs and build on varied opportunities by</p>

<p>programme countries, and in that regard <i>requests</i> the United Nations country teams, under the leadership of the resident coordinator:</p> <p><b>(c) To strengthen access to and benefit from the full range of mandates and resources of the United Nations development system</b>, including, where appropriate, through hosting arrangements with the resident coordinator or with resident organizations;</p> <p>68. .... <i>requests the United Nations development system ... to adopt flexible, cost-effective and collaborative models for its field presence</i>, as appropriate;</p>	<p>deploying normative and operational capacities to engage in different settings, using context-specific approaches. This process will go hand in hand with rethinking the Fund's regional presence and programming by transforming global and regional interventions into a much more robust and accountable mechanism.</p> <p>In the spirit of universality and principles of "leave no one behind" of the 2030 Agenda, UNFPA is exploring opportunities to strengthen programmatic engagement with high-income countries to address domestic unfinished agendas relevant to areas of the UNFPA mandate and to increase opportunities for resource mobilization.</p>
<p><b>Results-based management, monitoring and reporting</b></p>	
<p>80. <i>Requests</i> the Secretary-General to continue to <b>strengthen the analytical quality of system-wide reporting on funding, performance and programme results</b> ... and... calls for the <b>publication of timely, reliable, verifiable and comparable system-wide and entity-level data, definitions and classifications</b>;</p> <p>12. <i>Underscores the importance of results-based management</i> ... and <i>requests</i> the United Nations development system ... to <b>strengthen results-based management, focusing on long-term development outcomes...</b></p>	<p>UNFPA will continue mainstreaming results-based management requirements within its policies, procedures, plans, training manuals and systems across all functional areas of work. Results-based management shall be the core skill set of all programme and operations staff profiles.</p> <p>In the new strategic plan, UNFPA continues to invest in the quality assurance of its programmes at all levels by strengthening the existing institutional and system-wide quality assurance mechanisms. Within this context, UNFPA will work with sister UN agencies to ensure that all country programmes meet quality criteria and Sustainable Development Goal requirements, and provide dedicated focus to follow-up to Joint Inspection Unit and audit requirements. In addition, to further improve the quality of UNFPA programmes, systematic support will be provided in developing theories of change, documenting and using good practices and lessons learned, and planning and implementing programme monitoring and evaluation plans.</p> <p>UNFPA will reorient its reporting systems to focus on efficiency and effectiveness rather than on business practices, and take further steps to improve its reporting under the International Aid Transparency Initiative.</p> <p>UNFPA will administer a regular survey among its stakeholders and implementing partners to assess "client satisfaction" and make necessary adjustments. UNFPA will regularly make available public documents on the impact of its interventions and of donors' support on people's lives.</p>
<p><b>Resident coordinator system</b></p>	
<p>53. <i>Stresses</i> that the resident coordinator system ... while managed by the United Nations Development Programme, is <b>owned by the United</b></p>	<p>UNFPA believes firmly that an impartial, efficient and effective resident coordinator system is critical to joint United Nations support to countries to achieve the Sustainable Development Goals. UNFPA always maintains its full contribution to the</p>

<p><b>Nations development system as a whole and that its functioning should be participatory, collegial and mutually accountable</b> within that system;</p> <p>55. <i>Reiterates</i> the central role of the resident coordinators ... in <b>ensuring the coordination of United Nations operational activities for development at the country level</b>, and stresses the need to ensure that resident coordinators have <b>sufficient leadership, prerogative, impartiality, management tools, experience and skill sets</b> to effectively fulfil their mandate;</p>	<p>global cost-sharing agreement for the resident coordinator system.</p> <p>In order to improve its current underrepresentation in the resident coordinator system, UNFPA will adopt a dedicated strategy to encourage and prepare its staff to participate in the specific assessments to increase the number of resident coordinators with a UNFPA background.</p>
<p><b>UNDAF</b></p>	
<p>50. Requests the United Nations country teams, under the leadership of the resident coordinator: (a) to <b>strengthen the use of the United Nations Development Assistance Framework</b> ... as a strategic instrument;</p> <p>48. <i>Reaffirms</i> the <b>central role and the importance of the active and full participation of national Governments in the preparation, implementation, monitoring and evaluation of the United Nations Development Assistance Framework</b> ...</p>	<p>UNFPA is fully committed to Delivering as One and joint programming, and the strategic plan’s theories of change will explicitly describe existing and planned joint programmes and initiatives.</p> <p>UNFPA took an active part in the development and dissemination of the new UNDAF guidance which responds to many QCPR provisions such as the need for a whole-system response and synergies, and the increased linkages between humanitarian action, development and sustaining peace.</p> <p>UNFPA programming policies will be reviewed and updated to be in full alignment with the new guidance while reaffirming the central role and overall ownership of Governments.</p>
<p><b>Delivering as one and standard operating procedures –harmonization and simplification of programming instruments</b></p>	
<p>60. <i>Reaffirms</i> the “<b>no one size fits all” approach and the principle of the voluntary adoption of “Delivering as one”</b>... , and <i>requests</i> the United Nations development system... <b>to maximize the “Delivering as one” approach</b> ... through lessons learned and by integrating programmatic and operational functions...</p> <p>62. <i>Encourages</i> the <b>progressive implementation of standard operating procedures and business operating strategies</b>;</p> <p>51. <i>Requests</i> the United Nations development system to <b>further simplify and harmonize agency-specific programming instruments, business</b></p>	<p>UNFPA has a broad country-level presence, and is the third most represented agency in United Nations country teams; it actively engages in joint United Nations initiatives, including joint programmes/programming and common support services. Together, UNFPA, UNDP and UNICEF staff have the most chair posts in inter-agency groups; this provides a proxy indicator of the UNFPA leadership role in United Nations country teams.</p> <p>In the new strategic plan, special attention will be devoted to ensuring that UNFPA adapts and embraces a much higher degree of integration, coordination, accountability and transparency with other United Nations entities. A dedicated output on United Nations system-wide coordination and coherence has been introduced as part of the organizational effectiveness and efficiency component of the new strategic plan.</p>

<p><b>practices, processes and reporting in alignment with the United Nations Development Assistance Framework</b> ...</p>	<p>UNFPA has been a pioneer in using services from other United Nations entities to further reduce its management and administrative costs in the field and at headquarters and will continue to do so to free up resources for programming in host countries. Guided by the QCPR resolution, UNFPA will also move forward towards mutual recognition of the best practices of other United Nations.</p> <p>UNFPA is also moving towards more cost-efficient integration of United Nations human resources functions and services (e.g., joint classification and reference checking centre, standardized psychometric tests, etc.) and exploring whether other operational functions or substantive areas also could be integrated (e.g., ethics, travel, etc.) with those of other agencies.</p>
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<b>Regional dimension</b>	
<p>69. <i>Recognizes the contribution of the regional commissions and of subregional, regional and interregional cooperation ... and calls upon United Nations regional commissions and the United Nations development system to fully implement the statement of collaboration</i> between the United Nations Development Group and the United Nations regional commissions...</p>	<p>The new strategic plan will reinforce UNFPA support to the 2030 Agenda at the regional level, and its commitment to work closely with the regional commissions for the establishment of the regional sustainable development architecture. Through technical support, UNFPA is one of the key partners supporting the identification and definition of the consolidated indicators framework and is identifying the ICPD-related indicators which will be used to assess the implementation of the Sustainable Development Goals in the regions. UNFPA will ensure that the ICPD follow-up and review is harmonized and synchronized with the regional reviews of the Sustainable Development Goals.</p> <p>UNFPA will implement the strategic plan, 2018-2021, at the regional level through regional interventions. Six programme documents, one per each region, will be presented to the Executive Board as an annex to the strategic plan, 2018-2021.</p>
<b>Knowledge management and sharing</b>	
<p>70. <i>Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies ...</i></p> <p>71. <i>Calls for greater efforts... to share data and develop joint needs assessments and planning frameworks based on joint analysis and comparative advantages;</i></p>	<p>UNFPA will use high-quality knowledge to drive effectiveness and efficiency in delivering its results and create greater impact at country, regional and global levels. During the new strategic plan period, the Fund's aim for increased knowledge management for programming will focus on: (a) increased availability of and timely access to high-quality knowledge products; (b) mainstreaming knowledge management in programme and operations, by applying what has been learned to programming, translating knowledge into products and services for them to be useful for the right persons at the right time at the right place; (c) improved staff capacity and accountability in managing knowledge; and (d) positioning itself as a reference on all population-related issues as per the "bull's eye", so that the knowledge and research it generates help to shape positions of States and opinions of influential stakeholders</p>
<b>Partnerships</b>	
<p>22. <i>Reaffirms the central role of Governments in contributing to the work of the United Nations development</i></p>	<p>Partnerships are central to the work of UNFPA and without them the organization will not be able to achieve the ambitious targets of the new strategic plan. In the context of strengthening</p>



<p>system ... <b>encourages the United Nations development system to intensify its collaboration with [relevant] stakeholders ... and calls upon the entities of the United Nations development system to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact;</b></p>	<p>cooperation and complimentary among development, humanitarian action, sustaining peace and of leaving no one behind, leveraging partnerships and complementary resources is more important than ever. UNFPA will further expand its joint programmes and aim to strengthen partnerships with global and regional financial institutions, regional entities, academia, individuals and the private sector in a transparent, equitable and mutually beneficial way to strengthen collective mutual accountability and ensure effective collaboration that delivers results.</p> <p>In the era of big data and its growing transformational potential, it is imperative that UNFPA focus on data collection and on ensuring disaggregation and analysis. To be able to provide state-of-the-art assistance in this area, UNFPA will collaborate with innovative and technologically strong private companies. Substantive partnerships with the private sector on the issues of common interest and concern would also most likely translate in the mobilization of financial resources.</p> <p>UNFPA will significantly expand the profiles and proficiency of its staff, from administrative, logistical, procurement and service delivery skills toward skills in networking, resource mobilization, knowledge management, brokering of expertise, programme management, advocacy and policy advice.</p>
<p><b>South-South and triangular cooperation</b></p>	
<p>23. Reiterates that the United Nations development system should <b>mainstream and enhance its support to South-South and triangular cooperation ... in line with the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation;</b></p>	<p>As an organization with a broad global network of over 120 country offices, six regional offices, six liaison offices and three subregional offices as well as extensive experience in multilateral affairs, UNFPA is well positioned to identify solution providers and assist in determining the content of South-South and triangular cooperation initiatives and establishing formal arrangements and cooperative models.</p> <p>UNFPA will continue to play the role of a convener of expertise, broker and a catalyst of knowledge exchanges to strengthen national capacities and support national institutions' commitment and ability to implement the ICPD agenda and the ICPD-related Sustainable Development Goals. In close collaboration with all partners, including the United Nations Office for South-South Cooperation, UNFPA would provide relevant strategic advice to Member States, contributing to building operational linkages and synergies between the ICPD agenda and the Sustainable Development Goals at the policy, programmatic, technical and logistical levels.</p> <p>Coordination and partnerships, including South-South and triangular cooperation, is reintroduced as one of the core intervention strategies of the new strategic plan, 2018-2021, based on core evaluative evidence, findings and lessons learned.</p>