

ANNEX 8

Implementation of Quadrennial Comprehensive Policy Review (QCPR) General Assembly resolution 67/226 on Operational Activities for Development of the United Nations System

Introduction

In 2014 and 2015, UNFPA, both individually and jointly with other members of the United Nations Development System, continued to make progress in many areas of QCPR. The progress was most notable in the following areas: advancement of the second generation of “Delivering as One” and the cost-sharing of Resident Coordinator (RC) System; the improvement of the United Nations Development Assistance Framework (UNDAF) programming process; the simplification and harmonization of business practices; and the promotion of South-South and triangular cooperation.

UNFPA has fully mainstreamed the QCPR (2012-2016) in the current Strategic Plan (SP 2014-2017) with an aim to ensure that QCPR and SP implementation, monitoring and reporting go hand-in-hand. The UNFPA SP 2014-2017 is aligned with those of UNDP, UNOPS, UNICEF and UN Women and with the QCPR, both in timing and content. To allow for joint monitoring of QCPR implementation, the Integrated Results Frameworks of UNFPA, UNDP, UNICEF, UN Women and WFP include common indicators.

Advancing “Delivering as One” and Supporting the RC system

UNFPA is fully committed to achieving results through enhanced UN system-wide coherence and more effective alignment with national priorities and plans. Currently there are 50+ “Delivering as One” (DaO) countries, and increasing numbers of UN Country Teams are choosing to work jointly in a more integrated way by implementing the UNDG Standard Operating Procedures (SOPs). UNFPA led the preparation of the SOPs and the integrated package of support. UNFPA country offices have proactively engaged in UN Country Team efforts to implement the SOPs and create space for country office innovations. As an example, in Lao PDR, UNFPA combined its Country Programme evaluation with that of the UNDAF, thereby harmonizing country-level evaluation across agencies and having one joint assessment approach.

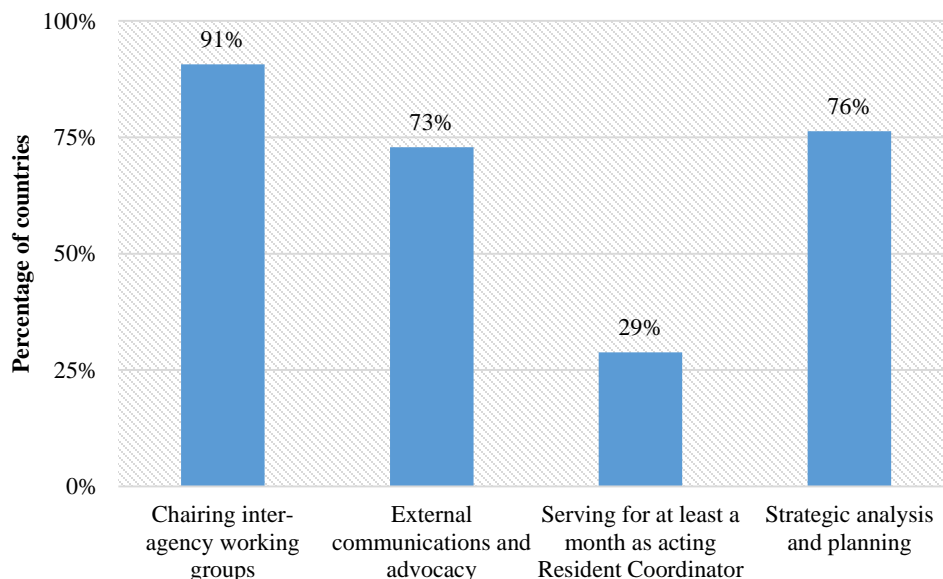
UNFPA contributed its full share to the RC system cost-sharing for 2014 and 2015, and recently for 2016. UNFPA has also fully implemented the Management and Accountability Framework: Resident Coordinators contribute to the performance appraisals of UNFPA Representatives, and contribution to UN system-wide coherence is an integral part of the job descriptions of Country Representatives and Regional Directors.

At the regional level, UNFPA is an active member of the regional UNDG teams and, in some instances, co-chairs of the regional Peer Support Group (PSG), which provides guidance and support to UNCTs in preparing CCAs and UNDAFs, and ensures the quality of these instruments.

UNFPA has a broad country-level presence and is the third most represented member in UNCTs, actively engaging in joint UN initiatives, including joint programming and common services. In 2015, almost all UNFPA country offices were implementing various elements of the SOPs and 93% (figure 1) of them chaired inter-agency working groups. UNFPA, together with UNDP and UNICEF, have by far the most chair posts in inter-agency groups, which serves as a proxy indicator of the leadership role in the UNCTs.

In addition to human and financial resources support, UNFPA provided in-kind contributions in various other means to the Resident Coordination system as presented in the chart below.

Figure 1: Nature of in-kind contribution to the Resident Coordinator system, 2015



Source: Country office annual report 2015

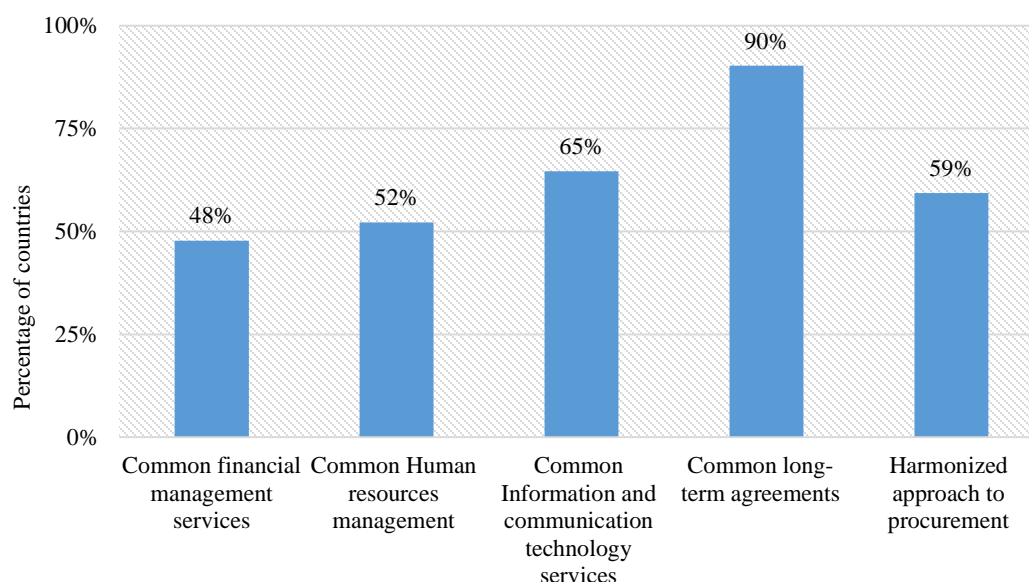
Simplification and harmonization of business practices

Through the current QCPR, the UN system made important progress in streamlining common operations. A number of robust efforts have focused on the consolidation of operational capacities and harmonization and simplification of business processes. UN organizations are moving forward in recognizing each other's business processes. This is a practical approach—applied in parallel to harmonization and simplification efforts—to reduce or eliminate redundancies and inefficiencies. Mutual acceptance of business processes is a tenet that could be considered an essential component of the emerging QCPR and, as a consequence, a pillar of the operational elements behind the 2030 Agenda.

In addition to this approach, which capitalizes on the comparative and collaborative advantages of our organizations, UNFPA has supported and led inter-agency coherence efforts within the scope of the UNDG and the CEB. This included the design and implementation of the Business Operations Strategy and the roll-out of in-country support service consolidation. Good examples of these efforts are, namely, the coordination of a UN common accountability and oversight model and the roll out of a Joint Operations Facility in Brazil, an initiative carried out jointly by HLCM and UNDG together with the UN Country Team in this location. These initiatives represent new and innovative avenues to elevate the quality of service delivery, reduce transaction costs, and explore potentially replicable integrated business models.

UNFPA contribution to the implementation of common United Nations Services are explained with the following chart (figure 2).

Figure 2: UNFPA country office implementing common United Nations services, 2015



Source: Country office annual report 2015

UNFPA has taken an active role in other system-wide initiatives, such as the International Aid Transparency Initiative and the definition of common data-sharing standards. It also leads projects geared towards the optimization of selected common services, such as fleet management. Similarly, UNFPA coordinates key inter-agency projects to promote organizational effectiveness in the areas of finance, human resources, information technologies and procurement, and is fully behind joint efforts to consolidate select business processes in joint service centers.

Funding of the operational activities of the United Nations for development

UNFPA has developed a resource mobilization strategy with differentiated approaches to distinct types of contributors in order to sharpen outreach, roles and responsibilities, and to identify right incentives and priorities for different contributions. UNFPA has further broadened its donor base to include new countries, as well as programme country governments, in line with the imperative of national ownership in the 2030 Agenda.

Based on the common principles developed by UN funds and programmes, UNFPA further defined principles for the concept of critical mass of core resources as applicable to its mandate and business model. These were presented to the Executive Board as a part of annual structured dialogues on funding, which have provided a dynamic platform to discuss the totality of resources that are critical for the delivery of strategic plan results, and relevant funding-related developments.

The use of innovation and a wider range of development financing modalities are being pursued through partnerships with different types of private sector organizations, international financial institutions, multilateral donors and engagement in public-private arrangements and multi-stakeholder action/financing platforms. These coordinated and complimentary actions with defined roles and responsibilities are embedded in plans at country, regional and global level.

In recognition of national ownership of the SDGs, and adopting a differentiated country approach, UNFPA has successfully leveraged domestic/national resources for country programmes. As such, co-financing agreements have been secured in a number of middle-income countries.

Improved UNDAF programming process and MAPS

As a co-lead of the UNDG Programme Working Group, UNFPA initiated the development of guidance for a new generation of UNDAFs that support national efforts to implement the 2030 Agenda for Sustainable Development. This was done by translating these UNDG commitments into effective country-level interventions by UNCTs. The review is expected to be finalized in 2016.

As a step towards a more integrated response and delivery of the integrated 2030 Agenda, the UNDG developed a common approach known as MAPS (Mainstreaming, Acceleration, and Policy Support). The MAPS focuses on policy coherence and multi-stakeholder engagement, paying special attention to the cross-cutting elements of partnerships, data, and accountability. UNFPA considers MAPS as a useful toolkit, which can be used by UNCTs in support of design and implementation of the UNDAF. UNFPA has taken an active part in the development of a common UNDG reference guide to support mainstreaming the 2030 Agenda. This guide has been issued to all UNCTs, and is now being piloted in twenty countries.

Promoting South-South and Triangular Cooperation

UNFPA has been actively promoting and supporting South-South and Triangular Cooperation for years and has many successful stories to share. In 2014, for instance, some 100 activities enabled partners in the south to share their knowledge and experience to address common challenges related to the ICPD agenda.

To build on these successes, UNFPA in 2015 established the South-South Project under the Executive Office. The project represents a strong commitment to support new partnerships and facilitate a day-by-day connectivity between partners in the global south and donors and the private sector, to share knowledge, mobilize additional support, and upstream technology transfer to fulfill the potential of every young person and to guarantee that every pregnancy is wanted and every childbirth is safe.