



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

This annex is submitted in accordance with resolution 2013/5 of the Economic and Social Council, in which the Economic and Social Council requested the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the quadrennial comprehensive policy review within their reporting on the implementation of their strategic plans. To enhance harmonization and coherence across the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the four agencies will continue to report using the common format outlined below. This table details the cumulative progress made in implementing General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in the third year of its implementation.

General Guidelines	
<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1-15)</i>	<i>Progress</i>
<p>Calls upon the entities of the United Nations Development System to:</p> <ul style="list-style-type: none"> ● Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8) ● Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, improving integrated results and resources frameworks (para. 12) ● Continue to 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 (para. 13) 	<p>This annex includes analyses of the progress on the implementation of the General Assembly resolution 71/243 in the first two years of the UNFPA strategic plan 2018-2021, which is the first of three consecutive strategic plans that will guide the Fund's contribution to the achievement of the Sustainable Development Goals until 2030. In 2018 and 2019, UNFPA laid the foundation for achieving the 2030 Agenda for Sustainable Development and prioritised leaving no one behind and reaching the furthest behind first as per the strategic plan 2018-2021. This work centered around the achievement of the three transformative and people-centred results: (a) an end to preventable maternal deaths; (b) an end to the unmet need for family planning; and (c) an end to gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage, by 2030.</p> <p>The past two years have been decisive for UNFPA and the path to realising the three transformative results and the 2030 Agenda for Sustainable Development. In May 2018, Member States adopted General Assembly resolution 72/279, which marks the most ambitious and comprehensive reform of the United Nations development system. Thus the Fund embarked on a path of reforms and transformation to better support countries in implementing the 2030 Agenda, in direct response to the implementation of quadrennial comprehensive policy review commitments.</p> <p>2019 was a critical year for the UNDS and its reinvigorated Resident Coordinator (RC) system, and making concrete efforts to move from design to implementation to better support countries to accelerate on the 2030 Agenda for Sustainable Development. 2019 was also a critical year for UNFPA, marking two important milestones – the 25th anniversary of the International Conference on Population and Development (ICPD) and the 50th anniversary of UNFPA. Building on the momentum, UNFPA capitalized on the UNDS reform as an enabler and opportunity to deliver on the Strategic Plan 2018-2021 and its three transformative results to achieve rights and choices for all.</p>

As a strong supporter of the UNDS reform, UNFPA has been adapting continuously to improve system-wide coherence and collaboration, in direct response to the implementation of quadrennial comprehensive policy review commitments. Our executive management has been entrusted to coordinate two important processes: the Strategic Financing Results Group (SFRG) of the UN Sustainable Development Group (UNSDG), together with UNCTAD; and the UN Development Assistance Framework (UNDAF) re-design with UNESCO – critical to enabling the change on the ground and to maximize opportunities offered by this reform. This latter effort was completed in March of 2019, with the launch of the new United Nations Sustainable Development Cooperation Framework in the ECOSOC Operational Activities for Development Segment (OAS).

In steadfast support of the new RC system, UNFPA was one of the first UN agencies to double its contribution to the RC system cost-shared budget in 2018. To inform the midterm review of the strategic plan and to better understand the impact of the reform at the country level, UNFPA conducted an internal survey to identify early implementation challenges and opportunities. The results of the survey, in which 112 country offices participated, were used to inform this annex and will guide UNFPA in the implementation of UNDS reform.

In November 2019, the governments of Kenya and Denmark and UNFPA co-convened the Nairobi Summit on ICPD25, a high-level conference to mobilize the political will and financial commitments urgently needed to accelerate the implementation of the ICPD Programme of Action. The Nairobi Summit resulted in over 1,200 voluntary commitments from stakeholders, galvanizing change, and mobilizing leadership to address persistent and emerging challenges to women and girls’ empowerment.

At the Nairobi Summit, UNFPA launched its report on Costing the Three Transformative Results. It identifies the specific interventions needed to achieve the three zeroes by 2030, including developing country investment cases and costing of the work of UNFPA country programmes. This costing methodology can help national governments identify the financial gap that must be bridged to attain the three zeros. As our offer to the broader UN system, all agencies can now use this work to support Governments in estimating how much investment is needed to achieve particular development results.

The UNFPA Population Data Platform was developed by the Fund, as a part of its scaled up investments on data for development, to enhance storage, generation, and display of data, and integrate population census data, settlement, and boundary data, and SDGs indicators. The Platform is interoperable with data platforms of sister agencies, and facilitates data disaggregation enhanced through integration of data from different sources. With approximately 98 SDG indicators requiring population data for their estimation, the 2020 round of censuses is critical to the monitoring and tracking of the SDGs, in particular for geographic disaggregation. UNFPA has supported six decades of census rounds, and more than 130 countries in the 2010 round. This continues to be a core part of its mandate. The costing tool and methodologies and the Population Data Platform have been offered to the United Nations Development System, towards the achievement of the Sustainable Development Goals in the Decade of Action for the acceleration of sustainable development.

In the past two years, UNFPA has built a solid foundation for programming to achieve the Strategic Plan results by a) conducting a development evaluation within the UN system to improve the results-based culture of UNFPA; b) introducing innovative ‘RBM Seal’ and ‘RBM Fund’ initiatives, which aim to empower country

	<p>offices and recognize their good performance in results-based management using results-based management standards and criteria for assessing performance of country offices; c) developing an action plan to improve the results-based management culture of the organization; d) updating the enterprise resource planning (ERP) systems to improve the quality of plan-to-report functions.</p> <p>The developmental results-based management evaluation by the UNFPA independent evaluation concluded that UNFPA had fully mainstreamed results-based management at all levels. The review conducted in the Multilateral Organization Performance Assessment Network (MOPAN) also found that UNFPA improved its management for results at organizational and country levels.</p>
<p>Contributions of United Nations operational activities for development</p>	
<p><i>QCPR mandates (paras. 16-24)</i></p>	<p><i>Progress</i></p>
<p>Stresses the importance continuing to mainstream the 2030 Agenda for Sustainable Development and urges the United Nations development system to (para. 17):</p> <ul style="list-style-type: none"> ● Continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first (para. 17 (a)) ● Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b)) ● Ensure a balanced and integrated approach within the system towards its support to the implementation of the Sustainable Development Goals taking into account new and evolving development challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and 	<p>By aligning the Strategic Plan 2018-2021 with the 2030 Agenda in general and Sustainable Development Goals in particular, UNFPA is advancing the work of the International Conference on Population and Development Programme of Action, and, ultimately, contributing to the eradication of poverty. Key principles of the 2030 Agenda that are embedded in the Strategic Plan 2018-2021 include: (a) the protection and promotion of human rights; (b) the prioritization of leaving no one behind and reaching the furthest behind first; (c) strengthening cooperation and complementarity among development, humanitarian action and sustaining peace; (d) reducing risks and vulnerabilities and building resilience; (e) ensuring gender-responsive approaches at all levels of programming; and (f) a commitment to improving accountability, transparency, and efficiency.</p> <p>In line with the QCPR requests for increased harmonization and common approaches, the UNFPA Strategic Plan 2018-2021 was also aligned with those of UNDP, UNICEF, the United Nations Office for Project Services (UNOPS) and UN-Women, both in terms of time frame and structure. In addition, the Strategic Plan 2018-2021 includes a common chapter that explains the ways in which UNDP, UNFPA, UNICEF, and UN-Women are strengthening their joint work towards common commitment to the 2030 Agenda. A survey conducted by the Independent Evaluation Offices as part of the evaluability assessment of the common chapter found that 100 per cent of staff surveyed indicated that the common chapter was either a key driver or a positive influence for improved collaboration among the common chapter agencies. Nonetheless, while collaboration between the four agencies is solid and growing, the imperatives of United Nations reform require collaboration across the entire system and the utility of the common chapter as a separate initiative should be reviewed in that context.</p> <p>UNFPA aims at strengthening the promotion of new and supporting existing partnerships with governments by serving as a broker to advance unfinished areas of the International Conference on Population and Development (ICPD) Programme of Action and to close gaps in the implementation of the 2030 Agenda. By acknowledging</p>

<p>strengthen the inter-agency approach (para. 17 (c))</p> <p>Calls upon the United Nations funds, programmes and specialized agencies to improve their support to the building, development and strengthening of national capacities by (para. 21) - each agency to report on subsections of OP21 as appropriate/relevant to mandate (a-e)</p> <ul style="list-style-type: none"> • Providing evidence-based and, where appropriate, integrated policy advice to support countries by mainstreaming the Sustainable Development Goals into national plans, including by promoting economic growth, social development and environmental protection, and ending poverty in all its forms (para. 21 (a)) • Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nation system (para. 21 (b)) • Strengthening their support to national institutions in planning, management and evaluation capacities, as well as statistical capacities, to collect, analyse and increase significantly the availability of high-quality, timely and reliable disaggregated data (para. 21 (c)) • Assisting Governments in leveraging partnerships (para. 21 (d)) • Supporting, as appropriate, technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation on and access to science, technology, innovation and knowledge-sharing (para. 21 (e)) 	<p>national ownership and leadership in the implementation of the Sustainable Development Goals, all 14 development outputs of UNFPA's Strategic Plan focus on strengthening the capacity of national governments.</p> <p>UNFPA is also actively promoting and supporting South-South and triangular cooperation and has accumulated significant experiences and lessons learned in this regard. Throughout 2018-2019, UNFPA advanced SSC as a programming modality through the formal establishing the Inter-Country Cooperation Office in the Policy and Strategy Division, the strengthening capacity of UNFPA staff on planning, implementing, and reporting on South-South and triangular cooperation, through dedicated training in 5 (of 6) UNFPA regions, an internal good practice competition to recognize outstanding achievements by country offices in supporting and facilitating South-South cooperation, resulting in a publication in partnership with the United Nations Office for South-South Cooperation, entitled 'South-South Cooperation in Action, Sexual and Reproductive Health', and participation and inputs at the 2nd UN High-Level Conference on SSC (BAPA+40). South-South Cooperation was a signature session at the ICPD25 Nairobi Summit, in recognition of the importance and value of SSC in achieving the three zeroes and 2030 Agenda. The strong effort to mainstream SSC into UNFPA programming has resulted in quicker than anticipated uptake of SSC as a programming modality in 64 offices in 2018, which accounts for approximately 52% of UNFPA field offices. This further increased to 73 offices in 2019.</p> <p>UNFPA's Strategic Plan 2018-2021 and its transformative results reflect a strong commitment to integrating work across humanitarian and development contexts, with a focus on strengthening preparedness, responding effectively to save lives, and building resilience in institutions and societies to recover faster. To that end, UNFPA not only provides services along this continuum but sets norms and standards to guide actions across the humanitarian-development nexus. For example, the Strategic Plan emphasizes the need to strengthen health systems to ensure the utilization of integrated sexual and reproductive health services and supplies, with a focus on strengthening capacities for service delivery, health workforce, sustainable supply chain management, and engaging communities. In order to strengthen evidence-based risk assessment for SRH, UNFPA worked with partners to include maternal mortality ratios in both the INFORM Index for risk management and the Central Emergency Response Fund (CERF) methodology for identifying underfunded emergencies, which started in 2017. Also, in 2017, UNFPA assumed sole leadership of the GBV Area of Responsibility (AoR), the global level forum for coordination on GBV prevention, risk mitigation and response in humanitarian settings that functions as part of the Global Protection Cluster. In May 2019, Norway and other Member States, UNFPA, UNOCHA, ICRC hosted the international conference "Ending Sexual and Gender-Based Violence in Humanitarian Crises" in Oslo, Norway. This is the first time States, the United Nations and the ICRC have come together to end sexual and gender based violence (SGBV) in humanitarian crises, in conflict and disaster.</p> <p>UNFPA operates in 150 countries, we have decades of operational existence on the ground before, during and after crises which provides UNFPA with strong leverage on nexus, UNFPA has developed and contributed to different interagency tools and guidance to countries to ensure SRH, GBV and youth in emergencies are available across the humanitarian programme cycle; a) UNFPA Minimum Preparedness Actions; b) Minimum Standards For Prevention and Response to Gender-based Violence in Emergencies; c) The Minimum Initial Service</p>
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<p>Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):</p> <ul style="list-style-type: none"> • Working collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame (para. 24 (a)) • Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda (para. 24 (b)) 	<p>Package (MISP) for RH in Emergencies; d) UN Essential Services Package for Women and Girls Subject to Violence; d) World Health Organization's (WHO) Technical Guidelines for Health Emergency; e) Inter-agency Adolescent Sexual and Reproductive Health Toolkit for Humanitarian Settings and g) Inter-Agency Field Manual on Reproductive Health in Humanitarian Settings. UNFPA works with partners to transition from the Minimum Initial Service Package to a comprehensive SRH package based on WHO's health system building blocks. In 2018, UNFPA launched the Humanitarian-Action Thematic Fund (HTF) to provide more flexible funding for our humanitarian operations and allow UNFPA country offices to work in all stages of humanitarian – preparedness, emergencies, protracted crises, resilience, humanitarian-development nexus. UNFPA is strategically positioned as a humanitarian agency and in 2019, UNFPA established a new Humanitarian Office, to leverage and build institutional capacity, including surge capacity, and leadership and enhance coherence across UNFPA for effective humanitarian preparedness, rapid response and early recovery, and work across the humanitarian, development and peace nexus.</p> <p>Furthermore, guidance on service provision to young people in humanitarian settings, based on Action 2 of the Compact for Young People in Humanitarian Action, was launched in November 2018. UNFPA has led the Compact for Young People in Humanitarian Action, together with the International Federation of Red Cross and Red Crescent Societies (IFRC), since 2016. The evaluation of the UNFPA capacity in humanitarian action that was conducted in 2019 concluded that UNFPA has increased the focus on adolescents and youth within its programmes.</p> <p>UNFPA is an active member of the Global Health Cluster and Global Protection Cluster, Interagency Working Group on Reproductive Health in Crises and Inter-Agency Humanitarian Evaluation Group, whose purpose is to implement and deliver independent system-wide evaluations in the humanitarian field. Currently, UNFPA Evaluation Office is co-leading two system-wide evaluations: one on the United Nations System response to the drought in Ethiopia, and one on the United Nations system support to gender equality and empowerment of women and girls in humanitarian settings.</p>
<p>Funding of the operational activities for development of the United Nations system</p>	
<p><i>QCPR mandates (paras. 25-43)</i></p>	<p><i>Progress</i></p>
<p>Urges the entities of the United Nations development system to continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds (para. 33)</p>	<p>UNFPA focuses on the predictability, flexibility, and sustainability of funding arrangements for the realization of its vision: rights and choices for all. The effective implementation of UNFPA's resource mobilization strategy continued to ensure an adequate level of financial resources throughout 2018 and 2019 in order to deliver the expected results. A key objective of the resource mobilization strategy is diversification of UNFPA's donor base, including reaching out to emerging donors and programme countries. To that end, UNFPA introduced differentiated approaches to various types of resource partners, including targeted outreach and improved</p>

<p>Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address on a continuous basis the decline of core contributions and the growing imbalance between core and non-core resources including by, but not limited to (para. 34) - agencies to report on subsections of OP34 as appropriate (a,b,c)</p> <ul style="list-style-type: none"> • Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a)) • Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b)) • Exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors (para. 34 (c)) <p>Urges all entities of the United Nations development system to comply with existing cost recovery policies and report annually on their implementation to their respective governing bodies (para. 35);</p> <p>Urges the entities of the United Nations development system to align their next integrated budgets with the present resolution and to improve the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans (para. 43)</p>	<p>communication. UNFPA continues to invigorate “the case for core” by demonstrating the unique value and impact of UNFPA actions funded through core resources. Since 2017, UNFPA has re-instituted a “150-donor campaign” to expand the donor base for core resources. Concerted efforts at country, regional, and headquarter levels aim at engaging host governments and counterparts and communicating the critical importance of core resources. These efforts will continue in order to broaden the coalition of core-contributors, minimize risks of sharp decrease or de-funding and rally more support around UNFPA mandate, in particular among emerging donors and programme countries.</p> <p>Following the Executive Board’s endorsement of UNFPA’s proposal on the structured funding dialogues (decision 2018/18) under the overall framework of the Secretary-General’s Funding Compact (General Assembly resolution 72/27), UNFPA has been conducting regular and in-depth dialogues with member states.</p> <p>The focus of the structured funding dialogues (SFD) are on predictable and sustainable funding for the duration of the UNFPA Strategic Plan, 2018-2021, with core funding as the bedrock of UNFPA; increasing the quality of non-core resources (such as pooled / inter-agency and agency specific thematic funds aligned with strategic priorities); addressing fragmentation and compliance as factors for the cost recovery policy; improving presentation of results and resources; transparency and visibility initiatives; and collaboration with the other United Nations funds and programmes. The regularity and depth of SFDs created a positive momentum among Member States around the issue of adequate levels of sustainable and predictable funding for UNFPA’s strategic plan, and raised awareness on the need for robust support to UNFPA’s funding architecture. The series of structured funding dialogues also contributed to improve member states’ understanding of the funding situation and needs at various points in the year, presenting UNFPA’s work on expanding its funding base, especially with emerging donors and programme countries.</p> <p>UNFPA is collaborating closely with the United Nations Development Coordination Office and other United Nations funds and programmes on improving and harmonizing reporting on the progress of the UN Funding Compact implementation and on structured funding dialogues. UNFPA is adhering to, and has integrated all principles and parameters of the Funding Compact, including through the regular structured funding dialogues with Member States. Over the course of 2018-2019, UNFPA organized six Structured Funding Dialogues, and co-organized two joint-SFD sessions with UNDP, UNICEF, and UN-Women on common funding issues . It is noteworthy that, despite significant defunding in 2017, UNFPA recorded a record amount of contributions in the 2018 and 2019 (more than 1 billion USD in each year).</p> <p>The UNSDG, under the new working arrangements, has developed common strategic priorities to facilitate a step change in the quality and impact of United Nations support at the country level. The resources needed to implement the ambitious 2030 Agenda are substantial and require shifting from funding individual projects to financing transformative change. To this extent, UNFPA is preparing itself to face the challenges of the new financing landscape and take advantage of the new opportunities that this is creating.</p>
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In line with the ambitious requirements set up by Agenda 2030, and the achievement of the strategic plan’s three transformative results, UNFPA is focusing on: (a) Building new partnerships, both with public and private institutions to be better prepared to attract non-official development assistance funding and create new platforms for impact-investing in the key areas of its mandate; (b) Assessing clear funding needs, gaps and projections, using rigorous and updated financial information; (c) Aligning resources with programmatic needs, creating appropriate funding windows in order to decrease transaction costs, fragmentation and volatility and responding in an integrated, flexible and dynamic way to national priorities; (d) Demonstrating and giving visibility to the results achieved, including through UNFPA digital instruments and platforms, improving real-time data access and enhancing visibility for donors and partners and accountability of spending; (e) Mapping out relevant capacities, including development finance literacy, and creating platforms to cross-fertilize information and innovation and put limited resources to best use across the organization. As a part of this effort, UNFPA served as a co-penholder with the Development Cooperation Office to develop the “Financing the SDGs and Funding the Cooperation Framework” companion piece to the UNSDCF guidance in 2019.

In 2018, UNFPA also actively engaged in high-level dialogue with donors and discussed the improvement of the inter-agency pooled funding mechanism. In terms of the allocation target of non-core resources to joint activities, UNFPA builds on and improves ongoing partnerships and processes, including those to better harness innovative funding sources and to engage in development financing. UNFPA needs to prioritize visibility to that experience, along with bilateral funding, to help the organization build on this success. This should include investments in providing strategic and intellectual leadership in the design of new partnerships and instruments with potential for scale up and sustained funding at significant levels.

As the requirement for better visibility of Member States’ contributions to core and pooled funds increases, UNFPA continues to strengthen its own resource planning and tracking systems to be able to effectively contribute to system-wide requests for data and evidence, joint review and reporting. In effect, UNFPA makes significant advances in strengthening mechanisms for transparency and accountability for core and non-core fund management, both through a portal for resource tracking, the UNFPA GPS, and through its reporting to the International Aid Transparency Initiative (IATI). In 2018-19, UNFPA ramped up its information and communication technology transformation initiative aimed at improving UNFPA internal systems towards improved monitoring of income forecasts, planning, allocation, management and reporting of resources, based on needs and results. The ICT transformation, enabling an improved and integrated planning model of operations and programmatic activities, will contribute to further strengthen the transparency and accountability of UNFPA’s systems. It is expected to be rolled-out by the end of 2021.

In its Strategic Plan 2018-21, UNFPA ensures that available and projected core and non-core resources are consolidated within an integrated results and resources framework. Both UNFPA’s integrated budget 2018-2021 and its revision (DP/FPA/2017/10, DP/FPA/2017/10/Corr.1 as well as DP/FPA/2018/8 and DP/FPA/2018/8/Corr.1), including the accompanying annexes, contain tables, linking estimated core and non-core resources to Strategic Plan outcomes and organizational effectiveness and efficiency outputs.

	<p>In 2018, UNFPA reported on the implementation of the approved cost recovery policies and rates to the Executive Board. The Executive Board decision 2013/9 and 2017/14, which were harmonized with UNDP, UNICEF and UN Women, directed UNFPA to implement a cost-recovery policy and ensure full cost recovery proportionally from regular and other resources funding sources, and provide incentives to increase regular resources funding. UNDP, UNFPA, UNICEF and UN-Women provided a joint proposal for Executive Boards consideration in 2018 (Joint report on cost recovery, DP/FPA-ICEF-UNW/2018/1). This joint proposal included evidence-based information on the application of the decisions related to the cost- recovery policy as well as the challenges that the agencies faced during the period 2014-2017. Based on the Executive Board request, it also contained proposed options for alternative indirect costs recovery methodology.</p> <p>In response to the above report, in UNDP/UNFPA/UNOPS Executive Board decision 2018/21, UNICEF Executive Board decision 2018/21 and UN-Women Executive Board decision 2018/6, the Executive Boards directed the agencies to: (a) present a preliminary comprehensive proposal on the cost-recovery policy for consideration by the Executive Board at its first regular session in 2020, with a view to present a final comprehensive proposal for decision of the Executive Board at its second regular session in 2020; (b) review in a comprehensive manner cost-recovery rates, as part of the comprehensive proposal; and (c) present an assessment of the reasons why full cost recovery is not currently being achieved, as part of the comprehensive proposal. UNFPA, together with UNDP, UNICEF and UNWomen, has presented the requested reports in 2019 and early 2020 and the harmonized work is proceeding as scheduled. UNFPA reports on its cost recovery policy implementation annually, as part of the Executive Directors annual report, statistical, and financial review (the latest information for 2019 is available in document DP/FPA/2020/4 (Part I)/Add.1.)</p>
Strengthening the governance of the United Nations operational activities for development	
<i>QCPR mandates (paras.44-46)</i>	<i>Progress</i>
<p>Stresses the need to improve the governance of the United Nations development system including (para. 45): Enhancing the transparency of the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (para. 45 (c))</p> <p>Further stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the</p>	<p>In response to resolutions by the General Assembly, particularly the QCPR, guidance from the Economic and Social Council, the United Nations Secretary-General’s priorities, and the evolving international development cooperation environment, the new United Nations Sustainable Development Group’s Working Arrangements were finalized in 2018. They re-commit the UN Sustainable Development Group to develop common strategic priorities, which give renewed direction to the efforts of the Group at the global, regional and country level to facilitate a step change in the quality and impact of UN support at country level.</p> <p>In 2018, UNFPA’s executive management was entrusted to coordinate the Strategic Financing Results Group of the UN Sustainable Development Group, together with the UN Conference on Trade and Development (UNCTAD). This Strategic Results Group was created to ensure effective and coherent support to financing the 2030 Agenda through joint programming and ensuring that the UN development system is effectively funded</p>

<p>entities of United Nations development system (para. 46) to adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))</p>	<p>for purpose, as the resources needed to implement the Sustainable Development Goals are substantial. The Group served as a major inter-agency platform for the member states to discuss the Secretary General’s Funding Compact and operationalize the 1% coordination levy. The Group has already developed principles of engagement and a system-wide data standard to enable comparable reporting and analysis of financial data across entities. Work is underway to create an interactive platform for knowledge management, expand the financing tool box and train UN staff to ensure the necessary financing literacy.</p> <p>In terms of efficiency gains envisioned by the Secretary-General (A/72/684), the Business Innovation Group, a Strategic Results Group of the UN Sustainable Development Group, started deliberate and intensive efforts at the system-wide level to develop common policies or systems to measure progress. As one of the larger service recipient entities, UNFPA outsources considerable service provision to other UN organizations. In the spirit of shared-responsibility and representation, UNFPA has established a strategic liaison with the UN Educational, Scientific and Cultural Organization (UNESCO) and UN-Women to obtain a better informed and stronger position in negotiating service delivery and governing the work streams of the Business Innovation Group, in order to bring about improved operational efficiencies.</p> <p>In the spirit of the UN development system repositioning, UNFPA was also one of the first agencies to sign the high-level statement on mutual recognition of policies and processes with 17 other UN entities, thereby facilitating active collaboration across agencies and reducing transaction costs for governments and participating agencies. UNFPA will continue to work with the Business Innovations Group project team, together with the High-Level Committee on Management secretariat, to develop instructions for its operationalization. In addition, UNFPA was fully engaged with the UNSDG Business Innovation Group on the development of the second enabler on customer satisfaction.</p> <p>UNFPA is an active participant in the UNSDG Business Innovation Group Task Teams on Business Operations Strategy and on Common Premises. UNFPA continues to increase its share of Common Premises, which stands at 72% as of the end of 2019. This increase is not only realized by office moves but also by space efficiency measures that allow sister agencies to join UNFPA in existing office premises. UNFPA is also fully engaged in developing Business Operations Strategies in United Nations Country Teams. In this regard, UNFPA staff participated in training of trainers meetings in the Eastern Europe and Central Asia regions, as well as in the Arab States region. UNFPA staff in the other regions are scheduled to participate in the same training in early 2020.</p> <p>Regarding synergy across governing bodies of the entities of the UN development system, UNFPA was heavily involved in coordinating joint responses of the system. The 2018 Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and the World Food Programme (WFP) was dedicated to the topic of “Joint efforts to strengthen coherence, collaboration and efficiency in the field – effective ways to deliver results together to successfully address programme country priorities in the implementation of the 2030 Agenda”</p>
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	<p>and “Overcoming inequalities among and within countries, including gender inequality, to achieve the SDGs – reaching the poorest and most vulnerable populations first”. For both sessions, UNFPA acted as a co-convener.</p> <p>Throughout 2018-2019, UNFPA also prioritized work on the harmonization and simplification of business practices within the United Nations system; a) implementing the harmonized approach to cash transfers for implementing partners, in collaboration with UNDP and UNICEF; b) participating in the asset disposal auction system with the Office of the United Nations High Commissioner for Refugees (UNHCR); c) engaging, together with UNDP, UNICEF and UN-Women, in an inter-agency review of the cost-recovery model, including options for adjustments; d) issuing, jointly with UNDP and UNICEF, guidance on financial management for implementing partners; e) joining the United Nations Partner Portal, working on joint audits and policy harmonization with UNDP, UNHCR UNICEF, UN-Women and WFP, sharing a joint anti-fraud course, information and handling of fraud cases; and f) strengthening its partnership with United Nations Volunteers, employing 112 United Nations volunteers in 2018.</p> <p>With regard to its own Executive Board, UNFPA continues to coordinate its interventions with UNDP and UNOPS with regard to General Assembly resolution 72/279. In September 2018, the Executive Director shared a preliminary analysis of the financial and other implications of resolution 72/279 and reiterated UNFPA’s full commitment to the ambitious reform agenda and readiness to increase collaboration with the rest of the UN system. In decision 2019/4, the Executive Board called on UNDP, UNFPA and UNOPS to provide written, harmonized agency-specific information to the Executive Board at its annual session 2019 on the implementation of General Assembly resolution 72/279. UNFPA has worked with sister agencies under other Boards to produce harmonized ‘information notes’ that were shared with the Executive Board members in advance of the 2019 Annual and Second Regular Sessions.</p>
Improving the functioning of the United Nations development system	
<i>QCPR mandates (paras. 47-75)</i>	<i>Progress</i>
<p><i>Recognizes</i> that the presence of the entities of the United Nations development system at the country level should be tailored to meet the specific challenges and needs of programme countries, and requests the United Nations country teams to (para. 50) - each agency to report as applicable (a-i)</p> <ul style="list-style-type: none"> Strengthen the use of the United Nations Development Assistance Framework or equivalent (para. 50 (a)) 	<p>UNFPA remains a strong proponent of and fully committed to the UN development system reform agenda and its repositioning. Being at the forefront and as a strong supporter of the reform, UNFPA has been continuously recalibrating its own processes and systems to adapt to new working arrangements, and has led by example to improve system-wide coherence and inter-agency collaboration. For UNFPA, the UNDS reform presents an opportunity to deliver with greater impact on the Strategic Plan 2018-2021 and its three transformative results, building on the two first years of the strategic plan.</p> <p>General Assembly resolution 72/279 called for a redesigned UN Development Assistance Framework (UNDAF) that is strategic, flexible, and results- and action-oriented. In 2018 UNFPA, together with UNESCO, was entrusted to lead the UNDAF Design Team, composed of 14 entities, tasked with designing a new guidance for</p>

<ul style="list-style-type: none"> ● Improve the focus on results, including common results, and the division of labour and enhance the inter-agency approach within the United Nations development system at the country level (para. 50 (b)) ● Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard procedures of the United Nations Development Group and the business operations strategies (para. 50 (d)) ● Simplify the United Nations Development Assistance Framework processes in order to reduce fragmentation, overlaps and the transaction costs and workload of the entities of the United Nations development system, as well as the workload of national Governments and other stakeholders, including by decreasing the time necessary for the preparation of relevant documents; (para. 50 (e)) ● Present annual reports to the programme country Governments on the results achieved by the United Nations country team as a whole, structured around the United Nations Development Assistance Framework, or equivalent planning framework, and linked to national development results, and make such comprehensive, country-level, system-wide reports publicly available, with the consent of the national Governments (para. 50 (f)) ● Strengthen joint programming processes and the use of joint programmes at the 	<p>the United Nations Development Assistance Framework that meets the ambition of the United Nations development system reform. The new framework, the United Nations Sustainable Development Cooperation Framework (UNSDCF) was finalized and approved by the principles of the UN Sustainable Development Group in 2019.</p> <p>To make progress on the reform and to prepare UNFPA to implement the new UNSDCF, UNFPA launched a webinar series in May 2019 to introduce the new Cooperation Framework to its staff members. UNFPA continues to build the capacity of staff in onboarding the reform, and in June 2019 a roster of 50 UNFPA staff was established to support countries that are undertaking the planning and design of a new Cooperation Framework. An E-Resources Toolkit has also been created with the intent to serve as an interactive knowledge management platform and a cross-regional hub for experience sharing among the 105 countries that will develop Cooperation Frameworks between 2019 and 2021. The e-toolkit will continue to be updated and improved based on feedback and evolution on the implementation of the Cooperation Framework guidance.</p> <p>In 2019, UNFPA paid its doubled contribution to the funding of the resident coordinator system in a timely manner and operationalized the 1 percent coordination levy on all tightly earmarked non-core contributions. While almost all donors have opted for the agency-administered option, it is worth noting that the administration and tracking of the 1 percent coordination levy is heavy in process and has cost implications. In close coordination with other UNDS entities, UNFPA monitors the additional transaction and administration costs associated with the levy and will report on this to the Executive Board.</p> <p>UNFPA fully supports the Resident Coordinators to play an enhanced leadership role to coordinate the UN Country Teams to achieve collective results outlined in the UN Sustainable Development Cooperation Frameworks and continues to be actively engaged in the implementation of the Management and Accountability Framework (MAF) at the country level. To that end, in 2019 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. UNFPA developed a dedicated Resident Coordinator engagement strategy in 2018 to strengthen partnerships and collaboration with the reinvigorated Resident Coordinator system. Furthermore, UNFPA is strongly engaged to find other ways to offer support and in-kind contributions, e.g. by taking over responsibilities for communication and advocacy as well as strategic analysis and planning in UN Country Teams. The United Nations resident coordinators are critical partners in promoting key normative issues on the ground, and accelerating progress towards the achievement of the Agenda 2030. In the lead-up to the Nairobi Summit, resident coordinators played a critical role in engaging the UN country teams, Governments and other stakeholders to fulfil the unfinished business of the ICPD Programme of Action.</p> <p>In November 2019, UNFPA disseminated an internal survey on UNDS reform to UNFPA country offices to collect the experiences, challenges, bottlenecks, and opportunities in relation to the alignment of country programming to the strategic plan 2018-2021 and to the early implementation of the ongoing UN development</p>
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<p>country level, where appropriate (para. 50 (g))</p> <ul style="list-style-type: none"> ● Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h)) ● Avoid new and significantly reduce the number of existing parallel project implementation units in programme countries, as a means of building and strengthening national capacities, reducing transaction costs and avoiding overlaps, including by strengthening inter-agency efforts and building upon different coordination mechanisms (para. 50 (i)) <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57) - entities to report as appropriate (a,b,c)</p> <ul style="list-style-type: none"> ● Enhance the planning and coordination function of the resident coordinators by empowering them within the United Nations country teams to make final decisions on the strategic objectives in the United Nations Development Assistance Framework, or equivalent planning framework, in consultation with national Governments, as well as to substantially increase common resource mobilization and distribution at the country level where appropriate, including pooled resource (para. 57 (a)) ● Ensure that the entities of the United Nations development system at the country level periodically provide the resident coordinator with sufficient 	<p>system reform. 112 UNFPA country offices responded with their preliminary take on the reform, suggesting that the reform is well-received at the country level and that it offers a more transparent, collaborative environment with increased opportunities for joint programming. The survey showed that the new Resident Coordinator System and the Management Accountability Framework have contributed to a more transparent and collaborative environment with more opportunities for joint initiatives among UN agencies. UNFPA representatives have noted increased access to the highest levels of government, and an improved ability of UNFPA country offices to engage with UN country teams and resident coordinators on normative issues and women's rights. The survey results demonstrated enhanced opportunities for resource mobilization and partnering with a broader range of stakeholders. Resident coordinators' support to the UNFPA mandate and their engagement on normative issues has increased. Country offices also welcomed the resident coordinators and their office staff's engagement in facilitating inter-agency work.</p> <p>UNFPA continued to invest in staff skills and capacities to support the implementation of UN reform throughout 2018-2019. In the approximately 30 countries where UNFPA does not have an international representative, the senior national professional officer positions will be strengthened and empowered to take the role of <i>Head of Office</i>, supported by a Country Director situated in a neighbouring country. The move aims to strengthen UNFPA programmatic and management capacities, visibility, and accountability for results. In March 2019, 28 of UNFPA's action national Heads of Office were trained in Bonn to prepare them to lead UNFPA in the new generation of UN Country Teams.</p> <p>In terms of staff capacity and empowered leadership, UNFPA continued to maintain overall gender parity. As of 2019, 50.3 per cent of UNFPA staff were women. UNFPA maintained zero tolerance for all forms of sexual misconduct. According to the 2018 staff survey, 72 per cent of UNFPA staff felt that UNFPA dealt effectively with cases of misconduct, including sexual harassment, compared to 61 per cent in 2016.</p> <p>UNFPA has rolled out a Managers' Certification programme to facilitate collaborative and joint approaches at all levels. This UNFPA training programme, in cooperation with the United System Staff College, has helped UNFPA's managers to optimize their use of resources, and to improve effectiveness and efficiency by building capacity in: 1) Programming for results; 2) Optimized management of resources; 3) Increased contribution to United Nations system-wide results; 4) Coordination and coherence; 5) Enhanced communication, resource mobilization, and partnerships for impact. The Strategic Plan 2018-21 requires that all UNFPA managers complete this managerial certification, including 360-degree feedback, ideally after one year in post. The first cohort of representatives, branch chiefs, deputy & assistant representatives as well as international operation managers started in 2018 with this 15 weeks training, with a commitment of about 2 hours per week. The Managers' Certification programme will continue with the next cohort in 2019.</p> <p>Internally, UNFPA gives priority to knowledge management in planning, organizing, motivating and deploying people, processes and technology in order to create and capture, access and share, curate and apply knowledge to achieve development and organizational results. To this effect, UNFPA developed its own knowledge</p>
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<p>information on their activities in the field (para. 57 (b))</p> <ul style="list-style-type: none"> ● Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c)) <p>Requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate (para. 68)</p> <p>Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (para. 70)</p> <p>Calls for greater efforts in this regard by the entities of the United Nations development system at both the country level and globally to share data and develop joint needs assessments and planning frameworks based on joint analysis and comparative advantages (para. 71)</p> <p>Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72)</p> <p>Urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda, including by building transformative and empowered leadership, repositioning staff capacities, and promoting inter-agency mobility and facilitating a mobile and flexible global workforce (para. 74)</p>	<p>management strategy in 2018. The strategy envisions UNFPA as a leading agency in knowledge and solutions for promoting and achieving the three transformative results. This leadership will express itself in first-rate knowledge, practical experience, and innovative solutions, shared and applied by and together with a wide range of partners.</p>
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Follow-up, monitoring and reporting	
<i>QCPR mandates (paras. 76-84)</i>	<i>Progress</i>
<p>Reaffirms that all entities of the United Nations development system carrying out operational activities for development should align their planning and activities to take appropriate action consistent with each entity’s mandate, role and expertise for the full implementation of the present resolution (para. 78);</p> <p>Requests the entities of the United Nations development system carrying out operational activities for development to ensure that their planning and activities, and strategic plans build synergies and reduce overlap across the system, and identify the entity’s specific contribution to the system-wide support, including how staff are incentivized to work towards system-wide goals (para. 79)</p>	<p>UNFPA consistently emphasizes the importance of greater system-wide coherence, as well as the need to ensure efficient coordination and accountability across the work of the United Nations development system, thereby avoiding additional layers of bureaucracy, parallel reporting and complex governance structures. The QCPR mandate is thereby the guiding principle.</p> <p>To that end, UNFPA has been committed to providing substantive contributions to the annual report of the Secretary-General on the implementation of the QCPR resolution and continues to play a proactive role in interagency mechanisms such as the Chief Executives Board for Coordination, including the High-Level Committee on Programmes and the High-Level Committee on Management, as well as the UN Sustainable Development Group.</p> <p>UNFPA has continuously advocated to ensure that sexual and reproductive health and reproductive rights are considered an integral and central part of the sustainable development agenda. Consequently, UNFPA takes a leadership role at global, regional, and country levels to achieve its three transformative results and accelerate implementation of Agenda 2030 in the Decade of Action. UNFPA, in line with the midterm review of the Strategic Plan 2018-2021, will further scale-up its programmes and operations in this regard.</p>

Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR indicator	2018 Result	2019 Result	Data source
Alignment of planning processes				

QCPR 9.a	Fraction of the United Nations country teams with: (i) joint National/United Nations Steering Committee chaired by the Government; (ii) signed United Nations Development Assistance Framework (UNDAF) at the outcome level, with legal text as appropriate or equivalent	(i) 72 of 130 countries (55.4%) (ii) 99 of 130 countries (76.2%)	(i) 79 of 130 countries (60.8%) (ii) 102 of 130 countries (78.5%)	DCO IMS ¹ 2019
QCPR 11.c	% of UN Country Teams with Result Groups aligned with national coordination mechanisms	104 of 130 countries (80.0%)	97 of 130 countries (74.6%)	DCO IMS 2019
QCPR 11.d	% of UN Country Teams with Joint Workplans (of Results Groups) that are aligned with the UN Development Assistance Frameworks and signed by all involved entities	71 of 130 countries (54.6%)	75 of 130 countries (57.7%)	DCO IMS 2019
Funding				
QCPR 15.d	Fraction of United Nations entities that receive over [(i) 10%; (ii) 15%; and (iii) 20%] of their non-core resources from inter-agency pooled funds	13% (Proportion of UNFPA co-financing funded through pooled funds – OEE 4.4.)	18% (Proportion of UNFPA co-financing funded through pooled funds – OEE 4.4.)	UNFPA
QCPR 15.f	Funding channeled to thematic funds: (i) Total; (ii) % of total non-core	(i) 207.5 million; (ii) 24% (Proportion of UNFPA co-financing funded through thematic funding mechanisms – OEE 4.4.)	(i) 246.4 million (ii) 25% (Proportion of UNFPA co-financing funded through thematic funding mechanisms – OEE 4.4.)	UNFPA
QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core ²	In 2018, UNFPA received (i) 1.8 million in core contributions (ii) 70 million in non-core contributions from UNFPA programme countries	In 2019, UNFPA received (i) 1.5 million in core; (ii) 72 million in non-core contributions from UNFPA programme countries	UNFPA

¹ The four agencies (UNDP, UNICEF, UNFPA and UN-Women) agreed to use the Development Coordination Office's Information Management System (DCO IMS) for indicators concerning the United Nations development system country level results (130 UN CTs) (<https://ims.undg.org/>). All data collected through this system is based on a self-assessment by the UN Country Teams and reported through the Office of the Resident Coordinator.

² UNFPA's systems do not differentiate between local resources and non-core from programme countries.

QCPR 18.c	Total funding received from non-State partners: (i) Core; and (ii) Non-core	In 2018, UNFPA received (i) \$0.05689 million in core contributions; (ii) \$250.47 million in non-core contributions from non-State partners	In 2019, UNFPA received (i) \$ 0.126056 million in core; (ii) \$ 314 million in non-core contributions from non-State partners	UNFPA
QCPR 18.d	% share of total funding coming from non-State partners	In 2018, 20% of total funding to UNFPA came from non-State partners	In 2019, 23% of total funding to UNPA came from non-State partners	UNFPA
QCPR 20.a	Fraction of the United Nations development system entities reporting resources generated from 'innovative funding modalities' as part of their regular financial reporting	Data not available	Data not available	UNFPA
QCPR 21.a	% of UN Country Teams with a Joint Resource Mobilization strategy that is approved by the UN Country Teams as well as monitored and reported against the United Nations Country Results Report	27 of 130 countries (20.8%)	27 of 130 countries (20.8%)	DCO IMS 2019
QCPR 21.b	% of UN Country Teams that have a Common Budgetary Framework (CBF) that is: (i) Medium-term and aligned to the United Nations Development Assistance Frameworks/One Programme; (ii) Updated annually (i.e. annual CBF)	(i) 86 of 130 countries (66.2%) (ii) 60 of 130 countries (46.2%)	(i) 82 of 130 countries (63.1%) (ii) 56 of 130 countries (43.1%)	DCO IMS 2019
Implementation of full cost recovery				
QCPR 22.b	% of total core/non-core expenditures directed to programme activities	Core expenditures: 50.9 % Non-core expenditures: 98.7 %	Core expenditures: 53.2%; Non-core expenditures: 99.9 %	UNFPA
QCPR 25	Fraction of United Nations funds, programmes and specialized agencies publishing data as per the International Aid Transparency Initiative (IATI) data standard	UNFPA publishes data as per the IATI data standard	UNFPA publishes data as per the IATI data standard	UNFPA
Cross-cutting dimensions				

<p>QCPR 42.i</p>	<p>Fraction of United Nations development system entities that have high-level posts (D1 and above) filled by nationals of programme countries, disaggregated by gender: - <25%; - Between 25% and 50% - >50%</p>	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>North</td> <td>24</td> <td>22</td> <td>46</td> </tr> <tr> <td>ASG</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>D2</td> <td>3</td> <td>4</td> <td>7</td> </tr> <tr> <td>D1</td> <td>20</td> <td>18</td> <td>38</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td>South</td> <td>16</td> <td>26</td> <td>42</td> </tr> <tr> <td>USG</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>ASG</td> <td></td> <td>1</td> <td>1</td> </tr> <tr> <td>D2</td> <td>1</td> <td>5</td> <td>6</td> </tr> <tr> <td>D1</td> <td>14</td> <td>20</td> <td>34</td> </tr> </tbody> </table>		Female	Male	Total	North	24	22	46	ASG	1		1	D2	3	4	7	D1	20	18	38					South	16	26	42	USG	1		1	ASG		1	1	D2	1	5	6	D1	14	20	34	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Total³</th> </tr> </thead> <tbody> <tr> <td>North</td> <td>25</td> <td>22</td> <td>47</td> </tr> <tr> <td>ASG</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>D2</td> <td>4</td> <td>5</td> <td>9</td> </tr> <tr> <td>D1</td> <td>20</td> <td>17</td> <td>37</td> </tr> <tr> <td colspan="4"> </td> </tr> <tr> <td>South</td> <td>17</td> <td>26</td> <td>43</td> </tr> <tr> <td>USG</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>ASG</td> <td></td> <td>1</td> <td>1</td> </tr> <tr> <td>D2</td> <td>2</td> <td>5</td> <td>7</td> </tr> <tr> <td>D1</td> <td>14</td> <td>20</td> <td>34</td> </tr> </tbody> </table>		Female	Male	Total ³	North	25	22	47	ASG	1		1	D2	4	5	9	D1	20	17	37					South	17	26	43	USG	1		1	ASG		1	1	D2	2	5	7	D1	14	20	34	<p>UNFPA</p>
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<p>QCPR 42.b</p>	<p>Fraction of United Nations development system entities that meet or exceed United Nations System-Wide Action Plan on gender equality and women's empowerment minimum standards</p>	<p>2018 ratings are not available yet</p>	<p>Targets still to be identified based on the review of the performance indicators technical notes which are still under discussion at the inter-agency level.</p>	<p>UNFPA</p>																																																																																								
<p>QCPR 42.e</p>	<p>% of United Nations development system entities that track and report on allocations and expenditures using gender markers</p>	<p>UNFPA tracks and reports expenditure using gender marker</p>	<p>UNFPA tracks and reports expenditure using gender marker</p>	<p>UNFPA</p>																																																																																								

³ Disaggregated as North-South split of staff members in the D1 and above category.

QCPR 42.h	Percentage female staff among: (a) International Professional staff: (i) P1; (ii) P2; (iii) P3; (iv) P4; (v) P5 (b) National Staff: (i) NO-A; (ii) NO-B; (iii) NO-C; (iv) NO-D; (v) NO-E; (c) High-level Posts (i) D1; (ii) D2; (iii) ASG; (iv) USG; (d) General Service Staff: (i) G2; (ii) G3; (iii) G4; (iv) G5; (v) G6; (vi)	Percentage of staff who are female - all staff: 50.8% a) Percentage of staff who are female - internationally recruited – 50.3% b) Percentage of staff who are female - national staff (national officer, all levels) – 54.75% c) Professional grade 6/ Director level 1: 47.3%; Director level 2 and levels above: 30.77% d) Percentage of staff who are female - general service staff: 48.62%	Percentage of staff who are female - all staff: 50.26% a) Percentage of staff who are female - internationally recruited – 51.64% b) Percentage of staff who are female - national staff (national officer, all levels) – 53.41% c) Professional grade 6/ Director level 1: 47.22%; Director level 2 and levels above: 30.77% d) Percentage of staff who are female - general service staff: 47.49%	UNFPA
QCPR 42.g	Percentage of United Nations Development Assistance Frameworks that feature gender results at the outcome level	88 out of 126 United Nations Development Assistance Frameworks in 2018 (69.8%)	94 of 130 countries (72.3%)	DCO IMS 2019
QCPR 43.d	% of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	64% of UNFPA programme countries	72% of UNFPA programme countries ⁴	UNFPA
Resident Coordinator system				
QCPR 61.a	Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator system cost-sharing arrangement	UNFPA paid its full contribution of the UNSDG Resident Coordinator system cost-sharing arrangement	UNFPA paid its full contribution of the UNSDG Resident Coordinator system cost-sharing arrangement	UNFPA

⁴ Based on the integrated results and resources framework of the UNFPA strategic plan, 2018-2021; Organizational effectiveness and efficiency output 1: Improved programming for results - OEE 1.12: Number of UNFPA offices that use South-South and triangular cooperation to address countries' priorities.

QCPR 61.c	Total contributions in cash paid to the UN Development Group Resident Coordinator system cost-sharing arrangement (and % shortfall)	UNFPA paid \$4.6 million to the Resident Coordinator system cost-sharing arrangements (doubled cost-share)	UNFPA paid \$4.6 million to the Resident Coordinator system cost-sharing arrangements (doubled cost-share)	UNFPA
Harmonization and simplification of business practices				
QCPR 74	% of UN Country Teams that have: (i) a Country Communications Group (chaired by a Head of Agency); (ii) a joint communication strategy approved by the UN Country Teams and monitored and reported against in the United Nations Country Results Report; (iii) operations costs and budgets integrated in the overall medium-term CBF	(i) 105 of 130 countries (80.8%) (ii) 89 of 130 countries (68.5%) (iii) 31 of 130 countries (23.8%)	(i) 99 of 130 countries (76.2%) (ii) 90 of 130 countries (69.2%) (iii) 33 of 130 countries (25.4%)	DCO IMS 2019