

Annex 7: Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations System

Annual report of the Executive Director of UNFPA
2019 annual session of the Executive Board

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 developed a common reporting format outlined below. This table reports against the mandates of the General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in the second year of its implementation.

General Guidelines	
<i>QCPR mandates (paras. 1–15)</i>	<i>Progress</i>
<p>Calls upon the entities of the United Nations development system to:</p> <p>Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)</p> <p>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)</p> <p>Continue to promote women’s empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide</p>	<p>This annex includes analyses of the progress on the implementation of the General Assembly resolution 71/243 towards the first year results of the UNFPA strategic plan 2018-2021, which is the first of three consecutive strategic plans that will guide Fund’s contribution to the achievement of the Sustainable Development Goals until 2030. In the first year of the strategic plan 2018-21, UNFPA laid a foundation for the achievement of the 2030 Agenda for Sustainable Development and prioritised leaving no one behind and reaching the furthest behind first. The foundation concerted 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>On a global scale, 2018 was a critical year for UNFPA as part of the United Nations development system, embarking on a path of reforms and transformation to better support countries implementing the 2030 Agenda, in direct response to the implementation of quadrennial comprehensive policy review commitments. 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, including its reinvigorated Resident Coordinator system, in decades. All major United Nations development system</p>

<p>Action Plan on Gender Equality and the Empowerment of Women (para. 13)</p>	<p>reform workstreams are interconnected and mutually reinforcing and together will change the way the United Nations development system operates at all levels, geared towards increased collective results and joint work in a new era of coherence and collaboration.</p> <p>UNFPA assumes a leadership role to achieve the three transformative results, which cannot be achieved unless: (a) an integrated approach is applied to addressing them; (b) inequalities are reduced and the furthest behind are reached first; (c) sufficient investments are directed towards these issues; (d) innovation is prioritized, both for scale and equity; and (e) interventions are accelerated as quickly as possible. UNFPA has therefore introduced several measures in the Strategic Plan to support national governments in achieving the Sustainable Development Goals. More specifically, UNFPA provides support to increase national capacity to achieve the Sustainable Development Goals 3, 5, 10, 17 and 16 under the Strategic Plan 2018-21. This includes policy and advocacy support, service delivery, knowledge management, capacity development and promoting partnerships including South-South and triangular cooperation as well as generation, analysis and use of data in implementing the Sustainable Development Goals. In addition, UNFPA supports development and continuous improvement of national population data systems to map and address inequalities.</p> <p>In recognition of national ownership of the Sustainable Development Goals, and by adopting a differentiated country approach in its Strategic Plan 2018-2021, UNFPA successfully spelled out coordinated and complementary actions with defined roles, responsibilities and allocated resources embedded in development plans at country, regional and global levels. Furthermore, UNFPA continues to strengthen organizational effectiveness and efficiency to support the achievement of the Strategic Plan results by tracking progress as part of its integrated results and resources framework (IRRF), including by using gender equality indicators to ensure that gender perspectives are reflected in organizational practices, policies and programmes. In 2018, UNFPA 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 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>Contributions of the UN operational activities for development</p>	
<p><i>QCPR mandates (paras. 16–24)</i></p>	<p><i>Progress</i></p>
<p>Stresses the importance of mainstreaming SDGs... and urges the United Nations to (para. 17):</p>	<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’ s Programme of Action, and, ultimately, contributing to the eradication</p>

<p>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))</p> <p>Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))</p> <p>Ensure a balanced and integrated approach 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 strengthen the inter-agency approach (para. 17 (c))</p> <p>Calls upon the entities of the United Nations development system to... improve their support to the building, development and strengthening of national capacities by (para. 21):</p> <p>Providing evidence-based and, where appropriate, integrated policy advice to support countries... 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))</p> <p>Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations system (para. 21 (b))</p> <p>Strengthening their support to national institutions in planning, management and evaluation capacities, as well as statistical capacities, to collect, analyse and</p>	<p>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 also 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 (see Common Chapter Annex for details).</p> <p>Furthermore, UNFPA aims at strengthening the promotion of new and the support of existing partnerships with governments by serving as a broker to advance unfinished areas of the International Conference on Population and Development's Programme of Action and to close gaps in the implementation of the 2030 Agenda. By acknowledging 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 has also been actively promoting and supporting South-South and triangular cooperation (see annex on South-South and triangular cooperation for details) and accumulated significant experiences and lessons learned in this regard. In 2018, UNFPA held 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'.</p> <p>The current UNFPA Strategic Plan and its transformative results reflect a strong commitment to integrating work across humanitarian and development contexts, with a focus on building resilience in institutions and societies. Thereby, 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 2018-2021 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, and supply chain management, and engaging communities. Furthermore, UNFPA worked with partners to include maternal mortality rates in both the INFORM</p>
--	---

<p>increase significantly the availability of high-quality, timely and reliable disaggregated data (para. 21 (c))</p> <p>Assisting Governments in leveraging partnerships (para. 21 (d))</p> <p>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> <p>Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):</p> <p>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))</p> <p>Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda (para. 24 (b))</p>	<p>Index for risk management and the Central Emergency Response Fund (CERF) methodology for identifying underfunded emergencies, which started in 2017. In order to support the nexus, UNFPA applies the following tools: a) Minimum Preparedness Actions; b) UNFPA’s Minimum Standards For Prevention and Response to Gender-based Violence in Emergencies; c) UN Essential Services Package for Women and Girls Subject to Violence; d) World Health Organization’s (WHO) Technical Guidelines for Health Emergency; e) UNFPA’s Adolescent Sexual and Reproductive Health Toolkit for Humanitarian Settings as well as f) UNFPA’s Minimum Initial Service Package (MISP) for Reproductive Health in Crisis Situations; and g) Inter-Agency Field Manual on Reproductive Health in Humanitarian Settings, which guides the transition from UNFPA’s Minimum Initial Service Package to comprehensive sexual and reproductive health services and offers expanded content to facilitate planning for comprehensive services through health system building blocks.</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, were 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.</p> <p>At the inter-agency level, UNFPA became a full member of the Joint Steering Committee on development and humanitarian collaboration, chaired by the Deputy Secretary-General, and takes an active part in the coordination of the efforts of this Committee.</p>
Funding of the operational activities for development	
<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
<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 sustainability of funding arrangements for equitable access to quality services and realization of reproductive rights and choices for all. UNFPA resource mobilization strategy continues to ensure an adequate level of financial resources to deliver expected results, increased flexibility as well as predictability of funding flows. One of the objectives of the resource mobilization strategy is diversification of UNFPA’s donor base, including reaching out to emerging donors and programme countries. Thereby, UNFPA introduced differentiated approaches to various types of</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)</p> <p>Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a))</p> <p>Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b))</p> <p>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> <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>resource partners, including improved communication. Furthermore, UNFPA reports annually as part of its regular reporting to its Executive Board on efforts to broaden its donor base. In its “Report on Contributions by Member States and others to UNFPA and revenue projections for 2018 and future years”, and related annexes, UNFPA presented concrete measures taken and results achieved in this regard.</p> <p>Following extensive consultations in 2018, the Executive Board adopted UNFPA’s proposal on its structured funding dialogues (decision 2018/18). The Secretary-General’s Funding Dialogue with Member States and the parameters for a Funding Compact, contained in General Assembly resolution 72/279, provided an overall framework. Largely building on QCPR and existing reporting obligations, the Funding Compact is not intended to create parallel mechanisms but a clear commitment on both sides. It also created a positive momentum among Member States around the issue of adequate levels of sustainable and predictable funding for UNFPA strategic plan, relating to core and non-core funding as well as its thematic funds. UNFPA’s proposal contains a series of structured funding dialogues aiming at gaining a greater understanding of the funding situation and needs at various points in the year, presenting UNFPA’s work to expand its funding base, and strengthening commitment for predictable and sustainable funding. Changes in practices include: a) the designation of two co-champions to support UNFPA in its efforts to fund the Strategic Plan; b) the identification of specific goals, objectives and targets for the Structured Funding Dialogues in 2018-2021; as well as c) an interactive format contributing to strengthening the ownership of Member States over the Strategic Plan and its funding. Over the course of 2018, UNFPA organized three Structured Funding Dialogues.</p> <p>In 2018, UNFPA also actively engaged in high-level dialogue with donors and discussed the improvement of 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.</p> <p>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</p>
--	---

	<p>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).</p> <p>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> <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>
Strengthening the governance of the UN 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 by (para. 45):</p> <p>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>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. The new alignment enables the UN Sustainable Development Group to provide better strategic direction and oversight to ensure entities deliver coherent, effective and efficient support to countries. To this effect, the UN Sustainable Development Group seeks to facilitate joint</p>

<p>Further stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system (para. 46).</p>	<p>policy formation and decision-making, encourage programmatic cooperation and realize management efficiencies within the system.</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 for purpose, as the resources needed to implement the Sustainable Development Goals are substantial. In 2018, the Strategic Financing Results Group worked diligently to make all relevant expertise and support platforms readily available to the new Resident Coordinators and UN Country Teams to help them transform their support to the financing agenda for the Sustainable Development Goals. 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 services 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 addition to UNFPA’s proactive involvement in the UN Sustainable Development Group and effective inter-agency cooperation, UNFPA has committed itself to strengthen its own uptake to common results. Consequently, UNFPA’s Strategic Plan 2018-2021 includes a dedicated output under the organizational effectiveness and efficiency section which reflects UNFPA’s contribution towards UN system-wide results, coherence and coordination. UNFPA’s Comprehensive Resources Review and the overall change management process also plays a crucial role in this regard. UNFPA’s internal change processes help the organization, in line with the principles of the QCPR and the efforts of the Un development system repositioning, to execute the culture and skill changes necessary to deliver on the Agenda 2030, embedded and sustained in UNFPA’s business model.</p>
---	--

	<p>UNFPA prioritised harmonizing and simplifying business practices. 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 11 other UN entities, thereby facilitating active collaboration across agencies and reducing transaction costs for governments and participating agencies. The practical aspects of how to operationalize mutual recognition will follow, however, it is expected that it will foster opportunities for efficiency and effectiveness gains with a particular focus on quality of services for the implementation of the 2030 Agenda.</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” 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-convenor.</p> <p>With regard to its own Executive Board, UNFPA continues to coordinate its interventions with UNDP and UNOPS in the light of the General Assembly resolution 72/279. The first session after the adoption of the resolution on the UN development system repositioning was the Annual Session of the UNDP/UNFPA/UNOPS Executive Board in June 2018. The Executive Board adopted decision 2018/10 and welcomed the UNFPA Executive Director’s commitment in this regard. 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 both her statement to the Executive Board and in an informal briefing held during the 2nd regular session of the UNDP/UNFPA/UNOPS Executive Board session. In decision 2018/18, the UNFPA Executive Board requested to report on progress in this regard in 2019.</p>
Improving the functioning of the United Nations development system	
<i>QCPR mandates (paras. 47-75)</i>	<i>Progress</i>
<p>Recognizes 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):</p>	<p>UNFPA is fully committed to the UN development system reform agenda and its repositioning. In many ways, UNFPA has not only been an early adopter of the reform proposals but also endeavored to lead by example in improving UN system-wide coordination.</p> <p>On the one hand, the UNFPA’s value proposition and the organization’s partnerships on sexual and reproductive health, women’s empowerment, youth and data are vital to fully achieve the Sustainable Development Goals. Sexual and reproductive health and reproductive rights should be seen as an</p>

<p>Strengthen the use of the United Nations Development Assistance Framework or equivalent... (para. 50 (a))</p> <p>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))</p> <p>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))</p> <p>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))</p> <p>Strengthen joint programming processes and the use of joint programmes at the country level, where appropriate (para. 50 (g))</p> <p>Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h))</p> <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57):</p> <p>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</p>	<p>integral and central part of the sustainable development agenda, without which other objectives in the social, economic and environmental pillars cannot be achieved. On the other hand, the United Nations development system reform will support UNFPA to deliver its mandate more effectively to become an even more results-focused, agile and innovative organization to meet the needs of women and girls. As part of the United Nations development system repositioning process, UNFPA has continuously sought to ensure that the reform proposals acknowledge and reaffirm internationally agreed objectives, norms and values, particularly those enshrined in the International Conference on Population and Development's Plan of Action, which have served as a basis for the 2030 Agenda.</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. As the most important instrument for planning and implementation of UN development activities in each country, the new UN Development Assistance Framework is envisioned to spearhead a new era of more coherent and prioritized efforts in all country contexts, and to be more results-focused in alignment with national priorities. UNFPA, together with UNESCO, was entrusted to lead the UNDAF Design Team, comprised of 14 entities, tasked with designing a new guidance for the United Nations Development Assistance Framework that meets the ambition of the United Nations development system reform. Since November 2018, the UNDAF Design Team has built consensus amongst all entities and has endeavored to deliver a complex product in a short timeframe with the full ownership of the United Nations development system. The guidance will be finalized in 2019 and approved by the principles of the UN Sustainable Development Group. During the process, UNFPA's technical advisers pushed for flexibility of agencies to formulate additional outcomes in their Country Programme Documents relating to normative priorities set by its governing bodies at the global level. This is especially important for agencies with normative mandates such as UNFPA. Furthermore, UNFPA called for flexibility on the issue of sequencing the UN Development Assistance Framework with agency instruments to allow agencies to run the two processes in parallel. This will allow agencies to maximize the investment in both programming instruments, ensure full alignment, and allow agencies to have a more accurate knowledge of their capacities and contribution to the UN Development Assistance Framework. It will also allow Country Programme Documents to be approved closer to the signature of the UN Development Assistance Framework.</p> <p>UNFPA's modes of engagement are defined by two main variables: needs at the country level and countries' ability to finance their own needs. As an entity with a business model for differentiated country support as outlined in the Strategic Plan 2018-21, UNFPA can contribute its expertise to develop alternative business models for presence and representation.</p> <p>As a true partner of the new Resident Coordinator system, and to support the inception phase, UNFPA has doubled its contribution to the Resident Coordinator system cost-shared budget in 2018. 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 Development Assistance Frameworks</p>
--	--

<p>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 resources (para. 57 (a))</p> <p>Ensure that the entities of the United Nations development system at the country level periodically provide the resident coordinator with sufficient information on their activities in the field (para. 57 (b))</p> <p>Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))</p> <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</p>	<p>and will therefore continue to be actively engaged in refining the Management and Accountability Framework (MAF) at all levels, building on lessons learned and our experience with the current system. UNFPA has 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.</p> <p>At the regional level, UNFPA is an active member of the regional teams of the UN Sustainable Development Group and, in some instances, co-chairs of the regional Peer Support Group, which provides guidance and support to UN Country Teams in preparing Common Country Analysis and UN Development Assistance Frameworks, and ensures the quality of these instruments.</p> <p>Lastly, UNFPA considers capacity development as one of the key strategies in implementing the Strategic Plan. UNFPA developed a guidance on capacity development for country offices and invested in its roll-out through webinars and trainings.</p> <p>In terms of staff capacity and empowered leadership, UNFPA continued to maintain overall gender parity. As of 2018, 50.79 per cent of UNFPA staff were women. UNFPA maintained zero tolerance for all forms of sexual wrongdoing. 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 a 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</p>
--	---

<p>transformative and empowered leadership, repositioning staff capacities, and promoting inter-agency mobility and facilitating a mobile and flexible global workforce (para. 74)</p>	<p>its own knowledge 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>
<p>Follow-up, monitoring and reporting</p>	
<p><i>QCPR mandates (paras. 76- 84)</i></p>	<p><i>Progress</i></p>
<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 has consistently emphasized 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. In this regard, UNFPA provided 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 by 2030. 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>

Shared QCPR indicators 2018

Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR indicator ¹	2018 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	72 of 130 countries (55.4%) 99 of 130 countries (76.2%)	DCO IMS 2018 ²
QCPR 11.c	% of UN Country Teams with Result Groups aligned with national coordination mechanisms	104 of 130 countries (80.0%)	DCO IMS 2018
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%)	DCO IMS 2018
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.)	UNFPA
QCPR 15.f	Funding channeled to thematic funds: (i) Total; (ii) % of total non-core	24% (Proportion of UNFPA co-financing funded through thematic funding mechanisms – OEE 4.4.)	UNFPA

¹ According to the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) monitoring and reporting framework of 30 November 2018, in which QCPR indicator 18.b cited in the annex to the common chapter is no longer included.

² 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.

QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core ³	In 2018, UNFPA received (i) 1.8 million in core contributions (ii) 70 million in non-core contributions from UNFPA programme countries	UNFPA
QCPR 18.c	Total funding received from non-State partners: (i) Core; and (ii) Non-core	In 2018, UNFPA received (i) 56,890 in core contributions (ii) 250.47 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	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	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%)	DCO IMS 2018
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%)	DCO IMS 2018
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 %	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

³ UNFPA’s systems do not differentiate between local resources and non-core from programme countries.

Cross-cutting dimensions																																											
QCPR 42.i	<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:</p> <ul style="list-style-type: none"> - <25%; - Between 25% and 50% - >50% 	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Total ⁴</th> </tr> </thead> <tbody> <tr> <td><u>North</u></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><u>South</u></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 ⁴	<u>North</u>	24	22	46	ASG	1		1	D2	3	4	7	D1	20	18	38	<u>South</u>	16	26	42	USG	1		1	ASG		1	1	D2	1	5	6	D1	14	20	34	UNFPA
	Female	Male	Total ⁴																																								
<u>North</u>	24	22	46																																								
ASG	1		1																																								
D2	3	4	7																																								
D1	20	18	38																																								
<u>South</u>	16	26	42																																								
USG	1		1																																								
ASG		1	1																																								
D2	1	5	6																																								
D1	14	20	34																																								
QCPR 42.b	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	2018 ratings are not available yet	UNFPA																																								
QCPR 42.e	% of United Nations development system entities that track and report on allocations and expenditures using gender markers	UNFPA tracks and reports expenditure using gender marker	UNFPA																																								
QCPR 42.h	<p>Percentage female staff among:</p> <p>(a) International Professional staff: (i) P1; (ii) P2; (iii) P3; (iv) P4; (v) P5</p> <p>(b) National Staff: (i) NO-A; (ii) NO-B; (iii) NO-C; (iv) NO-D; (v) NO-E;</p> <p>(c) High-level Posts (i) D1; (ii) D2; (iii) ASG; (iv) USG;</p> <p>(d) General Service Staff: (i) G2; (ii) G3; (iii) G4; (iv) G5; (v) G6; (vi)</p>	<p>Percentage of staff who are female - all staff: 50.8%</p> <p>a) Percentage of staff who are female - internationally recruited – 50.3%</p> <p>b) Percentage of staff who are female - national staff (national officer, all levels) – 54.75%</p> <p>c) Professional grade 6/ Director level 1: 47.3%; Director level 2 and levels above: 30.77%</p> <p>d) Percentage of staff who are female - general service staff: 48.62%</p>	UNFPA																																								

⁴ Disaggregated as North-South split of staff members in the D1 and above category.

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%)	DCO IMS 2018
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 UNFPA programme countries ⁵	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
QCPR 61.c	Total contributions in cash paid to the UN Development Group Resident Coordinator system cost-sharing arrangement (and % shortfall)	UNFPA paid \$4.3million 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%)	DCO IMS 2018

⁵ 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. There is no system-wide meta data available for this indicator at the moment. This is an indicator collected by DESA through the programme country survey. DESA intends to collect data in the summer of 2019.