



## **Annex 4: Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations System**

### **Annual report of the Executive Director, Implementation of the strategic plan 2018-2021**

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 fourth and last year of its implementation.

<b>General Guidelines</b>	
Quadrennial comprehensive policy review (QCPR) mandates (paras 1-15)	Progress
Calls upon the entities of the United Nations Development System to: <ul style="list-style-type: none"> <li>● Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)</li> <li>● Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on</li> </ul>	This annex includes an analysis of the progress on the implementation of the General Assembly resolution 71/243 in 2020.  2020 kick-started the Decade of Action to deliver on the Sustainable Development Goals and the midterm review of the Strategic Plan. UNFPA fully supports the United Nations Secretary-General's call to accelerate the Sustainable Development Goals achievement, a promise that cannot be met without the achievement of the goals laid out in the International Conference on Population and Development (ICPD) Programme of Action

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)

UNFPA is ready to support this joint effort in its specific areas of comparative advantage. UNFPA will build on the momentum of the 2019 Nairobi Summit on ICPD25, particularly the more than 1,200 voluntary national commitments, to advance the Decade of Action and ensure sexual and reproductive health and reproductive rights for all by 2030. As an example, UNFPA has been drafting investment cases for 20 country offices and for Small Island Developing States countries, following the launch of the costing exercise of the three transformative results at the 2019 Nairobi Summit on ICPD25.

UNFPA welcomes the adoption of the 2020 Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system. The resolution reinforces the direction of the ambitious United Nations Development System reform and recognizes the need to enable its full implementation. For UNFPA and all United Nations entities, the resolution paves the path to fully realize the changes in the United Nations Resident Coordinator system and the United Nations Cooperation Frameworks on the ground, implementing the Multi-Country Office review recommendations and repositioning at the regional level, and continuing integration to deliver better joined-up results on the ground. The more strategic and evolutionary nature of the resolution gives more flexibility and operational space to the entities to focus on programmatic delivery using the new architecture that was put in place through the United Nations Development System repositioning process. UNFPA fully appreciates a special focus on several critical issues, such as investments in the wellbeing of adolescents and youth, gender-based violence, data, people with disabilities, and universal health care, all of which reaffirm the strong relevance of UNFPA’s mandate and specific contributions to leaving no one behind and the achievement of the transformative promises of the 2030 Agenda.

2020 has also been the year of the largest global public health crisis in a century, with daunting health, humanitarian, and socioeconomic challenges. UNFPA co-led, together with WHO, the drafting of the health pillar of the United Nations Development System Response Framework focused on socio-economic impact of the crisis, and has been a main contributor to the social protection, social cohesion, strengthening resilience and other pillars of the framework. UNFPA also developed its own Covid-19 Pandemic Global Response Plan, complementing the WHO COVID-19 Strategic Preparedness and Response Plan and fully aligned with the United Nations Development System Response Framework. UNFPA is part of the Global Humanitarian Response Plan and supports countries affected by humanitarian crises and regional refugee response plans to

address COVID-19. As the COVID-19 pandemic evolved, UNFPA continued coordinating its efforts at the country, regional, and global levels in support of prevention, response and early recovery.

In collaboration with Esri, UNFPA developed the COVID-19 Population Vulnerability Dashboard as an offer to the system. This interactive tool is intended to provide United Nations agencies, governments and policymakers, public health and frontline workers, as well as the general public with access to data on populations vulnerable to COVID-19 to improve and inform both preparedness and response, and to save lives. The dashboard highlights population vulnerabilities at the national and subnational levels, using data from the latest Integrated Public Use Microdata Series (IPUMS) census samples for 94 countries, based on key indicators such as age, older persons living alone, population density, et cetera. The dashboard features daily updates on COVID-19 cases and deaths, as well as global data on health sector readiness. The development of the dashboard is in line with UNFPA's efforts on strengthening data production and use as a key enabler to assess populations' vulnerability and strengthen preparedness.

UNFPA continued to advance its RBM culture by shifting its focus from measuring and reporting results to accountability, learning and adaptive management. To facilitate that shift, UNFPA introduced innovative initiatives that were first of its kind in the United Nations system and beyond:

- UNFPA developed and institutionalized RBM Principles and Standards, “a 3+5 framework”. The framework defines three core RBM principles and five supporting ones to guide UNFPA as a comprehensive organizational RBM strategy mainstreaming results-based management across the organization.
- The "RBM SEAL" - a performance-based RBM certification of UNFPA country offices was launched and successfully piloted in 12 country offices. A full rollout across the organization is planned for 2021, upon completion of the assessment of its pilot phase. The RBM Seal helps UNFPA country offices to improve their results-based management, by seeing both operational and programming issues through the RBM lens and identifying a concrete roadmap for the office to improve its performance.



	<ul style="list-style-type: none"> <li>UNFPA introduced the ‘Learn to adapt’ initiative to develop an adaptive management framework for the organization. The development of the framework is ongoing with broad staff engagement .</li> </ul> <p>At the country level, UNFPA participated in 17 United Nations Country Team-UN System-wide Action Plan on Gender Equality and the Empowerment of Women comprehensive assessments occurring at Cooperation Framework planning stage, and 20 United Nations Country Team-United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women annual progress reports. In two countries (Zambia and Uzbekistan), UNFPA coordinated the exercise with the Resident Coordinator Office.</p>
<p><b>. Contributions of United Nations operational activities for development</b></p>	
<p>QCPR mandates (paras. 16-24)</p>	<p>Progress</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"> <li>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))</li> <li>Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))</li> <li>Ensure a balanced and integrated approach within the system towards its support to the implementation of the Sustainable Development Goals and targets...taking into account new and evolving development</li> </ul>	<p>UNFPA’s Strategic Plan 2018-2021 is aligned with the Sustainable Development Goals. In line with the principle of 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>In order to ensure harmonization among the United Nations Sustainable Development system, UNFPA aligned its Strategic Plan with those of UNDP, UNICEF, UNOPS and UN-Women. The common chapter elaborates on how UNDP, UNFPA, UNICEF, and UN-Women align their work towards the achievement of the 2030 Agenda. In an assessment of the common chapter conducted by the Independent Evaluation Offices, the totality of surveyed staff identified the common chapter as either a key driver or a positive influence for improved collaboration among the four agencies.</p> <p>UNFPA continued to invest in South-South cooperation throughout the year. This included two virtual exchanges on experience with adapting access to/provision of maternal health services during early onset of COVID-19, and the pilot development of a Center of Reference in maternal health. UNFPA also finalized a soon-to-be-issued second publication of 18 South-South</p>

challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach (para. 17 (c))

Calls upon the United Nations funds, programmes and specialized agencies at the request of national Governments 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)

- Providing evidence-based and, where appropriate, integrated policy advice to support countries by mainstreaming the Sustainable Development Goals into national plans, including by promoting sustained and inclusive economic growth, social development and environmental protection, and ending poverty in all its forms and dimensions (para. 21 (a))
- Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations 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 data disaggregated (para. 21 (c))

cooperation good practices covering the areas of Maternal Health, Gender Equality, and Population Data, completed the first-ever Formative Evaluation of South-South and Triangular Cooperation, and developed an investment case demonstrating the efficiency of leveraging South-South cooperation over traditional programme modalities. UNFPA continues to partake in the inter-agency group on South-South cooperation coordinated by UNOSSC in drafting and supporting implementation of United Nations System-wide Strategy on South-South Cooperation and associated Action plan.

UNFPA is supporting ongoing Voluntary National Review (VNR) processes, through the United Nations Country Teams, with a view towards strengthening country data and statistical capacity, as well integration of key areas of the International Conference on Population and Development Programme of Action within the broader Sustainable Development Goals framework. A systematic assessment of the extent to which such themes and issues were reported on, in 175 VNRs (from 2016 to 2020), was undertaken by UNFPA, revealing a strategic opportunity for enhanced UNFPA support to countries in the areas of Data & Statistical capacity, Gender, Gender-Based Violence, Sexual and Reproductive Health & Reproductive Rights, Health Systems, Human Rights, Adolescent Sexual and Reproductive Health, Climate Change and Resilience Building among others, signaling an opportunity for UNFPA to build on existing efforts to further strengthen the evidence base, providing a stronger analytical lens, closing data gaps, and leveraging investment cases.

In 2020, UNFPA continued to show its steadfast commitment to strengthen a resilience-focused programming approach that focuses on building resilience of systems and communities. In addition, UNFPA has been steadily increasing its investment in early warning early action, anticipatory action and emergency preparedness. In addition, UNFPA developed internal guidance on Collective Outcomes, and strengthened the sharing of best practices among country offices on peace-building, resilience, and applying a collaborative approach in the COVID-19 response.

At the onset of the COVID-19 pandemic, UNFPA quickly adapted its programming and operations to ensure that women and girls continue to have access to essential Sexual and Reproductive Health and Gender-Based Violence services and supplies. A key example of UNFPA's work in this area is the development of its first geospatial dashboard on Intimate Partner Violence (IPV), featuring national data for 119 countries, sub-national data, and disaggregated

- 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 €)

Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):

- Work[ing] 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))
- Improv[ing] coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development (para. 24 (b))

data on IPV by age, place of residence, employment, education, and household wealth. UNFPA worked within international humanitarian and development systems to ensure that the needs of women, girls and young people are included in COVID-19 guidance, response plans and country-level implementation. UNFPA’s work contributed to ensuring the continuity of essential services for women, young people and vulnerable populations such as older persons, persons with disabilities, LGBTQI, ethnic minorities including Afro-descendants and indigenous people in COVID-19 affected areas. UNFPA also responded to protect frontline health and social workers, 70 percent of whom are women that need Personal Protective Equipment (PPE.). As a result of UNFPA’s response to the COVID-19 pandemic:

- 2.5 million migrants/internally displaced persons/refugees accessed sexual and reproductive health services;
- 478,000 health workers were trained in 61 countries to respond to the pandemic;
- 506,000 women and girls subjected to violence accessed mental health and psychosocial support services;
- 640,422 women benefited from sexual and reproductive health services in humanitarian settings;
- \$29 million worth of personal protective equipment was delivered to 102 countries;
- 3,350 women’s organizations were empowered in 70 countries to respond to the pandemic;
- 1,503 youth organizations were empowered in 66 countries to respond to the pandemic;

UNFPA worked to ensure that its COVID-response includes a collaboration approach that bridges humanitarian, development and peace interventions to make a sustainable impact. This included a global webinar on strengthening the resilience approach in the COVID response to share best practices in programme adaptation, innovation, preparedness, and partnership with a view to build back better and contribute to inclusive and green economies.

At the inter-agency level, UNFPA contributed to the United Nations response as part of the Inter-Agency Standing Committee (IASC) COVID- 19 Global Humanitarian Response Plan. UNFPA has been an active member of the Global Health Cluster and Global Protection Cluster and contributed to different global Inter- Agency Standing Committee briefs and guidance on COVID-19. UNFPA is also part of the United Nations Crisis Management Team on COVID-19. In response to a disrupted global supply chain, UNFPA proposed combining procurement efforts with 11 United Nations agencies and two international NGOs for a joint market approach which

resulted in securing access to a sustainable supply of affordable Personal Protective Equipment (PPE) for 102 countries.

Since 2017, UNFPA leads the coordination of Global Gender-based Violence area of responsibility which coordinates the work of United Nations agencies and non-United Nations agencies to address gender-based violence in humanitarian settings by developing normative standards, providing technical support, building system wide capacity, managing knowledge and coordinating the support from global to country level stakeholders. In 2020, UNFPA and UNHCR presented the Facilitator's Guide: Applying and Understanding the Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming, which aims to enhance meaningful participation of local women-led organizations and build a more inclusive and localized response.

UNFPA co-chairs the Compact for Young People in Humanitarian Action with the International Federation of Red Cross and Red Crescent Societies. In 2020, The Compact focused on protecting young people and adolescents while recognizing that they are invaluable partners in the response to the pandemic. In 2020, UNFPA contributed to roll-out at the field level of the Inter-Agency Standing Committee-endorsed Guidelines for Programming with and for Young People in Humanitarian Settings.

In 2020 UNFPA became adherent to the Recommendation on the Humanitarian-Development-Peace Collaboration from the Development Assistance Committee of the Organisation for Economic Co-operation and Development. UNFPA is working with other adherent United Nations agencies and with Development Assistance Committee donors to implement the recommendations.

UNFPA is part of the Joint Steering Committee on Humanitarian-Development Collaboration and works jointly with UNDP, UNOCHA as the co-chairs. The Joint Steering Committee is an important coordination mechanism bridging between humanitarian, development and peace and strengthening collaboration. Progress is taking place on humanitarian, development and peace collaboration across the selected Joint Steering Committee countries (Burkina Faso, Cameroon, Chad, Ethiopia, Niger, Nigeria, Somalia and Sudan).

**III. Funding of the operational activities for development of the United Nations system**

QCPR mandates (paras. 25-43)

Progress

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)

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)

- 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))

Urges all entities of the United Nations development system... to comply with existing cost recovery policies... and report annually on their

In line with its resource mobilization strategy, in 2020 UNFPA continued its efforts to diversify its donor base, including through targeted outreach to and communication with emerging donors and programme countries host governments. UNFPA continues to work across country, regional and global levels to build “the case for core”, by demonstrating the unique value and impact of core resources-funded programmes.

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 United Nations Funding Compact implementation. 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 2019-2020, UNFPA organized six Structured Funding Dialogues, and co-organized two joint-Structured Funding Dialogues sessions with UNDP, UNICEF, and UN-Women on common funding issues. The dialogues contributed to increasing Member States’ awareness of the need for UNFPA’s Strategic Plan to rely on adequate levels of sustainable and predictable funding, and supported the Fund’s advocacy for the expansion of the funding base, especially with emerging donors and programme countries.

It is noteworthy that over the past four years, UNFPA has been highly successful in mobilizing core resources, systematically reaching or surpassing the targets set in the Strategic Plan and Integrated Budget. However, despite an early and multifaceted resource mobilization campaign, and targeted core-mobilization initiatives involving HQ, regional and country offices, during the same period, the number of core-donors to UNFPA has diminished from 120 core donors in 2017 to 96 in 2020.

Contributions from the United Nations system are now the largest single source of funding to non-core resources for UNFPA (36% in 2020), making the Fund one of the entities with the highest proportion of non-core resources originating from joint activities. These results demonstrate

<p>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>UNFPA’s investment and readiness to take forward United Nations Development System reform, as it continues to prioritize joint-up mechanisms in order to deliver on the Sustainable Development Goals agenda.</p> <p>In line with the Secretary-General’s Roadmap for Financing the 2030 Agenda, UNFPA’s focus in the past two years has been on developing joint frameworks of collaboration with Multilateral Development Banks to strengthen regional and country-level synergies. As a result, both technical cooperation and implementation of programmes under International Financial Institutions’ financing has increased dramatically in the past three years. In addition, UNFPA will help governments integrate the implementation of loans within a regional and global framework and help International Financial Institutions meet benchmarks in their financed projects or (global) corporate initiatives.</p> <p>In line with the requirement for better visibility of Member States’ contributions to core and pooled funds, UNFPA continues to invest in its tracking systems to strengthen transparency and accountability for core and non-core fund management. UNFPA does that both through a portal for resource tracking, the UNFPA Global Programming System, and through its reporting to the International Aid Transparency Initiative (IATI). In 2019-20, UNFPA continued to invest in its internal information and communication technology systems to improve monitoring of income forecasts, planning, allocation, management and reporting of resources. The system is expected to be rolled-out by the end of 2021.</p> <p>UNFPA continued to work with UNDP, UNICEF and UN Women to develop a harmonized cost recovery policy. A new cost recovery policy was approved by the Executive Board in its decision 2020/12 and will be effective 1 January 2022, to coincide with the next integrated budget cycle, 2022-2025. The resolution on Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system noted the good practice established through the common cost-recovery policy of the four United Nations entities. 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.) The information for 2020 will be available in the 2nd quarter of 2021.</p>
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**V. Strengthening the governance of the United Nations operational activities for development**

QCPR mandates (paras. 44-46)	Progress
<p><i>Stresses</i> the need to improve the governance of the United Nations development system including (para. 45):</p> <ul style="list-style-type: none"> <li>Enhancing the transparency of the activities of... the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (para. 45 (c))</li> </ul> <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) to adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))</p>	<p>In 2020, UNFPA continued to actively participate in the United Nations Sustainable Development Group working mechanisms at all levels. In particular, the Fund served as co-chair of the Task Team on Gender Equality and Women’s Empowerment (jointly with UN Women) and of the Task Team on Business Operations (together with UNICEF). The Gender Equality and Women’s Empowerment Task Team produced analysis of progress and identified good practices, worked to ensure that gender equality and the empowerment of women feature explicitly into a wide range of tools disseminated to United Nations Country Teams; and supported the mainstreaming gender equality and promotion of women’s empowerment through the 2020 Quadrennial Comprehensive Policy Review negotiations and the United Nations Reform mechanisms at the country level. The Business Operations Task Team focused on the roll-out of the SG’s efficiency agenda, including the Business Operations Strategy, Common Back Office, Common Premises, Efficiency Reporting and Common Premises/Facilities Services. The Task Team has also started the collection of efficiency gains data for 2019 and 2020 and reporting to the ECOSOC is expected in 2021.</p> <p>In terms of efficiency gains, as one of the larger service recipient entities, UNFPA outsources considerable service provision to other United Nations organizations. This is reflected in the fact that UNFPA participates in 125 Business Operations Strategies globally. For the 84 Business Operations Strategies completed so far, UNFPA participates in 1,477 service opportunities. In the spirit of the United Nations development system repositioning, UNFPA was one of the first organizations to sign on to all three enabling principles, namely the Mutual Recognition Statement, the client satisfaction principles and the costing and pricing principles, thereby facilitating active collaboration across agencies and reducing transaction costs for governments and participating agencies. UNFPA will continue to work on operationalizing those principles together with sister agencies in various fora including the Business Operations Task Team and the High-Level Committee on Management. UNFPA also continued to increase its share of Common Premises, which stands at 72% as of the end of 2020. This increase is not only realized by office</p>



	<p>moves but also by space efficiency measures that allow sister agencies to join UNFPA in existing office premises.</p> <p>Throughout 2020, UNFPA also prioritized work on the harmonization and simplification of business practices within the United Nations system. Concrete examples of these efforts include:</p> <ul style="list-style-type: none"> <li>• Contribution to the establishment of a system-wide Medevac mechanisms for Covid-19 related medevacs, allowing eligible individuals who have a clinical need for healthcare not available at their duty location to have access to regional treatment facilities, subject to availability and capacity. UNFPA is the 9th largest contributor among the 14 United Nations entities.</li> <li>• The negotiation of a joint United Nations Personal Protective Equipment Tender in collaboration with 11 United Nations agencies and two international NGOs, including 15 LTAs covering 7 product categories.</li> <li>• Joining the UN Partners Portal, a platform to facilitate a harmonized, efficient and easy collaboration with government and civil society partners. The platform, which allows UN entities to post calls for collaboration and civil society organizations to create a profile and apply, enhances transparency and business simplification among participating UN entities (UNHCR, UNICEF and WFP). An agreement with UNDP allowing UNFPA to receive ICT services in the offices in which UNFPA and UNDP are co-located. Collaboration with UNICC provides UNFPA with ICT service whose market cost will be higher if procured on the market, in addition to benefiting from the amount of data shared by some 70 other United Nations entities.</li> </ul>
<p><b>. Improving the functioning of the United Nations development system</b></p>	
<p>QCPR mandates (paras. 47-75)</p>	<p>Progress</p>
<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</p>	<p>UNFPA remains very supportive of the value of the United Nations Development System reform and it is fully committed to fully operationalize the Secretary- General’s vision. The reform represents an opportunity for the United Nations Development System to be better positioned to</p>

<p>countries..., and requests the United Nations country teams (para. 50) to:</p> <p>Strengthen the use of the United Nations Development Assistance Framework or equivalent (para. 50 (a))</p> <ul style="list-style-type: none"> <li>● 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))</li> <li>● Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard operating procedures of the United Nations Development Group and the business operations strategies (para. 50 (d))</li> <li>● 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))</li> <li>● Present annual reports to the programme country Governments on the results achieved by the United Nations country team as a</li> </ul>	<p>realize the 2030 Agenda and support countries to fully recover from COVID-19 and build back better.</p> <p>The United Nations Sustainable Development Cooperation Framework guidance was finalized and approved by the United Nations Sustainable Development Group in 2019, henceforth becoming the core programming instrument of the United Nations at the country level, and ushering in a new era for country programming. Committed to making this shift effectively, UNFPA took deliberate steps to ensure that Country Programme Document processes were recalibrated in 2020, in particular to ensure their derivation from, and full alignment with the Cooperation Framework. Moreover, at global, regional and country levels, UNFPA remained a steadfast supporter and strong contributors to the Cooperation Framework.<sup>1</sup></p> <p>UNFPA prioritized and invested in internal capacity building on programming in the United Nations Sustainable Development Cooperation Framework era, to ensure Country Offices are equipped to update and link existing programming mechanisms and processes to the new Cooperation Framework requirements. UNFPA conducted a Global Learning Initiative on Voluntary National Reviews (VNRs) and the Cooperation Framework, bringing together 48 Country Offices that were embarking on the development of their Common Country Analysis/ Cooperation Framework, and Voluntary National Reviews, and focusing on linking the two processes. The internal United Nations Sustainable Development Cooperation Framework e-resources and tool kit, available globally, was expanded to include starter kits on monitoring and evaluation and funding to financing, and qualitative analyses of the integration of the International Conference on Population and Development Programme of Action and three transformative results in pilot Cooperation Frameworks. Additionally, a dedicated United Nations Sustainable Development Cooperation Framework webinar series was delivered to build the knowledge and capacity of Country Offices, on topics including the Common Country Analysis, Country Programme Document alignment, resilience and the socio-economic response to COVID-19.</p>
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<sup>1</sup> [UNDP, UNFPA, UNICEF and UN-Women Information Note: Country Programme Documents and UN Sustainable Development Cooperation Framework processes](#); 8 January 2021

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 country level, where appropriate (para. 50 (g))
- 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))

Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system (para. 57) to:  
Further 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

UNFPA ensured robust guidance was updated and available for the development of new country programmes, including specific changes to the Country Programme Document guidelines, Country Programme Document template, and Policy and Procedures for the Development and Approval of Country Programme Documents, to reflect full alignment with the UNSCDF. UNFPA took decisive steps to align its country programmes with the agreed joint results of the United Nations Country Team (i.e., the Cooperation Framework outcomes). 26 UNFPA programme countries developed United Nations Sustainable Development Cooperation Frameworks in 2020, and all Country Offices fully aligned Country Programme Documents to United Nations Sustainable Development Cooperation Frameworks, as per the approved internal guidelines and requirements.

UNFPA also updated the established mechanisms in place to ensure sequencing of Cooperation Frameworks and United Nations entity-specific country programmes, including working with DCO to ensure that the latest available Cooperation Frameworks are available for Executive Board review when Country Programme Documents are reviewed. Extensions to existing country programmes were proactively managed and submitted in 2020, with the primary reason for a proportion of extensions being to ensure alignment with the Cooperation Framework.

UNFPA continues to consistently implement the country-level Management and Accountability Framework (MAF). Since 2019, UNFPA Representatives' and Heads of Office' Terms of Reference specifically reflect the authority and mutual accountability vis-a-vis the United Nations Resident Coordinators as per the Management and Accountability Framework. UNFPA continues to provide support to the Resident Coordinator system through the agreed United Nations Sustainable Development Group cost-sharing arrangement and the one percent coordination levy. The total value of the agreements signed in the first three quarters of 2020, subject to the coordination levy, is approximately US\$50 million, which results in a levy income of around US\$500,000. The administration, tracking and reporting of the levy however remains process-heavy and therefore not cost-neutral for UNFPA, as the majority of donors continue to choose the agency-administered option. Moreover, as the principle of "additionally" is not always maintained when applying the levy, programme funding is negatively impacted.

UNFPA has also contributed to the development of a leadership development strategy and implementation plan for Resident Coordinators and talent pool members, linking talent

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 information on their activities in the field (para. 57 (b))
- Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))

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)

Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (para. 70)

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)

management and performance management functions. The Fund continues to actively support a talent pipeline for Resident Coordinators positions and nominate high-caliber internal candidates for Resident Coordinator assessment.

At the regional review level, the reform has been a valuable opportunity to further deepen collaboration and efficiency of the United Nations agencies. As part of the inter-agency group to review United Nations Development System assets at the regional level, UNFPA helped to define the functions and governance of the new Regional Collaborative Platforms. UNFPA also took the lead in co-chairing several thematic and results groups in each region. On the multi-country office review, UNFPA has been an active member of the inter-agency working group to draft a report on how the system intends to respond and implement the recommendation of the United Nations Secretary-General to upgrade the support to the countries covered by the Multi-Country Offices. UNFPA has offered its new costing models and tools to the United Nations system to be scaled up and adjusted for the needs of the countries covered by Multi-Country Offices. UNFPA also committed to increase its physical presence in both sub-regions (Asia Pacific, and Latin America and the Caribbean), review business models and resource allocations, and strengthen South-South support.

UNFPA is proud to note that it continued to maintain overall gender parity levels in the organization in 2020, with 51% of UNFPA staff being women compared to 50.3% in 2019. The organization has further seen an improvement of the female-male staff ratios in certain target groups, and is regularly reviewing gender parity levels globally and regionally to inform HR initiatives. UNFPA is further planning to undertake the Economic Dividends for Gender Equality (EDGE) Certification in 2021 as a means to promote gender equality. As the leading global assessment methodology and business certification standard for gender equality, the EDGE Certification offers a rigorous data collection process that builds in benchmarking, metrics and accountability, and assesses policies and practices across five areas: equal pay for equal work, recruitment and promotion, leadership development, training and mentoring, flexible working, and organizational culture. The certification process will allow UNFPA to identify clear action plans, which will further support the development of a data driven and robust Gender Parity Strategy for the organization.



<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 for Sustainable Development, 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>As with previous years, UNFPA Managers continued to show high engagement for the Manager’s Certification Programme, aiming to build capacity areas of programming for results; optimized management of resources; increased contribution to United Nations system-wide results; coordination and coherence; communication, resource mobilization, and partnerships for impact. A further two cohorts of a total of 100 staff members underwent the programme in 2020, bringing the overall completion rate to 62%, overperforming the set target of 50% in the UNFPA Strategic Plan for the year of 2020.</p> <p>In 2019 and at the beginning of 2020 UNFPA underwent structural adjustments, including the redefinition of the role of Assistant Representative to the role of Head of Office, which includes full United Nations Country Team membership, authority for day-to-day management of office, and a dual reporting line to the Country Director and Resident Coordinator. The transition and filling of posts have been managed through an assessment process, where existing incumbents received support to prepare them to undergo the assessment for Head of Office. This included training on the United Nations Leadership Framework and United Nations Reform, enrollment in the Managerial Certification Programme and mentoring.</p> <p>2020 was also a year of progress for UNFPA in the field of knowledge management, with the launch of the Practical Guidance on Documenting Good Practices and Lessons Learned, replacing the 2014 Guidance Note on Good Practices. The revision provides a practical approach to identify and document not only good practices but also lessons learnt for effective knowledge sharing and utilization across all business units, in supporting the implementation of the Knowledge Management Strategy. In the context of COVID, a simplified template has been issued to capture the good practices for learning.</p>
<p><b>VI. Follow-up, monitoring and reporting</b></p>	
<p>QCPR mandates (paras. 76-84)</p>	<p>Progress</p>
<p>Reaffirms that all entities of the United Nations development system carrying out operational activities for development should align their</p>	<p>UNFPA sees the Quadrennial Comprehensive Policy Review resolution as a strong foundation to enable the repositioning of the United Nations Development System, giving more flexibility and</p>



<p>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 where applicable...build synergies and reduce overlap across the system, and clearly 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>operational space to the entities to focus on programmatic delivery in support of accelerated achievement of the 2030 Agenda and its Sustainable Development Goals in the Decade of Action.</p> <p>UNFPA attaches a great importance to system-wide coherence, coordination and accountability across the work of the United Nations development system. To that end, UNFPA actively participates in inter-agency mechanisms such as the United Nations Sustainable Development Group Task Teams (co-leading on the Task Team on Gender Equality and Women’s Empowerment and on Business Operations), the Chief Executives Board for Coordination, the High-Level Committee on Programmes and the High-Level Committee on Management.</p> <p>UNFPA supports UN INFO as the UNDS planning, monitoring and reporting platform at country level. UNFPA worked to integrate UN INFO into the corporate performance management and reporting tools, contributing to harmonizing the system with the plan-to-report functionality of the UNFPA enterprise resource planning (ERP) system.</p>
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Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR indicator	2020 result	Chap 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) 96 of 130 countries (73.8%) (ii) 119 of 130 countries (91.5%) *Please note that UNCTs are transitioning from United Nations Development Assistance Frameworks to United Nations Sustainable Development Frameworks. These values therefore represent UNCTs that have either in place or are	DCO IMS <sup>2</sup> 2020

<sup>2</sup> 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.

		currently developing the new cooperation frameworks.	
QCPR 11.c	% of UN Country Teams with Result Groups aligned with national coordination mechanisms	116 of 130 countries (89.3%) *Due to significant changes to data collection methodology during the reporting cycle in the DCO/IMS, this indicator is no longer trackable as is. This value therefore represents the % of UNCTs with Results Groups.	DCO IMS 2020
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	85 of 130 countries (65.3%)	DCO IMS 2020
<b>Funding</b>			
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	27%	UNFPA
QCPR 15.f	Funding channeled to thematic funds: (i) Total; (ii) % of total non-core	(i) \$187.7 M (ii) 22%	UNFPA
QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core <sup>3</sup>	(i) \$ 3.83 million; (ii) \$ 41,38 million *Contributions from NON-OECD DAC countries are reflected	UNFPA
QCPR 18.c	Total funding received from non-State partners: (i) Core; and (ii) Non-core	(i) \$0.40627 M (ii) \$ 375.53M	UNFPA
QCPR 18.d	% share of total funding coming from non-State partners	30%	UNFPA

<sup>3</sup> UNFPA's systems do not differentiate between local resources and non-core from programme countries.

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	28 of 130 countries (21.5%)	DCO IMS 2020								
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) 43 of 130 countries (33%) (ii) 73 of 130 countries (56%) * Please note that UNCTs are transitioning from medium-term common budgetary frameworks to multi-year funding frameworks, and from annual common budgetary frameworks to annual funding frameworks. These values therefore represent UNCTs that have either in place or are currently developing the new funding frameworks.	DCO IMS 2020								
Implementation of full cost recovery											
QCPR 22.b	% of total core/non-core expenditures directed to programme activities	Core resources: 55.1% Non-core resources: 99.1%	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								
Cross-cutting dimensions											
QCPR 42.i	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%	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Total<sup>4</sup></th> </tr> </thead> <tbody> <tr> <td>North</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Female	Male	Total <sup>4</sup>	North				UNFPA
	Female	Male	Total <sup>4</sup>								
North											

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

	- >50%	<table border="1"> <tr> <td>ASG</td> <td>0%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>D2</td> <td>30.77%</td> <td>30.77%</td> <td>61.54%</td> </tr> <tr> <td>D1</td> <td>29.17%</td> <td>23.61%</td> <td>52.78%</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>South</td> <td></td> <td></td> <td></td> </tr> <tr> <td>USG</td> <td>100%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>ASG</td> <td>50%</td> <td>0%</td> <td>50%</td> </tr> <tr> <td>D2</td> <td>7.69%</td> <td>30.77%</td> <td>38.46%</td> </tr> <tr> <td>D1</td> <td>20.83%</td> <td>26.39%</td> <td>47.22%</td> </tr> </table>	ASG	0%	50%	50%	D2	30.77%	30.77%	61.54%	D1	29.17%	23.61%	52.78%					South				USG	100%	0%	0%	ASG	50%	0%	50%	D2	7.69%	30.77%	38.46%	D1	20.83%	26.39%	47.22%	
ASG	0%	50%	50%																																				
D2	30.77%	30.77%	61.54%																																				
D1	29.17%	23.61%	52.78%																																				
South																																							
USG	100%	0%	0%																																				
ASG	50%	0%	50%																																				
D2	7.69%	30.77%	38.46%																																				
D1	20.83%	26.39%	47.22%																																				
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	4 indicators meeting requirements, 10 indicators exceed the requirements	UNFPA																																				
QCPR 42.e	% of United Nations development system entities that track and report on allocations and expenditures using gender markers	100%	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) G7</p>	<p>(a) (i + ii) 68%; (iii) 60.95%; (iv) 46.41%; (v) 49.53%</p> <p>(b) (i) 60.53%; (ii) 53.86%; (iii) 50.79%; (iv) 57.14% (v) N/A</p> <p>(c) (i) 50%; (ii) 38.46%; (iii) 50%; (iv) 100%</p> <p>(d) (i) 1.24%; (ii) 5.56%; (iii) 48.57%; (iv) 70.55%; (v) 63.66%; (vi) 58.09%</p>	UNFPA																																				



QCPR 42.g	Percentage of United Nations Development Assistance Frameworks that feature gender results at the outcome level	85 out of 129 (66%)	DCO IMS 2020
QCPR 43.d	% of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	63 (Number of countries)	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 \$4.6 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) 119 of 130 countries (91.5%) (ii) 95 of 130 countries (73%) (iii) *Due to significant changes to data collection methodology during the reporting cycle in the DCO/IMS, this sub-indicator is no longer trackable as is.	DCO IMS 2020



DP.FPA.2021.4 (Part I)

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