ANNEX 6: 2014-2015 UPDATE ON UNDP PROGRESS IN THE IMPLEMENTATION OF QCPR MANDATES

Following the adoption of the QCPR in 2012, UNDP developed an internal implementation plan which turns resolution mandates into actionable items to be addressed by the functionally responsible units in the organization. Progress against priorities is tracked regularly through UNDP's internal governance bodies for the 12 identified QCPR areas: funding, poverty eradication, capacity development, south-south cooperation, gender equality and women empowerment, transition from relief to development, joint programming, RC system, Delivering as One, regional coordination, simplification and harmonization of business practices and results-based management. As of December 2015, 43 of the 59 planned UNDP actions – covering 86 operating paragraphs – were identified as completed (72%). The remaining 16 actions are currently in progress. The below represents a high-level summary of progress against key QCPR mandates.

QCPR OPERATIVE PARAGRAPH	INDICATOR	PROGRESS 2014-2015
Enhancing overall funding		
OP35 […] report to their governing bodies at the first regular session of 2014 on concrete measures taken to emphasize the **importance of broadening the donor base** […]	# of UN entities reporting to their governing bodies in 2014 on concrete measure to broaden the donor base (12)	UNDP regularly reports to the EB on its funding situation and measures to expand its donor base. In addition, UNDP presented a resource mobilization action plan to the EB in January 2015.
OP36 […] further **improve their communication to the general public** on their mandates and development results, **recognizing the important contribution made by those Governments in providing significant core contributions to regular resources of those organizations** […]	n/a	Since 2014, UNDP produces an Illustrated Annual Report showcasing its development results. The report is published in all UN languages, and highlights core contributions to regular resources by governments. Two years in a row, UNDP has been ranked the most transparent development aid agency by Publish What You Fund Aid Transparency Index.
OP37 **Actively engage with Bretton Woods institutions, the regional development banks, civil society, the private sector and foundations** with a view to diversifying potential sources of funding, especially core funding	n/a	UNDP recognizes that scaling up its engagement with IFIs is essential to advancing the 2030 agenda and achieving the SDGs. This is underscored in the UNDP Strategic Plan and prioritized in the corporate resource mobilization action plan. A new strategy for engagement of IFIs was finalized in late 2015, which will be followed by engagement plans for development banks, updated tools, and guidance.
OP39 […] **define common principles for the concept of critical mass of core resources**, […], and to **present specific proposals to their respective governing bodies by the end of 2013 with a view to a decision in 2014;**	# of UN Fs/Ps that defined common principles for the concept of critical mass of core resources by 2014 (13)	Common principles were developed by UNDP, UNICEF, and UNFPA, and presented to the EB in December 2013. In addition, UNDP presented a paper on critical mass titled: "Achieving critical mass for development success" at the second regular session of the EB in 2014.
Improving predictability and quality of resources		
OP41 […] ensure that all available and **projected core and non-core resources are consolidated within an integrated budgetary framework** […];	# of UN entities consolidating all projected core and non-core resources within an integrated budgetary framework. (41)	The UNDP integrated budget for 2014-2017 was approved at the EB second regular session in 2013.
OP43 Stresses the need to **avoid the use of core/regular resources to subsidize non-core/extrabudgetary financed activities**, including the use of core/regular resources to cover costs related to the management and support of non-core/extrabudgetary funds and their programme activities;	% of total core expenditure on development-related activities directed to programme (20.a) % of total non-core expenditure on development-related activities directed to programme (20.b)	UNDP monitors the indicators through its IRRF. % of total core expenditure on development-related activities directed to programme was 76% (2014) and 78% (2015). % of total non-core expenditure on development-related activities directed to programme was 94% (2014) and 94% (2015).
OP 46	# of UN entities that held structured dialogues in their respective governing	UNDP conducted 7 structured funding dialogues with the EB between 2013 and 2015. The dialogues focused on: UNDP's role in the evolving development finance

[...] **organize structured dialogues during 2014** on how to finance the development results agreed in the new strategic planning cycle of their respective entities [...]	bodies during 2014 on how to finance the development results agreed in the new strategic planning cycle. (17)	landscape; UNDP's funding architecture and funding status; and funding scenarios and implications for UNDP's business model.
Ensuring full cost recovery		
OP 53 [...] to **adopt cost recovery frameworks by 2013, with a view to their full implementation in 2014,** [...]	# of UN entities that have adopted harmonized cost recovery frameworks by end of 2013. (19)	UNDP, UNICEF, UNFPA and UNWOMEN harmonized their cost recovery practices and methodology to achieve 'full cost recovery' as mandated.
OP 54 [...] **include estimated amounts to be recovered in their budgets and to report on actual cost recovery amounts as part of their regular financial reporting**;	# of UN entities reporting on cost recovery amounts within their regular financial reporting. (22)	Reporting on cost recovery amounts in compliance with the new framework is integrated into the IRRF and reported to the EB in the UNDP annual financial report.
OP56 [...] **further pursue reductions in management costs** in the effort to minimize the necessary cost recovery rate within the existing budget framework;	n/a	The Management Efficiency Ratio was 7.87% in 2015, exceeding the 2015 milestone ambition set in the IRRF of 8.2%.
Capacity building and development		
OP58 [...] direct particular efforts to **supporting programme countries, at their request, in building national capacity for inclusive, equitable, participatory, transparent and accountable national development processes,** in order to target and empower the poor and people in vulnerable situations;	n/a	UNDP's Strategic Plan 2014-2017 highlights national ownership and capacity building as key engagements principles and emphasizes their inclusion in all programming.
OP63 [...] **develop**, for the consideration of Member States, **a common approach for measuring progress in capacity development**, [...]	Common approach and framework to measure progress in capacity (27)	A UNDG task team has been created to develop an approach and framework to measure changes in capacities. The working group has identified three key deliverables: preparing an inventory of capacity development measurement approaches and tools that currently exist in the UNDS; preparing a White Paper with capacity development measurement principles; and piloting of the principles in 2016.
Poverty eradication		
OP71 [...] **assign the highest priority to poverty eradication,** and stresses that efforts in this area should be scaled up to address the root causes of extreme poverty and hunger;	n/a	Poverty eradication and inequality reduction are the vision underlying UNDP's Strategic Plan. Quality assurance procedures at programme and project level have been put in place to ensure alignment with the Plan's vision, including greater focus on specific target groups, especially the extreme poor, women and female headed households and youth.
South-south cooperation		

OP74 […] **mainstream support to South-South cooperation and triangular cooperation** into the regular country-level programming of operational activities for development […] **OP75** […] **intensify its information-sharing, reporting and evaluation** on support to and results achieved through South-South cooperation, including triangular cooperation	# of UN entities that integrate south-south cooperation into their strategic plan (32) # of UN entities that actively report on south-south cooperation in their annual reports (33)	UNDP has prioritized SSC and TC as a core way of working in its Strategic Plan. In addition, UNDP developed a new SS/TC Strategy in 2015 following extensive consultations with Member States. Focus in 2016 will be on implementation of the strategy. Since 2014, country offices and HQ units report on the use of SSC/TC through the Result Oriented Annual Reporting system (ROAR), and the IRRF.
Gender equality		
OP81 […] **substantially increase the investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women** in United Nations development framework programmes;	n/a	The UNDP Strategic Plan includes a specific outcome on "gender equality and women's empowerment" (outcome 4), and has mainstreamed gender considerations throughout all other outcomes.
OP88 […] **acquire sufficient technical expertise for gender mainstreaming in programme planning and implementation** […]	n/a	UNDP's Gender Team includes 8 full-time professional advisers at headquarters and 14 in the regional hubs. These capacities are enhanced by additional staffing in other professional homes, bringing the total number of dedicated gender advisors to 29. In 2015, 67 percent of country offices (90 country offices) had multi-disciplinary gender focal teams led by senior management with written terms of reference and with at least 20 per cent of their time allocated to the team. 44 percent of country offices (60 country offices) have a gender equality strategy plan or action plan aligned to the UNDP Gender Equality Strategy.
OP89 […] **provide for more coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and on the tracking of gender-related resource allocation and expenditure**, including through the promotion of the use, where appropriate, of gender markers, […];	# of UN entities that track and report on allocations and expenditures using gender markers (37)	UNDP has used a gender marker since 2009. In 2015, 35% of UNDP expenditures made a significant contribution to gender equality or have gender equality as a principal objective. While this is a slight increase from 2014, it is still short of the mid-point milestone. Gender equality indicators are part of the Strategic Plan's Integrated Results to Resources Framework (IRRF). 138 countries reported against sex-disaggregated or gender-specific indicators in 2015 (compared to 137 in 2014), with a particular concentration in outcomes 1 and 2. Performance against these indicators met or exceeded the 100 per cent achievement mark for 18 outputs and missed it for three.
OP91 […] **further improve their institutional accountability mechanisms** […]	n/a	The Gender Steering and Implementation Committee (GSIC), chaired by the Associate Administrator, is the principal corporate accountability mechanism for ensuring that UNDP advances gender equality and women's empowerment in all its work. Reporting to the GSIC is mandatory for all regional bureaux, professional homes (sustainable development, governance and peacebuilding, climate change and disaster risk reduction, strategic policy and global positioning), the Office of Human Resources, the Human Development Report Office, the Crisis Response Unit and the Bureau of External Relations and Advocacy.
OP92	# of entities that have achieved gender balance among both General	In 2013, UNDP adopted a new Gender Parity Strategy, which focused on increasing the numbers of women at P4 and above grades, with a particular focus on senior management positions in the field (RRs, CDs/DRRs and DCDs). While the 2017

[...] **continue efforts to achieve gender balance in appointments** within the United Nations system at the central, regional and country levels for positions that [...]	Service staff and high-level posts (P4 and above) (39)	target (50%) for *overall* female staff was reached two years ahead of schedule, more needs to be done: • The share of women at the P4/5 levels increased from 38% in 2013 to 40% in September 2015; • Women at the D1 and above levels now account for 38%, 3% up from 35% in 2013; • 33% of CDs and 46% DRRs/DCDs are women in 2015, compared to 38% and 42% in 2013.
Transition from relief to development		
OP94 [...] **respond to requests from countries affected by disasters or conflicts that are in transition from relief to development** to support their national priorities, while recognizing the differences in these situations;	n/a	UNDP's Strategic Plan has a specific outcome focused on recovery in post conflict and post disaster situations (Outcome 6). The SP follows an integrated approach to transitions from relief to development recognizing the traditional "relief first and development later" approach is not tenable in the complex and protracted crisis situations faced today. To this end, other outcomes in the SP address transition issues in particular Outcome 5, but also outputs 3.1, 3.5, 5.5, and 5.6. Through the Integrated Results and Resources Framework (IRRF), UNDP reports annually on progress made in this outcome area.
OP 108 [...] **integrate disaster risk reduction into their respective activities**, including measures aimed at restoring and improving services and infrastructure as part of the early recovery and transition phase; **OP110** [...] **give due consideration to prevention, preparedness and disaster risk reduction activities, in particular by supporting national and local efforts in that regard;**	n/a	UNDP's Strategic Plan has a specific outcomes focused on Disaster Risk Reduction (Outcome 5). Through the Integrated Results and Resources Framework (IRRF), UNDP reports annually on progress made in this outcome area.
OP100 [...] assign priority to **providing adequate and sustained financial and technical support** to ensure effective strategic and operational planning and coordination capacity in the offices of resident coordinators in countries in situations of transition from relief to development;	n/a	UNDP supports UNCTs during the UNDAF preparation process through the roll out of guidelines for mainstreaming disaster and climate risk reduction in UNDAF/CCAs, and promoting an integrated approach to DRR, climate change and environmental sustainability where applicable.
OP105 **Encourages the United Nations system and the Bretton Woods institutions to continue strengthening their efforts to improve coordination** with regard to the transition from relief to development,	n/a	UNDP has ongoing engagements with the World Bank, EU and other UN actors to strengthen strategic cooperation in response to crisis. Significant joint initiatives in conflict and disaster related contexts between the UN, EU and the WB have been undertaken, including post disaster and post conflict needs assessments.
OP107 [...] **accelerate progress in deepening coordination between Secretariat entities and members of the United Nations development system**, inter alia, through the simplification and harmonization of programming instruments and processes and business practices, [...]	Endorsement of standardized instruments by the Secretariat entities and the UN Development system to support joint programming and business operations in countries with a UN mission present (44)	The Integrated Assessment and Planning (IAP) instrument was endorsed in April 2013. Examples of deepened coordination between UNDP and Secretariat entities include: • The Global Focal Point for Police, Justice and Corrections, co-led by DPKO and UNDP, is operational at headquarters and in 15 integrated mission settings. • UNDP conducted lessons learned studies of the transition of the UN presence in Sierra Leone and Burundi in collaboration with DPA, DPKO and PBSO. These will feed into the future revision of the policy on mission drawdown and withdrawal and UNDP guidance on the same.

		• In Haiti, there is strengthened cooperation between DPKO and the UNCT with regards to joint programming in Rule of Law and access to assessed contribution for UNDP on Community Violence Reduction.
OP112 […] **ensure that the profiles of the resident coordinators in countries in transition from relief to development also include the qualifications of a humanitarian coordinator and that appropriate training on coordination** and provision of humanitarian assistance is provided;	n/a	In order to ensure an optimally relevant and rigorous process for attracting high-caliber Resident Coordinator (RC) candidates, an entirely new Resident Coordinator Assessment Centre (RCAC) was launched in 2014. The new scenarios and exercises developed for the Centre reflect much better the complexity of the RC role, covering the development, humanitarian, human rights, political and security dimensions in which RCs routinely operate.
UNDAF		
OP119 […] **further simplify and harmonize agency-specific programming instruments and processes in alignment with the United Nations Development Assistance Framework** in order to better respond to national priorities, challenges and needs and to reduce transaction costs for national Governments and other stakeholders […]	# of UN entities who have developed simplified and harmonized agency-specific programming instruments (56)	Since 2014, UNDP, together with UNICEF, UNFPA, and WFP, has simplified and harmonized the country programme document format, as approved by the Executive Board.
OP121 […] **carry out any changes required to align their planning and budgeting cycles with the quadrennial comprehensive policy review**, including the implementation of midterm reviews, as necessary, […]	# of UN agencies which have aligned planning and budgeting cycles to the QCPR timeframe (60)	UNDP has aligned its planning and budgeting cycles with the QCPR. The organization has been able to take full advantage of QCPR guidance in the design and implementation modalities of its Strategic Plan (2014-2017). The Integrated Results and Resources Framework (IRRF) includes QCPR common indicators that are fully aligned with the Secretary-General's QCPR monitoring framework. From 2015, UNDP has consolidated its annual reporting on the implementation of the QCPR within the Administrator annual reporting to the EB in line with Economic and Social Council resolution 2013/5.
Resident Coordinator system		
OP124 **(a) improve the way in which individuals are attracted, selected, trained, appraised and retained with in the resident coordinator system** with a view to bringing in and developing high-calibre leaders, […] (b) **achieve diversification in the composition of the resident coordinator system in terms of geographical distribution and gender**; (c) develop an **integrated strategy of training and support to resident coordinators** to help them to better respond to the needs, priorities and challenges of programme countries and address the demands of the United Nations development system without competing demands; (d) To ensure the **participation of all United Nations agencies, funds and programmes on an equal footing** in the process of nominating candidates for the position of resident coordinator;	% of RCs that are female (62) % of RCs that are from "programme countries" (63)	A new Resident Coordinator Assessment Centre (RCAC) was launched in 2014. The new scenarios and exercises developed for the Centre better reflect the complexity of the RC role. In December 2015, 42% of all RR/RCs were women, which represents a notable increase from 36% in 2012. By April 2016, this had increased to 44%. As of December 2015, there were 51 RCs from programme countries/South, which represents 43% of the total number of RCs serving at that time. The UNDG, through DOCO, delivers an annual induction programme for newly appointed RCs. The induction in an applied learning programme and interactive knowledge exchange on complex issues and areas related to the functional integrated responsibilities and expectations of the RC role, as well as across the various contexts in which RCs work. In 2016, the UNDG Working Group on Leadership (co-chaired by Special Coordinator on 'Fit for Purpose' and OHCHR) will be developing an integrated learning approach for RCs, connected to the demands of the transformative leadership agenda.

		All UN agencies, funds and programmes may nominate successfully assessed candidates for RC vacancies. In 2015, 86 candidates were nominated for RC vacancies, of which 52 came from the broader UN system and 34 from UNDP. 60% of the nominations overall came from UN organizations other than UNDP.
(h) To encourage the United Nations Development Programme to **appoint country directors, where cost-effective,** in agreement with national Governments, to run core United Nations Development Programme activities, including fundraising, so as to ensure that resident coordinators are fully available for their system-wide tasks; (j) To ensure the **appropriate decentralization of authority from headquarters to the country-level representatives of the funds, programmes and specialized agencies**, where relevant, for making decisions on programmatic and financial matters related to the programming activities, as agreed with national authorities;	% of UN entities that have revised the job description of their UNCT members to recognize the role of the RC (61a) % of UNDP country directors that have signed delegation of authority letters, including for resource mobilization with RC/RRs (61e)	In 2015, UNDP had 51 Country Directors. The job description of the UNDP Resident Representative has been modified. In order to fulfil the constantly increasing need for UN development results at the programme country level (his/her role as RC), the RC/RR is able to delegate to the Country Director (CD) responsibility for day-to-day management and implementation of the programmatic and operational activities of UNDP. In 2015, there has been a delegation of authority from RRs to CDs in 88% of country offices. Full compliance is expected to be achieved in 2016.
OP128 […] **provide further financial, technical and organizational support for the resident coordinator system**, and requests the Secretary-General […] to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the resident coordinator system […]	Proposal on funding modalities of the resident coordinator system submitted to ECOSOC & GA in 2013 (66) # and % of UN entities fully implementing the cost-sharing arrangement (65) Contributions in cash provided to the RC system; Contributions in kind provided to the RC system (67)	A cost sharing agreement for the funding of the RC system was adopted in 2014. In 2015, 60% of UN entities were implementing the cost-sharing agreement. UNDP contribution in cash to the resident coordinator system amounted to $89.70 million in 2014 and $92.70 million in 2015. As the UNDG has not completed the development of a common methodology for the definition of in-kind contribution, this cannot be reported on.
OP130 Notes that […] the **management and accountability system of the United Nations development and resident coordinator System** […] has been developed in order to provide an accountability framework for resident coordinators to exercise oversight of the design and implementation of the United Nations Development Assistance Framework, and in this regard calls upon: (a) The United Nations development system to ensure the **full implementation, including monitoring, of the management and accountability system** of the United Nations development and resident coordinator system, including the functional firewall for the resident coordinator system, in areas that do not require intergovernmental approval;	Full implementation of the elements of the M&A system (61)	UNDP has fulfilled its M&A requirements since 2009. The UNDAFs are binding documents jointly signed by the RC/UNCT and the host government. Typically UNCT members and government jointly participate in UNDAF results groups to ensure effective UNDAF implementation and collective accountability for results. In 2015, 48% (12 out of 25) UN entities have included RC inputs in UNCT members' performance appraisal. 60% (15 out of 25) included UNCT results in agency representatives' performance appraisal. The Assessment of Results and Competencies (ARC) is the new online performance appraisal tool for RCs and UNCTs, approved by the UNDG in December 2015, and launched as global pilot in 2016. The ARC provides consolidated feedback from the RC and UNCT members on how well the UNCT performed, as well as how the RC and each UNCT member contributed towards the achievement of agreed UNCT goals for the performance

(b) The United Nations development system to ensure that **resident coordinators, supported by members of the United Nations country teams, are accountable to national authorities** for the delivery of results agreed in the United Nations Development Assistance Framework and report to them on the results of the country teams as a whole; (c) […] implement […] that the **resident coordinators provide formal input to the regular performance appraisals of all entity representatives who are members of the country team** on their contributions to its effective and efficient functioning, and in this regard reiterates the importance of the mutual appraisal between the resident coordinators and the members of the country teams in the performance assessment process;	% of UN entities that have included RC's inputs in UNCT members performance appraisal system (61c) % of UN entities that have included UNCT results in agency representatives' performance appraisal system (61d)	period. The ARC will produce reports for the RC, the UNCT and each UNCT member. ARC reports will be a key input to the formal appraisals of the RC/HC/DO and UNCT, conducted annually by the Regional UNDG Teams. Individual team member ARC reports will also be provided to the respective agencies for the performance reviews conducted by the Regional Director/line supervisor.
Delivering as One		
OP138 […] **provide programme countries that are considering adoption of the "Delivering as one" approach with information** on issues such as "Delivering as one"-specific joint planning, programming, implementation, monitoring and evaluation, reporting and funding mechanisms, as well as on the support provided by the resident coordinator office and the United Nations country team, with a view to enabling them to take an informed decision on modalities for the delivery of assistance; **OP140** […] build on the best practices and lessons learned in implementing "Delivering as one" by a number of countries and to **further consolidate the process by clearly outlining the core elements of each of the "ones",** based on lessons learned, including by formulating standard operational procedures as guidelines for the successful work of the United Nations country teams in "Delivering as one" countries, as well as for other countries that consider joining "Delivering as one", and to report on this process and standard operating procedures to the Economic and Social Council during the operational activities segment of its substantive sessions; **OP141** […] **support programme countries that have adopted the "Delivering as one" approach with an integrated package of support** […]	# of countries applying components of the SOPs (71)	The UNDG adopted Standard Operating Procedures (SOPs) in August 2014 to provide an integrated package of guidance on programming, leadership, business operations, funding and communications for country-level development operations. UNDP monitors the application of the SOPs through its IRRF (common QCPR indicator). The application of standard operating procedures in 2015 covered 55% of country offices, with 43% operating with one programme, 10% with a common budgetary framework, 7% with one fund, 16% with one leader and 18% operating as one. UNDP's commitment to the implementation of the SOPs is reflected through current internal efforts to integrate the SOPs into UNDP's programming guidelines and instruments and their effective used in the new UNDAFs and One Programme processes. A mapping of the programming implications of the SOPs has been conducted, with an analysis of the steps required to fully implement. UNDP's prescriptive content has been updated to clarify that the DaO Joint Results Group work plans can be used in lieu of the CPAP. Incorporation of the DaO SOPs is a key element of the end-to-end rewrite of UNDP's Programme and Project Management prescriptive content. Work is underway to enable all the necessary changes.
Regional dimension		
P145 […] **strengthen collaboration with regional and subregional intergovernmental organizations and regional banks**, as appropriate, and consistent with their respective mandates;	n/a	At the regional level UNDP chairs or co-chairs the Regional UNDAF Peer Support Group (PSG) on behalf of the Regional UNDG. UNDP contributed to trainings on UNDAF development, SOPs tools, RBM, monitoring tools, orientation on the SDGs, in addition to extending support to the UNDAF development process in several countries including those in crisis. UNDP also leads and/or contributes to a number

OP146 Requests the regional commissions as well as the funds, programmes, […] regional level to **further strengthen cooperation and coordination among themselves and with their respective headquarters**, […]		of thematic initiatives with a clear rationale for inter-agency action including gender equality and mainstreaming, social protection, disaster reduction and resilience, urbanization, youth development, human rights, post 2015 development agenda, risk management, etc. UNDP continues to ensure collaboration with the Regional Coordination Mechanism and alignment with the UNDG global and regional agenda; and undertakes regional advocacy on sustainable development, building on high-profile regional reports.
Simplification and harmonization of business practices		
OP152 […] **further pursue higher-quality, more effective and cost-efficient support services in all programme countries** by reducing the duplication of functions, and administrative and transaction costs, through the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services, […]	Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, ICT and other services (83)	UNDP, together with agencies, funds and programmes is implementing the business operations strategy in the pilot countries as well as self-starter countries. Currently, there are 33 UN Country Teams with Business Operations Strategies. The June 2015 mid-term evaluation of the strategy pointed to concrete benefits of common operations, including enhanced access and quality of services, faster service provision in support of programme, elimination of duplications in operational processes, enhanced risk management, and better leverage UN buying positions when procuring.
OP153 […] further invest in **intra-agency rationalization of business operations** and to present plans in this regard to their governing bodies by the end of 2013;	# of UN entities that presented plans for intra-agency rationalization (90)	UNDP has revised its business processes for integrated services to clients for recruitment; IT support; procurement; and travel. A new Bureau for Management Services has been launched. A new business coordinator function in the bureau will be responsible for providing integrated business solutions for Bureaux in partnership with service managers at HQ, Regional Hubs, and Global Shared Service Centres in Copenhagen and Kuala Lumpur.
OP154 […] develop and conclude inter-agency framework agreements regarding the **provision of support services regulating the mutual validity of agreements** between United Nations entities and third parties at the country level and to delegate the authority to country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency agreements without further approval requirements by the end of 2013;	# of countries implementing common services, common LTAs, harmonized approach to procurement, common HR management, ICT services, financial management services (88a)	In 2015, the following was reported: • 122 (90%) UNDP country offices used common services. • 102 (76%) UNDP country offices used common LTAs. • 51 (38%) UNDP country offices reported a harmonized approach to procurement. • 38 (28%) UNDP country offices used common HR management. • 68 (50%) UNDP country offices used common ICT services. • 28 (21%) UNDP country offices used common financial management services.
OP159 Requests the Secretary-General to present to the executive boards of the funds and programmes, by the beginning of 2014, a **proposal on the common definition of operating costs and a common and standardized system of cost control**, […]	Proposal on common definition of operating costs and a common and standardized system of cost control presented in 2014 (85)	In June 2015, the HLCM Finance and Budget Network adopted a proposal on the common definition of operating costs. The UN System's organizations would use costs classified as "management" as a proxy definition for "operating costs", along the lines of the definition already adopted by UNDP, UNFPA, UN Women, and UNFPA. The HLCM Finance and Budget Network members will report on the status of implementation to ECOSOC.
OP161 […] to **develop a strategy**, in consultation with Member States, by the end of 2013, with concrete goals and targets, to **support the**	Strategy for establishment of common premises in programme countries adopted by 2013 (82)	The UNDG Strategy on Common Premises was finalized in February 2015.

establishment of common premises in programme countries that wish to adopt them, […]		
Results-based management		
OP166 […] accelerate work to **develop and sustain a results culture at all levels within the funds and programmes, the specialized agencies and other United Nations entities**, including by identifying and implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and in periodically reviewing their results management systems, and to invest in developing capacities and competencies for results-based management;	# of UN entities using common RBM tools and principles (92)	Based on the ROAR 2015, 58 country offices (43%) selected "used common RBM tools and principles jointly developed and agreed among UNDG agencies" among various options to strengthening capacity for data collection and monitoring. UNDP received a satisfactory audit for its results-based management in 2015. In 2015, 64% of country offices had met the internal standard of spending 1-3%of their programme budget on M&E; 56% had one or more M&E specialists, bringing total capacity to 12 dedicated staff in regional hubs and 127 full-time equivalent M&E specialists in country offices; 84% of country offices reported taking measures to improve their data collection and monitoring capacity; 59% had invested in improving the quality of their decentralized evaluations; and in 56% of countries where UNDP has a presence, there had been collaboration with partners to strengthen national statistical systems.
OP170 […] **promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels** […] and in this regard requests the United Nations funds and programmes, and encourages the specialized agencies, to consult Member States during the production of results frameworks of their respective strategic plans, and to report annually on implementation from 2014;	# of UN entities with clear and robust results frameworks (93)	UNDP has an Integrated Results and Resources Framework (IRRF), which includes baselines, annual milestones, and multi-year targets for development and institutional results. UNDP submits an annual evidence-based results report to the EB. The report includes a Development Report Card, and since 2016, also an Institutional Report Card. In 2015, UNDP conducted an extensive review of development evidence (IRRF, CPD results framework, project results framework, decentralized evaluations and Results Oriented Annual Reports) across its 136 country offices. As a result of the evidence review exercise, all country offices took actions in Q4 2015 to improve quality of evidence.