**Annex 3. Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy**

**Review (QCPR) of operational activities for development of the United Nations System**

This annex is submitted in accordance with ECOSOC resolution 2013/5, which “requests the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the quadrennial comprehensive policy review (QCPR) within their reporting on the implementation of their strategic plans”. In an effort to enhance harmonization and coherence across the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the four agencies developed a common reporting format outlined below. This table reports against the mandates of the General Assembly resolution 71/243 (2017-2021) on QCPR of operational activities for development of the United Nations System in its second year of implementation.

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| 1. **General Guidelines**
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| QCPR mandates (OP1-15) | Progress |
| *Calls upon* the entities of the UNDS to:* *mainstream the SDGs in their strategic planning documents* and their work at all levels (OP8)
* continue to *strengthen results-based management,* focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, improving integrated results and resources framework (OP12)
* 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 (OP13)
 | * **(OP 8)** UNDP has mainstreamed the SDGs into the Strategic Plan for 2018-2021 and Integrated Results and Resources Framework (IRRF). UNDP supported a diverse array of countries to mainstream the SDGs into national and subnational planning documents based on guidance, tools and methodologies developed by UNDP and partners. These include: 1) [UNSDG’s Mainstreaming Reference Guide](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fundg.org%2Fdocument%2Fmainstreaming-the-2030-agenda-for-sustainable-development-reference-guide-for-un-country-teams%2F&data=02%7C01%7Cnicole.igloi%40undp.org%7C23fcedf9d68341f840bd08d6b2f610fe%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636893167259835374&sdata=6NOvl87mEOMrckTEy0JM0Npq15Q5rhjUTPJYYQTEXq8%3D&reserved=0) that was updated in 2017 to assist UNCT in helping Member States to adapt the SDGs to their national contexts; 2) Rapid Integrated Assessment tool (RIA) that looks into national and subnational planning documents to assess the extent to which these plans are aligned with the SDGs and helps identify gaps, and 3) Co-financing Guidance Note that was developed in 2018 by UNDP and partners to identify opportunities for funding ‘super goods’ or investments that have impacts across multiple SDGs, such as school meal programs; such a framework is enabling a deeper understanding of how different ministries can work together to fund initiatives that have wide-ranging spillover effects. The RIA has been applied in 64 countries and in many cases as part of the preliminary analysis prior to MAPS engagements.
* **(OP12)** In 2018, UNDP continued to strengthen results-based management with a greater focus on long-term development outcomes in support of the 2030 Agenda and SDGs. The IRRF of the Strategic Plan for 2018-2021 incorporated SDG indicators at impact and outcome levels, including a common set of indicators to monitor shared results with UNICEF, UNFPA and UN WOMEN. In 2018, the four Agencies agreed on further harmonization of their results reporting approach and format for the annexes of the Annual Report of the Administrator (Executive Director), including the harmonized methodologies for the IRRF population and Report Card, harmonized template for the QCPR Implementation Report, and incorporation of the Common Chapter results report as a common annex to the Annual Report of the Administrator (Executive Director).

**(OP 13)** 2018is the first year of the SWAP 2.0. UNDP has steadily improved and met/exceeded 87.5% of the requirements for the UN SWAP 2.0 performance indicators, making it one of the highest performers within the UN system.  Notable achievements include: policy and strategic planning; knowledge and communications; and evaluation – which for the first-time exceeded requirements.  |
| 1. **Contributions of the UN operational activities for development**
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| QCPR mandates (OP16-24) | Progress |
| Stresses the importance of mainstreaming SDGs… and urges the UN to (OP17):* continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour *to reach the furthest behind first* (OP17a)

*Calls upon* the UNDS to… improve their support to the building, development and strengthening of national capacities by (OP21) * Providing evidence-based and, where appropriate, *integrated policy advice* to support countries… *mainstreaming the SDGs into national plans, including by promoting economic growth, social development and environmental protection,* and ending poverty in all its forms (OP21a)
* Strengthening their *support to national institutions in planning, management and evaluation capacities, as well as statistical capacities, to collect, analyse and increase significantly the availability of high-quality, timely and reliable disaggregated data* (OP21c)
* 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* (OP21e)

Calls upon UNDS to to enhance coordination with humanitarian assistance and peacebuilding efforts by (OP24) :* *working collaboratively* to move beyond short-term assistance towards contributing to longer-term development gains, *including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame* (OP24a)
* *improving coordination and synergy to maximize the impacts,* results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development (OP24b)
 | * **(OP17a)** UNDP co-lead the development of a UNSDG Operational Guide to UNCTs on Leaving No One Behind (LNOB), presented in draft form at the end of 2018. UNDP has provided thought leadership including, offering its work and methodology for integrated LNOB assessments to work with countries to identify, track and prioritize the furthest behind; better understand and address the spectrum of deprivations and disadvantages that leave people behind across the SDGs. UNDP’s strategic position on the imperative to ‘leave no one behind’ was strengthened through the high-level side event to the 2018 General Assembly on ‘Curse or Cure? Leaving no one behind in an Age of Technological Revolution.’
* **(OP21a)** UNDP has engaged systematically in efforts to improve evidence-based and integrated policy advice for mainstreaming the SDGs into national development plans and establishing roadmap for SDG implementation. In 2018 progress was made on formalizing the MAPS approach (Mainstreaming, Acceleration and Policy Support) in 38 countries, of which 14 countries received first time support, 18 countries received ongoing support from 2017, and 6 countries received ongoing support from 2016. 25 sister agencies participated in MAPS engagements in 2018, alongside four other critical development actors: the European Union, the World Bank, the Asia Development Bank, and the Organisation for Economic Co-operation and Development. By investing in exploration, testing and scaling of integrative methods and analytic tools in 2018, UNDP has been able to create a coherent, whole-of-system support offer, capable of responding to countries’ evolving request for support implementing the 2030 Agenda. Furthermore, integrated modelling tools are being deployed in countries to provide evidence to guide national planning and investments around the SDGs.  (1) The [International Futures](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fpardee.du.edu%2F&data=02%7C01%7Cnicole.igloi%40undp.org%7C2d40e28376b54a2267a908d6b2cffa20%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636893003667967482&sdata=MgT2hcY0rcyFsbogYLut8WZLaFC9gitXdxC4hygad8k%3D&reserved=0) (IF) is a systems-thinking tool that analyzes interconnections across the SDGs and helps understand how changes in one system have implications for others. Applied in 9 countries the tool has informed national priorities and fed into national strategic plans including in contexts of MAPS engagements. (2) Using the [CLEWS](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fun-modelling.github.io%2Fmodelling-tools%2F%23clews&data=02%7C01%7Cnicole.igloi%40undp.org%7C2d40e28376b54a2267a908d6b2cffa20%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636893003667967482&sdata=lc%2F9b1Xz%2F4Wm8m3k%2FgylC50n3658LlFtp5gS0XpirDo%3D&reserved=0) framework (climate, land-use, energy, and water systems) UNDP, along with UNDESA and partners, have been supporting [15 countries](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fun-modelling.github.io%2Fcountry-projects%2Fbolivia%2F&data=02%7C01%7Cnicole.igloi%40undp.org%7C2d40e28376b54a2267a908d6b2cffa20%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636893003667977487&sdata=MMZta87kp%2BEMrvApS4ljPnmpZj0H8GeYGe%2BHQiFYPMQ%3D&reserved=0) on integrated planning around natural resource sectors. By utilizing national level data on water, energy, and land-use, the modeling framework helps develop long-term sectoral plans that takes into consideration trade-offs and synergies, such as how expansions in energy access can have adverse implications for the environment.
* **(OP21c)** UNDP has been working with relevant UNCTs to support national statistical offices (NSOs) to serve as coordinators of broader data ecosystems including official as well as non-official stakeholders. UNDP is also working with UNCTs to engage all relevant national stakeholders beyond the technical statistical community, including civil society, private sector, and development stakeholders to raise awareness of the importance of investing in statistical capacities to address data gaps and meet the needs of the 2030 Agenda. Notably, in the UNSDG’s Strategic Results Group on SDG Implementation, UNDP collaborated with sister agencies in a Task Team on “Country-Focused Data and Reporting” to produce an online toolkit on SDG monitoring and reporting for UN Country teams, which includes an inventory of resources available across the UN Development System to support capacity strengthening for SDG statistics. UNDP is working closely with UNFPA, UNICEF and UN-Women to jointly implement the “Common Chapter” of their respective Strategic Plans, which prioritizes “Strengthening Data for Sustainable Development”. UNDP has also joined the Board of the Partnership for Statistics in the 21st Century (PARIS21) and collaborates with PARIS21 to conceptualize new approaches to statistical capacity development in the intertwined context of the 2030 Agenda and the data revolution for sustainable development
* UNDP supports the Praia Group on Governance Statistics, and is developing and piloting new indicators under SDG16, to measure representativeness of public service, satisfaction with public service, and inclusiveness of decision-making. UNDP co-led, along with the UK and a multi-stakeholder network of partners, a successful effort to establish a working group on ageing-related statistics at the UN Statistical Commission. Together these efforts aim to develop norms, standards and good practices for producing national statistics in two areas of sustainable development that are currently constrained by significant data and capacity gaps, but critical for meeting the ambition of the 2030 Agenda to leave no one behind.
* **(OP21e)** UNDP’s support for South-South cooperation is anchored in its Strategic Plan and our support for countries to achieve the Sustainable Development Goals, across the six signature solutions: poverty, governance, resilience, environment, energy, and gender equality.  In 2018, between 13-19 per cent of the initiatives under each signature solution utilized South-South cooperation to help countries achieve their development objectives. 109 of UNDP’s 130 Country Offices collaborated with national governments and other partners in South-South and triangular cooperation activities in 2018, and in doing so supported partnerships with over 180 other countries through 900 plus initiatives.  Building capacity for SSC at country and regional level accounted for 53 percent of all initiatives while our work also contributed to knowledge brokering (36 per cent of initiatives) and facilitated partnerships in 12 per cent of initiatives. UNDP continued to support the systematic knowledge codification of southern development solutions through SSMart for Sustainable Development Goals, an online development solution exchange that enables partners to post their demands, search for solutions, share their solutions and collaborate.  The platform currently features over 60 high quality southern development solutions and is free and open to all development stakeholders (governments, civil society organizations, UN agencies, the private sector and academia).
* UNDP continued to partner with South-South Global Thinkers, bringing together six networks encompassing 200 southern think tanks fostering dialogue, ‘new thinking’ and evidence-based research on South-South cooperation and southern development solutions.  In 2018, UNDP introduced a new strategic initiative to deploy a network of up to 60 Country Accelerator Labs as key vehicles for helping surface, co-create, replicate and scale southern development solutions and innovations.
* **(OP24a)** UNDP Administrator acts as the vice co-Chair of the Joint Steering Committee (JSC) to Advance Humanitarian and Development Collaboration, which aims to unblock key obstacles to working across the nexus. UNDP with OCHA provides secretariat support to the JSC, including following up on the implementation of the JSC Work Plan through the implementation of the New Way of Working (NWOW) Approach.  UNDP also co-chairs the Inter-Agency Standing Committee (IASC) Task Team on the Humanitarian-Development (HD) Nexus in Protracted Crises and the UNSDG Task Team 4 on Transitions and Recovery. Through its strengthened partnerships on this work, UNDP contributed to the OECD’s International Network on Conflict and Fragility (INCAF), which in 2018 worked on approving a DAC recommendation on the Humanitarian-Development-Peace (HDP) Nexus providing a comprehensive framework that can support, incentivize and implement more collaborative, coherent and complementary humanitarian, development and peace actions. UNDP also contributed to policy level documents on the NWOW from sister agencies including by WHO and FAO.
* At the country level, UNDP advanced the NWOW through its advisory and technical support to the SG’s priority countries and regions, particularly in the Horn, Sahel, Lake Chad Basin, Afghanistan and the Democratic Republic of Congo. During this year, UNDP strengthened its support to seven countries out of these regions on the request of the JSC: Nigeria, Niger, Burkina Faso, Chad, Cameroon, Somalia and Ethiopia. Through these field level engagements, UNDP facilitated staff deployment, remote policy support, as well as provision of guidance materials and tools to RCOs and UNDP COs. UNDP continued support to advocacy and awareness of the HDP Nexus and the NWOW approach by organizing a multi-stakeholder workshop in Dakar that brought together key partners from the UN, governments, non-UN and donor partners.
* At policy level, UNDP worked with partners to draft a collective outcomes paper that built on earlier works by partners such as OCHA and that spoke across the humanitarian, development and peace pillars. During the reporting year, UNDP also commenced work on articulating its sustainable development offer within the work of the HDP Nexus.
* **(OP 24b)** UNDP has engaged systematically in efforts to improve coordination and synergies to maximize the impacts and implementation of the 2030 agenda. In 2018 progress was made on formalizing the MAPS approach in 38 countries, of which, 14 countries received first time support, 18 countries received ongoing support from 2017, and 6 countries received ongoing support from 2016. 25 sister agencies participated in MAPS engagements in 2018, alongside four other critical development actors: the European Union, the World Bank, the Asia Development Bank, and the Organisation for Economic Co-operation and Development. These missions brought together the engagement and expertise from over 20 UN entities and other development partners. Similarly, the UN, EU and WB partnered to support the Post Disaster Needs Assessments (PDNAs) in seven countries (Cote d’Ivoire, Ecuador, Guatemala, Kerala (India), Rwanda, Lao PDR, Tunisia and Indonesia). In Somalia, the Drought Impact Needs Assessment (DINA) supported by UNDP resulted in a conflict-sensitive Resilience and Recovery Framework. Recovery and a joint UN/WB/AfDB assessment was carried out in Zimbabwe.  These created joint recovery frameworks for Government and partners and facilitated resource allocation for recovery needs. In addition, 8 trainings were conducted in 2017 in which government officials, UN, EU and WB staff were trained in assessing impact of disasters and developing joint recovery plans in line with the principles of New Way of Working. In 2018, a UN interagency drafting team let by UNDP prepared the UN Common Guidance on Helping Build Resilience Societies as per the CEB decision of November 2018, which was referenced in the new UNDAF Guidance to assist with operationalizing the resilience principle.
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| 1. **Funding of the operational activities for development**
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| QCPR mandates (OP25-43) | 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* (OP33)*Also urges* the entities of the UNDS, through their governing bodies, to take concrete steps to address the decline of core contributions and the growing imbalance between core and non-core resources (OP34) * Exploring options *to ensure an adequate and predictable level of core and non-core* funding on a multi-year basis (OP34a)
* Exploring options to broaden and diversify the donor base and reduce reliance on a limited number of donors (OP34c)

Urges all entities of the UNDS to *comply with existing cost recovery policies* and *report annually on their implementation to their respective governing bodies* (OP35)*Urges* the entities of the UNDS 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 (OP43) | * **(OP33)** UNDP participated in 64 MPTFs and JPs in 2018, receiving a total $357 million. UNDP also currently plays several roles within the pooled funding instruments. Recently, and building on its experience in managing pooled funds, UNDP established the Lion’s Share initiative where the organization not only leads and manages the fund, but implements, together with other agencies as recipient organizations. For country level funds, UNDP has been providing the funding platform for joint country level activities hosting Joint Programmes as well as One Funds, financially underpinning the implementation of the UNDAF. In some funds, UNDP is also performing the Managing Agent function for Civil Society Organizations.
* **(OP34a)** In 2018, overall contributions to UNDP reached $5.23bn, representing increases to core (+2%) and non-core (+7%). By mobilizing $624m core resources, UNDP managed to reverse the downward trend in core contribution over the past several years. In 2018, 43 % of core contribution came from multi-year commitment, up from 29% in 2017.
* **(OP34c)** Based on preliminary data, broadly across funding streams, contributions grew from 2017 to 2018. In line with the diversification agenda, contributions from international financing institutions grew the most. Contributions from donor country governments to all funding streams grew 16%, while those from programme country governments were stable, growing one percent. However, UNDP’s core donor base had three new or returning contributors and nine Member States signed multi-year pledges. UNDP welcomes the recently concluded Funding Compact of the SG and the commitment to increase the proportion of funding to the UNDS to reach 30% along with an explicit call to increase the number of core contributors. UNDP looks forward to implementing the mutual commitments contained in the Funding Compact and to increase the quality of funding to UNDP.
* **(OP35)** UNDP is compliant with the existing cost recovery policy, including the Executive Board decision 2013/9. UNDP reports annually on the implementation of the cost recovery policy to the Executive Board in its Annual Review of the Financial Situation.
* **(OP43).** In 2018, a total of four Structured Funding dialogues were held with the members of the Executive Board. Among the topics and issues covered responding to EB requests and decisions have been the key elements of the resource mobilization for the strategic plan implementation, update on linking resources with results at the SP outcome and output levels, transparency portal, and the multifaceted nature of UNDP’s partnership. UNDP also developed and presented a proposal for a revitalized funding dialogue with EB. Going forward, UNDP will continue to have a regular, open and substantive dialogue with the Board on funding related issues, including progress in the implementation of the Funding Compact.
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| 1. **Strengthening the governance of the UN operational activities for development**
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| QCPR mandates (OP44-46) | Progress |
| *stresses* the need to improve the governance of the United Nations development system, including by (OP45):* *Enhancing the transparency of the United Nations Development Group* to ensure their effective interaction with and improve their responsiveness to Member States (OP45c)
* *Enhancing* *system-wide coherence* and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system (OP46)
 | * **(OP45c)** UNDP continued to enhance transparency within the organization and of the United Nations Development Group. In 2018, UNDP was recognized as one of the world’s most transparent organizations for the third consecutive time with a score of 95.4 per cent on the 2018 Aid Transparency Index, a rise of 2.1 percentage points over the last index in 2016. To support the enhancement of transparency of the United Nations Development Group and other partners, UNDP has developed an [online training programme](https://open.undp.org/about-us/trainings)  on the international aid transparency initiative (IATI), which was shared widely with the UN Agencies through the UN Strategic Plan Network.
* **(OP 46)** Discussions were initiated by Presidents of 2017 Executive Boards of the UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP on improving the working methods of the Executive Boards. Key improvements achieved in 2017-2018 include:
	+ The number of “Informal consultations” and “Board briefings” increased by about 48% in inter-sessional periods
	+ About 30% more Joint Briefings of the Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women were organized every year
	+ The membership of the Bureaux of the Boards is now identified earlier in the year
	+ More delegations are delivering joint/group statements, such as regional sub-groups, like-minded donor delegations, etc. which has decreased some of the prepared statements by individual delegations
	+ The Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women meet almost quarterly to discuss issues of common interest
	+ Regional Offices are leading work on the implementation of the “common chapter” adopted in each of the respective Strategic Plans.
	+ The Secretaries of the Executive Boards meet at least bi-monthly in an attempt to harmonize the calendar of informal briefings, session agendas and other common tasks as much as possible, such as the planning of the annual Joint Field Visit and Joint Meeting of the Boards, as well as exchange of views on thematic areas and efficient Board practices.
* An analysis of common agenda items across the agencies, across all sessions of the Boards, with a view to review coherence, harmonization, and strengthen coordination on relevant issues.
* Production of a [joint online calendar](https://outlook.live.com/owa/calendar/261fe921-a68b-4f3f-99c2-c24e393e578c/78c3b09f-a67e-4194-9cb7-b1ced00e5f61/cid-9F6CE184CFF24B6F/index.html) for the NY-based funds and programmes, updated in real-time, allowing Member States to see all the informal and formal meetings of the Executive Boards at a glance for easy planning of their own schedules and knowledge of issues being discussed across Boards.
* A calendar of informal consultations on decisions is being instituted with most of the Boards for more organized information sharing on negotiations.
* Distribution of draft decision texts is taking place at least two weeks before each session across most of the Boards.
* Number of field visits has been reduced in the UNICEF Board from 3 to 2 per year, so now the UNDP/UNFPA/UNOPS, UNICEF, UN Women, and WFP the Boards have no more than 1 Board and 1 joint field visit each year.
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| 1. **Improving the functioning of the UNDS**
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| QCPR mandates (OP47-75) | Progress |
| *Recognizes* that the presence of the entities of the United Nations development system at the country level should be tailored to meet the specific challenges and needs of programme countries, and requests UNCTs to (OP50) * *strengthen the use of the United Nations Development Assistance Framework (UNDAF)* or equivalent (OP50a)
* *improve the focus on results, including common results, and the division of labour and enhance the inter-agency approach* within the UNDS at the country level (OP50b)
* use the common UNDAF guidance, and, where appropriate, the standard procedures of the UNDG and the business operations strategies (OP50d)

*Stresses* the importance of improving the efficiency and effectiveness of the resident coordinator system (OP 57) * ensure that the UNDS at the country level *periodically provide the resident coordinator with sufficient information on their activities in the field* (OP57b)
* ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (OP57c)

Requests the United Nations development system in that regard *to adopt flexible, cost-effective and collaborative models* for its field presence, as appropriate (OP68) *Calls upon* the UNDS to introduce or *strengthen knowledge management strategies and policies* (OP70)*Calls* *for* greater efforts in this regard by the entities of the UNDS at both the country level and globally *to share data and develop joint needs assessments and planning frameworks based on joint analysis and comparative advantage*s (OP71)*Stresses* the need to ensure *equal and fair distribution based on gender balance* and on as wide a geographical basis as possible (OP72)*Urges* the UNDS to align its staff capacities to support the implementation of the 2030 Agenda, including by *building transformative and empowered leadership, repositioning staff capacities, and promoting inter-agency mobility* and *facilitating a mobile and flexible global workforce* (OP74) | * **(OP50a)** UNDP revised its prescriptive content on programming from end-to-end in 2018. The re-write strengthened the use of the UNDAF and provided clear guidance for different types of physical presence, including multi-country offices, project offices, and special development situations. The focus on contributing to a high quality UNDAF has been strengthened, including UNDP’s contribution to a quality theory of change for the UNDAF. UNDP is actively involved in the revision of the UNDAF guidance to meet the QCPR ambition.
* **(OP50b)** All UNDP Country Programme Document (CPD) outcomes are derived verbatim from the UNDAF and CPDs articulate UNDP’s contribution to collective UN results through the UNDAF. In countries where an UNDAF is signed with the programme country government, our agency-specific CPAP has been eliminated, recognizing the primacy of the UNDAF as the principle programme plan.
* **(OP50d)** As part of UNDP’s revision of its prescriptive content on programming, the common UNDAF guidance has been fully incorporated into UNDP’s own policies and procedures, including the UNDG programming principles, country assessment requirements, the introduction of Vision 2030 and the development of a theory of change for the UNDAF. Once the new UNDAF guidance is approved in 2019, necessary changes will be made to ensure full coherence. Where Delivering as One processes can serve UNDP’s requirements, i.e., for design, monitoring, oversight, reporting, this is made clear. UNDP is committed to the comprehensive implementation of the Standard Operating Procedures for Delivering as One (SOPs) as a shared benchmark of system-wide coherence at country level. This is reflected through the integration of the SOPs into UNDP’s Programme and Operations Policies and Procedures (POPP), and their effective use in new UNDAFs and One Programme processes.
* **(OP57)** Throughout 2018, UNDP regularly shared information with the RC/RR on UNDP’s programmatic activities, resources and overall CO operations. This information was also shared with the UN Country Team during UNCT meetings, as part of the UNDAF implementation and monitoring process, development of the Common Budgetary Framework and formulation of Joint Work Plans within the UNCT Results Groups. In late 2018, following the delinking of the RC and UNDP RR functions, UNDP developed a new RR job description which also asks the UNDP Resident Representatives to periodically share information with the Resident Coordinator on UNDP in-country activities.
* UNDP was a member of the inter-agency team that helped develop the revised MAF (finalized by the UNSDG in March 2018). Throughout the drafting process, UNDP communicated regularly with field staff on the practical aspects of implementing the MAF at country level, using the feedback received to inform the HQ-led drafting process. As the MAF was finalized in 2019, UNDP is planning a series of communication activities to ensure COs are able to integrate the MAF provisions into their day-to-day activities and will also review relevant corporate policies and guidance to ensure they reflect the inter-agency commitments made in the MAF. UNDP will also ensure close monitoring of MAF implementation at country level to ensure an informed engagement in Q3 of 2019, when the MAF will be further adjusted.
* **(OP68)** UNDP follows a differentiated approach for the use of regular resource funding of UNDP's physical presence that has been endorsed by the Executive Board. UNDP participates actively in the implementation of the UNSDG Standard Operating Procedures, including through the delinking of the RC/RR function and through the Business Operations Strategies in a collaborative manner in addition to providing services to the non-resident entities when required.
* **(OP70)** As part of the 2018 realignment of its policy function, the UNDP knowledge management strategy has focused on introducing new communities of practices to leverage UNDP’s distributed expertise and promote and support knowledge flows and to better capture UNDP’s knowledge, innovation and good practices and lessons learned from country, regional and global experience, drawing from a network of internal and external expertise. The communities are structured around the six UNDP Signature Solutions and SDG Integration.
* **(OP71)** At the global level, UNDP, UNICEF, UNFPA and UN WOMEN incorporated the Common Chapter in their respective Strategic Plans for 2018-2021 with a view to working better together, characterized by stronger coherence and collaboration and to better support countries to achieve sustainable development. Six key areas of collaboration were identified based on comparative advantages of each Agency. The respective IRRFs of the Agencies incorporate a common set of SDG indicators at impact and outcome levels to support joint analysis of the Common Chapter implementation. The progress and results of the Common Chapter implementation are reported in the common annex of the Annual Report of each Agency. To promote robust joint analysis and planning frameworks based on UN agency comparative advantages at the country level, UNDP has been actively participating to revising the UNDAF guidance.
* **(OP72)** In 2018, UNDP maintained full gender parity among all staff. With the service contract holders and UNVs included, the share of women is 45%. Notable progress was achieved in the representation of women at the senior management level. Gender parity is now fully met among ASGs-members of the UNDP Executive Group. There is also full gender parity among the new cohort of the UNDP Resident Representatives, with just over half from the global south; work is underway to achieve the same among Deputy Resident Representatives. The share of women increased from 35 per cent in July 2018 to 36 per cent at the D2/P7 level, and from 40 per cent to 41 per cent at the D1/P6 level, as of February 2019. There is a 1 per cent decline in the representation of women among P4s (from 43 per cent to 42 per cent) and P5s (from 40 per cent to 39 per cent).  A new Gender Parity Strategy, 2018-2021 was formally launched in 2018, and sets out a comprehensive plan for UNDP to be a gender balanced, inclusive organization, where all personnel have equal opportunities to grow and progress, in an atmosphere of respect, free from bias, discrimination and harassment.
* **(OP74)** To effectively support the 2030 Agenda, UNDP has first highlighted in its 2018-2021 Strategic Plan, that it plans to establish a global development advisory and implementation services platform. In 2018, UNDP commenced the design of a People Strategy, “People for 2030”. This strategy will equip UNDP, via its most important asset, its people, to realize the vision of UNDP’s Strategic Plan (2018- 2021) and to create an organization that can have a profound impact on the 2030 Agenda. In 2018, 12 Working Groups from the Office of Human Resources were created and provided recommendations around key talent management areas. An additional 14 focus groups, entailing over 120 staff members from across the organization, were conducted. This feedback will be incorporated into “People for 2030” in early 2019.
* The People Strategy will propose initiatives and actions to improve leadership and staff capacities across the organization including further changes to workforce planning allowing for greater mobility for staff across UNDP and in other UN Agencies.
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| 1. **Follow-up, monitoring and reporting**
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| QCPR mandates (OP76- 84) | Progress |
| *Reaffirms* that all entities of UNDS carrying out operational activities for development *should align their planning and activities to take appropriate action consistent with each entity’s mandate, role and expertise for the full implementation of the present resolution* (OP78)Requests the entities of the UNDS carrying out operational activities for development to ensure that their planning and activities, and strategic plans *build synergies and reduce overlap across the system, and identify the entity’s specific contribution to the system-wide support*, including how staff are incentivized to work towards system-wide goals (OP79) | * **(OP78)** Since 2015, UNDP consolidated its annual reporting on the implementation of the QCPR with the Administrator annual reporting—in line with Economic and Social Council resolution 2013/5. UNDP, UNFPA, UNICEF and UN Women worked together towards a common chapter of the Strategic Plans, which describes key areas of collaboration amongst these four funds and programmes as well as common indicators to carry this work forward. UNDP participates in the UNDG Strategic Results Groups – which are responsible to take system-wide QCPR mandates forward, and co-chairs, together with DESA, the Group on SDG Implementation Strategic Results Group. UNDP also worked closely with the SG, the DSG, and the UN Sustainable Development Group on efforts towards UNDS Repositioning, in order to maximize efficiency and coherence across the UN System.
* **(OP79)** UNDP, together with agencies, funds and programmes, implemented the business operations strategy in pilot and self-starter countries. 92% of UNDP country offices applied at least 8 elements of the SOPs in 2018. In addition, 86.6 % of UNDP country offices used common facility services, including common premises; 41.7% implemented common human resources, 64.6% implemented common Information Communication and Technology (ICT) services, 48% implemented common financial services, 85.8% implemented common long-term agreements (LTAs), and 59.8% implemented common procurement services.  In 2018 UNDP continued to work with other F&Ps to develop a new UNDAF guidance note, which responds more fully and effectively to the rapidly evolving development landscape. Working with our sister agencies UNFPA, UNICEF and UN Women, UNDP is also implementing the commitments made in the common chapter of our Strategic Plan to spearhead collective results and joined-up effort aimed at transformational change. UNDP was invited to join the Internal Review Team (IRT) of the Regional Review and participated in the IRT’s two retreats. In addition, UNDP’s country representatives in Multi-Country Office (MCO) settings were consulted during the field visits of the MCO review and UNDP had the opportunity to engage with the team in New York.
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**2018 Results - Shared QCPR indicators**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **QCPR Indicator Number[[1]](#footnote-1)** | **Common Chapter Annex Reference Number** | **QCPR indicator** | **2018 Result** | **Data Source** |
| **Alignment of planning processes** |  |  |
| 82 | QCPR 9.a | Fraction of the United Nations country teams (UNCT) 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 | 1. 72 of 130 countries (55.4%)
2. 99 of 130 countries (76.2%)
 | DCO IMS 2018 [[2]](#footnote-2) |
| 84 | QCPR 11.c | % of UNCTs with Result Groups aligned with national coordination mechanisms | 104 of 130 countries (80.0%) | DCO IMS 2018 |
| 85 | QCPR 11.d | % of UNCTs with Joint Workplans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities | 71 of 130 countries (54.6%) | DCO IMS 2018 |
| **Funding**  |  |  |
| 55c | 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 | In 2018, UNDP received $354 million of its non-core resources from inter-agency pooled funds, which is 8% of total non-core resources.[[3]](#footnote-3) | UNDP |
| 57 | QCPR 15.f | Funding channeled to thematic funds: (i) Total; (ii) % of total non-core | In 2018, UNDP received:1. $67 million in thematic funds
2. 1.5% of total non-core
 | UNDP |
| 62 | QCPR 18.a | Funding from programme countries: (i) Core; (ii) Non-core (excluding local resources); and (iii) Local resources | In 2018, UNDP received from programme countries:1. $13.5 million in core contributions
2. $66 million in non-core (excluding local resources) contributions
3. $1,002 million in local resources (government cost sharing)
 | UNDP |
| 63a | QCPR 18.c | Total funding received from non-State partners: (i) Core; and (ii) Non-core | In 2018, UNDP received from non-State partners:1. $176,000 in core contributions
2. $1,945 million in non-core contributions
 | UNDP |
| 63b | QCPR 18.d | % share of total funding coming from non-State partners | In 2018, 37% of total funding to UNDP came from non-State partners. | UNDP |
| 66a | QCPR 20.a | Fraction of the United Nations development system (UNDS) entities reporting resources generated from ‘innovative funding modalities’ as part of their regular financial reporting | Data not available. | N/A |
| 67 | QCPR 21.a | % of UNCTs with a Joint Resource Mobilization strategy that is approved by the UNCT as well as monitored and reported against the United Nations Country Results Report | 27 of 130 countries (20.8%) | DCO IMS 2018 |
| 72a | QCPR 21.b | % of UNCTs that have a Common Budgetary Framework (CBF) that is: (i) Medium-term and aligned to the UNDAF/One Programme; (ii) Updated annually (i.e. annual CBF) | 1. 86 of 130 countries (66.2%)
2. 60 of 130 countries (46.2%)
 | DCO IMS 2018 |
| **Implementation of full cost recovery** |  |  |
| 77c | QCPR 22.b | % of total core/non-core expenditures directed to programme activities | Core expenditures: 81%Non-core expenditures: 95% | UNDP |
| 74a | QCPR 25 | Fraction of United Nations funds, programmes and specialized agencies publishing data as per the International Aid Transparency Initiative (IATI) data standard | UNDP publishes data as per the IATI data standard. | UNDP |
| **Cross-cutting dimensions** |  |  |
| 25 | QCPR 42.i | Fraction of UNDS entities that have high-level posts (D1 and above) filled by nationals of programme countries, disaggregated by gender: * <25%;
* Between 25% and 50%
* >50%
 | 45% (Between 25% and 50%) | UNDP |
| 19a | QCPR 42.b | Fraction of UNDS entities that meet or exceed United Nations System-Wide Action Plan on gender equality and women’s empowerment minimum standards | UNDP met or exceeded 88% of UNSWAP minimum standards. | UNDP |
| 21 | QCPR 42.e | % of UNDS entities that track and report on allocations and expenditures using gender markers | UNDP tracks and reports on expenditures using gender markers. | UNDP |
| 24 | QCPR 42.h | Percentage female staff among: (a) International Professional staff: (i) P1; (ii) P2; (iii) P3; (iv) P4; (v) P5 (b) National Staff: (i) NO-A; (ii) NO-B; (iii) NO-C; (iv) NO-D; (v) NO-E(c) High-level Posts (i) D1; (ii) D2; (iii) ASG; (iv) USG; (d) General Service Staff: (i) G2; (ii) G3; (iii) G4; (iv) G5; (v) G6; (vi) G7 | Percentage female staff among: (a) International Professional staff: (i) P1 75.0%; (ii) P2 62.6%; (iii) P3 51.5%; (iv) P4 42.2%; (v) P5 40.0%(b) National Staff: (i) NO-A 58.8%; (ii) NO-B 48.0%; (iii) NO-C 43.6%; (iv) NO-D 53.3%; (c) High-level Posts (i) D1/P6 38.9%; (ii) D2/P7 36.2%; (iii) ASG 46.2%; (iv) USG 0.0%(d) General Service Staff: (i) G2 4.8%; (ii) G3 14.8%; (iii) G4 44.8%; (iv) G5 62.2%; (v) G6 67.2%; (vi) G7 62.0% | UNDP |
| 23 | QCPR 42.g | Percentage of UNDAFs that feature gender results at the outcome level  | 88 out of 126 UNDAFs in 2018 (69.8%) | DCO IMS 2018 |
| 158d | QCPR 43.d | % of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation | No data is available for this indicator at the moment. This is an indicator collected by DESA through the programme country survey. DESA intends to collect data summer 2019. | N/A |
| **Resident Coordinator system** |  |  |
| 70c | QCPR 61.a | Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement | UNDP paid its full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement for 2018 and 2019. | UNDP |
| 70a-b | QCPR 61.c | Total contributions in cash paid to the UNDG RC system cost-sharing arrangement (and % shortfall) | In 2018, UNDP paid $5.15m for 2018 and $10.3m for 2019. | UNDP |
| **Harmonization and simplification of business practices** |  |  |
| 143 | QCPR 74 | % of UNCTs that have:(i) a Country Communications Group (chaired by a Head of Agency);(ii) a joint communication strategy approved by the UNCT and monitored and reported against in the United Nations Country Results Report;(iii) operations costs and budgets integrated in the overall medium-term CBF | 1. 105 of 130 countries (80.8%)
2. 89 of 130 countries (68.5%)
3. 31 of 130 countries (23.8%)
 | DCO IMS 2018 |

1. As per the QCPR monitoring and reporting framework of 30 November 2018 in which QCPR indicator 18.b cited in the Common Chapter Annex is no longer included. [↑](#footnote-ref-1)
2. The four agencies (UNDP, UNICEF, UNFPA and UN-Women) agreed to use the Development Coordination Office’s Information Management System (DCO IMS) for indicators concerning the UN Development System country level results (130 UN Country Teams) ([https://ims.undg.org/](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fims.undg.org%2F&data=02%7C01%7Chanayo.nakano%40undp.org%7Cee34fe625c604f87048e08d6c828ba0c%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636916474573481558&sdata=P8X5mQ7cdr7tsdR4mCAk%2F%2Bk4bvX5H0hbFDlJIbTA1hs%3D&reserved=0)). 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. [↑](#footnote-ref-2)
3. All UNDP contribution figures for 2018 seen here are preliminary as of 1st April 2019 and subject to change. [↑](#footnote-ref-3)