**Annex 4. 2017-2021 QCPR implementation report**

**Implementation of General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy**

**Review of Operational Activities for Development of the United Nations System**

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

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| **I. I. General Guidelines** |
| Quadrennial comprehensive policy review (QCPR) mandates (paras 1-15) | Progress |
| Calls upon the entities of the United Nations Development System to:* Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)
* Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, improving integrated results and resources frameworks (para. 12)
* Continue to promote women’s empowerment and gender equality by enhancing gender mainstreamingthrough the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women (para. 13)
 | * (para 8) The SDGs have been fully mainstreamed in the Strategic Plan for 2018-2021 and Integrated Results and Resources Framework (IRRF). In 2019, the SDGs continued to drive UNDP’s work in 170 countries and territories. In response to the UN Development System reform, UNDP launched a new service offer in 2019 with the aim to strengthen the practice of SDG integration across the entire footprint of its Global Policy Network. Focusing on strengthening the capacities of country offices and governments to address complex development challenges that impede SDG progress, the service offer included integrated policy support building on the Mainstreaming, Acceleration and Policy Support (MAPS) engagements, application of evidence-driven data and analytics, the combination of SDG financing approaches and the identification and scaling up of in-country experiences on innovation. UNDP collaborated with sister agencies to support 12 countries on SDG mainstreaming and acceleration through MAPS engagements, including preparatory analysis or follow-ups.
* (para 12) In 2019, UNDP continued to strengthen results-based management with a greater focus on long-term development outcomes in support of the 2030 Agenda and SDGs. After the comprehensive data review exercise in 2019, many country offices raised their milestones and targets of the IRRF indicators, striving to achieve higher-level results. With the introduction of the UN Cooperation Frameworks, UNDP revised its country programme document (CPD) template to highlight the organization’s contribution to joint outcome-level change.
* (para 13) The UNCT-SWAP is the Country Team equivalent to UN-SWAP, covering gender mainstreaming into UNCT processes and institutional arrangements, and achievement of gender equality results tied to the SDGs. In 2019, UNDP entity participated in driving UNCT-SWAP assessments in altogether 42 countries – an increase from 27 in 2018. 2019 is the second year of the SWAP 2.0. UNDP continued to be rated as one of the best performing agencies within the UN system. UNDP met and/or exceeded 88 % of the relevant indicators (14 out of 16). In 2018 UNDP outperformed both the average performance of the Funds and Programmes (67%) and the overall UN system (58%). Leadership and development results are the categories as of 2019 for which UNDP exceeded requirements.
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| **II. II. Contributions of United Nations operational activities for development** |
| QCPR mandates (paras. 16-24) | P Progress |
| Stresses the importance continuing to mainstream the 2030 Agenda for Sustainable Development and urges the United Nations development system to (para. 17):* 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))

Calls upon the United Nations funds, programmes and specialized agencies to improve their support to the building, development and strengthening of national capacities by (para. 21) * Providing evidence-based and, where appropriate, integrated policy advice to support countries by mainstreaming the Sustainable Development Goals into national plans, including by promoting economic growth, social development and environmental protection,and ending poverty in all its forms (para. 21 (a))
* 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 c)
* Supporting, as appropriate, technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation on and access to science, technology, innovation and knowledge-sharing (para. 21.e)

 Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):* Working collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame (para. 24 (a))
* Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda(para. 24 (b))
 | * (para. 17a) The UNSDG Operational Guide to UNCTs on Leaving No One Behind (LNOB) offers a framework 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. Its development was co-led by UNDP, OHCHR, UNICEF, UN Women, UNFPA, UNHCR and WHO, supported by Development Cooperation Office (DCO). It was launched as an interim version in April 2019 and was piloted in Nepal, Cameroon and Tunisia throughout the year, to get feedback on its real-life application, based on which the guide will be honed for final publication in 2020. The Guide has informed the new UN Cooperation Framework and CCA Guidance. . It also featured as core resource for the first call of the SDG Joint Fund. The Guide presents as its first analytical entry point, the five-factor framework developed by UNDP that suggests the need to consider and tackle the multiple and intersecting dimensions that conspire to leave people behind (identity/discrimination, socio-economic standing, geography, governance, vulnerability to shocks and crises). In an effort to reinforce the principle to ‘leave no one behind’ in its own operations, UNDP has introduced an LNOB marker, a unique way to monitor and track its investment in particular groups that are often left behind including: people with disabilities and migrants.
* (para 21a) UNDP has engaged systematically in efforts to improve evidence-based and integrated policy advice for mainstreaming the SDGs into national development plans and establishing roadmaps for SDG implementation. In 2019 support through the interagency MAPS approach was provided to 12 countries, of which 3 countries received first time integrated support on SDG mainstreaming and acceleration, 7 countries received follow-up support from previous engagements, and 3 countries benefited from preparatory analytical support in anticipation of future MAPS engagements. In response to the UN development system reform, the standard operating procedures for MAPS were revised in consultation with sister agencies in the UN Strategic Results Group on SDGs (UNSDG) Task Team 1 on Integrated Policy Support, in order to strengthen inter-agency ownership of the MAPS process, and enhance synergies with the Common Country Assessment and UN Sustainable Development Cooperation Framework processes. A Joint MAPS team has been established, hosted by UNDP with dedicated capacity from UNDP and UNICEF. Along with the Development Coordination Office, UNDP has co-led the development of the SDG Primer, an executive training course which provides a foundational overview of the 2030 Agenda to RCs/RRs and UNCT members. In collaboration with UNICEF, UNDP is developing a companion technical training package intended to strengthen UN staff capabilities to support and participate in MAPS engagements more coherently and consistently. Both courses will be launched in the first quarter of 2020. UNDP continued to provide evidence-based and integrated policy advice, by leveraging partnerships and applying integrated analytical tools such as iSDG (Millennium Institute), International Futures (Denver University) and Climate, Land, Energy and Water Systems (CLEWS, with UN-DESA) in 14 countries.
* (para 21c) UNDP has been working with relevant UNCTs to support national statistical offices (NSOs) to serve as coordinators of broader data ecosystems. 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, UNDP collaborated with sister agencies in the UNSDG Task Team on “Country-Focused Data and Reporting”, the Committee for Coordination of Statistical Activities and the Inter-Secretariat Working Group on Household Surveys on the development of common guidance on data flows for reporting SDG indicators and leveraging household surveys to increase SDG data availability. UNDP continued to work 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”.
* (para 21c) UNDP supported the Praia Group on Governance Statistics, specifically in finalizing a global Handbook on Governance Statistics, and coordinated the development of four indicators under SDG16 that measure representativeness of public service, satisfaction with public service, and inclusiveness of decision-making, and which as a result, were successfully reclassified as Tier 2 indicators by member states in the UN Statistical Commission.
* (para 21e) UNDP’s support for South-South cooperation (SSC) is anchored in its Strategic Plan and within the support for countries to achieve the Sustainable Development Goals, across the six signature solutions: poverty, governance, resilience, environment, energy, and gender equality. In 2019, between 10 to 22 per cent of the initiatives under each signature solution utilized South-South cooperation to help countries achieve their development objectives. 113 of UNDP’s 130 Country Offices collaborated with national governments and other partners in South-South and triangular cooperation activities in 2019, and in doing so supported partnerships with over 192 other countries through 1143 initiatives. Building capacity for SSC at country and regional level accounted for 55 percent of all initiatives while this work also contributed to knowledge brokering (32 per cent of initiatives) and facilitated partnerships in 13 per cent of initiatives.
* (para 21e) UNDP together with OECD supports the global multi-stakeholder monitoring of effective development cooperation as a joint custodian agency for SDG 17 Indicators (17.15.1 and 17.16.1). This monitoring supports strengthening of national capacities to manage effective use of international development cooperation. In 2019, 86 programme countries participated in the monitoring, in collaboration with more than 100 development partners, hundreds of civil society organisations, private sector representatives, foundations, trade unions, parliamentarians and local governments. Drawing on the country-level monitoring process, UNDP with OECD produced the 2019 Global Progress Report on Making Development Cooperation Effective, covering development cooperation funding (amount of USD 58.8 billion) disbursed as grants and loans by development partners, including USD 37.8 billion disbursed directly to the public sector in the 86 countries.
* (para 24a) In 2019 UNDP continued to support the humanitarian-development-peace (HDP) nexus through the New Way of Working (NWOW) across the system. UNDP’s work on the HDP Nexus and NWOW was strengthened at global and country levels through various workstreams; these include deepened partnerships with Office for the Coordination of Humanitarian Affairs (OCHA), DCO and Peacebuilding Support Office (PBSO) and other key partners; enhanced coordination through crisis related mechanisms such as the Joint Steering Committee (JSC) and Inter-Agency Steering Committee (IASC); Support to UN system wide response including through the operationalization of the HDP Nexus. In particular:
	+ UNDP assumed the role of co-chair – together with OCHA - and continued to support the JSC, including dedicating capacity to chairing its secretariat. Over the course of the year, the JSC actively supported HDP collaboration in 7 countries: Burkina Faso, Cameroon, Chad, Niger, Nigeria, Ethiopia and Somalia while also monitoring and providing remote support to nexus processes in other contexts such as Sudan, CAR, Burundi and DRC. The JSC has played both a leadership and facilitative role in pushing forward the New Way of Working to have humanitarian, development and peace actors plan on the basis of joint analysis, and with alignment of the main planning frameworks, including the UNDAF/UNSDCF, Humanitarian Response Plans, and national development plans.
	+ There have been concerted efforts to connect engagement and leadership of the JSC with other inter-agency and multi-stakeholder processes such as the Inter-Agency Standing Committee’s Results Group 4 on the Humanitarian-Development Collaboration, the UN Sustainable Development Group, and the OECD DAC’s International Network on Conflict and Fragility (INCAF).
* (para 24 b) UNDP has continued to engage systematically in efforts to improve coordination and synergies to maximize impact and implementation of the 2030 agenda. The standard operating procedures for MAPS engagements were updated to more clearly define how the UNDS practically can provide integrated policy support to Governments in line with the UNDS reform, strengthen the interagency ownership of MAPS engagements, and anchor the approach in interagency coordination measures. Work on a MAPS certification course for UN staff was initiated, which will provide staff from across UN agencies with a common playbook to provide integrated policy support to countries, and an in depth understanding of tested and effective tools that enable integrated policy support.
* (para 24. b) In 2019, the Facility for SDG Implementation in fragile and conflict-affected settings has supported SDG implementation, national development planning and multi-stakeholder coordination in self-declared fragile countries (G7+). Supporting the International Dialogue on Peacebuilding and State building, UNDP has improved fragile-to-fragile (f2f) cooperation on knowledge exchange of country-owned strategies to exit fragility with g7+ countries. In Central African Republic, Chad, Cote d’Ivoire, Sierra Leone and Timor-Leste, UNDP worked with the respective governments and CSOs to support multi-stakeholder consultations in preparation for the Voluntary National Reviews 2019, ensuring that no one is left behind and that a multitude of voices are reflected in the reports. In Burkina Faso, an HDP Nexus Interagency Mission with OCHA and Interpeace to consult with relevant stakeholder from Government, CSOs, donors, and UN agencies took place and a concept note for an HDP Nexus Platform was finalized. The HDP Nexus Platform in Burkina Faso is designed to not only strengthen interagency as well as donor coordination and cooperation across the Humanitarian- Development and Peace community - but also ensure strengthened input from local consultations from the different regions. In 2019, the UN, EU and WB partnered to support the Post Disaster Needs Assessments (PDNAs) in seven countries (Iran, India (Odisha), Mozambique, Djibouti, Albania). Despite the challenges in accessing data, the PDNAs done jointly by the UN agencies concluded and provided guidance on Recovery needs for the flood affected provinces.  In addition, ten trainings were conducted in 2019 in which government officials at national and regional level, 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.
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| **III. III. Funding of the operational activities for development of the United Nations system** |
| QCPR mandates (paras. 25-43)  | P 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))
* 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 implementation to their respective governing bodies (para. 35);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) | * (para 33) In 2019, contributions received from pooled funds reached $477.5 million, a 30% jump from 2018 figures. This speaks to UNDP’s continued effort to promote, utilize and deliver on global inter-agency as well as country-level pooled funds. As part of the Funding Compact commitment, UNDP took steps to enhance the transparency and visibility of pooled funds and its contributors. UNDP's Funding Compendium recognized Member States contributing to inter-agency pooled funds. Individual donor brochures also provide visibility to pooled funding partners. Pooled funds continue to be a significant part of UNDP’s funding architecture and, through MPTFO, a key asset and service to the UN development system.
* (para 34a) - In 2019, core contributions to UNDP reached $629 million[[1]](#footnote-1), a $5 million increase from 2018’s $624m. This is the second year of increase to UNDP’s core. Although modest, the increase comes at a time when major currencies saw depreciation against the USD. In 2019, core contribution received through multi-year commitments reached $363 million, accounting for 57.7% of total contribution, up from 43% in 2018 and above the 50% target in the Funding Compact. (para 34c) Contributions to core resources from UNDP’s government funding partners increased from $624 million in 2018 to $629 million in 2019, (including $12m pledged but not yet received as at April 2020). The share of core contributions coming from multi-year commitments increased from 44% in 2018 to 58% in 2019. Government partners increased their contributions to UNDP’s thematic Funding Windows - enabling integrated approaches to complex development challenges - by 54% from $67 million in 2018 to $103 million in 2019. Programme governments’ cost-sharing contributions, while experiencing a decrease in 2019, remain vital to UNDP’s efforts to support national SDG priorities, demonstrating the trust partners place in UNDP.  Vertical funds remain significant (18% of total contributions in 2019), underpinning UNDP’s efforts to build nature-based solutions for development results across the entire Agenda 2030. These trends in core, pooled and thematic funding are welcome progress towards Funding Compact commitments
* (para. 35) 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.
* (para. 43) In 2019, UNDP held two informal (April 29 and 29 Aug) and a formal SFD session on Sept 03 which covered discussion on the format and content of the SFD report as well as progress against the Funding Compact (annexed to the formal SFD paper). On Jan 23, 2020, UNDP, UNFPA, UNICEF and UN Women held a joint SFD informal session where options for format, content and timelines for future SFD report and dialogues were presented and useful feedback received. The four agencies continued to work closely in harmonizing their approach and reporting as well as tacking common funding challenges, including through future joint sessions.
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| **IV. IV. Strengthening the governance of the United Nations operational activities for development** |
| QCPR mandates (paras. 44-46) | Pro Progress  |
| *Stresses* the need to improve the governance of the United Nations development system including (para. 45):* Enhancing the transparency of the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (para. 45 (c))

 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)) | * (para. 45c) Strongly committed to the global aid transparency, UNDP continued to enhance its transparency through both the quantity and the quality of UNDP’s data being published. In 2019, UNDP conducted machine screening of approximately 7,000 scanned project documents for quality assurance. UNDP’s transparency portal open.undp.org provides detailed information of I=UNDP’s results and resources, including contribution to the SDGs.
* (para 45c) In May 2019 during the Joint Meeting of the Boards, a ‘Core Group’ of Member States presented a written account to the Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women, and WFP in which they agreed on a number of measures to continue improving the working methods of the Executive Boards with regard to the conduct of business; organization of the sessions, including proposals to increase interactivity; improving gender parity in the composition of panelists; harmonization of common issues, including criteria for field visits; increased coordination, smooth transition between outgoing and incoming Bureau members; monitoring systems to track the implementation of Board decision; joint online calendar; etc.  The respective Secretariats of the Boards supported the Core Group in preparing an extensive annex of supplementary information in complement to this report.

(para 46c) As a result of the report above, the Executive Boards requested the secretariats of all the Boards to present, at their respective second regular sessions in 2019, initial proposals to improve the working methods of the joint meeting of the Boards, including an optimal timing for convening the joint meeting of the Boards; propose different alternatives of adjusting the date of the second regular session, mindful that it does not overlap with the other schedules;  and to present practical proposals for improving the efficiency of the sessions of the Executive Board, including reviewing the agenda items and the efficient consideration of these.* In follow-up to the joint response from the secretariats, the Executive Boards adopted a new decision in September 2019, namely 2019/22 (UNDP/UNFPA/UNOPS), 2019/13 (UN-Women), and 2019/20 (UNICEF), requesting the secretariats to present to the Executive Board for deliberation and consideration at the first regular session of 2020 an example of an annual programme of work, including informal briefings, for each of the three options presented in the joint response, with corresponding explanatory narratives on the envisaged changes and their expected effect on Board oversight, effectiveness and efficiency, as well as further elaboration on the listed issues of joint relevance and interest to all Boards. This documentation was presented to the respective Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, and UN-Women in February 2020 as part of a ‘Joint Response of the Executive Board Secretariats,’ and the Boards determined that more information was required in order to make decisions on the way forward. The respective Board decisions requested this information to be provided “ahead of the annual session 2020, with a view to conclude discussions on the working methods no later than the second regular session.” The focus will be on presenting proposed 2021 annual workplans, schedules, and lists of informals.
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| **V. V. Improving the functioning of the United Nations development system** |
| QCPR mandates (paras. 47-75) | 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 the United Nations country teams to (para. 50) * Strengthen the use of the United Nations Development Assistance Framework or equivalent (para. 50 (a))
* Improve the focus on results, including common results, and the division of labour and enhance the inter-agency approach within the United Nations development system at the country level (para. 50 (b))
* Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard procedures of the United Nations Development Group and the business operations strategies (para. 50 (d))

Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57) * 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) Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72) Urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda, including by building transformative and empowered leadership, repositioning staff capacities, and promoting inter-agency mobility and facilitating a mobile and flexible global workforce (para. 74)  | * **(**para 50a) Recognizing the primacy of the UN Cooperation Framework (UNCF), UNDP already derives its outcomes verbatim from the UNCF and renewed its focus on early and often analysis to contribute to a quality UNCF theory of change. UNDP is committed to support the UNCTs in delivering a cross-pillar and multidimensional approach to the SDGs that leverages each agencies’ comparative advantage for maximum effectiveness and efficiency within its integrator role in the UN Development System.
* (para 50b) Under the new Cooperation Framework, UNDP implemented key updates to strengthen its contribution to the UNCT CF process, and to further improve programme effectiveness and foster inter-agency collaboration. The updates introduce specific measures to make country programmes more adaptive and integrated through: a) the Integrated Programme Assessment Committee (IPAC) to apply a system-approach to programme design and identify opportunities for integration across outcomes and synergies across agencies, b) the ability for country programmes to regularly review and adapt update CF outcomes as needed. The update of programme’s outcomes will be subject to the approval of the Executive Board at the first possible session, and c) updating the Country Programme Document template to highlight UNDP’s contribution to the UN Cooperation Framework.
* (para 50d) Following the adoption of the UN Cooperation Framework in June 2019, UNDP updated its Programme and Project Management prescriptive content to fully align with the UNCF principles and to the UNDG procedures and strategies. UNDP actively promotes coherence with the UN Cooperation Framework at country level through programme appraisal and quality standards.
* (para. 57) 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 providing frequent and extensive substantive inputs to the drafts. Once the MAF was finalized, in May 2019, UNDP communicated the guidance widely to ensure COs were able to integrate the MAF provisions into their day-to-day activities. UNDP will continue to review relevant corporate policies and guidance to ensure they reflect the inter-agency commitments made in the MAF. On 28 March 2019, UNDP and DCO held a joint webinar on the MAF with RCs and RRs to ensure communication on the document is consistent at all levels. Ever since its adoption, UNDP has been collecting regular feedback on MAF implementation to be able to monitor its application as well to contribute to subsequent revisions and improvements of the Framework in an informed and evidence-based manner. In line with GA/RES/72/279, UNDP has also requested RCs to provide feedback to the performance of RRs for 2019, and has requested all COs to obtain clearance, in writing, by the RC on the extent to which the UNDP CPD is aligned to the UNDAF/Cooperation Framework.
* (para 68) 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 continued supporting the UNSDG Standard Operating Procedures currently managed by Development Coordination Office after the delinking of the RC system.  UNDP has developed a digital platform that supports the development, implementation, review and reporting of the BOS using country specific data within a record time close to 8 weeks as opposed to 6 months in the past. The provision of assistance to UN country teams through the platform as well as the maintenance of the platform are the contribution of UNDP to the UNSDG reform.
* (para 70) UNDP strengthened knowledge management strategies and policies includes the reinforcement of quality assurance policy for UNDP’s knowledge products, the development of a collaborative digital workspace that connects data and people to provide staff with organizational learning tools and integrating UNDP’s Communities of Practice with over 6,000 members to external expert and networks to instantly connect countries to the world of knowledge, resources and networks of best practice they need to achieve development breakthroughs.
* (para 71) UNDP, UNICEF, UNFPA and UN WOMEN continued to implement the Common Chapter in their respective Strategic Plans for 2018-2021, working together in six areas of collaborative advantage to better support countries to achieve sustainable development. As part of the new UN Cooperation Framework, UNDP joined up with UNCT members to undertake the Common Country Analysis in the countries where a new UN Cooperation Framework was developed in 2019. According to the latest Partnership Survey conducted in early 2020, 78% of UNDP’s partners perceive that UNDP is contributing to analysis and evidence collection underpinning the UN’s work, including for the UN Sustainable Development Cooperation Framework.
* (para 72) In 2019, UNDP maintained full gender parity among its staff, with the share of women and men being 50% each, as of December 31. Including service contract holders and UNVs, women make up 45% of UNDP’s workforce (this does not include individual contractors), which is close to parity too (the UN System-Wide Strategy provides for a margin of 3% for women representation where attaining full parity (50/50) is challenging).

Significant progress was made over the past year as a result of the continued focus on the implementation of the Gender Parity Strategy, which sets out a comprehensive plan for UNDP to be not only a gender balanced, but also inclusive organization, where all personnel have equal opportunities to grow and progress, in an atmosphere of respect, free from bias, discrimination and harassment. Women are now well represented at the senior management level. Gender parity is met among ASGs - members of the UNDP Executive Group. There is gender parity among UNDP Resident Representatives and Deputy Resident Representatives (with 52% and 48% of women respectively). This was a result of the major recruitment exercise following the de-linking of the RC/RR functions. The share of women increased from 36% in 2018 to 42% at the D2/P7 level, and from 40% to 43% at the D1/P6 level. There was also a 1% increase at the P5 level (from 40% to 41%). By contrast, the representation of women among P4s declined by 1% (from 43% to 42%). * (para 74) People for 2030, UNDP’s People Strategy, was launched in June 2019 by the UNDP Administrator. People for 2030 aims to “progressively transforming UNDP’s culture and capacity to deliver more and better development results.” As it relates to OP74, People for 2030 is working towards supporting “current and future manager’s needs to be empowered and to develop and execute appropriate leadership and management behaviors”. As of 2019, People for 2030 has implemented a People Management Certification course and provided leadership journeys for our country level leadership teams. Further initiatives are being developed for 2020.

People for 2030 is also investing in a new career management framework which will include a new competency framework, a new capability analytics function and a new talent review function. This will improve UNDPs ability to plan our workforce needs including the repositioning of staff capacities through effective workforce planning, learning and development. Currently the career framework is being designed, its implementation is likely to commence in late 2020. Finally, People for 2030 is introducing a new mobility policy, committing UNDP to “work with UN agencies and other partners to promote and facilitate inter-agency mobility as a way to expand opportunities for the development and career advancement of high caliber talent.” The mobility policy is currently being drafted and is likely to be implemented in late 2020. |
| VI**. VI. Follow-up, monitoring and reporting** |
| QCPR mandates (paras. 76-84) |  Progress |
| Reaffirms that all entities of the United Nations development system carrying out operational activities for development should align their planning and activities to take appropriate action consistent with each entity’s mandate, role and expertise for the full implementation of the present resolution (para. 78); Requests the entities of the United Nations development system carrying out operational activities for development to ensure that their planning and activities, and strategic plans build synergies and reduce overlap across the system, and identify the entity’s specific contribution to the system-wide support, including how staff are incentivized to work towards system-wide goals (para. 79). | * (para 78) 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 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 - including though active participation in the Regional Review, and co-chairmanship of the MCO review, together with UNEP - among others.
* (para 79) UNDP, together with agencies, funds and programmes, implemented the business operations strategy in pilot and self-starter countries. 91% of UNDP country offices applied at least 8 elements of the SOPs in 2019. In addition, 83% of UNDP country offices used common facility services, including common premises; 47% implemented common human resources, 72% implemented common Information Communication and Technology (ICT) services, 50% implemented common financial services, 84% implemented common long-term agreements (LTAs), and 84% implemented common procurement services.  In 2019 UNDP continued to work with other F&Ps to develop a new UNSDCF guidance, including its companion pieces, 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.
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**2019 Results - QCPR Shared Indicators**

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| **QCPR Indicator Number[[2]](#footnote-2)** | **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. 79 of 130 countries (60.8 %)
2. 102 of 130 countries (78.5 %)
 | DCO IMS 2019 [[3]](#footnote-3) |
| 84 | QCPR 11.c | % of UNCTs with Result Groups aligned with national coordination mechanisms | 97 of 130 countries (74.6 %) | DCO IMS 2019 |
| 85 | QCPR 11.d | % of UNCTs with Joint Workplans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities | 75 of 130 countries (57.7 %) | DCO IMS 2019 |
| **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 2019, UNDP received $477 million of its non-core resources from inter-agency pooled funds, which is 11.4% of total non-core resources.[[4]](#footnote-4) | UNDP |
| 57 | QCPR 15.f | Funding channeled to thematic funds: (i) Total; (ii) % of total non-core | In 2019, UNDP received:1. $103 million in thematic funds
2. 2.5% 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 2019, UNDP received from programme countries:1. $23 million in core contributions
2. $59 million in non-core (excluding local resources) contributions
3. $785 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 2019, UNDP received from non-State partners:1. $0 in core contributions
2. $1,872 million in non-core contributions
 | UNDP |
| 63b | QCPR 18.d | % share of total funding coming from non-State partners | In 2019, 39.0% 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 2019 |
| 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. 82 of 130 countries (63.1%)
2. 56 of 130 countries (43.1 %)
 | DCO IMS 2019 |
| **Implementation of full cost recovery** |  |  |
| 77c | QCPR 22.b | % of total core/non-core expenditures directed to programme activities | Core expenditures: 75%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 67%; (ii) P2 61%; (iii) P3 50%; (iv) P4 42%; (v) P5 41%(b) National Staff: (i) NO-A 56%; (ii) NO-B 49%; (iii) NO-C 44%; (iv) NO-D 49%; (c) High-level Posts (i) D1/P6 43%; (ii) D2/P7 42%; (iii) ASG 56%; (iv) USG 0%(d) General Service Staff: (i) G2 5%; (ii) G3 13%; (iii) G4 42%; (iv) G5 61%; (v) G6 68%; (vi) G7 61% | UNDP |
| 23 | QCPR 42.g | Percentage of UNDAFs that feature gender results at the outcome level  | 94 out of 130 UNDAFs in 2019 (72.3 %) | DCO IMS 2019 |
| 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 2019 and 2020. | UNDP |
| 70a-b | QCPR 61.c | Total contributions in cash paid to the UNDG RC system cost-sharing arrangement (and % shortfall) | In 2019, UNDP paid $10.3m for 2019 and $10.3m for 2020. | 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. 99 of 130 countries (76.2 %)
2. 90 of 130 countries (69.2 %)
3. 33 of 130 countries (25.4 %)
 | DCO IMS 2019 |

1. This takes into account the $12m (the 15% holdover from the US’s pledged $80m which we expect to receive by March 2020). [↑](#footnote-ref-1)
2. 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-2)
3. 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-3)
4. All UNDP contribution figures for 2019 seen here are preliminary as of 27 April 2020 and subject to change. [↑](#footnote-ref-4)