**ANNEX 3. 2017-2021 QCPR Implementation[[1]](#footnote-1)**

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 first year of implementation.

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| 1. **General Guidelines** | |
| QCPR mandates (OP1-15) | Progress |
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| *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 successfully mainstreamed the SDGs into its strategic planning documents and its work at all levels (as evidenced in Country Programme Documents-CPDs), it has also supported a diverse array of countries to mainstream the SDGs into national and subnational planning documents based on tools and methodologies developed by UNDP to support SDG implementation. These include the 1) *SDG Accelerator and Bottleneck Assessment tool*, which helps countries identify catalytic policy and programme areas that can trigger positive multiplier effects across the SDGs, 2) *the Institutional and Coordination Mechanisms Guidance Note*, which provides information on how countries can adapt their existing institutional and coordination frameworks to implement the SDGs, and 3) the *Rapid Integrated Assessment tool*, which helps countries in mainstreaming the SDGs into national and subnational planning documents.  The Rapid Integrated Assessment tool has already been applied in over 42 countries around the world encompassing review of key national planning and strategy documents, ng the looking at the interrelationships between multiple goals and targets. The Regional Hubs have taken an active role in spearheading SDG support mechanisms, such as SDG Country Platforms. * (OP12) In 2017, UNDP strengthened results-based management with a greater focus on long-term development outcomes, i.e. the 2030 Agenda and SDGs. The newly approved integrated results and resources framework (IRRF) of the Strategic Plan (2018-2021) incorporated SDG indicators at impact and outcome levels, including a common set of indicators to monitor collaborative work towards shared results with UNICEF, UNFPA and UN-Women. The common approach to results reporting adopted by the agencies (e.g. the Performance Report Card in the Annual Report of the Administrator) will be a base for the Common Chapter reporting under the new Strategic Plan. * (OP 13) Overall, UNDP progress towards the UN SWAP requirements is above average performance of Funds and Programmes. In 2017, UNDP was one of the highest performing agencies meeting or exceeding 80 per cent of the performance benchmarks (12 out of 15). UNDP is recognized by UN Women and other UN entities as leader on accountability, results based management, UN system wide coherence and resource tracking. UNDP has improved its performance in key areas such as capacity assessment, gender architecture, audit, performance management, and organizational culture. |
| 1. **Contributions of the UN operational activities for development** | |
| 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) | * (OP17) As co-chair of the UNDG drafting team, UNDP is leading the production of an UNDG Operational Guide on Leaving No One Behind (LNOB) to be completed in the second quarter of 2018. UNDP has provided thought leadership including, offering its work and methodology for integrated LNOB assessments for UNDP Offices 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. Five UNDP Country Offices worked with governments and stakeholders in 2016 to produce LNOB “studies” for inclusion in their National SDG Reports. UNDP’s strategic position on the imperative to ‘leave no one behind’ was strengthened through the high-level side event to the 2017 HLPF on ‘Leaving no one behind: Ensuring inclusive SDG progress’, organized together with other partners. * (OP21a) UNDP led multidisciplinary policy support “MAPS (Mainstreaming, Acceleration and Policy Support)” missions, engaging with other UN entities and development partners. In 2017, through MAPS missions, 17 countries were supported in mainstreaming the SDGs into their national development plans and establishing a roadmap for SDG implementation in an integrated manner. * (OP21c) In 2017, UNDP helped organize the National Evaluation Capacity (NEC) conference held in Istanbul, Turkey in Oct 2017. UNDP is also developing the national evaluation diagnostic guidance tool, which will be rolled out in 2018. By 2017, 79 per cent of country offices systematically used RBM tools and principles jointly developed and agreed among UNDG agencies, 65 per cent enhanced their quality assurance processes for monitoring and reporting data, and 68 per cent supported national partners to strengthen national systems and capacities for collection and analysis of data. * (OP 21c) UNDP is 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 on national statistical capacity development beyond the technical statistical community, including civil society, private sector, and development stakeholders. * (OP21e) A Steering committee was established, composed of members from think tank networks. private sector, and UNDP experts from Regional Bureaus, Human Development Report Office (HDRO) to serve as a multi-disciplinary advisory board to the UNDP and the UNOSSC.  The first steering committee meeting was held in November 2017 during the Global South-South Development Expo, from which results will feed into the independent comprehensive report(s) on SSC mandated by the UN Secretary General. UNDP also developed and launched a [South-South Global Thinkers Platform](https://www.ssc-globalthinkers.org/) which offers think tank networks real-time opportunities for dialogue and networking, access to resources and tools, information about events, news and blogs. All research under this project will be featured on the platform. In August 2017 the Global Coalition held a [symposium](https://www.ssc-globalthinkers.org/events/South-South-Investment-for-Sustainable-Development-Goals) in Bangkok, Thailand to explore contributions of South-South investment on the SDGs in Asia and to identify challenges and good practices in policy and legal areas. The outcome fed into research initiatives currently undertaken by think tanks and members of the South-South Global Thinkers. A follow-up symposium for the CIS/Europe region will take place in Prague in May 2018. * (OP24a) UNDP Administrator is now vice co-Chair of the newly-established Joint Steering Committee to Advance Humanitarian and Development Collaboration which aims to unblock key obstacles to working across the nexus. UNDP also co-chairs the Inter-Agency Standing Committee (IASC) Task Team on the Humanitarian-Development (HD) Nexus in Protracted Crises as well as the International Network on Conflict and Fragility (INCAF) to strengthen engagement and clarify key areas of collaboration across the humanitarian, development and peace nexus. At the country level, UNDP is advancing the New Way of Working (NWOW) through regional workshops and field level engagement, through the response to the four famines (South Sudan, Yemen, Nigeria and Somalia), and through support to a number of countries that have made a concerted effort to align humanitarian and development processes (Sudan, Somalia, Burkina Faso, Mauritania among others). In 2017 the UNDG further strengthened its close strategic partnership with the Peacebuilding Support Office, reflected in the fact that UNDG entities implemented around 77 per cent of all Peacebuilding Fund allocations in 2017 ($112.5 million). Additionally, through the UNDP-DPA Joint Programme on National Capacities for Conflict Prevention, 42 Peace and Development Advisors positions where funded in 2017 in support of UN Country Teams and Resident Coordinators (RCs). * (OP24b) UNDP has engaged systematically in efforts to improve coordination and synergies to maximize the impacts and implementation of the 2030 agenda. In 2017 progress was made on formalizing the MAPS approach in 17 countries. 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 six countries and carried out a Recovery and Peace Building Assessment (RPBA) in one country, creating joint recovery frameworks for Government and partners and facilitating resource allocation for recovery needs. In addition, 7 trainings were conducted in 2017 in which about 240 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 NWOW. In 2017, the UNDG published global guidance pieces, dedicated to supporting the implementation of the 2030 Agenda, including the New UNDAF Guidance, the 3rd update of Mainstreaming Reference Guide for UNCTs, New SDG Country Reporting Guidelines for UNCTs and the New SDG Acceleration Toolkit. |
| 1. **Funding of the operational activities for development** | |
| 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) * Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (OP34b) * 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 79 MPTFs and Joint Programmes (JPs) in 2017 with a total budget of $305 million, up from 53 MPTFs/JP with a total budget of $192 in 2016. UNDP played a key role in the development of the Joint Fund for the 2030 Agenda. The new Joint Fund is designed to provide catalytic support to UNCTs by allocating resources to UN organizations undertaking national initiatives to address policy obstacles, unlock SDG partnerships and financing, and help countries to achieve the SDGs. The fund builds on lessons learnt from other multi-agency pooled funds and provides UN expertise, in complex and multidimensional contexts. The creation of this new Fund is a key element within the process of reforming the UNDS for an improved implementation of the 2030 Agenda aiming to attract, public and private blended financing. * (OP34a) - Discussions on funding are ongoing with Member States in the UNDP Executive Board, through Structured Funding Dialogues as well as through discussions on the budget and resource mobilization for UNDP’s new Strategic Plan (2018-21). Additionally, UNDP maintains a growing schedule of annual strategic dialogues and high-level consultations with contributing partners, which are used as opportunities for detailed exchanges on partnership and funding. UNDP welcomes the SG’s proposal that Funds and Programmes be funded at the level of 30 per cent core. Member States continually recognize the need for predictable funding. In 2017 UNDP had commitments of funding (Core and non-Core) on a multi-year basis from nine Member States. UNDP continues to advocate for predictable funding through multi-year commitments, in its engagement with contributing partners, and expect a modest increase in multi-year commitments in 2018. * (OP34c) In 2017, UNDP saw a continued increase in contributions from programme countries – diversifying the funding base through government cost sharing, which increased by 13 per cent compared to 2016. * (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. Overall, from 2014 to 2017, UNDP saw increases in funding from UN pooled funds (+26 per cent), government cost-sharing (+18 per cent) and vertical funds (+14 per cent). * (OP43) UNDP’s Executive Board approved UNDP’s integrated budget 2018-21, as an integral complement to the Strategic Plan 2018-21 (Decision 2017/31). As part of the Working Plan of Engagement with the Executive Board, UNDP is presenting a proposal to revitalize the Structured Funding Dialogues to be discussed with Member States in May 2018. |
| 1. **Strengthening the governance of the UN operational activities for development** | |
| 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) | * (OP45) As a global leader in aid transparency, UNDP continued to enhance the transparency within the organization and of the United Nations Development Group. UNDP conducted a corporate-wide transparency data review exercise, where all business units reviewed and enhanced the quantity and quality of published data, including project results, forward looking budget and mapping of project locations at sub-national level. To support the enhancement of transparency of the United Nations Development Group and other partners, UNDP has developed an online training system on the international aid transparency initiative (IATI), which is planned to be available to the public in the second quarter 2018. UNDP’s transparency portal (open.undp.org) is under renewal with a stronger focus on UNDP’s results and donor contributions. Phase II of the renewal will include UNDP’s contributions to the SDGs and alignment of the published contents to the new Strategic Plan.   Through its coordination role within the IATI Secretariat, UNDP is working to assist agencies across the development system to begin publishing to IATI. In 2017, IOM, UNEP and FAO enrolled and began to publish data on their development activities. Working with the UN MPTF, the UNDG-HLCM joint data cube team is developing UN data standards based on the IATI Standard as a means of linking the UN’s financial flows to the SDGs.   * (OP 46) UNDP, UNFPA, UNICEF, and UN-Women are fully committed to working better together, in a spirit of strengthened coherence and collaboration. In 2017, these entities integrated a Common Chapter in their respective Strategic Plans 2018-2021.Thereby, they are stepping up joint efforts, with a sense of urgency, to better support countries to achieve the sustainable development goals and implement the 2030 Agenda. Furthermore, the four strategic plans embrace a clear commitment to greater coherence in support of results. The Common Chapter has been designed as a direct response to the QCPR resolution to harness collaborative advantages and to build on each other’s comparative strengths in compliance with respective mandates and in partnership with other members of the United Nations development system. Key areas of collaboration are in particular: (a) eradicating poverty; (b) addressing climate change; (c) improving adolescent and maternal health; (d) achieving gender equality and the empowerment of women and girls; (e) ensuring greater availability and use of disaggregated data for sustainable development; and (f) emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership. |
| 1. **Improving the functioning of the UNDS** | |
| 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 recently revised its prescriptive content on programming. One core objective of this re-write is to strengthen the use of the UNDAF and to provide clear guidance for different types of physical presence, including multi-country offices, project offices, and special development situations. A focus on contributing to a high quality UNDAF has been strengthened, including UNDP’s contribution to a quality theory of change for the UNDAF. * (OP50b) 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. The SOPs guide the management of UNDP programme and operations in responding to any crisis. 71 per cent of UNDP’s country offices applied the SOPs in 2017. 66 out of 110 countries reported receiving a joint annual results report from the UNCT in 2017, 87 per cent of these reports were made publicly available. In 2017, UNDP championed SDG support to Member States through the application of the MAPS approach. UNDP co-led with UNDG partners the development and publication of the central global guidance pieces, all dedicated to supporting the implementation of the 2030 Agenda. UNDP also produced a Guidance Note on Data for Country Offices. UNDP also partnered with UN DESA to support 27 countries to prepare Voluntary National Reviews (VNRs) and launched support to 22 countries’ progress reports (SDGRs) as a contribution to SDG follow-up and review. * (OP50d) As part of UNDP’s revision of its prescriptive content on programming, the common UNDAF guidance has been fully incorporated, including the UNDG programming principles, CCA requirements, the introduction of Vision 2030 and the development of a theory of change for the UNDAF. Where Delivering as One processes can serve UNDP’s requirements, i.e., for design, monitoring, oversight, reporting, this is made clear. * (OP57) UNDP continues to be fully compliant with all four mutual accountability criteria of the Management and Accountability System of the UNDS and Resident Coordinator System (MAS). UNDP Country Directors regularly update the Resident Coordinator on UNDP’s programmatic and resource mobilization activities efforts and UNDP Country Programmes are fully aligned to the UNDAF. In addition, Resident Coordinators regularly input into the performance appraisal of UNDP Country Directors and the latter’s assessment always includes a system-wide result in reference to their system-wide responsibilities as UNCT members. In terms of implementation of the functional firewall, 81 percent of Resident Coordinators have fully delegated authority for resource mobilization to the second-ranked UNDP official (up from 59 per cent in 2014). This demonstrates that, in nearly all countries where there is a suitably senior UNDP staff member, authority has now been delegated from the Resident Coordinator[[2]](#footnote-2). According to UNDP’s 2017 Partnership Survey, 78 per cent of UNDP partners are favorable to UNDP’s management of the RC system (6 per cent were unfavorable). 66 per cent of partners favorably recognized UNDP’s management of the functional firewall (12 per cent deemed it unfavorable). * (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 UNDG Standard Operating Procedures, including Business Operations Strategies in a collaborative manner in addition to providing services to the non-resident entities when required. * (OP70) Within the UN Development System, UNDP played a leading role in strengthening knowledge management strategies and policies and analytical reporting of SDG targets. Building on its experience during the MDG era, UNDP co-led a UN Inter Agency Task Force with UNDESA to develop guidelines for knowledge management strategies and policies for producing national SDG reports. These reports will help track national progress and provide analysis to support effective national implementation of the SDGs. At the regional level, UNDP worked with other entities, such as UN\_ESCAP and the Asian Development Bank, to strengthen partnerships to transition into the SDG era. Furthermore, UNDP provides support for the voluntary national reviews by programme countries at the High-Level Political Forum. UNDP also implemented a project called the Data Ecosystem Mapping project, which provided recommendations on key areas of support for National Statistical Offices (NSOs), including capacity building, knowledge management strategies and policies, infrastructure development, modernization of legislative frameworks, data collection, dissemination and use of data. In addition to their traditional responsibilities, UNDP is working with relevant UNCTs to support 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 on national statistical capacity development beyond the technical statistical community, including civil society, private sector, and development stakeholders. * (OP71) In 2017 progress was made on formalizing the MAPS approach in 17 countries. These missions brought together the engagement and expertise from over 20 UN entities and other development partners. UNDP also continued to partner with other UN entities, including the UNDG to support QCPR implementation, SDG implementation and implementation of UNDG SOPs and services provided to UN agencies. UNDP also closely worked with UNICEF, UN Women, and UNFPA in discussions with DFID UK on their planned payment by results (PBR) approach to core funding to our 4 agencies. The four agencies also came together to draft an operational guidance to drive joint action and deepen collaboration around the Common Chapter to implement the SDGs. The new UNDAF guidance note, adopted in 2017 for common country programming, responds more fully and effectively to the rapidly evolving development landscape. 5 UNDP Country Offices worked with governments and stakeholders in 2016 to produce LNOB “studies” for inclusion in their National SDG Reports. UNDP leads and/or contributes to several thematic initiatives that require inter-agency action, as well as ensures collaboration with the Regional Coordination Mechanism and alignment with the UNDG global and regional agenda. UNDP undertakes regional advocacy on sustainable development, building on high-profile regional and global reports. * (OP72)UNDP has been successful in attaining and maintaining gender parity among its staff during 2013 - 2017. As of December 2017, 50.7 per cent of all UNDP staff were women and 49.3 per cent were men. For the entire workforce (staff, Service Contract holders and UN Volunteers), the share of women was slightly lower than of men (44 per cent women and 56 per cent men).  The representation of women is lower at levels P4 and above. The implementation of the Gender Parity Strategy 2013-2017, especially dedicated focus on parity among senior managers in the field, led to good progress: gender parity was close to achieved among RR/RCs (47 per cent women) and DRR/DCDs (49 per cent women). UNDP focused on geographical diversity too. As of December 2017, over 63 per cent of staff at the D1 and above levels, 67 per cent of P4 - P5 staff, 59 per cent of P1 - P2 staff were from the global South. * (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. A vital element supporting the global platform will be the operational infrastructure of UNDP, including its human resource capacity. UNDP will focus on developing innovative human resource modalities that are more suited to UNDP’s operational presence balancing accountability with risk-informed decision-making that could also be utilized by other United Nations agencies, programmes and funds. UNDP Regional Hubs are also helping Country Offices to implement the new Strategic Plan in the five regions. As part of the UN reform efforts, UNDP is planning to strengthen the Resident Representative function which is the key development leadership position in UNDP, internationally mobile and part of global knowledge networks on substantive development issues.      * UNDP is broadening its partnerships with online and other training providers, increasing access to open online learning courses for specific thematic and technical areas, and further enhancing its emerging and future Leadership Development Programmes (LDP) to better reflect the integrated approaches required to achieve the Sustainable Development Goals. The LDP on line training is available to junior, middle level and senior managers in UNDP with specific development content to support working in teams and addressing integrated development issues. |
| 1. **Follow-up, monitoring and reporting** | |
| 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. By 2017, 53 per cent of UNDP country offices had business operations strategies. The application of standard operating procedures covered 71 per cent of country offices, 92 per cent of UNDP country offices used common services. In addition, 79 per cent of country offices systematically implemented the common UNDG Results-Based Management (RBM) tools and principles in 2017.   In 2017, UNDP worked 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. |

1. For 2012-2016 QCPR implementation results, please refer to [annex 4](http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2017/Annual-session/dp2017-15_Annex%204.docx) of ARA report (2017) [↑](#footnote-ref-1)
2. Secretary-General’s Report on QCPR Implementation, 2017. [↑](#footnote-ref-2)