

## Annex 5

### Implementation of General Assembly resolutions 67/226 and 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 2014-2017

#### Executive Director Annual Report to the Executive Board 2017

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.

<b>I. General Guidelines</b>	
<b>QCPR mandates (OP 1-15)</b>	<b>Progress</b>
<p>Calls upon the entities of the UN Development System (UNDS) to:</p> <ul style="list-style-type: none"> <li>● mainstream the SDGs in their strategic planning documents and their work at all levels (OP 8)</li> <li>● 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 (OP 12)</li> <li>● 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 (OP 13)</li> </ul>	<p>In line with the QCPR requests for increased harmonization and common approaches, the UNFPA Strategic Plan (SP) 2014-2017 was aligned with those of UNDP, UNICEF, the United Nations Office for Project Services (UNOPS) as well as UN-Women, both in terms of time frame and structure. The SP 2014-2017 shared common indicators for monitoring and reporting the implementation of the QCPR resolution 67/226 with these agencies’ respective strategic plans.</p> <p>In collaboration with the other United Nations entities, UNFPA strengthened organizational effectiveness and efficiency to support the achievement of the SP results and tracked progress as part of its integrated results and resources framework (IRRF), including by using gender equality indicators and by implementing the System-wide Action Plan on Gender Equality and the Empowerment of Women.</p> <p>As the 2030 Agenda for Sustainable Development underlines the important role and comparative advantage of an “adequately resourced, relevant, effective and efficient United Nations system”, the QCPR resolution 71/243 now guides the UNDS towards supporting the implementation of the Sustainable Development Goals (SDGs) at all levels. In 2017, during the preparation of the UNFPA SP 2018-2021, UNFPA therefore adopted specific strategies in accordance with its SP results for supporting Member States to achieve the 2030 Agenda in line with the QCPR resolution 71/243.</p>

<b>II. Contributions of the UN operational activities for development</b>	
<b>QCPR mandates (OP 16-24)</b>	<b>Progress</b>
<p>Stresses the importance of mainstreaming SDGs... and urges the UN to (OP 17):</p> <ul style="list-style-type: none"> <li>● continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first (OP 17a)</li> <li>● ensure a coherent approach to addressing the interconnections and cross-cutting elements across the SDGs and targets (OP 17b)</li> <li>● ensure a balanced and integrated approach towards its support to the implementation of the SDGs... taking into account new and evolving development challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach (OP 17c)</li> </ul>	<p>In recognition of national ownership of the SDGs, and by adopting a differentiated country approach in its SP 2014-2017, UNFPA successfully spelled out coordinated and complementary actions with defined roles, responsibilities and allocated resources embedded in development plans at country, regional and global level.</p> <p>During the time frame 2014-2017, UNFPA addressed interconnections and cross-cutting elements in the areas of joint risk analysis, needs assessments and programmatic responses in a multi-year time frame. It promoted coordination and synergies to maximize the impacts, results and organizational effectiveness by coordinating key inter-agency projects in the areas of finance, human resources, information technologies and procurement, and is fully behind joint efforts to consolidate selected business processes in joint service centers.</p> <p>Furthermore, UNFPA is also committed to inter-agency collaboration in programmatic terms. In 2017, UNFPA was a member of 77.6% of UNDS interagency groups and chaired 16.7% of those groups globally. UNFPA, together with UNDP and UNICEF, have by far the most chair and co-chair responsibilities in inter-agency groups, which serve as a proxy indicator of their leadership role in face of new and evolving development challenges.</p>
<p>Calls upon the UNDS to... improve their support to the building, development and strengthening of national capacities by (OP 21)</p> <ul style="list-style-type: none"> <li>● 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 (OP 21 a)</li> <li>● assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nation system (OP 21 b)</li> <li>● strengthening their support to national institutions in planning, management and evaluation</li> </ul>	<p>Normative support in the context of operational activities was critical, e.g. for achieving an increased prioritization of youth and adolescent issues. In 2016, UNFPA and UNICEF launched the Global Programme to Accelerate Action to End Child Marriage. In 2016 alone, the Global Programme reached over 750,000 girls through life skills and school attendance support, and worked with over 7,500 schools to improve the quality of education for adolescent girls. By 2016, 6 out of 12 programme countries (Burkina Faso, Ethiopia, Mozambique, Nepal, Uganda, and Zambia) developed national action plans demonstrating commitment to action to end child marriage by governments.</p> <p>Furthermore, census support provided by UNFPA was positive, highly relevant, delivered efficiently and with a clear contribution to strengthening national capacities for the production and availability of quality data, as found by an independent evaluation of UNFPA support to population and housing census. Census data continues to contribute to quality programming of the whole UNDS.</p> <p>During 2014-2017, partnerships played a key role in advancing the impact of the UNDS and its ability to leave no one behind and, hence, increased the availability and use of sexual and reproductive health</p>

<p>capacities, as well as statistical capacities, to collect, analyse and increase significantly the availability of high-quality, timely and reliable disaggregated data (OP 21c)</p> <ul style="list-style-type: none"> <li>● assisting Governments in leveraging partnerships (OP 21d)</li> <li>● 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 (OP 21e)</li> </ul>	<p>services and population data. The Family Planning 2020 (FP2020) partnership, in which UNFPA co-chairs the reference group, enabled more than 309 million women and adolescent girls to use modern contraception by 2017 - an increase of 38.8 million since 2012 when FP2020 was launched.</p> <p>Since 2014, country offices and headquarters units report on the use of South-South and Triangular Cooperation through the Annual Report of Executive Director and IRRF. During the reporting time frame, UNFPA has been actively promoting and supporting South-South and Triangular Cooperation and has accumulated significant experiences and lessons learned in this regard. In 2015, UNFPA established a South-South Project under the Executive Office. It aimed at strengthening the promotion of new and the support of existing partnerships by serving as a broker in order to advance unfinished areas of the International Conference on Population and Development Programme of Action (ICPD PoA) and to close gaps in the 2030 Agenda implementation. The projects represented a strong commitment and facilitated a day-by-day connectivity between donors, the private sector and partners in the global South. Furthermore, it provided a platform to share knowledge and upstream technology transfer. As a joint endeavor, UNFPA developed a corporate strategy for guiding its South-South work and reviewed all business practices in 2016 and 2017.</p>
<p>Calls upon UNDS to to enhance coordination with humanitarian assistance and peacebuilding efforts by (OP 24):</p> <ul style="list-style-type: none"> <li>● 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 (OP 24a)</li> <li>● improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development (OP 24b)</li> </ul>	<p>UNFPA is committed to the preventive role that development actors can play in addressing underlying roots of crisis and conflicts by supporting national governments through sustainable development and humanitarian assistance. While the sexual and reproductive health and reproductive rights well-being of people is the major focus of UNFPA’s programming, strengthened capacity of women, adolescents, young people, and health providers is critical for the readiness to better cope with impacts of conflicts. UNFPA’s focus on population issues is also highly relevant for the whole UNDS.</p> <p>During the time frame 2014-2017, UNFPA has implemented activities that are not explicitly designed to prevent conflict and disasters but clearly contribute to sustaining peace and development in a multi-year time frame. The focus of the SP 2014-2017 went beyond meeting immediate needs to reducing risks, building peace and strengthening resilience. Equitable access to sexual and reproductive health services, as integrated in the IRRF, is an important indicator of stability. With the support of UNFPA’s advocacy, many governments have made political commitments to prioritize women’s and adolescent health in fragile situations in collaboration with other UN entities. UNFPA is part of the Inter-Agency Standing Committee (IASC) with a formal responsibility for the leadership of the sexual and gender-based violence prevention sub-cluster in the UN led humanitarian coordination system.</p> <p>The 2030 Agenda specifically refers to young people as “critical agents of change” and integrates the economic, environmental and social dimensions of development with young people as a priority across all 17 goals. At the World Humanitarian Summit in 2016, UNFPA emphasized the urgent need to safeguard the rights of young people and engage them in humanitarian response efforts. This resulted in</p>

	<p>the launch of a new Compact for Young People in Humanitarian Action. The Compact brings together more than 50 humanitarian actors including governments, youth NGOs and youth-led organisations, the private sector and UN agencies, co-led by the International Federation of Red Cross and Red Crescent Societies (IFRC) and UNFPA.</p> <p>Furthermore, through the unanimous adoption of resolution 2250 (2015), the UN Security Council called for mechanisms that would enable young people to participate meaningfully in peace processes and dispute resolution. The resolution requested UNFPA to provide support to the development of an independent progress study on Youth, Peace and Security for which the Fund ensures the secretariat together with the Peace Building Support Office. Both initiatives capitalize on the essential contribution of young people to building resilient, sustainable and peaceful societies.</p>
<b>III. Funding of the operational activities for development</b>	
<b>QCPR mandates (OP25-43)</b>	<b>Progress</b>
<p>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 (OP 33)</p> <p>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 by (OP 34):</p> <ul style="list-style-type: none"> <li>● exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (OP 34a)</li> <li>● identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (OP 34b)</li> <li>● exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors (OP 34c)</li> </ul>	<p>Throughout the past four years, UNFPA regularly engaged with Executive Board members on funding issues relating to core and non-core funding as well as its thematic funds. UNFPA also actively engaged in high-level dialogues with donors and discussed the improvement of inter-agency pooled funding mechanisms.</p> <p>Until 2017, UNFPA served as a co-convener of the UNDG Fiduciary Management Oversight Group and facilitated oversight of pooled financing mechanisms, initiated revisions of the UNDG funding policies and legal instruments. To this effect, UNFPA promoted joint funding approaches and alignment of collaboration with multilateral financial institutions, most notably the World Bank.</p> <p>UNFPA also made significant advances in strengthening mechanisms for transparency and accountability for core and non-core fund management, both through development of transparency portal for tracking of resources - the so called UNFPA GPS - and through its reporting to the International Aid Transparency Initiative (IATI).</p> <p>In 2015, UNFPA developed a resource mobilization strategy for ensuring an adequate level of financial resources to deliver expected results, increased flexibility as well as predictability of funding flows. One of the objectives of the resource mobilization strategy is aiming at a diversification of UNFPA's donor base, including reaching out to emerging donors and programme countries. Thereby, UNFPA introduced differentiated approaches to various types of resource partners, improved communication,</p>

<p>Urges all entities of the UNDS to comply with existing cost recovery policies and report annually on their implementation to their respective governing bodies (OP 35)</p> <p>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 (OP 43)</p>	<p>laid out different financing options as well as business models to enhance the quality of contributions in order to finance development results and to explore incentives and mechanisms encouraging partners to increase and prioritize regular resources. UNFPA’s resource mobilization strategy and efforts are fully in line with the principles outlined in the QCPR resolutions on the predictability, effectiveness and efficiency of funding of operational activities of the UNDS.</p> <p>In the spirit of the Secretary-General report 72/124 “Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all” and the proposal to launch a Funding Compact with Member States, UNFPA introduced its own “Funding Pact for Core” in 2017 to commit itself to excellence in programming and even more transparency and accountability in management. In turn, UNFPA asks partners to commit to adequate levels of predictable funding for the SPs towards the year 2030, the principles of multi-year funding, early payment in the year as well as exchange rate mitigation measures. UNFPA will continue to consult with Members of the UNFPA Executive Board on the elements of the “Funding Pact for Core”.</p> <p>UNFPA has also harmonized cost recovery practices and methodology along with UNDP, UNICEF, and UN-Women to achieve full cost recovery as mandated and reports annually on its implementation.</p> <p>As requested by the QCPR resolutions, UNFPA has fully aligned its integrated budgets and improved the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in its strategic plans 2014-2017 and 2018-2021.</p>
<b>IV. Strengthening the governance of the UN operational activities for development</b>	
<b>QCPR mandates (OP44-46)</b>	<b>Progress</b>
<p>Stresses the need to improve the governance of the United Nations development system, including by (OP 45):</p> <ul style="list-style-type: none"> <li>● enhancing the transparency of the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (OP 45c)</li> <li>● enhancing system-wide coherence and efficiency, reduce duplication and build synergy across</li> </ul>	<p>UNFPA continues to rank among the top United Nations organizations reporting to the International Aid Transparency Initiative. In 2016, UNFPA launched a pilot with a consortium of development partners, leveraging the Transparency Initiative to demonstrate the traceability of pool-funded activities through multilateral organizations.</p> <p>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</p>

<p>governing bodies of the entities of United Nations development system (OP 46)</p>	<p>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.</p>
<p><b>V. Improving the functioning of the UNDS</b></p>	
<p><b>QCPR mandates (OP 47-75)</b></p>	<p><b>Progress</b></p>
<p>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, under the leadership of the resident coordinator to (OP 50):</p> <ul style="list-style-type: none"> <li>● strengthen the use of the United Nations Development Assistance Framework (UNDAF) as a strategic instrument (OP 50a)</li> <li>● 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 (OP 50b)</li> <li>● use the common UNDAF guidance, and, where appropriate, the standard procedures (SOPs) of the undg and the business operations strategies (OP 50d)</li> </ul>	<p>As a co-chair of the undg Programme Working Group until 2017, UNFPA spearheaded the review and development of the new generation of UNDAF guidance to strengthen its use as a strategic instrument. This corpus of guidance equips UNCTs with all the necessary tools to support national efforts to implement the 2030 Agenda. While being rolled out along with eight companion guidance pieces, the UNDAF guidance relates to specific issues such as programming principles, common country analysis, the UN vision 2030, ToC, capacity development, monitoring and evaluation, as well as funding to financing and thereby translates these common undg commitments into effective country-level interventions by the UNCTs.</p> <p>In response to the QCPR resolution 67/226 and by reaffirmation in the QCPR resolution 71/243 for building on best practices and lessons learned from the implementation of the Delivering as One-approach and for providing further guidance through enhanced UN system-wide coherence, the undg formulated and tracks progress on 15 standard operating procedures (SOPs). During 2014 -2017, UNFPA led the undg Task Team in preparing, roll-out and monitoring of the SOPs, including space for country office innovations. As an example, in Lao PDR, UNFPA combined its Country Programme evaluation with that of the UNDAF evaluation for the cycle 2012-2016, thereby harmonizing country-level evaluation across agencies and having one joint assessment approach.</p>

- present annual reports to the programme country Governments on the results achieved by the United Nations country team as a whole, structured around the UNDAF, or equivalent planning framework, and linked to national development results, and make such comprehensive, country-level, system-wide reports publicly available, with the consent of the national Governments (OP 50f)
- provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (OP 50h)

Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system (OP 57)

Requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate (OP 68)

Calls upon the UNDS to introduce or strengthen knowledge management strategies and policies (OP 70)

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 advantages (OP 71)

Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (OP 72)

Between 2014 and 2017, the UN system continued to make significant progress in streamlining common operations, consolidating operational capacities and harmonizing and simplifying business processes to better address interconnections and cross-cutting elements. Consequently, this will reduce or eliminate redundancies and inefficiencies over time. In this regard, UNFPA led the roll-out of the business operations strategy (BOS), including the common services packages, and in-country support service consolidation. The latter has also become an integral part of the updated UNDAF guidance to support the implementation of the SDGs.

While fully embracing new innovations, UNFPA is committed to bring solutions to the table in order to eliminate duplication, reduce costs and improve the quality of services and knowledge sharing. Therefore, UNFPA supported the McKinsey review of the UN back office functions and common business operations for the UNDS in 2017. Building on the work of the undg Results Group on Business Innovation, mutual recognition needs to be even more strengthened as a better integrated UN operating model will foster opportunities for efficiency and effectiveness gains with a particular focus on quality of services for the implementation of the 2030 Agenda.

Furthermore, UNFPA has also taken an active part in the development of and updates to the common undg Reference Guide for Country Teams to support mainstreaming the 2030 Agenda. Following the third update, UNFPA's country offices are active in raising public awareness, applying multi-stakeholder approaches, tailoring the SDGs goals to the national context and, based on UNFPA's comparative advantage in data, supporting monitoring and reporting of the system-wide SDGs, including the issues of demographic dividend as well as by addressing inequalities. As part of the SP 2014-2017, UNFPA has especially committed itself to improving the generation and use of population data to inform policies and programmes.

At the regional level, UNFPA is an active member of the regional undg teams and, in some instances, co-chairs of the regional Peer Support Group (PSG), which provides guidance and support to UNCTs in preparing Common Country Assessments (CCA) and UNDAFs, and ensured the quality of these instruments.

In addition, UNFPA has been committed to ensuring a fully-resourced resident coordinators (RC) system and has consistently contributed its full share of the RC system cost. Furthermore, UNFPA is strongly engaged to find other ways of support and in-kind contributions, e.g. in terms of co-representation, taking over responsibilities for communication and advocacy as well as strategic analysis and planning.

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 (OP 74)

Since 2014, UNFPA has a differentiated, hence flexible, cost-effective and collaborative country-level presence according to its business model (UNFPA is UNCT member in 96.2% of all countries in 2017), actively engaging in joint UN initiatives, including joint programming and common services. In many cases, UNFPA, with its broad country-level presence, is engaged or leads on behalf of the UNCT in providing support and policy advice on mainstreaming the SDGs into UNDAFs and national development priorities.

As a step towards an even more integrated response and delivery of the 2030 Agenda, the UNDG, including UNFPA, developed a common approach known as MAPS (Mainstreaming, Acceleration, and Policy Support). The MAPS approach focuses on policy coherence and multi-stakeholder engagement, paying special attention to the cross-cutting elements of partnerships, joint assessment, data, and accountability. The vast majority of UNFPA field colleagues familiar with MAPS viewed it as an adequate platform for joint SDGs mainstreaming to be adjusted to the political peculiarities of the countries. Furthermore, UNFPA has supported MAPS missions which are instrumental in identifying and elaborating development gaps, needs and priorities, aligning national development planning with the SDGs as well as urging governments and the UNCTs to work together differently and more collaboratively.

In 2016, UNFPA launched a comprehensive information and communication technology (ICT) transformation initiative to enhance programming quality, address systems fragmentation, strengthen knowledge management and use of business analytics to guide decision-making within the fund and in collaboration with other UN entities to provide for increasing demands in granularity of reporting and results-resources linkages.

In terms of performance management, UNFPA has implemented a management and accountability framework, whereby Resident Coordinators (RCs) contribute to the performance appraisals of UNFPA country representatives. Additionally, contributions to the UN's system-wide coherence is an integral part of the job descriptions of the representatives and UNFPA regional directors to empower leadership in the spirit of collaboration.

UNFPA is committed to inter-agency mobility and gender parity of its workforce with currently 50.74% of its international staff being female. Furthermore, more than half of the international staff originated from the Global South in 2017.

<b>VI. Follow-up, monitoring and reporting</b>	
<b>QCPR mandates (OP 76- 84)</b>	<b>Progress</b>
<p>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 (OP 78)</p> <p>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 (OP 79)</p>	<p>Since 2015, UNFPA consolidated its annual reporting on the implementation of the QCPR in the Annual Report of the Executive Director in line with the Economic and Social Council resolution 2013/5.</p> <p>Furthermore, UNFPA provided substantive contributions to the annual report of the Secretary-General on the implementation of the QCPR and continues to play a proactive role in interagency mechanisms such as the Chiefs Executives Board, including the HLCP and the HLCM, as well as the undg. Throughout the reporting period, the Fund has consistently emphasized the importance of greater system-wide coherence, as well as the need to ensure efficient coordination and accountability across the work of the United Nations development system, thereby avoiding additional layers of bureaucracy, parallel reporting and complex governance structures. The QCPR mandate is thereby the guiding principle.</p> <p>Additionally, UNFPA has continuously advocated to ensure that sexual and reproductive health and rights are considered as an integral and central part of the sustainable development agenda. Therefore, UNFPA’s mandate and staff capacity will continue to be of high value for the UN development system, e.g. in relation to youth and data.</p>

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