**ANNEX 4: 2012-2016 QCPR implementation**

Following the adoption of the 2012 Quadrennial Comprehensive Policy Review (QCPR), UNDP developed an internal implementation plan to translate resolution mandates into actionable items. Progress against priorities was tracked through an internal QCPR implementation plan reviewed regularly by UNDP internal governance bodies, encompassing the following 12 QCPR areas: funding; poverty eradication; capacity development; South-South cooperation; gender equality and women empowerment; transition from relief to development; joint programming; Resident Coordinator system; Delivering as One; regional coordination; simplification and harmonization of business practices, and results-based management. The table below provides a snapshot of progress against key mandates.

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| 1. **Funding** | | |
| **QCPR mandates 2012-2016 (OP 24-56)** | **Relevant Indicators** | **Progress** |
| Enhance UNDS funding, in particular core resources, by:   * *Adopting concrete measures to broaden the donor base* and increase the number of countries and partners making financing contributions to the UNDS (OP 35). * *Improving communication and reporting to partners* and the public on mandates and development results, in relation to funding and accountability (OP36). * Defining c*ommon principles for the concepts of critical mass of core resources* … and present specific proposals to respective governing bodies for decision (OP39).   Improve the predictability and quality of resources, by:   * Ensuring that all available and projected core and non-core resources are *consolidated within an integrated framework (OP42).* * Avoiding the use of core to *subsidize non-core financial activities (OP43*).   *Ensure a full cost recovery, by*   * Adopting *a cost-recovery framework* by 2013 with a view to full implementation in 2014 (OP53). * Estimating counts to be recovered in their budgets to report on actual cost recovery *amounts* as part of their regular financial reporting (OP54). * *Reducing management costs in the effort to minimize the necessary cost recovery rate* within the existing budget frameworks (OP56). | # of UN entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base  # of UN Fs/Ps that defined common principles for the concept of critical mass of core resources by 2014  # of UN entities consolidating all projected core and non-core resources within an integrated budgetary framework  % of total core expenditure on development-related activities directed to programme  # of UN entities that have adopted harmonized cost recovery frameworks by end of 2013  # of UN entities reporting on cost recovery amounts within their regular financial reporting | * UNDP adopted a resource mobilization action plan and launched a campaign to increase the number of core contributors. Additionally, the organization launched the ‘Digital Good’programme: an online digital fundraising platform that helps raise direct contributions from individuals for sustainable development action. * The 2016 Aid Transparency recognized UNDP as the leading aid organization out of 46 international agencies, representing 98% of Official Development Flows. Efforts to remain a leader in transparency are ongoing and will be achieved by increasing the quantity and quality of project information at all levels of the organization. * UNDP held structured dialogues on funding with the Executive Board in January and September 2016. The Board took note of UNDP efforts to further diversify its funding base, including resource mobilization approaches. * In 2016, the organization spent 81% of its core expenditure on development related activities directed to progamme activities and 94% of non-core expenditure on development-related activities directed to programme activities. * UNDP, along with UNICEF, UNFPA and UN Women, has harmonized cost recovery practices and methodology to achieve “full cost recovery” as mandated. * The Integrated Results and Resources Framework (IRRF) included reporting on cost-recovery, in compliance with the new framework, and reported to the Executive Board in the UNDP annual financial report. * The Management Efficiency Ratio was 7.9% in 2016, which is below the management efficiency ratio of 8.1% outlined in strategic plan estimates. In April 2016, UNDP rolled out the ATLAS-integrated eRecuit and eHire globally, simplifying processes, enabling better workflow analytics, reporting, and reducing administrative burdens. In addition, UNDP negotiated airline agreements that saved the organization an estimated $4.4 million US dollars in 2016. |
| 1. **Contribution of the UN operational activities to national capacity development and development effectiveness** | | |
| 1. **Capacity building (OP57-68)** | **Relevant Indicators** | **Progress** |
| Promote sustainable development outcomes through:   * *Strengthening normative and operational linkages* and *support* programme countries in building national capacity(OP58). * *Developing a common approach for measuring progress in capacity development* as well as develop specific frameworks to enable programme countries design monitor and evaluate results (OP63). | % of programme country Govts that 'strongly agree' that UN system has been effective in developing national capacities  % progroamme countries govt that 'strongly agree’ that UN system uses national monitoring and reporting systems  Common approach and framework to measure progress in capacity | * A United Nations Development Group (UNDG) task team led by UNDP was created under the Programme Working Group to define UNDS’s support to strengthening national capacities in the implementation of the 2030 Agenda. According to the new UNDAF Guidance, Capacity Development is a programme approach that includes assessment of national capacities in the UNDAF CCA, prioritization of capacity building in the UNDAF Theory of Change and in agency specific programmes and projects, both as a means of implementation and as results, as well as in the financing strategy and in the Vision 2030. In support of measuring capacity development, the Task Team prepared a companion paper to the new UNDAF Guidance to guide the UNCT in progress monitoring and reporting. The Capacity Development Companion Paper includes an inventory of measurement approaches and tools that currently exist in the United Nations Development System (UNDS), guiding principles, practices and indicators. Piloting the approach in several countries that are developing new UNDAFs is underway |
| 1. **Poverty Eradication (OP69-73)** | **Relevant Indicators** | **Progress** |
| * Assigning the highest priority to *poverty eradication and hunger (OP71).* * Scaling up efforts to address its complex *root causes (OP71).* * Sharing good practices, lessons learned, strategies, programmes and policies which aim at achieving poverty eradication and promoting the active participation of those living in poverty (OP73). | % of new UNDAFs or equivalents that substantively address poverty eradication  % of programme country governments who “strongly agree” that UN contributions in the eradication of multi-dimensional poverty and achievement of International Development Goals is “significant” | * Programme alignment guidance and review of new country programme documents focuses on poverty eradication, as well as building capacities to address root causes of poverty through the country programme document theory of change. UNDP contributed actively to the development of a new United Nations Development Assistance Framework (UNDAF) guidance note, which was endorsed by the UNDG in 2017. * UNDP prepared a forward-looking, evidenced-based global [report](http://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/from-mdgs-to-sustainable-development-for-all.html) that captures lessons learned and good practices on capacity development and poverty related initiatives. In addition, UNDP and the World Bank prepared a global [UNDP-World Bank report](http://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/transitioning-from-the-mdgs-to-the-sdgs.html), consolidating lessons learned from the United Nations System Chief Executives Board on Millennium Development Goal Reviews. |
| 1. **South-South cooperation and development of national capacities.** | **Relevant Indicators** | **Progress** |
| * *Mainstreaming support to South-South and triangular cooperation* into country-level programming of operational activities (OP74). * *Intensifying information-sharing, reporting and evaluation* on support to and results archived through South-South cooperation, including triangular cooperation (OP75). | # of UN entities that integrate south-south cooperation into their strategic plan (32)  # of UN entities that actively report on south-south cooperation in their annual reports | * UNDP developed a new South-South and triangular cooperation Strategy in 2015 following extensive consultations with Member States. The direction of the strategy was well received and inputs and feedback fed into the finalization of the strategy in June 2016. * Since 2014, country offices and headquarter units report on the use of South-South and triangular cooperation through the Result Oriented Annual Reporting system and IRRF. |
| 1. **Gender Equality and Women’s Empowerment (OP80-92)** | **Relevant Indicators** | **Progress** |
| * *Substantially increasing the investment in and focus on outcomes and outputs relating to* gender equality and the empowerment of women in United Nations development framework programmes (OP81). * *Acquiring* sufficient technical expertise for gender mainstreaming in programme planning and implementation (OP88) * *Providing for more coherent, accurate and effective monitoring, evaluation and reporting on gender equality results* and on the tracking of gender-related resource allocation and expenditure, including through the promotion of the use, where appropriate, of gender markers (OP89). * *Further improving institutional accountability mechanisms (OP91).* * *Continuing efforts to achieve gender balance* in appointments within the United Nations System at the central, regional and country level (OP92) | # of UN entities that track and report on allocations and expenditures using gender markers | * In 2016, there were 20 gender advisors at UNDP Regional Hubs. There were also 40 national and international gender advisors (P4 and above) in country offices. 66% of country offices (88 UNDP COs) had multidisciplinary gender focal teams led by senior management. * UNDP has used a gender marker since 2009. Gender equality indicators are part of the Integrated Results and Resources Framework. * The Gender Steering and Implementation Committee (GSIC), chaired by the Associate Administrator, is the principal corporate accountability mechanism for ensuring that UNDP advances gender equality and women’s empowerment across all its work. Reporting to the GSIC is mandatory. * UNDP continues to have a gender-balanced workforce. Some challenges persist at the P5 level and higher levels to get women into senior management. To further advance on this, UNDP continues to implement its gender parity strategy. Considerable efforts were made to attract qualified women into the Resident Coordinator, Country Director and Deputy Resident Representative candidacy pools. By October 2016, 43% of Resident Coordinators were women |
| 1. **Transition from Relief to Development (OP93-112)** | **Relevant Indicators** | **Progress** |
| * *Responding to requests from countries affected by disasters or conflicts* that are in transition from relief to development to support their national priories, while recognizing the differences in these situations (OP94). * *Integrating disaster risk reduction into their respective activities,* including measures aimed at restoring and improving services and infrastructure as part of the early recovery and transition phase (OP108). * Ensuring that the profiles of the resident coordinators in countries in transition from relief to development also include the *qualifications of a humanitarian coordinator and that appropriate training on coordination and provision of humanitarian assistance is provided (OP112)*. | n/a | * In 2016, the Resident Coordinator Assessment Centre was re-designed based on the demands of the complex role of the Resident Coordinator in humanitarian, human rights, political and security settings. The UNDG rolled out the Assessment of Results and Competencies (ARC) that integrates the appraisals of Resident Coordinators who are also: (a) Humanitarian Coordinators, (b) Designated Officials for Security, and (c) Deputy Special Representatives of the Secretary General. ARC reports will foster mutual accountability for jointly agreed upon United Nations Country Team (UNCT) goals with a minimum requirement to include one goal in humanitarian, human rights, political and security. |
| 1. **Improving functioning of the United Nations development system** | | |
| 1. UNDAF (OP113-121) | Relevant Indicators | Progress |
| * *Further simplifying and harmonizing agency-specific programming instruments and processes* in alignment with the United Nations Development Assistance Framework (OP119). * Carrying out any *changes required to align their planning and budgeting cycles* with the quadrennial comprehensive policy review, including the implementation of midterm reviews, as necessary (OP121). | # of UN entities that have developed simplified and harmonized agency-specific programming instruments | * The new UNDAF guidance note, adopted in 2017 for common country programming, responds more fully and effectively to the rapidly evolving development landscape. * 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. |
| 1. **RC System (OP122-131)** | **Relevant Indicators** | **Progress** |
| Improve the effectiveness of the resident coordinator system by:   * Improving the way in which individuals are attracted, selected, trained, appraised and retained in the RC system (OP124 a). * Achieving diversification in the composition of resident coordinator system in terms of geographical distribution and gender (OP 124b). * Ensuring the participation of all UN agencies, funds and programmes on equal footing (OP124d). * Appointing country directors, where cost effective, to run core programme activities, including fundraising (OP124h). | % of RCs who are female  % of RCs who are from “programme countries” | * The Resident Coordinator job description has been revised to reflect the complex leadership position of the Resident Coordinator. An updated and strengthened Resident Coordinator induction programme was designed to respond to the demands of the role and functions. The performance appraisals for Resident Coordinator s and UNCTs have been significantly improved. In 2016, the UNDG rolled out the new Assessment of Results and Competencies for Resident Coordinators (ARC), which is based on a system of mutual accountability and shared goals of what the United Nations must deliver in country. The ARC ensures a 360-degrees assessment between the Resident Coordinator and Heads of Agency at country level. * By October 2016, 43% of Resident Coordinators were women, 42% were from the global South, and 41% were from United Nations organizations other than UNDP. * All United Nations agencies, funds and programmes may nominate successfully assessed candidates for Resident Coordinator vacancies. In 2016, 86 candidates were nominated for Resident Coordinator vacancies, of which 44 came of the broader United Nations system, and 42 from UNDP. Eighteen different United Nations entities put forward candidates for the Resident Coordinator Assessment Centre. * UNDP improved the functionality of the firewall by ensuring that Resident Coordinators/Resident Representatives (RC/RR) sign letters of delegation of authority for UNDP responsibilities, including for resource mobilization with the UNDP country director. According to a survey of Resident Coordinators in 2016, delegation-of-authority letters have been put into effect in 91 per cent of countries where UNDP had a country director as well as in 95 per cent of countries where the second official was a Deputy Resident Representative. |
| 1. **DaO (OP132-143)** | **Relevant Indicators** | **Progress** |
| * Providing programme countries that are considering adoption of the “Delivering as one” approach with information on issues such as “Delivering as one”- specific joint planning, programming, implementation, monitoring and evaluation, reporting and funding mechanisms (OP138). * Building on the best practices and lessons learned in implementing “Delivering as one” by a number of countries and to further consolidating the process by clearly outlining the core elements of each of the “ones”, based on lessons learned, including by formulating standard operational procedures as guidelines (OP140). * Supporting programme countries that have adopted the “Delivering as one” approach with an integrated package of support (OP141). | # of countries applying components of the SOPs | * UNDP monitors the application of the SOPs through the IRRF (common QCPR indicator). The application of standard operating procedures in 2016 covered 66% of country offices, with 49% operating with one programme, 32% with a common budgetary framework, 13% with one fund, 50% with one leader and 49% operating as one. * UNDP is committed to the implementation of the SOPs. 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. |
| 1. **Regional dimensions (OP144-151)** | **Relevant Indicators** | **Progress** |
| * *Strengthening collaboration with regional and subregional intergovernmental organizations and regional banks*, as appropriate and consistent with their respective mandates (OP145). | n/a | * At the regional level, UNDP chairs or co-chairs the Regional UNDAF Peer Support Group on behalf of the Regional UNDG. UNDP provided training assistance on UNDAF development, SOP tools, Results-Based Management (RBM), monitoring tools, orientation on the Sustainable Development Goals, in addition to extending support to the UNDAF development process in several countries, including those in crisis. 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 reports. In 2016, regional commissions and UNDG teams signed a joint statement of collaboration to support Member State in implementation of the 2030 Agenda. |
| 1. **Simplification and harmonization of business practices (OP152-163)** | **Relevant Indicators** | **Progress** |
| * *Further pursuing higher-quality, more effective and cost-efficient support services in all programme countries*(OP152). * *Further investing in intra-agency rationalization of business operations* (OP153). * *Developing and concluding inter-agency framework agreements* regarding the provision of support services regulating the mutual validity of agreements (OP154). | Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, ICT and other services  # of UN entities that presented plans for intra-agency rationalization  # of countries implementing common services, common LTAs, harmonized approach to procurement, common HR management, ICT services, financial management services | * UNDP, together with agencies, funds and programmes, is implementing the business operations strategy in pilot and self-starter countries. Currently, 49% of UNDP country offices have business operations strategies. * UNDP revised its business processes for integrated services to clients for recruitment; information technology support; procurement, and travel. Within the Bureau for Management Services, a new business coordinator function is responsible for providing integrated business solutions for bureaus in partnership with service managers at headquarters, regional hubs, and the Global Shared Service Centres in Copenhagen and Kuala Lumpur. * In 2016, the following was reported (from 134 UNDP country offices): 92% of UNDP country offices use common services; 75% of UNDP country offices use long term agreements (LTAs); 41% of UNDP country offices use a harmonized approach to procurement; 36% of UNDP country offices use human resource management; 60% of UNDP country offices use information communication technology (ICT) services, and 28% of UNDP country offices use common financial management services. |
| 1. **Results-based management (OP164-172)** | **Relevant Indicators** | **Progress** |
| * *Accelerating work to develop and sustain a results culture at all levels within the funds and programmes, the specialized agencies and other United Nations entities*, including by identifying and implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and periodically reviewing their results management systems, and to invest in developing capacities and competencies for results-based management (OP166).  |  | | --- | | * *Promoting the development of clear and robust results frameworks* that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and consulting Member States during the production of results frameworks of their respective strategic plans, and to report annually on implementation from 2014 (OP170). | | # of UN entities using common RBM tools and principles  # of UN entities with clear and robust results frameworks | * In 2016, 57% of country offices met the internal standard of spending one to three per cent of their programme budget on monitoring and evaluation (M&E). Seventy-three per cent had met the Country Office Support Initiative prescriptive benchmarks for M&E capacities, totaling 137 full-time equivalent M&E specialists in country offices. Furthermore, 13% of country offices recruited UNDP specialized staff to provide evaluation expertise, while 56% of country offices provided training for country office staff, project staff and national counterparts on conducting and managing high quality decentralized evaluations. In 27% of cases country offices established collaborations with international, national and sub-national evaluation associations/entities. |