

## Annex V

### Report on the implementation of 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 developed a common reporting format outlined below. This table reports against the mandates of the General Assembly resolution 71/243 (2017-2021) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in the second year of its implementation.

#### I. General Guidelines

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i>	<i>Progress</i>
<p>Calls upon the entities of the United Nations development system to:</p> <p style="padding-left: 40px;">Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)</p> <p style="padding-left: 40px;">Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on</p>	<p>UN-Women’s Strategic Plan 2018-2021 is based on the premise that achieving gender equality and women’s empowerment will lead to progress across all the entire 2030 Agenda. The Strategic Plan’s principles, strategic priorities and its Integrated Results and Resources Framework (IRRF) are fully aligned with the 2030 Agenda for Sustainable Development and the SDGs, including by using SDG indicators in the IRRF and the Common Chapter with UNDP, UNICEF and UNFPA, as well as integrating the principle of leaving no one behind, universality and others. 34 percent of development results at the impact and outcome levels in the IRRF are SDG indicators (11 out of 32 indicators), out of which seven indicators are on SDG 5.</p>

<p>results, improving integrated results and resources frameworks (para. 12)</p> <p>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 (para. 13)</p>	<p>UN-Women’s online Results Management System (RMS) has made the corporate process of planning, monitoring and reporting, as well as aggregating results, more efficient, accountable and transparent. The RMS is linked to its Enterprise Resource Platform so that progress, budgets, funding gaps and expenditures on all results are monitored in real-time. In 2018, UN-Women launched an e-Learning Course on Gender Responsive Results-Based Management (RBM). This is publicly available and aims to strengthen UN-Women staffs’ knowledge and skills to apply RBM to UN-Women programming.</p> <p>UN-Women conducts independent quality assessments of Strategic Notes and annual results reports of field offices against RBM standards. This informs key progress compared to previous years and identifies areas of improvement. The overall score from this assessment since 2014 shows that UN-Women has been making steady progress over the years. In 2018, the average score of the Strategic Note assessment was 74 per cent which is categorized as “excellent”, compared to 62 per cent in 2014 and 66 per cent in 2017.</p> <p>In 2018, 66 entities reported under the System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), including the Secretariat and its departments and offices. 2018 constituted the first year of reporting on the second implementation of phase 2 of the UN-SWAP (UN-SWAP 2.0).</p> <p>The UN-SWAP 2.0 further refines existing performance indicators from UN-SWAP 1.0 and anchors the framework within the 2030 Agenda. While the focus of UN-SWAP 1.0 was on internal processes for mainstreaming, UN-SWAP 2.0 broadens the points of accountability including for gender-related and SDG relevant results. The three new indicators on results are: 1) strategic planning gender-related SDG results, 2) reporting on gender-related SDG results, and 3) programmatic gender-related SDG results not directly captured in the strategic plan.</p> <p>A theory of change (TOC) for UN-SWAP reporting of system-wide strategic gender-related results in support of the 2030 Agenda was drafted in 2018 by an inter-agency working group made up of 14 entities and chaired by UN-Women. This theory of change will be used as part of UN-SWAP 2.0 reporting in 2019.</p> <p>Results of reporting on the UN-SWAP 2.0 for 2018 are captured in the 2019 Report of the Secretary-General on mainstreaming a gender perspective into all programmes and policies of the UN system (E/2019/54).</p>
---	---

**II. Contributions of United Nations operational activities for development**

---

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
<p>Stresses the importance of mainstreaming SDGs... and urges the United Nations to (para. 17):</p> <p>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))</p> <p>Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))</p> <p>Ensure a balanced and integrated approach towards its support to the implementation of the Sustainable Development Goals 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 (para. 17 (c))</p> <p>Calls upon the entities of the United Nations development system to... improve their support to the building, development and strengthening of national capacities by (para. 21):</p> <p>Providing evidence-based and, where appropriate, integrated policy advice to support countries... 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))</p>	<p>The principle of leaving no one behind is reflected as a guiding principle in the Strategic Plan 2018-2021, and all country offices are accordingly reflecting this principle in their Strategic Notes and results frameworks.</p> <p>Based on its Flagship Programme Initiatives, UN-Women’s TOCs address the interconnectedness and addressing multiple SDGs in an integrated way. The work on climate-smart agriculture is one example of narrowing the gender gap on access to land, information and technologies in agriculture, as well as one of the ways to make progress on all 17 SDGs.</p> <p>Through participating in Mainstreaming, Acceleration and Policy Support (MAPS) missions, UN-Women aims to ensure that gender equality and women’s empowerment are an integral part of the support to the implementation of the SDGs. In several cases, gender equality and women’s empowerment have been identified as accelerators for the achievement of the SDGs such as closing the gap in women’s economic and political participation and eliminating discriminatory gender stereotypes.</p> <p>The 2018 Multilateral Organisation Performance Assessment Network (MOPAN) review recognized that UN-Women’s work is well aligned with relevant normative frameworks, including the Beijing Platform for Action, the Political Declaration adopted at the fifty-ninth session of the Commission on the Status of Women in 2015, and the Convention on the Elimination of All Forms of Discrimination against Women. UN-Women actively supports all these frameworks by producing policy reports and facilitating countries’ participation in related reports and contributions.</p> <p>UN-Women, jointly with partners, invested in improved production and use of gender data to monitor the implementation of the SDGs and other national policy priorities. In 2018, working with national statistical offices and other national institutions, projects were developed and implemented in six countries.<sup>[1]</sup> For instance, work in Kenya has led to new institutional commitments by the Kenyan National Bureau of Statistics to mainstream gender equality in all its data collection activities, keeping gender at the forefront of important national debates and policies. In Tanzania, the inclusion of a time use module in the national household budget survey means that for the first-time, monetary poverty, time</p>

<sup>[1]</sup> In 2017, 12 pathfinder countries (Bangladesh, Kenya, Morocco, Nepal, Tanzania, Uganda, Albania, Cameroon, Colombia, Jordan, Senegal, Sierra Leone,) selected for implementation. Implementation began in 2018 in the first six and will be expanded to the remaining countries in 2019. In addition, three regional projects (Asia and Pacific, Europe and Central Asia and Eastern and Southern Africa) were established to support countries on demand.

<p>Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations system (para. 21 (b))</p> <p>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 (para. 21 (c))</p> <p>Assisting Governments in leveraging partnerships (para. 21 (d))</p> <p>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))</p> <p>Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):</p> <p>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))</p> <p>Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda (para. 24 (b))</p>	<p>poverty and multidimensional poverty of women is monitored using quality data and internationally recognized methods.</p> <p>South-South and triangular cooperation is recognized in UN-Women’s Strategic Plan 2018-2021 as a key programmatic approach. UN-Women is working on enhancing its internal capacity, including by embedding South-South and triangular cooperation in UN-Women’s knowledge management strategy. Partnerships are being leveraged to deepen the work, such as with the Global Center of Excellence on Gender Statistics in Mexico. Other areas where South-South and triangular cooperation has been applied includes work on ending violence against women, gender parity and women’s economic empowerment.</p> <p>UN-Women supports the development of norms and standards relating to the integration of gender equality and the empowerment of women and girls in a way that enhances coordination of development with humanitarian assistance and peacebuilding efforts. For example, UN-Women supported the updating of the Inter-Agency Standing Committee’s Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action and its associated accountability framework; the integration of gender perspectives into the United Nations Mine Action Strategy 2019-2023 (to be published); and the Global Compact on Refugees gender position paper as a lobbying tool for the drafting consultations.</p> <p>At the country level, the Entity’s programming strategy in humanitarian action, through its humanitarian response, recovery and disaster risk reduction programme initiatives, focuses on women’s empowerment through skills training and livelihoods to develop their self-reliance in response and sustainable resilience through recovery and beyond. Further to this, UN-Women advocates for the inclusion of women’s and girls’ voices as decision-makers in humanitarian planning and implementation, as well as in peacebuilding efforts.</p>
--	---

### III. Funding of the operational activities for development of the United Nations system

<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
<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 (para. 33)</p> <p>Also urges the entities of the United Nations development system, 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 (para. 34) by:</p> <p style="padding-left: 40px;">Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a))</p> <p style="padding-left: 40px;">Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b))</p> <p style="padding-left: 40px;">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))</p> <p>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);</p> <p>Urges the entities of the United Nations development system to align their next integrated budgets with the present resolution</p>	<p>UN-Women’s IRRF articulates expected results during the Strategic Plan period of 2018-2021 and outlines estimated resources necessary for the achievement of each outcome.</p> <p>UN-Women fully aims to fully leverage inter-agency pooled funds, as they have demonstrated to be well suited to promote integrated approaches to support the implementation of the 2030 Agenda by improving aid coordination and coherence and bridging the silos between development, humanitarian and peacebuilding assistance. Pooled funding incentivizes joint programming. To increase joint programmes and pooled fund-income UN-Women plans builds programmatic partnerships with United Nations agencies that can contribute to the successful delivery of its Flagship Programme Initiatives. In 2018, UN-Women secured \$50.43 million through joint programmes, corresponding to a 21 per cent increase from 2017.</p> <p>UN-Women is implementing an ambitious resource mobilization and partnership strategy that aims to ensure it is adequately financed to successfully implement its Strategic Plan 2018-2021. Three pillars underpin this strategy; (i) deepening engagement with partners, including through the Structured Dialogue on Financing, partner consultations, engagement in assessments such as MOPAN, and championing UN reform vehicles such as the Secretary-General’s Funding Compact, (ii) investing in growing private individual giving through a strengthened National Committee network, and (iii) generating revenue from events, advocacy campaigns and appeals, such as the twenty-fifth anniversary of the Beijing Declaration and Platform for Action (2020), HeForShe, and humanitarian action appeals.</p> <p>Core resources represent the highest quality funding and support the implementation of the full range of outcomes set out in the Strategic Plan. In 2018, UN-Women secured 36 multi-year pledges to core resources. Nevertheless, the imbalance between core and non-core resources continues to grow.</p> <p>102 Member States contributed to its core resources, with 49 Member States increasing their total contribution in 2018, seven of which doubling or more than doubling their support and 12 returning or new donors. Two countries that are not part of the Development Assistance Committee (DAC) of the Organisation for Economic Co-</p>

<p>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)</p>	<p>operation and Development's (OECD) contributed above \$1 million (China and the United Arab Emirates).</p> <p>Non-core resources complement core resources towards achieving results in the Strategic Plan 2018-2021. In line with QCPR recommendations, such resources should be as predictable, timely and flexible as possible to minimize transaction costs and the risks of strategic distortions. In accordance with these principles, UN-Women focuses on attracting high-quality, soft-earmarked non-core resources, notably through its Flagship Programme Initiatives and by continuing to promote the successful experience in direct funding of Strategic Notes and Annual Work Plans at the country level. In 2018, UN-Women reached an all-time high in non-core resources of \$ 235.26 million, supporting accelerated programme delivery.</p> <p>UN-Women is also accelerating diversification of private sector fundraising with corporations, foundations and individuals. Efforts are underway to expand the direct marketing infrastructure and tools to expand direct/digital marketing and regular giving, including for example corporate employees. The number of partnerships with the private sector has grown from 13 in 2014 to 33 by the end of 2018. Contributions from the corporate sector, foundations, and individual donors as well as National Committees amounted to \$23.42 million, in comparison to \$17.95 million in 2017.</p> <p>UN-Women is implementing the cost-recovery policy as adopted by its Executive Board and reports to the Executive Board annually on said implementation. The actual cost-recovery amounts were most recently reported through documents UNW/2018/1 and UNW/2018/2.</p> <p>UN-Women regularly holds a Structured Dialogue on Financing with its Executive Board. The Executive Board encouraged UN-Women to continue this structured dialogue throughout the year, with a view of assessing the level of funding it receives, and funding gaps, as well as the predictability, flexibility and alignment of financial resources provided for the implementation of the Strategic Plan 2018-2021. It also requested UN-Women to continue improving the format and content of the report on Structured Dialogue on Financing, in order to further improve the quality of the dialogue, including by providing an overview of the funding in relation to the Decision 2018/5 implementation of the Strategic Plan 2018-2021, taking into account both regular and other resources. UN-Women has made special efforts to increase the visibility of core contributions.</p>
---	--

#### IV. Strengthening the governance of the United Nations operational activities for development

<i>QCPR mandates (paras. 44–46)</i>	<i>Progress</i>
<p>Stresses the need to improve the governance of the United Nations development system including by (para. 45):</p> <p>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))</p> <p>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):</p> <p>Adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))</p>	<p>Transparency and accountability are critical for UN-Women in delivering development and humanitarian results for women and girls. UN-Women signed up to the International Aid Transparency Initiative (IATI) in 2012 to build accountability and trust with its stakeholders. As part its commitment to transparency, UN-Women has been pursuing a series of measures to underpin the principle of transparency in the organization's operations. One such measure is to publish its development work (results and financial data) in the IATI Registry. This year, UN-Women ranked fifth place among more than 23 United Nations agencies that publish their aid information in the IATI Registry. UN-Women is developing its own transparency portal in 2019.</p> <p>The UN-Women Executive Board Secretariat has over the past few months supported the work of the Core Group (an intergovernmental body established in 2019 in which all four boards and all five regional groups are represented) in their work to improve the working methods of the Executive Boards of UNDP/UNOPS/UNFPA, UNICEF, UN-Women and World Food Programme.</p> <p>As per established practice, the rules of procedure, and the Decisions on the working methods of the Executive Board, official documentation is presented to the Executive Board online four weeks in advance of formal sessions through the Executive Board website in all the official languages. Conference Room Papers are also presented according to the same timeline, with the exception of unplanned and unforeseen circumstances. The Secretariat circulates the compilation of draft decisions at least two weeks in advance of each session and encourages Bureau members (through the facilitators of draft decisions) to provide written comments in advance of the session in order to conclude negotiations by the end of the formal session within working hours. UN-Women continues to encourage its Board members to submit language proposals as early as possible in advance of formal sessions. Finally, UN-Women provides regular updates to its Board members through informal briefings.</p>

## V. Improving the functioning of the United Nations development system

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
<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 the United Nations country teams to (para. 50):</p> <p>Strengthen the use of the United Nations Development Assistance Framework or equivalent... (para. 50 (a))</p> <p>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))</p> <p>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))</p> <p>Simplify the United Nations Development Assistance Framework processes in order to reduce fragmentation, overlaps and the transaction costs and workload of the entities of the United Nations development system, as well as the workload of national Governments and other stakeholders, including by decreasing the time necessary for the preparation of relevant documents; (para. 50 (e))</p> <p>Present annual reports to the programme country Governments on the results achieved by the United Nations country team as a whole,</p>	<p>UN-Women’s country level programmes are developed in close collaboration with host Governments and national partners to ensure they respond to national priorities, as well as with United Nations development system partners, within the context of the United Nations Country Team.</p> <p>Together with UNDP, UNFPA and UNICEF, UN-Women reported on the first year of implementation of the Common Chapter. One joint report was prepared by the four agencies as an annex to each agencies’ 2018 annual report to their respective Executive Boards.</p> <p>Furthermore, UN-Women has as an indicator in its IRRF on joint programmes. It is expected that the percentage share of total programme expenditure from joint programmes will increase from 10% in 2018 up to 25% in 2021. UN-Women together with UNFPA and UNDP is implementing the EU-UN Spotlight initiative to end violence against women and girls.</p> <p>As a part of annual review mechanism of the UN Development Assistance Framework (UNDAF), with Steering Committees which include national partners, the annual report on the implementation of the UNDAF is presented to national governments. It is expected that once the UNSDG’s UN Info is used by all UN Country Teams, more information will be publicly available through the UN Info website.</p> <p>UN-Women leverages structures such as gender theme groups and systems like the UNCT-SWAP Gender Equality Scorecard to enhance coherence and UN coordination for system-wide work on gender equality and women’s empowerment at the national level.</p> <p>UN-Women internal guidance for the preparation of Strategic Notes requires full alignment with the UNDAF. In that context, UN-Women is expected to ensure consultation with the entire UN Country Teams during the planning stage of the Strategic Note. Internal Guidance will be further reviewed to ensure consistency with the new generation of UNDAFs and the empowered Resident Coordinator.</p> <p>Building on the recommendations of the 2016 corporate evaluation of UN-Women's regional architecture as well as current discussions on United Nations Development System</p>



<p>structured around the United Nations Development Assistance Framework, 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 (para. 50 (f))</p> <p>Strengthen joint programming processes and the use of joint programmes at the country level, where appropriate (para. 50 (g))</p> <p>Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h))</p> <p>Avoid new and significantly reduce the number of existing parallel project implementation units in programme countries, as a means of building and strengthening national capacities, reducing transaction costs and avoiding overlaps, including by strengthening inter-agency efforts and building upon different coordination mechanisms (para. 50 (i))</p> <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57):</p> <p>Enhance the planning and coordination function of the resident coordinators by empowering them within the United Nations country teams to make final decisions on the strategic objectives in the United Nations Development Assistance Framework, or equivalent planning framework, in consultation with national Governments, as well as to substantially increase common resource mobilization and distribution at the country</p>	<p>repositioning, UN-Women is reviewing its country typology to maximize its impact to ensure it adopts flexible, cost-effective and collaborative models for its field presence.</p> <p>UN-Women’s corporate knowledge management strategy 2018-2021 (aligned with its Strategic Plan 2018-2021) was presented to the Board in February 2019 and is currently being implemented. Specific guidance tools are also being developed as well as communities of practice.</p> <p>In line with the Strategic Plan 2018-2021, all Country Offices are developing country gender equality profiles, an in-depth analysis of the status of women and men at the national level based on statistical and qualitative data. The profiles are used internally to enhance knowledge management. They leverage existing research and reports and provide a comprehensive understanding of national contexts in relation to 2030 Agenda and Beijing Platform for Action.</p> <p>UN-Women is an active member of the United Nations System Chief Executives Board for Coordination (CEB) High Level Committee on Management (HLCM) Human Resources Network working groups to ensure its recruitment and staff selection policies and processes incorporate best practice and are harmonized with the rest of the system. UN-Women helped develop and also takes into account in its policies and practices the recommendations of the Enabling Environment Guidelines for the United Nations System, a collection of best practices in support of the Secretary-General’s system wide strategy on gender parity.</p> <p>UN-Women’s recruitment process specifies that all shortlists of candidates should have, to the extent possible, representation of both women and men. In the interview process, UN-Women ensures balanced representation with respect to geography, gender and technical units/departments/offices, including field offices. Furthermore, UN-Women’s Central Review Board, which provides oversight to the recruitment processes, reviews geographical distribution and gender balance before validating recruitments.</p> <p>UN-Women staff composition is geographically diverse and has increased to 134 nationalities in 2019 from 129 in 2018. The diversity among senior, D1 and above staff has also increased to 23 nationalities from 21 in 2018.</p> <p>Over the past years, UN-Women has developed and launched several staff leadership capacity development programmes: Leadership Programme, Emerging Leadership Programme and Mentoring Programme. All of these programmes are aligned with and incorporate the objectives of the 2030 Agenda, as well as the UN leadership and UN-Women values.</p>
--	---

<p>level where appropriate, including pooled resources (para. 57 (a))</p> <p>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))</p> <p>Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))</p> <p>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)</p> <p>Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (para. 70)</p> <p>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)</p> <p>Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72)</p> <p>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)</p>	<p>UN-Women has adopted an initial rotation policy and successfully conducted rotation to increase the staff mobility inside the organization. UN-Women actively participates in the Inter-Agency Mobility Framework to promote staff mobility between various UN entities. Within this framework, in 2018, 12 staff have joined UN-Women on inter-agency transfer and currently UN-Women has 28 staff on secondment/loan from other UN agencies and 11 staff seconded/loaned out to other agencies.</p>
---	--

## VI. Follow-up, monitoring and reporting

<i>QCPR mandates (paras. 76–84)</i>	<i>Progress</i>
<p>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);</p> <p>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).</p>	<p>Under the Common Chapter of the Strategic Plans 2018-2021 of UN-Women, UNDP, UNFPA and UNICEF, the four agencies align their planning and activities with a set of common indicators to report on in six common areas to accelerate joint initiatives. Through the Common Chapter, UN-Women, UNDP, UNFPA and UNICEF, committed to working better together and with other partners, characterized by stronger coherence, collaboration and alignment to the SDGs. Planning and activities included the identification and development of dedicated accelerator initiatives at the country and regional levels, as well as building on existing mechanisms such as Common Country Assessments (CCAs) and UNDAFs. The Common Chapter agencies have developed a further harmonized interagency approach for reporting against their respective Strategic Plans 2018-2021, specifically regarding the calculation and format of the presentation of data.</p> <p>As part of the Common Chapter, UN-Women, UNFPA, UNICEF and UNDP harnessed their collaborative advantages in compliance with their respective mandates. UN-Women will also continue to advance its technical support to the UNSDG, including at regional level through its regional offices, to strengthen the integration of gender equality in UNDAF development and approval. UN-Women is currently developing more comprehensive support and engagement packages for the field for such support which includes CCA, UNDAF, MAPS missions. UN-Women is also revising the programme and project policies and procedures during the first half of 2019 to fully integrate the mandate of the UN Development System repositioning resolution.</p>

## Shared QCPR indicators

QCPR Indicator Number <sup>1</sup>	Common Chapter Annex Reference Number	QCPR indicator	2018 Result	Data Source
<b>Alignment of planning processes</b>				
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	(i) 72 of 130 countries (55.4%) (ii) 99 of 130 countries (76.2%)	DCO IMS 2018 <sup>2</sup>
84	QCPR 11.c	% of UNCTs with Result Groups aligned with national coordination mechanisms	104 of 130 countries (80.0%)	DCO IMS 2018
85	QCPR 11.d	% of UNCTs with Joint Workplans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities	71 of 130 countries (54.6%)	DCO IMS 2018
<b>Funding</b>				
55c	QCPR 15.d	Fraction of United Nations entities that receive over [(i) 10%; (ii) 15%; and (iii) 20%] of their non-core resources from inter-agency pooled funds	In 2018, UN-Women received \$32.3 million of its non-core resources from inter-agency pooled funds, which is 13.7% of total non-core resources.	UN-Women
57	QCPR 15.f	Funding channelled to thematic funds: (i) Total; (ii) % of total non-core	In 2018, UN-Women received: (i) \$16.7 million in thematic funds (ii) 7.1% of total non-core	UN-Women
62	QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core (excluding local resources); and (iii) Local resources	In 2018, UN-Women received from programme countries: (i) \$9.3 million in core contributions	UN-Women

<sup>1</sup> 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.

<sup>2</sup> 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/>). 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.

			(ii) \$1.1 million in non-core contributions	
63a	QCPR 18.c	Total funding received from non-State partners: (i) Core; and (ii) Non-core	In 2018, UNWOMEN received from non-State partners:  (i) \$1.5 million in core contributions (ii) \$29.3 million in non-core contributions	UN-Women
63b	QCPR 18.d	% share of total funding coming from non-State partners	In 2018, 8% of total funding to UN-WOMEN came from non-State partners.	UN-Women
66a	QCPR 20.a	Fraction of the United Nations development system (UNDS) entities reporting resources generated from 'innovative funding modalities' as part of their regular financial reporting	Data not available.	N/A
67	QCPR 21.a	% of UNCTs with a Joint Resource Mobilization strategy that is approved by the UNCT as well as monitored and reported against the United Nations Country Results Report	27 of 130 countries (20.8%)	DCO IMS 2018
72a	QCPR 21.b	% of UNCTs that have a Common Budgetary Framework (CBF) that is: (i) Medium-term and aligned to the UNDAF/One Programme; (ii) Updated annually (i.e. annual CBF)	(i) 86 of 130 countries (66.2%) (ii) 60 of 130 countries (46.2%)	DCO IMS 2018
<b>Implementation of full cost recovery</b>				
77c	QCPR 22.b	% of total core/non-core expenditures directed to programme activities	Core expenditures: 47% Non-core expenditures: 100%	UN-Women
74a	QCPR 25	Fraction of United Nations funds, programmes and specialized agencies publishing data as per the International Aid Transparency Initiative (IATI) data standard	UN-Women publishes data as per the IATI data standard.	UN-Women
<b>Cross-cutting dimensions</b>				
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%	44% of D1 and above filled by nationals of programme countries 35% of D1 and above filled by female nationals of programme countries	UN-Women

		- >50%		
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	58% of UN system entities meet or exceed UN-SWAP 2.0 minimum standards	2018 UN-SWAP 2.0 reporting to UN-Women
21	QCPR 42.e	% of UNDS entities that track and report on allocations and expenditures using gender markers	37% of UN system entities meet or exceed the UN-SWAP 2.0 standards on financial resource tracking	2018 UN-SWAP 2.0 reporting to UN-Women
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 50%; (ii) P2 87%; (iii) P3 79%; (iv) P4 83%; (v) P5 80% (b) National Staff: (i) NO-A 77%; (ii) NO-B 71%; (iii) NO-C 75%; (iv) NO-D 100%; (v) NO-E (c) High-level Posts (i) D1/P6 83%; (ii) D2/P7 86%; (iii) ASG 50%; (iv) USG 100% (d) General Service Staff: (i) G2 20%; (ii) G3 7%; (iii) G4 100%; (iv) G5 83%; (v) G6 79%; (vi) G7 63%	UN-Women
23	QCPR 42.g	Percentage of UNDAFs that feature gender results at the outcome level	88 out of 126 UNDAFs in 2018 (69.8%)	DCO IMS 2018
158d	QCPR 43.d	% of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	No data is available for this indicator at the moment. This is an indicator collected by DESA through the programme country survey. DESA intends to collect data summer 2019.	N/A
<b>Resident Coordinator system</b>				
70c	QCPR 61.a	Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement	UN-Women paid its full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement for 2018 and 2019.	UN-Women
70a-b	QCPR 61.c	Total contributions in cash paid to the UNDG RC system cost-sharing arrangement (and % shortfall)	In 2018, UN-Women paid \$1.3m for 2018 and \$2.6m for 2019.	UN-Women
<b>Harmonization and simplification of business practices</b>				

143	QCPR 74	<p>% of UNCTs that have:</p> <ul style="list-style-type: none"> <li>(i) a Country Communications Group (chaired by a Head of Agency);</li> <li>(ii) a joint communication strategy approved by the UNCT and monitored and reported against in the United Nations Country Results Report;</li> <li>(iii) operations costs and budgets integrated in the overall medium-term CBF</li> </ul>	<ul style="list-style-type: none"> <li>(i) 105 of 130 countries (80.8%)</li> <li>(ii) 89 of 130 countries (68.5%)</li> <li>(iii) 31 of 130 countries (23.8%)</li> </ul>	DCO IMS 2018
-----	------------	---	---	--------------