



FOR UNSDG ENTITIES' GOVERNING BODIES

United Nations Population Fund (UNFPA) Annual Session of the Executive Board, June 2025

In response to Member States request in General Assembly resolution 76/4 on the review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement, the Chair of the United Nations Sustainable Development Group (UNSDG) developed a checklist for the consideration of the governing bodies of the United Nations development system entities, to “facilitate their oversight role, including monitoring alignment and entity adherence to the dual reporting model.” The proposed checklist aims to inform the oversight of the Resident Coordinator system performed by Member States in the General Assembly and the Operational Activities Segment of the Economic and Social Council, including through the Resident Coordinator system results framework currently being finalized, as also requested by Member States in General Assembly resolution 76/4.

The checklist covers the elements of the repositioning of the United Nations development system, as set out in General Assembly resolution 72/279, and as such, applies to all entities of the United Nations development system. For each question, entities are requested to briefly explain how the entity is implementing the requirement, or, if it is not implemented, briefly set out the plans and timeline to do so. If a question does not apply to an entity, the last column offers the space for the entity to elaborate why and provide any other relevant information relating to the implementation of the specific aspect of the reform.

<i>A New Generation of UN Country Teams (UNCT)</i>	<i>Yes/No/NA</i>	<i>Please elaborate</i>
<i>Programmes at the country level / Strategies and UN Sustainable Development Cooperation Frameworks</i>		
<p>Does your entity have guidance or process in place to ensure implementation of the Management and Accountability Framework (MAF) requirement to “consult with the Resident Coordinator at key stages of entity-specific strategic planning”?</p> <p>• If yes, please briefly describe how your entity monitors adherence to this requirement?</p>	Yes	<p>Following the endorsement of the updated Management and Accountability Framework (MAF) in 2021, UNFPA issued an information note to guide its implementation. The note clarified key MAF provisions and served as a practical tool for UNFPA country offices to ensure full compliance. It highlighted, in particular: (a) the overall coordination role of Resident Coordinators; and (b) UNFPA’s responsibility to contribute meaningfully to the work of United Nations country teams.</p> <p>Cooperation with the Resident Coordinator is a mandatory output of performance appraisals for all UNFPA country representatives. In line with the</p>

		<p>MAF, UNFPA consults Resident Coordinators at key stages of country-level planning processes, while ensuring alignment with the corporate priorities set out in its Strategic Plan. Compliance with these requirements is monitored through regular internal surveys that capture both data and perceptions on UNDS reform engagement from UNFPA country representatives and regional directors.</p> <p>UNFPA is actively engaged in the ongoing revision process of the MAF guidance throughout 2025 and remains committed to supporting its effective implementation through knowledge-sharing and capacity-building.</p>
Does your entity's guidance or processes require that your country-level development activities/engagement derives from the Cooperation Framework , and, as a result, that it is developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with the Government?	Yes	<p>UNFPA internal policies require that all its country programmes be derived from and aligned with nationally agreed and owned UN Sustainable Development Cooperation Frameworks (UNSDCFs). As part of this process, Resident Coordinators must sign off on the derivation and alignment of UNFPA country programme documents (CPDs) with the UNSDCF before UNFPA CPDs are submitted to the Executive Board for consideration.</p> <p>In line with the recommendation from the UNFPA Formative Evaluation on its engagement in UN reform, UNFPA continues to play an active role in the UNSDG Inter-Agency Working Group on Programme Development and Results, which addresses, among other issues, the derivation of CPDs from UNSDCFs.</p>
Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks ?	Yes	Draft CPDs are submitted to the Executive Board for approval alongside relevant UNSDCFs, enabling the Board to verify that UNFPA CPDs are properly derived from and aligned with the UNSDCFs.
Are all the development activities of your entity at the country level captured in the Joint Workplan of the Cooperation Framework ?	Yes	UNFPA CPDs and their activities are derived from the nationally owned UNSDCFs, which are operationalized through joint workplans.
<i>UN Country Team Configuration</i>		
What proportion of your entities' country offices have engaged in a country configuration exercise in line with the agreed Cooperation Framework, in accordance with national development policies, plans, priorities and needs and in consultation with the host government?	63%	In 2024, 77 country offices (63%) reported that they had engaged in a country configuration exercise, in line with the agreed Cooperation Framework, in accordance with national development policies, plans, priorities and needs and in consultation with the host government.
In how many countries did this exercise lead to a	N/A	Data not available. At this time, there is no consolidated data available to

change in your business models, country-level footprint and/or programming?		determine how many countries underwent changes in business models, country-level footprint, and/or programming.
In how many countries did this exercise lead to an increase in the relative share of policy advice vis-à-vis project implementation, including large-scale procurement support?	N/A	Data not available. There is currently no systematic data available to assess in how many countries this exercise led to an increase in the relative share of policy advice compared to project implementation, including large-scale procurement support.
Multi-Country Office Review		
Has your entity reviewed and adjusted its programme responses and resource allocations in support of the priorities of Small Island Developing States ?	Yes	UNFPA remains committed to supporting the system-wide implementation of the recommendations from the Multi-Country Office (MCO) review. Under its Strategic Plan, 2022–2025, UNFPA allocates resources to countries according to (a) the progress made towards the three transformative results; (b) the vulnerability to disaster risks; (c) the inequalities in access to health care; (d) the population size; and (e) the gross national per capita income. In this context, UNFPA has increased financial allocations to its MCOs serving Small Island Developing States (SIDS) in the Caribbean and the Pacific.
In response to the Multi-Country Office review, has your entity taken concrete steps to review the appropriateness of expertise and organizational arrangements in MCO settings , where required?	Yes	<p>UNFPA remains committed to implementing the recommendations of the Multi-Country Office (MCO) review. Under its Strategic Plan 2022–2025, UNFPA has significantly increased its regular resource allocations and strengthened its presence in both the Caribbean and the Pacific.</p> <p>As reported in the previous checklist, several positions have been decentralized and upgraded to enhance coverage and effectiveness in the Caribbean. Key relocations include moving the Sub-Regional Office Deputy Director from Jamaica to Barbados, the Sexual and Reproductive Health Advisor from Jamaica to Guyana, and the Humanitarian and Climate Resilience Advisor from Panama to Trinidad and Tobago. Additionally, the Regional Office for Latin America and the Caribbean has created a dedicated position to exclusively support UNFPA offices in the Caribbean. Senior national positions have also been established in Jamaica, Antigua and Barbuda, and St. Lucia.</p> <p>In the Pacific, UNFPA has similarly expanded its national presence by recruiting additional staff, including Assistant Representatives in the Federated States of Micronesia and Samoa, and senior national officers in Tonga, Samoa, and the Solomon Islands.</p>

Efficiencies		
What % of your entity's country offices participate in the country's Business Operations Strategy (BOS) ?	100%	Based on the current country presence, UNFPA is fully engaged in the Business Operations Strategies implementation. UNFPA participates in the 127 BOS and is co-chairing the BOS Task Team. Since the beginning of the efficiency agenda in 2019, UNFPA realized cost avoidance of \$14.1 million by implementing the services developed through the BOS.
Has your entity put in place a process to track efficiency gains , achieved individually, as well as jointly with other UN entities? • If yes, does the process use the agreed UNSDG common methodology for measuring the impact of efficiency initiatives?	Yes	UNFPA is an active member of the UN Efficiency Reporting Task Team and has established clear guidance and systems to measure efficiency gains across inter-agency, bilateral, and organization-specific initiatives. These efforts are aligned with the agreed UNSDG common methodology for assessing the impact of efficiency measures. In addition, UNFPA reports annually on entity-specific, bilateral, and system-wide efficiency gains through the Executive Director's annual report, as well as through a dedicated UN reform annex and briefing/information note.
Does your entity report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains ?	Yes	UNFPA reports annually on entity-specific, bilateral, and system-wide efficiency gains through multiple channels, including the Secretary-General's report , the Executive Director's annual report to the Executive Board, the annex on QCPR implementation, and the Information Note on UNDS reform.
What % of your entity's premises are common premises ?	79%	In 2024, UNFPA's share of Common Premises stands at 79%, placing UNFPA among the UN entities showing the most commitment for such interagency solutions. Through the interagency Task Team on Common premises, efforts are currently underway to identify the locations with the highest potential for creating additional common premises.
What % of your entity's country offices participate in a Common Back Office ?	100%	UNFPA is fully engaged in the roll-out of the six prioritized Common Back Offices (CBOs) led by UNDCO. As of 2024, four of the six CBOs—Kenya, Tanzania, Brazil, and Viet Nam—have been implemented, with UNFPA actively participating in all four, reflecting a 100% participation rate. The remaining two CBOs, in Jordan and Senegal, are currently on hold.
Does your organization provide services to other entities through Global Shared Services ? • Does your organization obtain services through another entity's Global Shared Service Centres or through other global shared means?	No Yes	The UNFPA strategy regarding the UN Secretary-General's Efficiency Agenda is that of a service recipient. UNFPA is interested in buying more services as they become available. For some of the global services offered, UNFPA is the anchor client (UNDP HR) or the pilot client (UN FLEET) in order to prove the concept. At the local level, UNFPA is equally keen to outsource services to sister

<ul style="list-style-type: none"> • To what extent have you had to front load investment in order to support joint efficiency gains? 	<p>Yes</p>	<p>entities as is imminent from our long service relationship (including mutual recognition) with UNDP across all field offices.</p> <p>As one of the larger service recipient entities, UNFPA outsources considerable service provision to other UN Organizations. UNFPA is in fact outsourcing 4 out of the 5 priority Global Shared Services (GSS): UN FLEET, HR Services, UN Web Buy Plus, UN Booking Hub, and HR services (Benefits and Entitlements). The only service not used (vehicle procurement from UN secretariat) is to avoid duplication with one of the other services (UN Web Buy). UNFPA efficiencies related to GSS are relatively low at this stage, given the fact that UNFPA has been outsourcing global services to other agencies for more than 10 years, which is the maximum time horizon for reporting of efficiencies.</p> <p>In terms of front-loading investments to support joint efficiency gains, UNFPA recruited a Business Operations Specialist, Business Operations Analyst and Business Operations Associate. These functions support the various streams of the Efficiency Agenda such as BOS, CBO/LSSC, Efficiency Reporting, Global Shared Services such as UN FLEET.</p>
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REINVIGORATING THE ROLE OF THE RC SYSTEM

<p>Has the job description of your entity country representatives been revised as appropriate, following the reform, to:</p> <p>(a) Recognize the role and responsibility of the Resident Coordinator?</p> <p>(b) Reflect their accountability to the Resident Coordinator for their contribution to agreed results as defined in the Cooperation Framework and other inter-agency development agreements?</p> <p>(c) Reflect the responsibility for active engagement in UNCT?</p>	<p>Yes</p>	<p>With the establishment of the independent Resident Coordinator system, UNFPA revised the job descriptions of its country representatives to reflect the principles of mutual accountability and collective ownership embedded in the UNDS reform. This was supported by the issuance of an internal guidance note for country and regional offices, which outlined updates to the Management and Accountability Framework (MAF) and reaffirmed UNFPA's corporate commitment to mutual accountability between Resident Coordinators and UNFPA country representatives. All UNFPA country representatives have a dedicated performance output linked to their role within the UN Country Team, and Resident Coordinators serve as formal feedback providers in their performance appraisals.</p>
<ul style="list-style-type: none"> • Does your entity ensure that RCs have an opportunity to provide specific input to your entity's regional directors on the skillsets and leadership profile that would be relevant in a given country context ahead of the selection and deployment of new country representatives? • If yes, please briefly describe how your entity 	<p>Yes</p>	<p>UNFPA Regional Directors engage regularly with Resident Coordinators, including periodic consultations on the required skill sets and leadership profiles for specific country contexts. Resident Coordinators are also regularly invited to participate in UNFPA's annual Regional Leadership Meetings, providing them with valuable exposure to UNFPA's work and opportunities to contribute to inter-agency collaboration. This strategic engagement is monitored through UNFPA's internal surveys.</p>

monitors adherence to this requirement?		
Does the performance assessment system of your entity's country representatives: (a) Embed characteristics of the UN leadership framework? (b) Have at least one key result area linked to contribution to collective UNCT results?	Yes	All UNFPA country representatives have a specific performance output related to their work as members of the UNCT, and the Resident Coordinators are feedback providers on the performance of UNFPA country representatives.
In what % of countries has the RC provided input into the performance review of your entity representative?	61%	In 2024, 75 COs (61%) provided input into the performance review of UNFPA representatives.
In what % of countries do your country representatives inform the performance assessment of Resident Coordinators by providing feedback on RC behaviours against the RC leadership profile?	77%	In 2024, 94 COs (77%) of UNFPA country office representatives/heads of office informed the performance assessment of the UN Resident Coordinator by providing feedback on Resident Coordinator behaviours against the Resident Coordinator leadership profile.
REVAMPING THE REGIONAL APPROACH		
Does your entity have guidance or a process in place to ensure your participation in RCP initiatives to allow countries and UNCTs to easily identify and access the expertise, experts, available assets, policy and strategy work, seated in a region in a unified system?	Yes	UNFPA issued internal guidance on engagement with the Regional Collaborative Platforms (RCPs) following the approval of MAF. This guidance ensures UNFPA's active participation in key RCP mechanisms, including the management group, peer support group, issue-based coalitions (IBCs), and the working group on joint reporting. UNFPA is actively engaged in all five RCPs and serves as co-chair of IBCs in nearly all regions—particularly those focused on gender equality, human rights, youth, and data—advancing joint efforts to accelerate the implementation of the ICPD Programme of Action and the SDGs.
Does your entity have guidance or a process in place to encourage the entity's active engagement in regional rosters of experts?	Yes	UNFPA is an active participant in the relevant regional coordination mechanisms that identifies and deploys necessary expertise to support countries and regions as a whole to accelerate progress towards the SDGs. In addition, the UNFPA internal guidance on the MAF addresses engagement of the Fund at the regional level, including within RCPs and with UN partners. UNFPA's regional programmes address UN partnerships and collaboration at the regional level.
Do your entity Regional Directors / Executive Secretaries of the Regional Commissions, as members of the Regional Collaborative Platforms (RCPs), include in their individual performance compacts: (a) their role in ensuring implementation of the	Yes	UNFPA issued an internal guidance note for country and regional offices, to align with the provision of the MAF and reinforced the Fund's corporate commitment to the principles of dual and mutual accountabilities. UNFPA Regional Directors are actively involved and often lead the inter-agency activities and efforts of Regional Collaborative Platforms and Issue-Based Coalitions, advancing their

<p>Management and Accountability Framework at the regional and country level (b) their responsibility in supporting UNCT members to drive joint results at the country level in line with the Cooperation Framework and other inter-agency agreements</p>		<p>support to the Resident Coordinators and UNCTs to drive joint results in the countries.</p>
<p>• Do your Regional Directors or equivalent representatives of entities that comprise the UNCT contribute to the performance appraisal of the RCs?</p>	<p>Yes</p>	<p>UNFPA's internal guidance note for country and regional offices on the implementation of the MAF underscores the important role of UNFPA Representatives, Heads of Offices, and Regional Directors in contributing to the performance appraisal of RCs. In addition, UNFPA HQ disseminates the online RC Feedback Tool, introduced by the UN Development Coordination Office (DCO) in 2022, which enables RCs to conduct self-assessments and collect feedback from UNCT members on their leadership behaviours, in alignment with the RC Leadership Profile.</p>
<p>STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS</p>		
<p>Strategic Plans</p>		
<p>Do your entity's strategic planning documents set out how the entity is working as part of the repositioned UN development system at the global, regional and country level?</p>	<p>Yes</p>	<p>UNFPA's Strategic Plan 2022-2025 states that it "is also aligned with the United Nations reform efforts and the principles outlined in General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system" and that "to support the achievement of UNFPA's three transformative results, while working effectively and coherently within the overall framework of a reformed United Nations development system, UNFPA must also transform itself." The Strategic Plan further underscores that "UNFPA will continue to support and improve system-wide coherence and collaboration and capitalize on the UN reform as an enabler and opportunity to deliver on the strategic plan" and that the Fund will continue to develop country programmes that are closely aligned with the priorities of the UNSDCF, in line with the UN reforms. The Global and regional programmes Annex also states that UNFPA will build on the success of "United Nations interagency mechanisms, including issue-based coalitions, within the framework of UNDS reforms, the regional programmes will continue to accelerate joint actions towards accelerating the implementation of the ICPD Programme of Action and the achievement of the SDGs by 2030.</p>

Does your entity systematically communicate to all staff and representatives the new working methods needed in line with the reform of the UN development system? If yes, please provide details in the comments section.	Yes	Information on new working methods linked to the UNDS reform are communicated through a series of channels. This includes regional planning meetings, regular internal meetings of focal points network on UNDS reform, updates to the Executive Committee, circulation of Guidance Notes, review of corporate policies, convening of IDWG meetings, intranet communications (via MyUNFPA platform) and other initiatives, such as the Change Dialogues, a series of webinars intended to build UNFPA staff capacity and ownership on major UNDS reform topics impacting the work of UNFPA.
Does your entity systematically contribute to the annual UN Country Results Report on the implementation of the Cooperation Framework?	Yes	UNFPA continues to contribute to system-wide reporting on the UN system's contribution to the achievement of the SDGs. In 2024, 94% of UNFPA country offices responded that they systematically contribute to annual UNCT results reports to the host government.
Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform?	Yes	UNFPA continues to contribute to system-wide reporting on the UN system's contribution to the achievement of the SDGs. In 2024, 96% of UNFPA country offices responded that they systematically report results in UN Info.

FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS

Special Purpose Trust Fund for the RC System

Does your entity adhere to the UNSDG guidance on the 1% levy ?	Yes	UNFPA developed an internal Operational Guidance on the implementation of the 1% levy.
Do the amounts contributed by your entity as part of the 1% levy tally with the last available CEB estimates (also published as a funding annex at the ECOSOC OAS annually) of overall tightly earmarked contributions? If no, how do you explain the difference and what steps within the entity's remit have been taken to reduce the gap?	See explanation	The total amount of levy paid by UNFPA for 2024 is USD \$3,042,685.96. It is important to note that UNFPA only has visibility on agency-administered coordination levy contributions and is not in a position to report on combined donor and agency administered contributions used in the CEB estimates.

Funding Compact

<p>Does your entity hold a structured dialogue with its governing body on how to finance the development results in the current strategic planning cycle?</p>	<p>Yes</p>	<p>UNFPA regularly publishes timely, harmonized and verifiable data on its funding through various channels, including financial statements, Executive Board reports, the associated Statistical and Financial Review, Annual Report of the Executive Director, Transparency Portal, Report on the Structured Funding Dialogue (see 2023-2024 report) and individual donor pages on the corporate website.</p> <p>The UNFPA structured funding dialogues provide an update on the funding and financing results of the UNFPA Strategic Plan, 2022-2025, and on the progress made on entity-specific commitments of the Funding Compact. These dialogues provide a unique platform for Member States to gain a greater understanding of the funding situation of UNFPA, exchange views on ways to better link results to resources and discuss progress on the UN Funding Compact, while building and maintaining a diverse coalition of donors. Taking note of the respective Executive Board requests to further improve their quality, format and reporting, the four agencies have increased harmonization in structured funding dialogue reporting and regularly meet to exchange information on funding trends and results.</p>
<p>Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body?</p>	<p>Yes</p>	<p>UNFPA reported progress against entity-specific commitments to the Funding Compact as an annex to its Structured Funding Dialogue report.</p>
<p>Recognizing the respective responsibilities of RCs and UNCTs in that regard do your entity's have guidance or a process in place for your country representatives to work with the RC to promote a coherent approach to funding as per the principles, objectives and commitments of the Funding Compact (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities)?</p>	<p>Yes</p>	<p>As outlined in the UNFPA Resource Mobilization Strategy 2022–2025, active engagement by country offices in the development of the new UNSDCF and its associated Funding Framework is essential. This Framework offers country offices new opportunities to initiate and sustain funding dialogues with donors and partners to help close UNCT funding gaps. Together with the UN Country Results Report, it serves as a foundation for developing country-level resource mobilization strategies.</p> <p>UNFPA country offices are encouraged to participate in these processes and share information on their funding and financing needs. In follow-up to its Formative Evaluation, UNFPA is also finalizing a strategy to better leverage UNDS reforms—placing greater emphasis on strategic engagement with Resident Coordinators and strengthening inter-agency partnerships to enhance funding and financing opportunities.</p>

<p>What % of your entity's programming expenditures consists of Joint Programmes?</p>	<p>N/A</p>	<p>Data is not available however funding from other UN agencies is the largest source of funding to UNFPA (\$197 million in 2024) - a reflection of UNFPA commitment to delivering joint results.</p>
<p>Does your entity have guidance or processes and instruments in place to facilitate use of relevant global pooled funding mechanisms (e.g. Joint SDG Fund, Spotlight Initiative, Peacebuilding Fund) by country representatives?</p>	<p>Yes</p>	<p>The UNFPA Resource Mobilization Strategy 2022–2025 underscores the Fund's commitment to strengthening coordination across UN agencies, including through various pooled funding mechanisms such as multi-donor trust funds, Joint Programmes, and UN-to-UN transfers. Funding from joint and pooled mechanisms remains one of the largest sources of non-core resources for UNFPA. To support this engagement, UNFPA continues to provide country offices with targeted guidance, webinars, and training to help them effectively access and leverage opportunities offered by global pooled funding mechanisms.</p>
		