



## FOR UNSDG ENTITIES’ GOVERNING BODIES

### United Nations Population Fund (UNFPA) Annual Session of the Executive Board, June 2024

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 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 <b>guidance or process in place</b> to ensure implementation of the Management and Accountability Framework (MAF) requirement to “<b>consult with the Resident Coordinator at key stages of entity-specific strategic planning</b>”?</p> <p>• If yes, please briefly describe how your entity <b>monitors adherence</b> to this requirement?</p>	Yes	<p>Following the endorsement of the updated Management and Accountability Framework (MAF) in 2021, UNFPA issued an information note on its implementation, clarifying key MAF provisions and providing UNFPA country offices with a useful tool to ensure full compliance. In particular, the information note emphasized: (a) the overall coordination responsibilities of Resident Coordinators; and (b) the responsibilities of UNFPA to contribute effectively to the work of United Nations country teams.</p> <p>Cooperation with the Resident Coordinator is a mandatory output in the performance appraisals of all UNFPA country representatives. In accordance with the MAF, UNFPA consults Resident Coordinators at key stages of country-level entry-specific planning processes, while ensuring that UNFPA programming documents and strategies align with corporate priorities articulated in its Strategic Plan. Adherence to this requirement is also</p>

		monitored through regular UNFPA internal surveys aimed at collecting information about, and perceptions of engagement with, the UNDS reform from UNFPA country representatives and regional directors.
Does your entity's guidance or processes require that your <b>country-level development activities/engagement derives from the Cooperation Framework</b> , 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 are derived from and aligned with nationally agreed and nationally owned Cooperation Frameworks, and that Resident Coordinators sign off on the derivation and alignment of UNFPA country programme documents (CPDs) with the Cooperation Framework before UNFPA country programmes are submitted for the consideration of the Executive Board.</p> <p>In line with the recommendation from the UNFPA Formative Evaluation on its engagement in the UN reform, UNFPA also remains actively involved in the UNSDG Inter-Agency working group on programme development and results, which inter alia, considers issues related to the derivation of its CPDs from Cooperation Frameworks. The Fund's ongoing revamping exercise of the country programme internal quality assurance process is further expected to strengthen the alignment and derivation of UNFPA country programmes with Cooperation Frameworks.</p>
Does your entity provide the governing body with the opportunity to <b>review the derivation of country programmes from the Cooperation Frameworks</b> ?	Yes	The draft country programmes are submitted for the approval of the Executive Board along with the relevant Cooperation Frameworks, to ensure that the Board is enabled to ensure that UNFPA country programmes are derived from and aligned with the Cooperation Frameworks.
Are all the development activities of your entity at the country level captured in the <b>Joint Workplan of the Cooperation Framework</b> ?	Yes	UNFPA country programme documents and its activities are derived from the nationally owned Cooperation Frameworks, which are operationalized by the joint workplans.
<b><i>UN Country Team Configuration</i></b>		
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?	114	In 2022, out of 116 UNFPA country offices with available data, 114 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 change in your business models, country-level footprint and/or programming?	110	In 2022, out of 116 UNFPA country offices with available data, 110 country offices reported that this exercise led to a change in business models, country-level footprint and/or programming.
In how many countries did this exercise lead to an increase	85	In 2022, out of 116 UNFPA Country offices with available data, 85 UNFPA country offices

in the relative share of policy advice vis-à-vis project implementation, including large-scale procurement support?		reported that this exercise led to an increase in the relative share of policy advice vis-à-vis project implementation (including large-scale procurement support).
<b>Multi-Country Office Review</b>		
Has your entity reviewed and adjusted its <b>programme responses and resource allocations</b> in support of the priorities of <b>Small Island Developing States</b> ?	Yes	UNFPA continues to support the system-wide implementation of the recommendations of the Multi-Country Office (MCO) review. Through the UNFPA Strategic Plan, 2022-2025, the Fund increased its financial resource allocations to its multi-country offices in Small Island Developing States (SIDS) in the Caribbean and the Pacific. As expressed in the UNFPA management response to the Formative Evaluation on UNFPA engagement in UNDS reform, the Fund will further articulate the principles for its engagement in MCO contexts and enhance its programmatic offers, including through the inter-agency mechanisms at all levels.
In response to the Multi-Country Office review, has your entity taken concrete steps to <b>review the appropriateness of expertise and organizational arrangements in MCO settings</b> , where required?	Yes	UNFPA is committed to implementation of the recommendations of the MCO review. Through the Strategic Plan 2022-2025, UNFPA has significantly increased the regular resource allocation and its presence in the Caribbean and the Pacific. In the Caribbean, UNFPA has decentralized and upgraded several positions, to ensure more effective coverage, including by moving the position of Sub-Regional Office Deputy Director from Jamaica to Barbados, the Sexual and Reproductive Health Advisor position from Jamaica to Guyana, and the Humanitarian and Climate Resilience Advisor position from Panama to Trinidad and Tobago. Moreover, the UNFPA Regional Office for Latin America and the Caribbean has added a dedicated position that will exclusively support UNFPA Caribbean offices. UNFPA has also established senior national positions, including in Jamaica, Antigua and Barbuda, and St. Lucia. Similarly in the Pacific, UNFPA has recruited additional national staff positions, including Assistant Representatives in the Federated States of Micronesia and Samoa, as well as senior national officer positions in Tonga, Samoa, and the Solomon Islands.
<b>Efficiencies</b>		
What % of your entity's country offices participate in the country's <b>Business Operations Strategy (BOS)</b> ?	100%	UNFPA participates in 127 business operations strategies (BOS) globally (resulting in \$5.8 million in BOS efficiencies in 2023) and is currently co-chairing the BOS Task Team.
Has your entity put in place a <b>process to track efficiency gains</b> , 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 a member of the UN Efficiency Reporting Task Team, and has a clear guidance and system in place to measure efficiency gains for interagency, bilateral and organization specific efficiencies, which uses the agreed UNSDG common methodology for measuring the impact of efficiency initiatives.

<p>Does your entity <b>report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains?</b></p>	<p>Yes</p>	<p>UNFPA reports entity-specific, bilateral and system-wide efficiency gains on an annual basis, through the <a href="#">SG's reporting</a> (A/77/69-E/2022/47 - para 196 to 205), through its Executive Director's annual report to the Executive Board, as well as through the annex on QCPR implementation and Information Note on UNDS reform.</p>
<p>What % of your entity's premises are <b>common premises?</b></p>	<p>79%</p>	<p>In 2023, the UNFPA share of common premises stood at 79%, placing UNFPA among the UN entities showing the most commitment for such interagency solutions. Through the Inter-Agency Task Team on Common Premises, efforts are currently underway to identify the locations with the highest potential for creating additional common premises.</p>
<p>What % of your entity's country offices participate in a <b>Common Back Office?</b></p>	<p>100%</p>	<p>UNFPA has been fully engaged in consolidation of services through Local Shared Services/Common Back Offices (CBOs) roll-out led by UNDCO in the prioritized six CBOs for 2023 in high-volume locations (Kenya, Tanzania, Brazil, Vietnam, Jordan, Senegal). However, as per DCO, only one CBO has gone live in Kenya, in the beginning of 2024. The Jordan CBO is currently paused due to the ongoing situation in Gaza, and the remaining four CBOs are expected to go live in the first half of 2024. At HQ level, a new Task Team for CBO has been created within the structure of the BIG in order to further accelerate the implementation.</p>
<p>Does your organization <b>provide services</b> to other entities through <b>Global Shared Services?</b></p> <ul style="list-style-type: none"> <li>• Does your organization <b>obtain services</b> through another entity's Global Shared Service Centers or through other global shared means?</li> <li>• To what extent have you had to <b>front load investment</b> in order to support joint efficiency gains?</li> </ul>	<p>No</p> <p>Yes</p> <p>Yes</p>	<p>The UNFPA strategy regarding the UN Secretary-General's Efficiency Agenda is that of a service recipient. UNFPA does not strive to offer any global or local services to sister entities, as such we do not run the risk of duplicating efforts. In fact, UNFPA is rather 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 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>

**REINVIGORATING THE ROLE OF THE RC SYSTEM**

<p>Has the <b>job description</b> 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 modified the job descriptions of its country representatives to reflect the mutual accountability and collective ownership principle enshrined in UNDS reform. This was complemented by the issuance of an internal guidance note for country and regional offices, which updated UNFPA field offices on changes to the MAF and reinforced the Fund’s corporate commitment to the principle of mutual accountability between Resident Coordinators and UNFPA country representatives. 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.</p>
<ul style="list-style-type: none"> <li>• Does your entity ensure that <b>RCs have an opportunity to provide specific input to your entity’s regional directors on the skillsets and leadership profile</b> that would be relevant in a given country context ahead of the selection and deployment of new country representatives?</li> <li>• If yes, please briefly describe how your entity monitors adherence to this requirement?</li> </ul>	<p>Yes</p>	<p>Regional Directors engage regularly and actively with the Resident Coordinators, and routinely consult them on the required skill sets and leadership profiles for the countries. The Resident Coordinators are regularly invited to attend the annual UNFPA Regional Leadership Meetings, herewith facilitating Resident Coordinators effective exposure and inputs to UNFPA work and its inter-agency collaboration. This strategic engagement is monitored through the internal surveys of UNFPA.</p>
<p>Does the performance assessment system of your entity’s country representatives:</p> <p>(a) Embed characteristics of the UN leadership framework?</p> <p>(b) Have at least one key result area linked to contribution to collective UNCT results?</p>	<p>Yes</p>	<p>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.</p>
<p>In what % of countries has the RC provided input into the performance review of your entity representative?</p>	<p>69.17%</p>	<p>In 2023, out of 120 UNFPA country offices with available data, in 69.17% (83) countries did the UN Resident Coordinator provide inputs into the Performance Appraisal and Development of the UNFPA country office representative / head of office.</p>
<p>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?</p>	<p>88.33%</p>	<p>In 2023, out of 120 UNFPA country offices with available data, in 88.3% (106) countries did UNFPA country office representative/ head of office inform the performance assessment of the UN Resident Coordinator by providing feedback on Resident Coordinator behaviours against the Resident Coordinator leadership profile.</p>

**REVAMPING THE REGIONAL APPROACH**

<p>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?</p>	<p>Yes</p>	<p>UNFPA issued an internal guidance on engaging with the Regional Collaborative Platforms (RCP) following the approval of the Management and Accountability Framework, ensuring UNFPA active membership in the RCP management group, the peer support group, issue-based coalitions and the working group on joint reporting. UNFPA is actively engaged in all five Regional Collaborative Platforms (including as co-chair of issue-based coalitions in nearly all regions, with a focus on gender equality, human rights, youth and data), to drive joint actions towards accelerating the implementation of the ICPD Programme of Action and the SDGs.</p>
<p>Does your entity have guidance or a process in place to encourage the entity’s active engagement in regional rosters of experts?</p>	<p>Yes</p>	<p>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.</p>
<p>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:</p> <p>(a) their role in ensuring implementation of the Management and Accountability Framework at the regional and country level</p> <p>(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>Yes</p>	<p>UNFPA issued an internal guidance note for country and regional offices, to align with the provision of the Management and Accountability Framework (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 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 internal guidance note for country and regional offices on the implementation of the Management and Accountability Framework (MAF), emphasizes the role of UNFPA Representatives, Heads of Offices and Regional Directors in appraising the performance of Resident Coordinators (RCs). Further, UNFPA headquarters disseminate the online RC Feedback Tool, introduced by the United Nations Development Coordination Office (DCO) in 2022, which allows RCs to self-assess and gather feedback from UNCT members on their leadership behaviours against the RC Leadership Profile.</p>
<p><b><i>STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS</i></b></p>		
<p><b><i>Strategic Plans</i></b></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</p>	<p>Yes</p>	<p>The UNFPA <a href="#">Strategic Plan 2022-2025</a> 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</p>

level?		United Nations system” and that “to support the achievement of the [UNFPA] three transformative results, while working effectively and coherently within the overall framework of a reformed United Nations development system, UNFPA must also transform itself.” It 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. Finally, the SP’s Global and regional programmes Annex emphasizes that UNFPA will build on the success of UN interagency mechanisms, including issue-based coalitions, within the framework of UNDS reforms, to ensure that 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.
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 communications and meetings of focal points network on UNDS reform, updates to the Executive Committee, circulation of Guidance Notes, review of corporate policies, intranet communications 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 2022, nearly 100% 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 <b>UN INFO</b> platform?	Yes	UNFPA continues to contribute to system-wide reporting on the UN system’s contribution to the achievement of the SDGs. In 2022, 77% of UNFPA country offices responded that they systematically report results in UNInfo.



**FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS<sup>9</sup>**

***Special Purpose Trust Fund for the RC System***

Does your entity adhere to the UNSDG guidance on the <b>1% levy</b> ?	Yes	UNFPA further 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	For the period Q1 to Q3 2023, UNFPA has paid \$1,012,393.08. 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***

Does your entity hold a <b>structured dialogue</b> with its governing body on how to finance the development results in the current strategic planning cycle?	Yes	<p>UNFPA routinely publishes timely, harmonized and verifiable data on its funding flows through a variety of fora and mechanisms, such as audited financial statements, reports to its Executive Board, including the associated Statistical and Financial Review, Annual Report of the Executive Director, Transparency Portal, Report on the Structured Funding Dialogue (see 2022-2023 <a href="#">report</a>) 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>
Does your entity report on its implementation of relevant entity and Member States <b>Funding Compact</b> commitments to its governing body?	Yes	UNFPA reported progress against entity-specific commitments to the Funding Compact as an annex to its Structured Funding Dialogue <a href="#">report</a> .
Recognizing the respective responsibilities of RCs and	Yes	As the UNFPA Resource Mobilization Strategy, 2022-2025 outlines, country offices’



<p>UNCTs in that regard do your entity's have guidance or a process in place for your <b>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</b> (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities)?</p>		<p>engagement around the newly developed UNSDCF and its Funding Framework is critical. This Framework creates a host of new ways in which country offices can initiate and maintain funding dialogues with donors and other partners to fill the UNCT funding gap. The Funding Framework, combined with the UN Country Results Report, aims to be the basis for the development of resource mobilization strategies at country level. UNFPA Country Offices should engage in and contribute information on their funding and financing requirements. Following-up to its Formative Evaluation, UNFPA is also finalizing a strategy to better leverage the UNDS reforms, which will further emphasize the importance of strengthening its strategic engagement with Resident Coordinators and inter-agency partnerships for funding and financing opportunities.</p>
<p>What % of your entity's programming expenditures consists of <b>Joint Programmes</b>?</p>	<p>5%</p>	<p>The total programme and institutional budget expenses allocated to development outputs in 2023 was \$1,281.3 million, out of which \$65.9 million was allocated to joint programmes, which represents 5%. UNFPA is among the agencies participating in the largest number of UN joint programmes.</p> <p>Funding from other UN agencies is the largest source of funding to UNFPA (\$233 million in 2023) - 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 emphasizes UNFPA commitment to strengthening coordination across UN agencies, including via various pooled funding mechanisms, such as multi-donor trust funds, Joint Programmes, and UN-to-UN transfers. Funding from UN joint and pooled funds remains among the largest sources of UNFPA non-core funding. In addition, UNFPA continues to provide country offices with specific guidance, webinars, and training to engage and take the opportunity offered by global pooled funding mechanisms.</p>