**Annex 2. Alignment of the UNDP Strategic Plan, 2018-2021**

**with General Assembly resolution 71/243 of 21 December 2016**

General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system establishes guidelines for operational activities for the next four years. In the resolution, the General Assembly “… requests the entities of the United Nations development system to ensure that their planning and activities, and strategic plans where applicable, are consistent with and guided by [its] provisions …“ (operative paragraph 79).

The matrix below presents a high-level summary of how UNDP has consciously aligned its new Strategic Plan with the QCPR guidance. It should be noted that the table does not include progress on the requests to the Secretary-General for specific proposals and reports made in paragraphs 19, 20, 45 and 58, which will be undertaken in parallel with the development of the UNDP Strategic Plan, 2018-2021 and may require that adjustments be made to the agencies' respective strategic plans. UNDP will work closely with members of the Executive Board of UNDP/UNFPA/UNOPS, United Nations coordination bodies, United Nations entities and other relevant partners to ensure that both processes are complementary and coherent.

| **RELEVANT QCPR OPERATIONAL PARAGRAPHS** | **INTEGRATION IN UNDP STRATEGIC PLAN, 2018-2021** |
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| **Alignment with the 2030 Agenda for Sustainable Development** | |
| OP 8. *Calls upon* the entities of the United Nations development system, […], to **mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels**, taking into account that the **eradication of poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development** and should therefore continue to be the highest priority for and underlying objective of the operational activities of the United Nations development system; | Mainstreaming of the Sustainable Development Goals  The Strategic Plan has embedded the 2030 Agenda and the Sustainable Development Goals in its vision and strategic approach **(paras. 21-26)**, making the eradication of poverty in all its forms a key focus of the plan **(para 21).** The integrated results and resources framework (IRRF) relies on the Goals' indicators at impact and outcome levels.  Poverty as greatest global challenge  The vision for the UNDP Strategic Plan includes helping countries to eradicate poverty in all its forms (**para. 27**). Focusing on poverty reduction is identified as the highest priority (**para. 21**). Signature solution 1, "Keeping people out of poverty", articulates the UNDP approach to addressing barriers and vulnerabilities that keep people in poverty or push them back into poverty as shocks and crises occur (**para. 36**). |
| OP 17. […] *urges* the United Nations development system:  (a) To continue to allocate resources to realize the development objectives of developing countries, and **to support the endeavour to reach the furthest behind first**, while taking into account the universal and inclusive nature of the 2030 Agenda for Sustainable Development;  (b) To ensure a **coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets**;  (c) **To ensure a balanced and integrated approach within the system towards its support to the implementation of the Sustainable Development Goals and targets**, […], 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 in this regard.  OP 18. *Calls upon* United Nations funds, programmes and specialized agencies to **reflect their contribution to the implementation of the 2030 Agenda for Sustainable Development in their strategic plans** and similar planning documents, in close consultation with and for presentation to their respective governing bodies for approval, and in this regard requests each individual entity to **elaborate on how it plans to engage in coherent and integrated support,** as called for in the 2030 Agenda for Sustainable Development; | Reaching the furthest behind first  UNDP will prioritize data collection to identify those left behind and design targeted interventions to reach them (**paras. 27, 34, 45, 46, 47**). The work of UNDP will address the specific deficits faced by marginalized and vulnerable groups, including people with disabilities **(para. 47).**  Interconnections and cross-cutting elements across the Sustainable Development Goals  The Strategic Plan proposes a series of signature solutions that can be combined and configured to respond to interconnections and cross-cutting elements in different development settings. Each signature solution is applicable with differentiated approaches framed around challenges such as poverty reduction, effective governance, risk, recovery and resilience, gender equality and environment **(paras. 33-47).**  Integrated approach within the United Nations development system  The common chapter embeds the UNDP commitment to better work together with UNFPA, UNICEF and UN-Women, characterized by stronger coherence and collaboration. In direct response to the QCPR, the four agencies will harness their respective collaborative advantages in compliance with their respective mandates in six key areas, which have positive multiplier effects across the Sustainable Development Goals and require multisectoral approaches. They also provide a basis for closer collaboration with other United Nations entities and other partners **(common chapter).**  In this framework, the Strategic Plan highlights the key role of UNDP as an integrator along with its commitment to help countries "connect the dots" on the toughest sustainable development challenges and build capacities to address complex and interconnected development challenges **(paras. 11, 19, 22, 23**). The UNDP business model will be adapted to ensure ways of working and capacities required to deliver an integrated service offer to support the 2030 Agenda (**para. 65**). As primary delivery mechanisms of integrated support, the Strategic Plan proposes country support platforms that can design cross-sectoral solutions in collaboration with a wide range of actors to support countries in achieving the 2030 Agenda (**paras. 49-55).** |
| OP 74. *Urges* the United Nations development system to **align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development**, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce; | The proposed global development advisory and implementation service platform will bring together high-quality policy and technical advisory expertise to develop and apply signature solutions in diverse contexts. This pool of expertise will be stationed globally, regionally and at country level, managed using a business model that ensures efficient, scalable and cost-effective delivery of services for different country contexts **(para. 58).**  In addition, recognizing that UNDP staff capacities at all levels must evolve to deliver results against the Strategic Plan and develop and deliver integrated service offerings, UNDP will broaden its partnerships with online and other training providers, increase access to open online learning courses for specific thematic and technical areas, and further enhance its emerging and future leader development programmes to focus more on partnership development and multi-stakeholder dialogue and negotiation so as to better reflect the integrated approaches required to achieve the Sustainable Development Goals **(para. 76).** |
| **National ownership and leadership** | |
| OP 2. […] *calls upon* the United Nations development system […] **to pursue full alignment of operational activities for development at the country level with national development plans and strategies to strengthen national ownership and leadership at all stages** […] | The Strategic Plan puts forward a strong commitment by UNDP to support countries with the formulation of national development strategies and align them with the Sustainable Development Goals. It emphasizes that UNDP will always prioritize national ownership in the analysis, design and implementation of solutions (**para. 23**). |
| OP 21. *Calls upon* the United Nations funds, programmes and specialized agencies […] **to improve their support to the building, development and strengthening of national capacities**, to support development results at the country level and to promote national ownership and leadership, […] | Helping countries build capacities to address complex and interconnected development challenges is one of the plan’s key objectives (**para. 26**), as further elaborated in the proposed signature solutions (**paras. 36-41**). UNDP helps Governments to convene across line ministries and development partners to promote "whole-of-government" and "whole-of-society" responses vital for transformational change. Whenever requested, UNDP will continue to support development coordination mechanisms at country level, assist countries to formulate their national development strategies and align them with the Sustainable Development Goals **(para 12).** |
| **Special challenges of the most vulnerable countries, graduated countries and middle-income countries** | |
| OP 10. […] *requests* the system to address, within existing resources and mandates, the **special challenges facing the most vulnerable countries** and, in particular, African countries, least developed countries, landlocked developing countries and small island developing states.  And  OP 40. […] *urges* the United Nations development system to **continue to prioritize allocations to least developed countries**, while reaffirming that the least developed countries, as the most vulnerable group of countries, need enhanced support to overcome structural challenges that they face in implementing the 2030 Agenda for Sustainable Development, and requests the United Nations development system **to provide assistance to graduating countries in the formulation and implementation of their national transition strategies and to consider country-specific support for graduated countries for a fixed period of time and in a predictable manner.**  And  OP 10. Calls upon the United Nations development system to continue to support developing countries […] as well as [to address] **the specific challenges facing middle-income countries**, in line with the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development. | The Strategic Plan is focused on addressing the needs of about 9 per cent of the world’s population who live in extreme poverty, around 650 million people across 120 countries. The plan also acknowledges that the largest numbers of people living in extreme poverty are increasingly found in middle-income countries, and that effective poverty reduction also requires a focus on the dynamics both of “exiting” poverty and of not “falling back” **(para. 27).**  85 per cent of TRAC 1 resources are allocated to low -income countries. 83 percent of TRAC 1 are allocated to least developed countries. These allocations underline UNDP support to all programme countries, with continued and strong focus on low-income and least developed countries **(integrated resources plan, para. 47 b).** |
| **Partnerships** | |
| OP 22. […] *calls upon* the entities of the United Nations development system to **share knowledge and best practices in partnership approaches** with a view to improving transparency, coherence, due diligence, accountability and impact;  OP 70. *Calls upon* the United Nations development system to **introduce or strengthen knowledge management strategies and policies,** with a view to enhancing transparency and improving its capabilities to generate, retain, use and share knowledge, and move towards a system-wide open data collaborative approach for a common and accessible knowledge base; | The global development advisory and implementation services platform presented in the Strategic Planis intended to support the global knowledge, innovation and partnership-building efforts of UNDP within the United Nations development system, as well as with international financial institutions and a wide range of other partners. The proposed global platform will facilitate the development of innovative, data-driven solutions built on improved data and analytical capacities and a strong knowledge management platform. Solutions to Sustainable Development Goal challenges are being developed by Governments and other actors in programme countries across the global South **(paras. 57 - 61).** |
| **South-South and triangular cooperation** | |
| OP 23. *Reiterates* that the United Nations development system should **mainstream and enhance its support to South-South and triangular cooperation**, at the request and with the ownership and leadership of developing countries, **through a system-wide approach**, […]; | Under the new Strategic Plan, UNDP will continue to work closely with the United Nations Office for South-South Cooperation and Member States to implement the UNDP strategy on South-South and triangular cooperation as an essential instrument to support implementation of the 2030 Agenda. A key element will be the launch of a global development solutions exchange within the global South **(paras. 15-16).**  In addition, a core responsibility of the global platform will be to facilitate UNDP efforts to capture, disseminate and help implement development solutions through South-South and triangular cooperation approaches **(para. 59).** |
| **Regional dimension** | |
| OP 69 […] and *calls upon* United Nations regional commissions and the United Nations Development System to fully implement the statement of collaboration between the United Nations Development Group and the United Nations regional commissions […] | At the regional level, UNDP will continue to strengthen partnerships with the regional economic commissions, leveraging their policy expertise and regional convening capacity to complement the UNDP country-level focus **(para. 11).** |
| **Gender equality and women’s empowerment** | |
| OP 13. *Calls upon* all entities of the United Nations development system to continue to **promote women’s empowerment and gender equality by enhancing gender mainstreaming** […], as well as the United Nations country team performance indicators for gender equality and the empowerment of women (the “scorecard”), […], the collection and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels, including in UN-Women, to assist in mainstreaming gender equality in the preparation of the United Nations Development Assistance Framework, or equivalent planning framework; | The Strategic Plan strongly recognizes that reducing gender inequality is an important means to accelerate sustainable development **(para. 29).** To this end, the plan both mainstreams gender equality concerns throughout its proposed signature solutions and includes a specific solutions package (solution 6) on strengthening gender equality, working with UN-Women, UNFPA, ILO and other agencies to develop interventions to reform discriminatory laws, institutions and policies. Further, this solution will focus on equalizing political and economic participation enabled by supportive policies **(para. 41).** |
| **Funding and cost recovery** | |
| OP 34. *Also urges* the entities of the United Nations development system, through their governing bodies, to take concrete steps to **address on a continuous basis the decline of core contributions and the growing imbalance between core and non-core resources** […] | Under the new Strategic Plan, UNDP is committed to developing scenarios for future regular resources funding that will inform strategic choices on their utilization **(para. 73).** |
| OP 35. […] *urges* all entities of the United Nations development system, donor countries and other contributors to **comply with existing cost recovery policies and rates whenever earmarked financial support is provided** […] | While average general management support (GMS) rates are still below the approved rate of 8 per cent, under the new Strategic Plan, improvement of key processes underpinning project delivery will be undertaken to provide gains in delivery rates and further reduce the waivers to agreed GMS rates **(para. 69).** Cost-recovery efforts will also focus on the more effective, transparent and simplified use of the direct project cost approach **(para. 70).**  The various modalities through which programme countries contribute to UNDP ̶ government local office costs, net contributor country and upper-middle-income contributions ̶ will also be reviewed with the aim of simplifying processes where possible and communicating the purposes of the different streams more effectively **(para. 71).** |
| OP 36. *Urges* the United Nations funds, programmes and specialized agencies to mobilize resources for their operational activities for development to complement core resources **by encouraging flexible, adequate, predictable and less earmarked funding**, including through well-designed, transparent and accountable funding mechanisms;  OP 37. *Urges* the United Nations development system to mobilize multiple funding sources and deepen partnerships with other relevant stakeholders, with a view to diversifying potential sources of funding, especially core funding, for operational activities for development, in alignment with the provisions of the present resolution; | Under the new Strategic Plan, the following resource mobilization priorities for other (non-core) resources will be pursued: (a) changing the mix of other (non-core) resources through advocating for an increase in pooled funds and joint programming for the United Nations system-wide support for implementing the Sustainable Development Goals; and advocating for more flexible non-core resources; (b) increasing countries’ access to resources from vertical funds; (c) increasing domestic resource mobilization across regions; and (d) deepening and expanding partnerships with international financial institutions and the private sector **(integrated resources plan, para. 26).**  In addition, as part of the plan's business model innovation stream, UNDP will seek to strengthen its ability to partner effectively with and leverage the private sector on behalf of countries’ policy priorities. Specific processes, skills and legal instruments will be tested and developed, with the overall aim to shift UNDP from being solely a direct funding partner towards being a catalytic organization that leverages development by helping create a better enabling environment for private sector funding for government priorities, and by providing services to help mobilize private capital and other investments for country development **(para. 85).** |
| **Harmonization of programming instruments and business practices** | |
| OP 51. *Requests* the United Nations development system to **further simplify and harmonize agency-specific programming instruments, business practices, processes and reporting** in alignment with the United Nations Development Assistance Framework, or equivalent planning framework, by taking necessary steps at the headquarters level, as appropriate; | As per the common chapter, UNICEF, UNFPA and UN-Women will support national Governments and partners to work towards common results and indicators, and collectively report on them through the revised United Nations Development Assistance Framework, as signed by national Governments, to drive stronger efficiency and effectiveness. |
| OP 52. *Underscores* that entities within the United Nations development system should **operate according to the principle of mutual recognition of best practices in terms of policies and procedures**, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies;  OP 64. Calls upon the United Nations development system to further its synergies and inter-agency efforts to maximize the use of the offices and resources on the ground and to avoid duplications and overlaps; | As per the common chapter, UNICEF, UNFPA and UN-Women will enhance efficiency together. Underpinning the drive for ever-greater effectiveness and building on progress made in recent years through the standard operating procedures, they will continue to accelerate efficiency gains through business operations strategies, mutual recognition, and broader operational harmonization. These changes can be tracked through indicators including, but not limited, to the percentage of country offices implementing a business operations strategy **(common chapter).**  UNDP intends to improve operational service arrangements for the United Nations family, responding to the QCPR call for progressive implementation of standard operating procedures and business operating strategies and the need to seek further synergies and adopt flexible, cost-effective and collaborative models for field operations. UNDP has the largest operational platform within the United Nations family and provides a significant range and volume of services to United Nations agencies, funds, and programmes. During next plan period, UNDP will aim to strengthen its client orientation within the United Nations system, either towards implementing programmes in countries where funders are not present, or to reduce the need for other agencies to have operational capacities on the ground **(paras. 77-79).** |
| **Results-based management, monitoring and reporting** | |
| OP 12. […] *requests* the United Nations development system and its individual entities to **continue to strengthen results-based management**, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, improving integrated results and resources frameworks, where appropriate, and enhancing a results culture in the entities of the United Nations development system; | Under the new Strategic Plan, UNDP will continue to strengthen both results-based management and a results culture across the organization. The plan will be monitored through the IRRF, which translates the plan's vision into a set of development and organizational results that show how UNDP will use the resources entrusted to it by Member States and others to deliver on its mandate and vision. The IRRF is meant to be strategic in nature, indicating the proposed core trajectory of UNDP during the period 2018-2021. The IRRF has been designed to allow for flexibility to respond to changing circumstances, including decisions by Member States and country demand, during the plan period. In drafting the IRRF, UNDP has been guided by a number of key principles, based on legislation and lessons learned (**outlined in Annex 1 to the Strategic Plan**). |

