

UN DEVELOPMENT SYSTEM REFORM – CHECKLIST FOR UNSDG ENTITIES’ GOVERNING BODIES

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 UN Sustainable Development Group has 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 UN development system, as set out in General Assembly resolution 72/279, and as such, applies to all entities of the UN development system¹. **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.**

A NEW GENERATION OF UN COUNTRY TEAMS	Yes/No/ Not Applicable	Please elaborate. <i>(Explain how the entity is implementing the requirement, or, if not implemented, plans and timelines to do so; or, provide rationale if deemed non applicable)</i>
<i>Programmes at the country level/Strategies and UN Sustainable Development Cooperation Frameworks¹</i>		
<ul style="list-style-type: none"> 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”? If yes, please briefly describe how your entity monitors adherence to this requirement? 	Yes.	Through the Theory of Change (ToC) guidance, UNDP ensures that its country programmes are derived from the UNSDCF’s ToC and are developed in close collaboration with the UNCT and the RC. In the development of UNDP Country Programme Documents (CPDs), all UNDP Resident Representatives are required to consult with the RC and UNCT in key stages of the strategic planning. In addition, UNDP mandates that the UN Resident Coordinators formally confirm that the outcomes of UNDP Country Programme are derived from and aligned to the UNCF. The template for securing such certification – also coordinated with other UN entities – has been shared with all UNDP Resident Representatives.
<ul style="list-style-type: none"> 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 Government? 	Yes.	UNDP’s Country Programme Document (CPD) is fully aligned with the UN Sustainable Development Cooperation Framework (UNSDCFs) and is sequenced to be developed after the agreement on UNCF priorities and outcomes.

¹ Source: Management and Accountability Framework and UN Sustainable Development Cooperation Framework guidance

<ul style="list-style-type: none"> Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks? 	Yes.	The draft CPDs are submitted for the approval of the Executive Board along with the available draft UNCF or – as a minimum – draft UNCF results framework, thus ensuring the Executive Board has the opportunity to review the derivation of country programmes from UNCF.
<ul style="list-style-type: none"> Are all the development activities of your entity at the country level captured in the Joint Workplan of the Cooperation Framework? 	Yes.	UNDP requires all CPD activities to be reflected in the Joint Workplan of the Cooperation Framework.
<i>UN Country Team Configuration²³</i>		
<ul style="list-style-type: none"> 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? In how many countries did this exercise lead to a change in your 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? 	See explanation	<p>According to the information available, in 2023, the configuration exercise, a compulsory step in the development process of the UNSDCF, was conducted in 29 countries under the leadership of the UN RCs. This is estimated from the approval of 29 Country Programme Documents (CPDs) by the UNDP Executive Board, each derived from and aligned to the respective UNSDCFs. This number should be treated as an informed assumption Without explicit confirmation from the “Programme Development and Result Working Group” led by the UN Development Coordination Office (DCO), the exact figure remains unverified for 2023.</p> <p>165 countries (hosting 135 country offices). Two facets of UNDP’s business model changed significantly as a result of UNDS reform: 1. UNDP’s value proposition to countries changed in every country, removing coordination value and focusing fully on development value; 2. the structure and configuration of UNDP’s management team changed in every country office, Other changes to UNDP’s business model, country-level footprint and/or programming are the result of periodical assessments of multiple factors, which include but are not limited to changing programmatic needs, expiration of mandates, new programme cycles and priorities, post-conflict or emergency situations, significant changes in budget and funding, and/or audit or investigation findings. According to a survey carried out by UNBOA in 2024, 78% of all UNDP Country Offices carried out a capacity review or equivalent process within the last six years, illustrating UNDP’s continuous investment in evolving its capabilities, which are an important component of its business model. Programming changes since UNDS reform include steps to deepen UNDP’s integrator role, with 60 UNDP Country Offices now designing and working through portfolios as well as projects and programmes, for example.</p> <p>This exercise did not directly lead to an increase in the relative share of policy advice vis a vis project implementation, including large-scale procurement support. The balance of policy advice</p>

		to procurement in the services provided by UNDP in any country is influenced by multiple factors, including countries' changing programmatic needs, new programme cycles and priorities, crisis, post-conflict or emergency situations, significant changes in budget and funding etc.
<i>Multi-Country Office Review⁴</i>		
<ul style="list-style-type: none"> Has your entity reviewed and adjusted its programme responses and resource allocations in support of the priorities of Small Island Developing States? 	Yes.	UNDP has introduced changes to its Multi-Country Office approach to align to the new vision and programmes and ensures that programme objectives and resources respond to the evolving needs of Small Island Developing States.
<ul style="list-style-type: none"> 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>UNDP has adopted an action plan to strengthen programmatic and operational capacities in Caribbean MCOs, as well as to ensure the appropriateness of expertise to the challenges they face. The strategic review of the Multi-Country Office structure, processes, skills, and capabilities is strengthening UNDP's offer and footprint.</p> <p>In the Caribbean, organizational arrangements have been put in place to enhance coordination across Caribbean MCOs, in addition to strengthening capacities through the recruited staff and additional funding allocated to ensure sufficient capacities for special initiatives. The process of strategic realignment is being conducted through a transparent, competitive, and rigorous process, based on standard UNDP human resource policies and procedures. Staff have been consulted throughout.</p> <p>In the Pacific, UNDP has, since 2021, established a sub-office of the Pacific MCO in the Federal States of Micronesia (FSM), which is led by a P5 Deputy Resident Representative, and directly covers FSM, Palau, Marshall Islands, Nauru and Kiribati - with enhanced focus on disaster management, climate resilience, biodiversity and nature-based development solutions. The entire Pacific MCO, including capacity in the North Pacific, underwent a strategic review in 2022/2023 to align office capacities with the ambitious <u>new Multi-Country Programme Document for the Pacific (2023-2027)</u>.</p>
<i>Efficiencies⁵</i>		
<ul style="list-style-type: none"> What % of your entity's country offices participate in the country's Business Operations Strategy (BOS)? 	100 %	All of UNDP's country offices have a Business Operations Strategy (BOS) in place and participate in its implementation and annual reviews.

² Source: UN Sustainable Development Cooperation Framework Guidance

³ UNHCR’s contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions

⁴ Source: UN General Assembly resolution 74/297

⁵ Source: UN General Assembly Resolution 72/279 and UN General Assembly Resolution 76/4

<ul style="list-style-type: none"> 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.	As a member of the UN Efficiency Reporting Task Team, UNDP supports and utilizes the agreed UNSDG common methodology for measuring the impact of efficiency initiatives. UNDP reports entity-specific, bilateral and GSS efficiencies as part of the UNSDG Efficiency Reporting annual exercise. To note, efficiency gains are often realized through continuous improvements of internal management processes and reviews that are independent from the UNDS reforms.
<ul style="list-style-type: none"> Does your entity report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains? 	Yes.	UNDP reports its entity-specific efficiencies as well as its efficiencies from UNSDG initiatives at the Annual Session of the Executive Board.
<ul style="list-style-type: none"> What % of your entity’s premises are common premises? 	80%	169 premises are common premises (excluding UNDP NIM/DIM projects, premises leased for another agencies).
<ul style="list-style-type: none"> What % of your entity’s country offices participate in a Common Back Office? 	0; see explanation	Three Common Back Offices (CBOs) are expected to be established by May 2024, and UNDP leads two of them – in Viet Nam and Brazil. UNDP is expected to participate in the Common Back Office initiative in other “first wave” countries such as Kenya and Tanzania as a service recipient.
<ul style="list-style-type: none"> Does your organization provide services to other entities through Global Shared Services? 	Yes.	UNDP provides services to over 70 UN entities through its Global Shared Services Center in the area of Payroll, HR benefits entitlements, payments and treasury services.
<ul style="list-style-type: none"> Does your organization obtain services through another entity’s Global Shared 	Yes.	In 2023, UNDP launched a new partnership with UN Mobility, digitally transforming internal

<p>Service Centers or through other global shared means?</p> <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>vehicle service management for operations automation, reporting, and efficiency gains. Real-time vehicle tracking was introduced to enhance the solution further. 37 locations in 26 countries were onboarded with estimated efficiencies gains of \$103K. Ridesharing/carpooling trips resulted in \$8k in savings.</p> <p>In addition, UNDP leverages other shared services agreements to support its service delivery such as the Digital payment Hub solution that is provided by UNICC, which was developed in close collaboration with UNHCR and UNDP as the original founders of this digital payment capability, which will be used by other entity to increase their ability to develop more cost-effective banking channels globally. UNDP also collaborates very closely with UNICC on its shared Cybersecurity Operations Center.</p> <p>Early investments have been required to enable the creation of a shared service, which UNDP recovers in the form of a “setup” fee once a new partner joins. This fee is significantly less than what the partner would be facing should the service be setup for their unique use of a similar service internally.</p>
<p>REINVIGORATING THE ROLE OF THE RC SYSTEM⁶</p>	<p>Yes/No</p>	<p>Please elaborate</p>
<ul style="list-style-type: none"> Has the job description of your entity country representatives been revised as appropriate, following the reform, to: <ul style="list-style-type: none"> (a) Recognize the role and responsibility of the Resident Coordinator? (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? (c) Reflect the responsibility for active engagement in UNCT? 	<p>Yes (a-c)</p>	<p>UNDP fully integrates the GA resolution A/RES/72/279, which is reflected in the Resident Representative (RR) and Deputy Resident Representative Job Description for UNDP and closely monitored by respective Bureau Directors.</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 monitors adherence to this requirement? 	<p>Yes</p>	<p>A country specific post profile is developed/updated each time a Resident Representative position is advertised with inputs from the country office, to ensure alignment to the specific country context and the selection of a candidate with the right skillsets and leadership to support UNCTs and the RC's role within the context of the Cooperation Framework (UNSDCF). Additionally, Regional Directors, as part of their frequent engagements/interactions with RCs, consult and receive feedback from RCs on the required skillsets and leadership profile for countries in their region. This allows UNDP to have a comprehensive and tailored profile when selecting the Resident Representative for a specific country.</p>

<ul style="list-style-type: none"> Does the performance assessment system of your entity’s country representatives: <ul style="list-style-type: none"> (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 UNDP Resident Representatives are assessed against a mandatory performance goal – aligned with key MAF provisions – on their effective contribution to the successful achievement of the UNCT results, in line with UNSDCF. Furthermore, RCs are invited annually by the UNDP Regional Directors to provide inputs to the RR’s performance appraisals.
<ul style="list-style-type: none"> In what % of countries has the RC provided input into the performance review of your entity representative? 	40%	All RCs are formally requested by the UNDP Reginal Bureau Directors to provide their feedback on the performance of the UNDP Resident Representatives in their respective countries since all UNDP RRs are assigned a mandatory goal related to UNCT collaboration. While some RCs do respond, others do not. Feedback received is incorporated in the annual Performance Reviews for the UNDP Resident Representatives, including ongoing performance discussions. UNDP will continue making concerted efforts to obtain the required feedback. Responsibility and data on monitoring this indicator should be complemented by DCO’s tracking of RCs accountability to provide adequate and timely feedback to Regional Directors’ request for relevant RRs contributions to UNCTs results.
<ul style="list-style-type: none"> 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? 	100%	All RRs are asked to provide inputs to the performance assessment of the RC.

6 Source: Management and Accountability Framework

REVAMPING THE REGIONAL APPROACH ⁷	Yes/No	Please elaborate
<ul style="list-style-type: none"> 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? Does your entity have guidance or a process in place to encourage the entity's active engagement in regional rosters of experts? 	<p>Yes.</p> <p>Yes.</p>	<p>UNDP Regional Directors, in their RCP co-Vice Chair capacity, with corporate guidance and support, ensure active engagement of the organization in the work of RCPs, RCP Joint Secretariats, work of IBCs, and all key initiatives at the regional level in support of RCs and UNCTs at the country level.</p> <p>Furthermore, UNDP through its established corporate policies and mechanisms, ensures that relevant mandates and guidance are adequately incorporated, implemented and supported with UNDP's proactive engagement and participation in IBCs/working groups, regional rosters of expertise, policy and knowledge management forums, data hubs, among others.</p> <p>On the rosters of expertise, UNDP as part of each regional mechanism, identifies and deploys the required level of support to RCs/UNCTs drawing on its wide country, regional and global level network.</p>
<ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> their role in ensuring implementation of the Management and Accountability Framework at the regional and country level 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>Yes (a-b)</p>	<p>As part of their annual workplans, each Regional Bureau must include priorities to contribute to UNDS reform. This includes taking lessons learned from previous reporting on the Integrated Resources and Results Framework (IRRF) indicators related the MAF/joint programming that all units must strive to achieve. The Regional Bureau Directors, as part of their individual performance compacts, are required to lead the expansion of strategic partnerships with UN entities for common results and solutions. In each annual cycle. They are required to include KPIs focused on working with UN Country Teams and the UN Development System.</p> <p>UNDP Regional Directors, in their co-Vice Chair for RCP capacity, with corporate guidance and support, ensure active engagement of the organization in the work of RCPs, RCP Joint Secretariats, work of IBCs, and all key initiatives at the regional level in support of RCs and UNCTs at the country level.</p> <p>For example, UNDP as co-Vice Chair of the RCP LAC has ensured - in coordination with ECLAC and with the support of R-DCO - a 'compilation of all requests for support from UNCTs' (from 14 countries) to serve as the basis for an effective coordination mechanism on</p>

		<p>accessing IBCs/Working Groups' expertise in support of UNCTs' needs/demands. Guided by this compilation of UNCTs' requests, UNDP has been able to identify the potential areas of support based on the capacities, assets, and expertise available at the regional level.</p> <p>In addition to its Co-Vice Chair role and a member of the RCP Joint Secretariat, UNDP co-leads IBCs/Working groups providing substantial support and expertise to its functioning and support to UNCTs. UNDP is able to draw on its Global Policy Network for additional expertise and capacities available beyond the regional level.</p>
<ul style="list-style-type: none"> Do your Regional Directors or equivalent representatives of entities that comprise the UNCT contribute to the performance appraisal of the RCs? 	Yes.	DCO introduced an online RC Feedback Tool in 2022, which allows RCs to self-assess and gather feedback from UNCT members on their leadership behaviors against the RC Leadership Profile in 2022. UNDP followed up with RRs to ensure they provided adequate feedback.
STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS⁸	Yes/No	Please elaborate
<i>Strategic Plans</i>		
<ul style="list-style-type: none"> 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? 	Yes.	<p>UNDP Strategic Plan (2022-2025) incorporates a section on building and strengthening its partnerships with the UN system, guided by the objectives of the UN development system. In this sense, several partnerships have been revamped/strengthened to contribute to the advancement of the UNDS reform from programme, policy and results-orientation perspectives, including through initiatives at global, regional and country levels.</p> <p>It should be noted that, as part of the UNSDG Chair review of entities' strategic plans, it was noted that UNDP's 2022-2025 Strategic Plan extensively integrates and mainstreams the SDGs by integrating the principles of national ownership and leaving no one behind. Efforts by the respective entities to adapt priorities and business models to the repositioning of the UNDS, with all Plans referring to the alignment of entities with the reform process was highlighted and as such UNDP's explicit references to the functions of the RC system were welcomed.</p>
<ul style="list-style-type: none"> 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.	UNDP, through its monthly UNDS Reform Digest, regular internal communications from HQ to Regional Directors and Resident Representatives, as well as through its internal UNDS reform intranet site, shares latest developments, guidance and best practices on UNDS reform implementation and respective workstreams. Additionally, UNDP through its Anchor

		Group – an internal advisory inter-bureaux group – guides and supports the implementation of key UNDS reform streams at country and regional levels, and as needed, advises on the development and implementation of corporate guidance, policies and mechanisms to ensure full implementation of UNDS reform commitments at all levels.
<i>Results Reporting</i>		

⁷ Source: Management and Accountability Framework

⁸ Source: Management and Accountability Framework

<ul style="list-style-type: none"> Does your entity systematically contribute to the annual UN Country Results Report on the implementation of the Cooperation Framework? 	Yes.	UNDP country offices participate in reporting exercises through the UN Info platform, hosted by the UNDCO.
<ul style="list-style-type: none"> Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform? 	Yes.	UNDP country offices participate in reporting exercises on the UN Info platform, hosted by the UNDCO.
FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS⁹	Yes/No	Please elaborate
<i>Special Purpose Trust Fund for the RC System</i>		

<ul style="list-style-type: none"> Does your entity adhere to the UNSDG guidance on 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? 	Yes.	UNDP understands that the coordination levy estimates referred to as "the last available CEB estimates" represent a composite of donor-administered and agency-administered contributions. Hence, UNDP is not in a position to respond to this question, as UNDP only has visibility on agency-administered coordination levy contribution. For instance, some donors use a 'donor administered' coordination levy, where they directly remit their contributions to the UN's Special Purpose Trust Fund (SPTF), which UNDP does not have detailed information on.
Funding Compact		
<ul style="list-style-type: none"> Does your entity hold a structured dialogue with its governing body on how to finance the development results in the current strategic planning cycle? 	Yes.	UNDP continued to ensure transparent reporting and dialogue to its Executive Board on the Structured Funding Dialogue (SFD) by reporting on its entity-specific commitments to the Funding Compact. As requested by the Executive Board (decision 2022/18), in 2023, UNDP held three Structured Funding Dialogues to discuss financing the results of the UNDP Strategic Plan 2022-2025, including with a detailed analysis on the root causes of the decline in core .
<ul style="list-style-type: none"> Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body? 	Yes.	Progress against entity-specific commitments to the Funding Compact has been submitted as annex to the Structured Funding Dialogue report and can be accessed here .
<ul style="list-style-type: none"> Recognizing the respective responsibilities of RCs and UNCTs in that regard¹⁰ 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)? 	Yes.	In line with UNDP's continuing compliance with the Management and Accountability Framework (MAF) provisions, including provisions around funding and resource mobilization efforts in support of the Cooperation Frameworks (UNSDCFs) at country level, UNDP ensures that Resident Representatives have full understanding of UNSDG level guidance and contribute to leveraging existing and new potential sources and partnerships in support of countries' priorities. UNDP proactively communicates with and provides the required capacity building to country offices to support their contributions in the work of UNCTs.
<ul style="list-style-type: none"> What % of your entity's programming expenditures consists of Joint Programmes¹¹? 	14.5%	14.5% of all programme expenditure in 2023 was consumed on projects that applied the joint programme marker in Quantum.
<ul style="list-style-type: none"> 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? 	Yes.	UNDP actively helps country representatives navigate and utilize global pooled funding mechanisms through technical assistance and capacity building, as well as engages in global pooled funds to ensure smooth access and efficient utilization of resources by country offices. UNDP as a strong supporter of pooled funding mechanisms, adheres to the agreed

	system-wide guidance and policies, while at the same time ensures that country level management/staff have the adequate knowledge and understanding of the new/revised guidance whenever available.
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⁹ Source: General Assembly resolution 72/279, 76/4 and Funding Compact

10 As set out in the Joint Programme Guidance, “joint activities” referred to in the Funding Compact should be understood as Joint Programmes