

2016 QCPR – Hyperlinked Informal Resource List

ESSENTIAL READING

2016 Secretary General's Reports on QCPR

- 2016 SG's Report on the implementation of the QCPR (December 2015):
 - [Full report](#)
 - [Key messages](#)
 - [Technical annex on definitions, sources and coverage](#)
 - [Summary presentation](#)
- 2016 Update to the SG's Report on the implementation of the QCPR (August 2016):
 - [Advance, unedited version](#)
 - [Edited version \(A/71/292/Rev.1\)](#)

Companion analytical studies to the 2016 Secretary General's Reports on QCPR

- [Meta-analysis on the Evolution of the QCPR](#)
- [The UN development system and Operational Activities for Development : Updating the Definitions](#)
- [Enhancing Core Unearmarked Funding to the UN development system in the post-2015 era](#)
- [Managing major risks to sustainable development: Conflict, disaster, the SDGs and the United Nations](#)
- [Capacity Development](#)
- [Results Based Management](#)

2012 QCPR Resolution and Secretary General's Reports on QCPR

- [GA resolution 67/226](#)
- [2012 SG's Report](#) on the implementation of the QCPR
- [2012 Update to the SG's Report](#) on the implementation of the QCPR

Summary reports of the ECOSOC Dialogue on the longer-term positioning of the UN development system

- [Report: ECOSOC Dialogue Phase 1](#) (June 2015)
- [Report: ECOSOC Dialogue Phase 2](#) (July 2016)

Proposals of Member States

- [Updated Preliminary Proposals by Member States for the Second phase of the ECOSOC Dialogue](#) (February 2016)

Independent Team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Findings and Conclusions](#) (June 2016)

Proposals of the UN Development Group

- [UNDG Proposals for a more strategic and dynamic QCPR](#) (June 2016)

GENERAL

Resolutions on implementation of the 2012 QCPR and UN-DESA surveys to monitor the implementation of the QCPR

2016

2016 Secretary General's Reports on QCPR

- 2016 SG's Report on the implementation of the QCPR (December 2015):
 - [Full report](#)
 - [Key messages](#)
 - [Technical annex on definitions, sources and coverage](#)
 - [Summary presentation](#)
- 2016 Update to the SG's Report on the implementation of the QCPR (August 2016):
 - [Advance, unedited version](#)
 - Edited report forthcoming

Companion Analytical Studies to the 2016 Secretary General's Reports on QCPR

- [Meta-analysis on the Evolution of the QCPR](#)
- [The UN development system and Operational Activities for Development : Updating the Definitions](#)
- [Enhancing Core Unearmarked Funding to the UN development system in the post-2015 era](#)
- [Managing major risks to sustainable development: Conflict, disaster, the SDGs and the United Nations](#)
- [Capacity Development](#)
- [Results Based Management](#)

UN DESA Surveys conducted for the 2016 SG's report on QCPR implementation:

- [UN DESA 2016 Survey of Programme Country Governments Report](#)
- [UN DESA 2016 Survey of UN Agencies' Headquarters Report](#)
- UN DESA 2016 Survey of Resident Coordinators: [Report](#) and [Annex](#)
- [UN DESA 2016 Survey of Operations Management Teams Report](#)

2015

- [GA resolution 70/221](#)
- ECOSOC resolution [E/RES/2015/15](#)
- 2015 SG's report on the implementation of the QCPR: [report](#), [monitoring framework](#)
- Supporting documentation for the 2015 Secretary General's Report of the QCPR including DESA surveys, UN entities annual reports, and technical note, can be found [here](#)

UN DESA Surveys conducted for the 2015 SG's report on QCPR implementation:

- [UN DESA 2015 Survey of Programme Country Governments Report](#)
- [UN DESA 2015 Survey of UN Agencies' Headquarters Report](#)
- [UN DESA 2015 Survey of Resident Coordinators Report](#)
- [UN DESA 2015 Survey of Operations Management Teams Report](#)

2014

- [GA resolution 69/238](#)
- ECOSOC resolution [E/RES/2014/14](#)
- 2014 SG's report on the implementation of the QCPR: [report](#), [monitoring framework](#)

2013

- [GA resolution 68/229](#)
- ECOSOC resolution [E/2013/5](#)

- 2013 SG's report on the implementation of the QCPR: [report](#)

2012

- [GA resolution 67/226](#)
- [2012 SG's Report](#) on the implementation of the QCPR
- [2012 Update to the SG's Report](#) on the implementation of the QCPR

Resources covering all topics

Summary reports of the ECOSOC Dialogue on the longer-term positioning of the UN development system

- [Report: ECOSOC Dialogue Phase 1](#) (June 2015)
- [Report: ECOSOC Dialogue Phase 2](#) (July 2016)

Proposals of Member States

- [Updated Preliminary Proposals by Member States for the Second phase of the ECOSOC Dialogue](#) (February 2016)

Proposals of the UN Development Group

- [UNDG Proposals for a more strategic and dynamic QCPR](#) (June 2016)

Dag Hammarskjöld Foundation

- [UN Development at a Crossroads](#), by Bruce Jenks (October 2013)

ECOSOC dialogue

- [Report: ECOSOC Dialogue Phase 1](#) (June 2015)
- [Report: ECOSOC Dialogue Phase 2](#) (July 2016)
- [Retreat 1, background note on interlinkages](#) (May 2015)
- [Summary of Retreat 1](#) (May 2015)
- [Summary of Retreat 2](#) (February 2016)

German Development Institute/Deutsches Institut für Entwicklungspolitik (DIE)

- [Reforming the UN Development System: can North and South overcome their political differences in making the UN fit for purpose?](#), by Max-Otto Baumann (2016)

German Federal Ministry for Economic Cooperation and Development (BMZ)/Gesellschaft für Internationale Zusammenarbeit (GIZ)

- [Fit for purpose? UN development reform in the post-2015 context](#), by Constance Hybsier (March 2015)

Independent Experts

- [Long Term Issues Arising from T/QCPR](#), by Douglas Lindores (January 2016)
- [The UNDS and operational activities for development: Updating the definitions](#), by John Burley and Douglas Lindores (February 2016)
- [Retreat 1, Independent paper for the Retreat at Greentree Estate, NY](#), by Bruce Jenks (May 2015)
- [Silos or system? The 2030 Agenda requires an integrated approach to sustainable development](#), by Barbara Adams and Karen Judd (September 2016)

Independent team of Advisors to ECOSOC BUREAU (ITA)

- [Independent Team of Advisors paper on Interlinkages](#) (June 2016)
- [Independent Team of Advisors paper on Findings and Conclusions](#) (June 2016)

Interim Coordination Mechanism

- [Independent System-wide Evaluation of Operational Activities for Development: Policy Implementation: Progress, Lessons, Next Steps](#)

Joint Inspection Unit

- [Meta-evaluation and synthesis of United Nations development assistance framework evaluations, with a particular focus on poverty eradication](#)
- [Evaluation of the contribution of the UNDS to strengthening national capacities for statistical analysis and data collection to support the achievement of the MDGs and other internationally-agreed development goals](#)

Switzerland

- [Presentation: QCPR? What is it? – UNITAR training series](#) (March 2016)

UN

- [Secretary-General's remarks at High-Level Political Forum on Sustainable Development](#) (July 2016)

UN Chiefs Executive Board (CEB)

- Draft [CEB common principles](#) to guide UN system's support to the implementation of the 2030 Agenda for Sustainable Development (April 2016)
- [Discussion Paper on SDG Implementation](#) (November 2015)

UNDG

- [UNDG Proposals for a more strategic and dynamic QCPR](#) (June 2016)
- [Statement by Ms. Helen Clark, Chair, UNDG, delivered by Mr. Amir Abdulla, UNDG Vice-Chair at the formal concluding session of the ECOSOC Dialogue](#) (July 2016)
- [A "Theory of Change" for the UN Development System to Function "As a System" for Relevance, Strategic Positioning and Results](#) (January 2016)
- [Universality and the 2030 Agenda for Sustainable Development](#) (2016)
- [UNDG Results Report 2015 - Executive Summary](#) (2016)
- [UNDG Results Report 2014](#) (2015)
- [The UN Development System in-country: Data and Evidence](#) (2016)
- [Discussion note: UNDG delivering together in support of the 2030 Agenda](#) (2016)

FUNCTIONS

Resources:

ECOSOC dialogue

- [Phase 1, Workshop 1: Functions, Summary by the Vice-President of ECOSOC](#) (April 2015)
- [Summary](#) of the Vice President of ECOSOC on the event on MICS: The role of the UN development system in Middle-Income Countries to deliver on the 2030 Agenda (May 2016)

Independent Experts

- [The United Nations and its functions](#), by John Burley and Khalid Malik (April 2015)
- [Delivering the 2030 Agenda for Sustainable Development: The role of the UN development system in Middle-Income Countries](#), by Adriana Erthal Abdenur (May 2016)
- [FUNDS Briefing Paper No.1: How relevant are the UN's Regional Commissions](#) (February 2013)

Independent team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Functions and Impact and compendium](#) (March 2016)

UN DESA

- [DESA paper on Functions](#) (April 2015)
- [Recipients and Contributors: Middle income countries and the future of development cooperation](#) (July 2014)

UNDG

- [RC Uruguay Presentation – UNITAR training series](#) (April 2016)
- [UNDG Key Messages on UN System Functions and Funding](#) (April 2016)
- [UNDG Support for Implementing the 2030 Agenda](#)
- [Summary Brief on the UNDG Mainstreaming Acceleration and Policy Support \(MAPS\) Approach](#) (March 2016)

UNGA

- [Transforming our world: the 2030 Agenda for Sustainable Development \(A/70/1, September 2015\)](#)
- [Implementation of the Second United Nations Decade for the Eradication of Poverty \(2008-2017\) A/70/281](#) (August 2015)

UNISDR

- [Coherence and Mutual Reinforcement between the Sendai Framework for Disaster Risk Reduction 2015-2030 and International Agreements for Development and Climate Action](#) (2015)

UN Joint Inspection Unit [JIU]

- [Evaluation of the contribution of the UNDS to strengthening national capacities for statistical analysis and data collection](#) (2016)

UN WOMEN

- [UN-SWAP: An accountability framework to mainstream gender equality and the empowerment of women across the UN system](#) (2015)

UNDG policies, instruments and guidance:

UN WOMEN

- [UN System-wide action plan for implementation of the CEB United Nations system-wide policy on GEWE](#) (April 2012)

FUNDING

Resources:

Dag Hammarskjöld Foundation and the UN Multi-Partner Trust Fund Office (MPTFO)

- [Financing the UN Development System: Current Trends and New Directions](#) (June 2016)
- [Financing the UN Development System: Getting it right for a post-2015 world](#) (April 2015)

ECOSOC dialogue

- [Phase 1, Workshop 2: Funding, Summary by the Vice-President of ECOSOC](#) (May 2015)

Global Policy Forum

- [Fit for whose purpose? – Private funding and corporate influence in the United Nations](#) (2015)

IFAD

- [IFAD Replenishments: Corporate-level Evaluation](#) (May 2014)

Independent Experts

- [The Funding and related practices of the UN Development system and supplementary note](#), by Romesh Muttukumar (May 2015)

Independent Team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Funding Practices and compendium](#) (March 2016)

OECD

- [Presentation: Donor policies and the implications on the UN Funding architecture – UNITAR training series](#) (May 2016)
- [DAC Multilateral Aid 2015: Better Partnerships for a Post-2015 World: Full report and Highlights](#) (July 2015)
- [TOSSD Compendium](#) (June 2016)

Price Waterhouse Coopers

- [WHO Financing Dialogue Evaluation: Final report](#) (2014)

UN Chief Executives Board (CEB), Finance and Budget Network

- [A harmonized cost-recovery rate for UN inter-agency pooled funds](#) (June 2015)

UN DESA

- [DESA presentation on Funding trends – UNITAR training series](#) (May 2016)
- [DESA paper on Funding](#) (May 2015)
- [Statistical annex on 2014 funding data](#) (2015)

UNDG

- [UNDG Key Messages on UN System Functions and Funding](#) (April 2016)
- [UNDG Discussion Paper: The Role of UN Pooled Financing Mechanisms to deliver the 2030 Agenda](#) (March 2016)

UNDP, UNFPA, UNICEF, UN WOMEN

- [Independent and external assessment on the consistency and alignment of cost recovery with General Assembly resolution 67/226](#)
- [The road map to an integrated budget: joint review of the impact of cost definitions and classifications of activities on the harmonized cost recovery rates](#) (January 2013)

UNDP Multi-Partner Trust Fund Office

- [Presentation: Alternative funding models to deliver on the 2030 Agenda – UNITAR training series](#) (May 2016)

UN Joint Inspection Unit (JIU)

- An analysis of the resource mobilization function within the UN system: [Report \[A/69/737\]](#) and [Addendum \[A/69/737/Add.1\]](#) (January 2015)

World Bank & International Financing Institutions

- [From Billions to Trillions: Transforming Development Finance](#) (April 2015)

TRANSPARENCY, ACCOUNTABILITY AND GOVERNANCE

Resources:

ECOSOC dialogue

- [Phase 1, Workshop 3: Governance, Summary by the Vice-President of ECOSOC \(May 2015\)](#)

Independent Team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Governance and compendium \(April 2016\)](#)

Independent Experts

- [Governance of the United Nations Development System](#), by Rahul Chandran, (April 2016)
- [FUNDS Briefing Paper No. 26: The “A” word: Monitoring the SDGs \(February 2015\)](#)

UN DESA

- [DESA paper on Governance \(May 2015\)](#)

UNDG policies, instruments and guidance:

UNDG

- [UNDG Key Messages on Governance, Organizational Arrangements, and Partnerships \(April 2016\)](#)

UNEG

- [UNEG Norms and Standards for Evaluation \(June 2016\)](#)

FUNCTIONING

Presence, Workforce , Capacity Development & partnership approaches

Resources:

ECOSOC dialogue

- [Phase 1, Workshop 4: Organizational Arrangements, Capacity, Impact & Partnership Approaches, Summary by the Vice-President of ECOSOC \(May 2015\)](#)

Friedrich Ebert Stiftung

- [Partnerships and the 2030 Agenda](#), by Barbara Adams and Jens Martens (May 2016)

Independent Experts

- [Paper on Organizational Arrangements](#), by Bruce Jenks and Rahul Chandran (May 2015)
- [Capacity development](#), by Angela Bester (November 2015)
- [Background paper on Capacity, Impact and Partnership Approaches](#), by Daniel Lopez-Acuna and Alison King (May 2015)
- [Results-Based Management in the United Nations Development System](#), by Angela Bester (January 2016)

Independent Team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Organizational Arrangements and Capacity and compendium](#) (April 2016)
- [Independent Team of Advisors paper on Partnerships approaches and compendium](#) (April 2016)

UN DESA

- [DESA paper on Organizational Arrangements](#) (May 2015)
- [DESA paper on Capacity, Impact and Partnership Approaches](#) (May 2015)

UNDG

- [UNDG Key Messages on Governance, Organizational Arrangements, and Partnerships](#) (April 2016)

Development, humanitarian and peacebuilding nexus

Resources:

Independent Experts

- [Managing major risks to sustainable development: Conflict, disaster, the SDGs and the United Nations](#), by Rahul Chandran with Hannah Cooper and Alexandra Ivanovic (December 2015)

OCHA

- [Saving lives today and tomorrow: Managing the risk of humanitarian crisis](#) (February 2015)

UNDG

- [UNDG Note on the peace-humanitarian-development nexus in key post-2015 reviews, processes and frameworks](#) (October 2015)

UNDP

- [Financing Recovery for Resilience](#) (June 2014)

UNGA, Security Council

- [Report of the High-Level Independent Panel on Peace Operations \(HIPPO\), A/70/95-S/2015/446](#)
- [Report of the Advisory Group of Experts \(AGE\) on the Review of the Peacebuilding Architecture, A/69/968 - S/2015/490 \(June 2015\)](#)

UN World Humanitarian Summit

- [Restoring Humanity: Voices Calling for Action. Synthesis of the Consultation Process for the World Humanitarian Summit \(2015\)](#)
- [Report of the Secretary-General for the World Humanitarian Summit \(February 2016\)](#)
- [Commitment to action \(May 2016\)](#)

UNDG policies, instruments and guidance:

OCHA

- [Humanitarian Response Plan](#)

UN

- [Integrated Assessment and Planning Handbook \(December 2013\)](#)

IMPROVING COHERENCE, COORDINATION AND MOVING TOWARDS INTEGRATED ACTION

“Delivering as One” at country, regional, and global level

Resources:

Dag Hammarskjöld Foundation

- [Making the UN ‘Fit for Purpose’: Lessons from the ‘Delivering as One’ Experience](#), by John Hendra (September 2014)

UN Joint Inspection Unit (JIU)

- [Cooperation among the United Nations Regional Commissions \[JIU/REP/2015/3\]](#)

UNDG policies, instruments and guidance:

UNDP

- [Country Programme Documents template](#)

UNDG

- [Summary Brief on Standard Operating Procedures for UN Country Teams](#) (March 2016)
- [Standard Operating Procedures for countries adopting the Delivering as One approach](#) (August 2014)
- [UNDG SOPs Plan of Action for Headquarters 2016-2017](#) (June 2016)
- [Summary Brief on the UNDAF](#) (March 2016)
- [Interim UNDAF Guidance](#) (23 May 2016)
- [Delivering Together Facility](#) (2016)

The Resident Coordinator System

Resources:

German Development Institute

- [Country-level aid coordination at the United Nations: taking the Resident Coordinator system forward](#) Bonn: German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) (2013)

Independent Experts

- [Enhancing the functioning of the UN Resident Coordinator system](#), by Douglas Lindores (May 2012)

UN Joint Inspection Unit (JIU)

- [Selection and appointment process for United Nations Resident Coordinators](#) (2013)

UNDG policies, instruments and guidance:

UNDG

- [UNDG Results Report 2014](#) (2015)
- [The Management and Accountability System of the UN Development and Resident Coordinator System including the “functional firewall” for the RC System](#) (August 2008)
- [Implementation Plan for the Management and Accountability Framework](#) (January 2009)
- [Resident Coordinator Competency Framework](#) (November 2015)

- [Revised Performance Appraisal Tool for Resident Coordinators and UN Country Teams: Assessment of Results and Competencies \(ARC\)](#) (November 2015)
- [UN Resident Coordinator Generic Job Description](#) (February 2014)

Operating As One: Business Practices

Resources:

UNDG

- [Summary Brief of UNDG Business Operations Strategy](#) (March 2016)
- [Summary Brief on Brazil Joint Operations Facility](#) (March 2016)
- [Summary Brief on the Cape Verde Joint Office Model](#) (March 2016)
- [Summary Brief on SIDS Joint Presence Office Model](#) (March 2016)
- [The Role of UN Business Operations for Enhanced Programme Delivery under the SDGs](#) (June 2016)
- [UNDG Constraints Analysis Common Business Operations at the Country Level](#) (May 2016)
- [Mid Term Evaluation UNDG Business Operations Strategy Pilot Programme report](#) (July 2015)
- [UNDG Management Response to the BOS Mid-Term Evaluation Report](#) (December 2015)
- [Brazil - UNDG - HLCM Advisory Report Joint Operations Facility Brazil](#) (March 2014)
- [Vision Paper on the Role of Business Operations in the post-2015 period](#)

BOS Country Examples:

- [Benin - UN Business Operations Strategy 2015-2018 \(French\)](#)
- [Bosnia - UN Business Operations Strategy 2014-2017](#)
- [Brazil - UN Business Operations Strategy 2013-2016](#)
- [Copenhagen Denmark - UN Business Operations Strategy 2014-2015](#)
- [Ethiopia - UN Business Operations Strategy 2013-2016](#)
- [Lesotho - UN Business Operations Strategy 2013-2017](#)
- [Malawi - UN Business Operations Strategy 2013-2017](#)
- [Moldova - UN Business Operations Strategy 2013-2017](#)
- [Rwanda - UN Business Operations Strategy 2013-2017](#)
- [Tanzania - UN Business Operations Strategy 2013-2017](#)
- [Uganda - UN Business Operations Strategy 2016-2020](#)
- [Zambia - UN Business Operations Strategy 2013-2015](#)

UNDG policies, instruments and guidance:

- [Guidance on developing a Business Operations Strategy](#) (July 2012)
- [Introduction to the BOS – Powerpoint \(version of 7 June 2016\)](#)
- [BOS Frequently Asked Questions](#)
- [BOS Factsheet](#)

A NEW KIND OF QCPR

Resources:

ECOSOC dialogue

- [Report: ECOSOC Dialogue Phase 2](#) (July 2016)

Independent Experts

- [Long Term Issues Arising from T/QCPR](#), by Douglas Lindores (January 2016)
- [The UNDS and operational activities for development: Updating the definitions](#), by John Burley and Douglas Lindores (February 2016)

Independent Team of Advisors to ECOSOC Bureau (ITA)

- [Independent Team of Advisors paper on Interlinkages](#) (June 2016)
- [Independent Team of Advisors paper on Findings and Conclusions](#) (June 2016)

UN

- [Secretary-General's remarks at High-Level Political Forum on Sustainable Development](#) (July 2016)

UN DESA

- SG's Report on the implementation of the QCPR (December 2015): [full report](#), [key messages](#), [technical annex on definitions, sources and coverage](#)
- 2016 Update to the SG's Report on the implementation of the QCPR: [Advance, unedited](#), edited report forthcoming

UNDG

- [UNDG Proposals for a more strategic and dynamic QCPR](#) (June 2016)
- [Statement by Ms. Helen Clark, Chair, UNDG, delivered by Mr. Amir Abdulla, UNDG Vice-Chair at the formal concluding session of the ECOSOC Dialogue](#) (July 2016)
- [A "Theory of Change" for the UN Development System to Function "As a System" for Relevance, Strategic Positioning and Results](#) (January 2016)
- [Universality and the 2030 Agenda for Sustainable Development](#) (2016)

UNGA, ECOSOC

- [Policy for Independent System-wide Evaluation of Operational Activities for Development of the United Nations System \[A/68/658-E/2014/7\]](#) (January 2014)