

The UNDG's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain sustainable development.



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A large flock of white doves is the central focus of the image. Many are in flight against a clear blue sky, while a dense group is on the ground in the foreground. A man in a green and black uniform is visible in the middle ground, with his arms raised. The scene is set outdoors, possibly at a public event or festival. A large green circle is superimposed over the center of the image, containing the title text.

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FOREWORD: TOGETHER POSSIBLE

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2015 stands out as an epic year for development agenda-setting. The world witnessed the wonders of what a shared vision among countries can result in – agreements to reduce disaster risk, finance development, address climate change, and formulate an altogether new and bold vision and goals on sustainable development. The 2030 Agenda for Sustainable Development and the Paris climate agreement are historic agreements which will guide global development for a generation and beyond. They have the potential to change the course of history.



Implementation of the 2030 Agenda presents opportunities to heighten the impact of the UN development system, and to bring the various parts of the UN closer together while also appreciating the distinct differences and special mandates of each entity. The UN development system is speeding up progress on its commitments to deliver results together, in close partnership with others.

Working together is not a luxury, nor is it a side business. It is through the wealth of the UN's global policy and normative expertise, leadership through the Resident Coordinator (RC) system, and joined-up UN Country Teams with deep understanding of local realities, all supported by cost-effective joint business operations, greater use of pooled financing mechanisms, and common approaches for capacity development that we will rise to the challenge of delivering even better together on sustainable development. It is what governments, partners, and people expect of us. And this is what we have begun to demonstrate through our 2015 results.

This report, *Together Possible*, responds to a major ask of Member States – that the UN development system tell its story succinctly, accurately and compellingly. It illustrates the ripple effects created by a more coordinated effort in measurable results on the ground. It also outlines how these concrete results were achieved through a UNDG cost-sharing agreement that is now in its second year of implementation, supplemented by development partner financing.

This report is a call to Member States to match their vision for and the ambition of the global agenda with their vision for a renewed role for the UN development system. We look to Member States to commit to the policies, reforms and financing that will incentivize further collaboration. This includes support for the full financing of the RC system.

Together Possible is also a call to the UN system to provide for creative policy spaces and innovations in data and technologies, new business models and financing mechanisms, and exciting new partnerships at global, regional and country levels that will help accelerate progress on the SDGs across all countries. We must all meet our commitments for joint investments in a well-coordinated UN development system. Agenda 2030 is a universal development agenda that – if implemented – will change the course of history for people and the planet. As we accompany countries and peoples on this journey, the course of history for the UN development system will also change, making us more effective and impact-oriented than ever before.

A handwritten signature in black ink that reads "Helen Clark". The signature is fluid and cursive.

Helen Clark

Chair, United Nations Development Group

**EXECUTIVE
SUMMARY:
GEARING UP
FOR THE 2030
AGENDA**





In 2015, Member States adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. In anticipation of this historic agreement, the UN Development Group (UNDG) focused on the preparation, alignment and communication of this transformative agenda. Working closely with governments and partners, the UNDG prepared the way at global, regional and country level to channel effective support to Member States as they begin to implement the 2030 Agenda.

The 131 United Nations Country Teams (UNCTs) serving 165 countries and territories have laid the foundation necessary to support government and multi-stakeholder coalitions to launch early actions on the Sustainable Development Goals. By the end of 2015, less than 100 days after the adoption of the new agenda, 52 UNCTs had been approached by governments requesting assistance on implementation of the 2030 Agenda. (In the first six months of 2016 this number grew to 95 UNCTs.) For the next 15 years, the United Nations system and its partners will help countries own and implement the agenda's ambitious goals.

Building on the momentum from multi-stakeholder consultations in the run-up to the new agenda, UNCTs worked together to raise public awareness about the 2030 Agenda and convened advocacy events with governments to bring the global agreement into public policy discourse back home. UNCTs established joint task forces with national governments to undertake initial assessments of national assets, capacities and needs – seeking a bird's-eye view of existing national development strategies vis-a-vis the new agenda. UNCTs also convened localization activities with governments and other partners to get a head-start on preparing roadmaps for the mainstreaming of the SDGs into national plans. Strategically-defined new UNDAFs, joint programmes and policy support have been mapped, targeted and re-configured to help governments deliver on the new agenda.

Taking up the peacebuilding aspects of the new development agenda, UNCTs and UN missions worked more closely in 2015 to link peacekeeping and political mission work with development operations. UNCTs also continued to enhance synergies, pool efforts and increase efficiencies in business operations to reduce costs and improve the quality of development operations.

SUMMARY OF GLOBAL-LEVEL RESULTS

INTEGRATED POLICY ADVICE AND THOUGHT LEADERSHIP FOR SUSTAINABLE DEVELOPMENT

By the end of 2015, the UNDG had designed, assessed and committed to a set of policy, programme and operational tools that leverage strengths throughout the UN to embed the new agenda at country level. A framework for the UN and national partners to mainstream the 2030 Agenda into national frameworks, accelerate progress and provide integrated policy support is now available for use at country level to support these efforts. UNCTs also have a guidance and support structure for public engagement and advocacy for sustainable development. The policy and operational implications of universality have been assessed, and UN-wide thought leadership is available on financing for development, partnerships, data and accountability.



EVALUATION OF THE UN DEVELOPMENT SYSTEM IN RESPONSE TO THE 2030 AGENDA

1. Integrated normative support for implementation, monitoring and reporting on global agreements, norms and standards

2. Integrated, evidence-based policy advice and thought leadership, to support countries to embed the 2030 Agenda into national and local plans and budgets

3. Capacity development and technical assistance, including by improving the quantity and quality of comprehensive and disaggregated data

4. Convening of stakeholders across constituencies, leveraging of partnerships and facilitating knowledge-sharing, South-South and triangular cooperation

5. Direct support and service delivery, particularly in countries in special situations, e.g. those affected by conflict, displacement and disasters

6. Comprehensive and disaggregated data collection and analysis to inform evidence-based, context-specific and inclusive policy choices

Source: Report of the Secretary-General on the Quadrennial Comprehensive Policy Review of operational activities for development of the UN system: Recommendations August 3, 2016.



A new generation of integrated planning and programming has emerged. Through robust consultations and analysis across the UN system, the undg recast the undaf in 2015, resulting in interim guidelines for country-level strategic plans and partnerships that will drive policy coherence within sustainable development and support integration across the pillars of the UN Charter. Also as a result of actions in 2015, the undg now has positions on the humanitarian-development nexus; theories of change for pooled funds for recovery in fragile and conflict-affected countries; and thought leadership to strengthen coherence across political, peacebuilding, humanitarian and development work.

Global- and regional-level support for integrated planning is making a difference. undafs are beginning to include, for example, more honed strategic priority areas; support to national partners to collect, monitor and report on data; support to national partners in South-South and triangular cooperation; and new methods for crowdsourcing and futures-oriented sustainable development planning. The percentage of undafs with specific results on gender equality increased from 45 percent in 2014 to 61 percent in 2015.

INTEGRATED NORMATIVE SUPPORT FOR IMPLEMENTATION, MONITORING AND REPORTING ON GLOBAL AGREEMENTS, NORMS AND STANDARDS

Promoting human rights continued to be a undg priority, propelled in 2015 by the 2030 Agenda anchored in human rights and the Secretary General's Human Rights up Front (HRuF) initiative. Action taken in 2015 resulted in new guidance to help Resident Coordinators and UNCTs move the human rights agenda forward through policy, advocacy, programming and partnership with national stakeholders. A set of policy and operational messages disseminated this year provides guidance on such topics as aligning the 2030 Agenda with countries' existing human rights obligations; fulfilling the pledge to leave no one behind; ensuring meaningful participation in all phases of the design, implementation and monitoring of the new agenda; and ensuring robust accountability mechanisms. The undg at the global level supported UN teams at country and regional levels to strengthen their human rights capacities and engage strategically and coherently on human rights, most prominently through deployment of human rights advisors.

SUPPORT FOR COUNTRIES IN SPECIAL SITUATIONS: CONFLICT, DISPLACEMENT AND DISASTERS

As an outcome of joint work with a range of Secretariat partners, the undg delivered a development perspective input into 2015 Member State reviews of the UN system's engagement in peace operations and peacebuilding. In addition to informing Member State dialogues on 'fit for purpose' and the undg's own interim undaf guidance, the process of coordinating this input served to increase attention to the need to grow pooled funding mechanisms and to explore the use of assessed contributions for programmatic peacebuilding activities. To support sustainable recovery in crisis and post-crisis situations, steps were taken towards an independent review of capacities of agencies, funds and programmes in sustaining peace and, together with the Inter-agency Standing Committee, towards a set of system-wide guiding principles on resilience.

CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE

undg thought leadership advanced national capacity development through diagnostic activities in 2015. Key results include a set of common principles for assessing progress and gaps in capacity development, an area that continues to warrant system-wide attention in order to ensure systematic, coordinated capacity development for national partners. A set of country case studies connecting normative and operational investments added to the UN's knowledge base in 2015, illustrating how capacity development – alongside advocacy, legislative change and leveraging recommendations of mechanisms such as the Universal Periodic Review – supports governments and civil society to implement the international norms to which a given country has subscribed. Capacity development as a bridge between global commitments and implementation is embedded in the interim undaf guidance.

PARTNERSHIPS, KNOWLEDGE SHARING, SOUTH-SOUTH AND TRIANGULAR COOPERATION

To amplify development knowledge and trigger the creation of coalitions for change, the undg's partnership efforts in 2015 broadened the knowledge base in South-South cooperation. These efforts simplified partnership arrangements in fragile and conflict-affected countries, revised methods and renewed commitments among the UN, the World Bank and the European Union for joint Post-Conflict Needs Assessments. The undg also now has prototypes for building on and improving broad-based people's engagement in sustainable development as well as an analytical basis on which to establish multi-stakeholder consultation as a regularized part of UN programming.

DATA, TRANSPARENCY AND ACCOUNTABILITY

To advance quality, accessible, timely and reliable data for the 2030 Agenda, the undg made a formal commitment to ensure coordinated and, where possible, joint support to data and national statistical capacity strengthening, drawing on relevant expertise from across the UN system. (As an example, all 27 undafs starting in 2016 include support to national partners to collect, monitor and report on data.) Global mechanisms established in 2015 will help to coordinate support to Member States as they prepare national reports on the SDGs, increase transparency through use of data standards and improve country-level capacity for data innovation. Building on the Standard Operating Procedures (SOPs) for countries adopting the Delivering as One approach (see box 13), the undg now has guidance and prototypes for frequent and/or real-time monitoring designed to inform course correction and keep pace with mobile and web-based technological advances.

Advances towards more transparency and accountability are evident from increased collaboration in communications and expanding public accountability and understanding of the UN's work at country level. In 2015, 11 undg members and two observers published data according to the International Aid Transparency Initiative (IATI) standard used by more than 400 development partners globally. Eighty-six percent of UNCTs report that they have open data and transparency portals, though alignment with IATI data standards is necessary in order to ensure traceability and comparability. To promote greater financial transparency and

accountability, the UNDG adopted an updated and harmonized set of policies and standard legal agreements for pass-through funding modalities used to channel about US\$1 billion a year.

MODERN, EFFICIENT, JOINED UP BUSINESS PROCESSES

Investments in 2015 led to an expanded range of joint operational services, increased synergies via shared offices, and reduced financial transaction costs for partners through increased uptake in the harmonized approach cash transfers (HACT). The UNDG is building on the recommendations made in the Midterm Evaluation of the Business Operations Strategy (BOS), conducted in 2015, to enhance support provided to UNCTs as part of the effort to scale up common operations to reduce operational cost and enhance quality of operational support to programme delivery. This year 81 UNCTs received advisory and implementation support to develop business operations strategies. A model for a joint operations service centre was piloted in Brazil, with the support of both the UNDG and High-level Committee on Management (HLCM), to test a prototype for reducing costs and increasing the quality of operational support.

TRANSFORMATIVE, EMPOWERED LEADERSHIP

As the cornerstone of the UN development system, 129 Resident Coordinators continued to lead development cooperation at country level. Diversity increased in 2015: over 40 percent of Resident Coordinators are women from the South and from agencies outside UNDP. Actions in 2015 resulted in a new leadership model to meet the demands of 2030 Agenda and created support tools to align competency profiles in all stages from attraction to performance management. The design of a new UNDG performance appraisal system for Resident Coordinators and UNCTs continued in 2015; the new system will advance mutual accountability and draw on all relevant assets of the system for joined up policy and programmatic interventions to support national priorities.

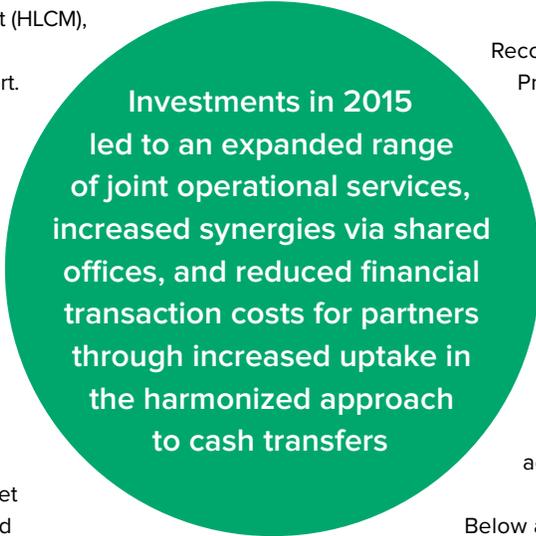
SUMMARY OF REGIONAL-LEVEL RESULTS

Results at the regional level in 2015 signal the emergence of a mutually supportive, normative-based and context-based approach driven by Regional UNDG Teams' support to UNCTs. The UNDG is driving a substantive regional 2030 Agenda, with an increased focus on issues of resilience, migration and displacement; greater integration across the humanitarian, peace, human rights and development nexus; and the response to the changing landscape in middle-income countries. Strategic leadership and advice was provided by the Regional UNDG Teams to the UNCTs in the six regions, re-positioning the UN system to deliver 2030 Agenda. Regional UNDG Teams provided guidance and quality assurance for the formulation of 22 UNDAFs/UN Strategic Partnership Frameworks.

Actions taken by the UNDG in 2015 resulted in a stronger basis for partnership with UN Regional Economic Commissions, with specific commitments and collaboration on data and statistics, common approaches for mainstreaming the new 2030 Agenda, and joint communications.

Priority given to regional UNDG engagement on the human rights agenda was evident through the regional quarterly reviews of human rights issues, co-led by the Regional UNDG Chairs and their counterparts in the UN Department of Political Affairs. This led to improved early warning of potential crisis situations, and to the deployment of surge support of human rights expertise to select UNCTs in fragile settings.

The emergence of UN cross-country crisis platforms and shared strategic planning on the humanitarian-development nexus, was a priority, particularly in the Arab States/Middle East, North Africa and Great Lakes regions.



Investments in 2015 led to an expanded range of joint operational services, increased synergies via shared offices, and reduced financial transaction costs for partners through increased uptake in the harmonized approach to cash transfers

Recognizing that the Standard Operating Procedures for countries adopting the Delivering as One approach are the new business model for the UN development system, the Regional UNDG Teams have been at the forefront in advocating and promoting institutional change in all 131 UNCTs. Targeted strategies were put in place by the Regional UNDG Teams to raise awareness and build capacities at the country level on the Standard Operating Procedures for countries adopting the Delivering as One approach.

Below are highlights of key achievements in 2015 by the Regional UNDG Teams.

AFRICA

In response to the growing number of middle income countries in Africa, a status now achieved by 22 of the 48 countries in sub-Saharan Africa, the regional UNDG developed a strategy on how UNCTs can best support these evolving development needs. The UNDG's work in Africa also led to increased country-level capacity to mainstream the human rights-based approach, and improved coordination for transition and recovery after the Ebola crisis. The Regional UNDG Team for West and Central Africa carried out a UN assessment of the Ebola recovery mission and transfer of responsibility in the Ebola-affected countries from the UN Mission for Ebola Emergency Response to UNCTs. The Regional UNDG Team for East and Southern Africa provided coordinated oversight and advisory support to Burundi to cope with an internal refugee crisis.

ARAB STATES/MIDDLE EAST AND NORTH AFRICA

The Regional UNDG Team for Arab States/Middle East and Northern African countries (MENA) contributed to the Regional Refugee and Resilience Plan 2015-2016 (3RP), providing leadership to move towards a comprehensive and resilience-based response to the crisis in Syria built on collaboration between national and subnational partners and the international community. The regional team worked with leaders from the region to lay the groundwork

for enhancing resilience among individuals, families, communities and institutions affected by the crisis – articulating a response in the Dead Sea Resilience Agenda, the outcome document of the November 2015 Resilience Development Forum.

ASIA AND THE PACIFIC

In 2015, the work of the Regional UNDG Team for Asia-Pacific led to increased coherence and readiness to implement the 2030 Agenda among UNCTs across the region. Key results include a mapping of initial requests to mainstream the new agenda into national development plans, data curation to support public engagement, the establishment of an inter-agency 2030 Agenda technical support team and agreements on how to advise RCs/UNCTs on mainstreaming the new agenda into national development processes. The Regional UNDG Team also produced an evidence base and thought leadership on the manifestations of extremism and its impact on women’s and girls’ human rights as a critical emerging issue demanding integrated assessment and response.

EUROPE AND CENTRAL ASIA

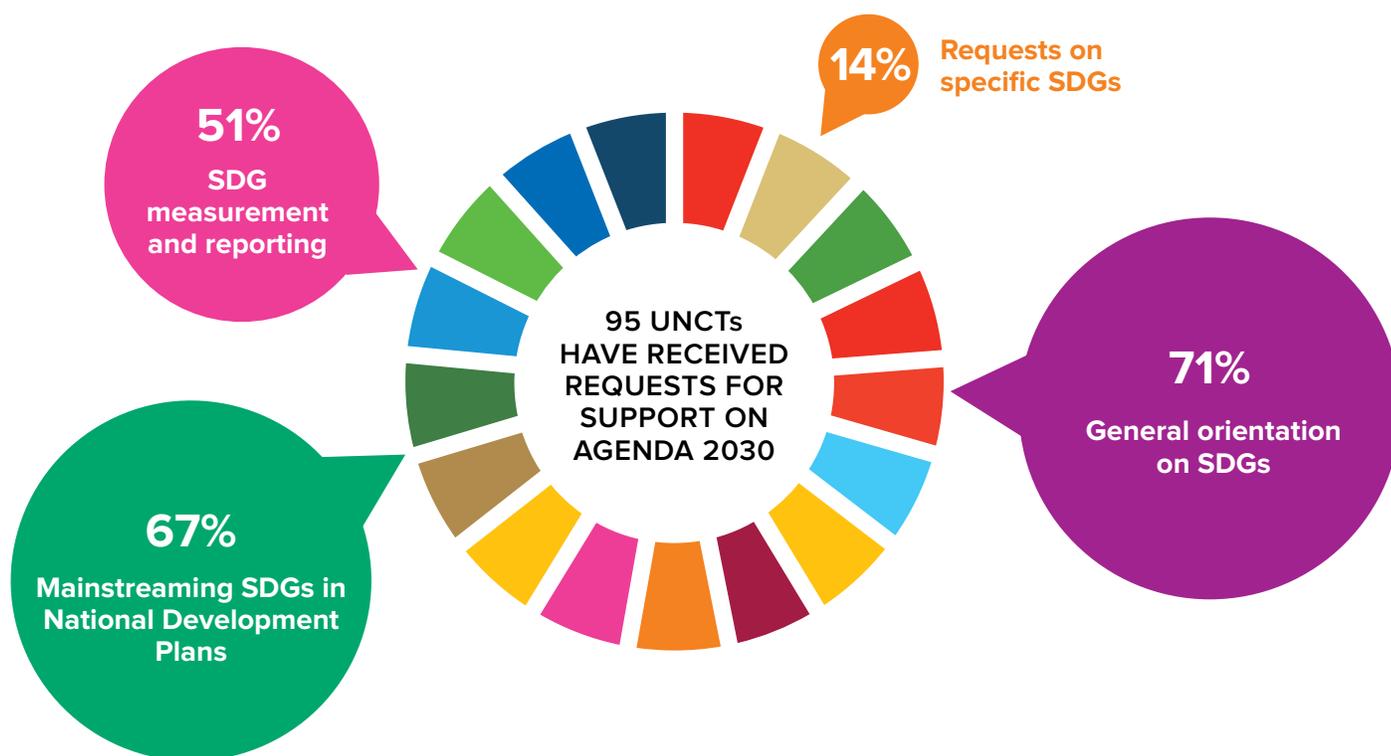
The Regional UNDG Team for Europe and Central Asia played a key role promoting human rights-based law, policy and practice in countries in the region. This included the development of a Justice for Children Strategy in Albania, and facilitating a dialogue on introducing a moratorium on the application of the death penalty in Belarus. Also, regional UNDG partnership with the UN System Staff

College improved capacity in the UN system across 18 countries to provide training on women’s empowerment and gender mainstreaming. The positive influence of Regional UNDG action is evident in country UNDAFs that address non-communicable diseases (NCDs) and seek to reverse the rapid increase of HIV in line with global commitments to end the epidemic by 2030.

LATIN AMERICA AND THE CARIBBEAN

A pioneering result of the Regional UNDG Team for Latin America and the Caribbean is the new model for the UN Multi-Country Sustainable Development Framework (MSDF). Covering 18 countries, it drives coherence and cross-country synergies in sustainable development, while reflecting the diverse nature of the UN-presence and activities in the Caribbean, and combining engagement with sub-regional institutions with the pursuit of country-based results. Quality assurance for strategic planning was provided for Brazil, Haiti, Honduras and Peru. Regional UNDG leadership crystallized the Delivering as One approach underpinning UNDAFs in Argentina, Colombia, Panama and Uruguay. Capacities to promote human rights at the national level increased in 2015 among UNCTs in the Caribbean sub-region and those in Brazil, Costa Rica and Peru. UNCTs in Haiti and in the Dominican Republic increased their cooperation to ensure human rights protection in the context of deportation of Dominicans of Haitian descent.

FIGURE 1 | GOVERNMENT REQUESTS FOR SUPPORT FOR THE 2030 AGENDA



Most support was requested in the area of general orientation on the Sustainable Development Goals (67 UNCTs) and mainstreaming SDGs in national development plans (64 UNCTs), followed by support on SDG measurement and reporting (48 UNCTs) and requests on specific SDGs (13 UNCTs).

SUMMARY OF COUNTRY-LEVEL RESULTS

The following highlights present the results achieved in 131 UN Country Teams, covering 165 countries and territories. These results indicate the ripple effect created by a more coordinated UN Development System.

1 In the area of **strategic analysis and planning**, 27 new UNDAFs were signed in 2015 and 34 percent of UNCTs entered the design phase of strategic plans. An average of 16 UN agencies per country participated in UNDAFs in 2015. These new UNDAFs demonstrate sharper strategic objectives around which the UN development system contributes; also, the shift towards partnership frameworks in middle-income countries signals a changing role of the UN in these countries. As part of strategic planning, 61 percent of UNCTs conducted a Common Country Analysis, serving as the UN's unique mandate-based and value-driven perspective on country context, opportunities and challenges encompassing human rights, gender equality, sustainability and peace and security.

2 As part of **oversight of the UN programme cycle**, 893 inter-agency groups are in place to drive coherence across the UN's sustainable development work at country level. About half of these are Results Groups as defined by the Standard Operating Procedures in countries adopting the Delivering as One approach – about 52 countries as of December 2015. The number of joint programmes rose by 14 percent in 2015, reaching a total of 365 globally – a signal of increasing efforts to harness the diversity across UN entities for integrated programming.

3 In the area of **representation of and support to UN Secretariat and non-resident agencies**, 58 percent of UNCTs have up to four non-resident agencies (or regionally-based, agencies), providing national partner access to specialized expertise across the UN system in a cost-effective way.

4 Significant improvements were noted via the UN's joint efforts to **support national coordination systems and processes** in 2015. Countries are both recipients and contributors in global development, with 77 percent of UNCTs providing support to South-South development cooperation. Fifty-two percent of UNCTs engaged in capacity development of national aid modalities and aid management, ensuring alignment and effectiveness of national aid and development effectiveness mechanisms.

5 On **shared operational support services**, more UNCTs report that they are implementing Business Operations Strategies to reduce costs and improve the quality of operational services – an increase from 26 percent in 2014 to 29 percent in 2015. Some 81 percent of UNCTs are using the Harmonized Approach to Cash Transfers

(HACT), reducing transaction costs for partners in the course of financial transfers.

6 In the area of **crisis management preparedness and response**, 89 percent of UNCTs provide support to governments on disaster management, 81 percent of which is undertaken as an interagency-effort. Thirty-three percent of UNCTs have agreements with key partners for crisis response to assist in delivering immediate, effective and coordinated recovery assistance to affected governments and populations. Also, 32 percent (up from 27 percent in 2014) of UNCTs report that they have undertaken joint risk management assessments with key partners such as the World Bank.

7 UNCT progress in **external communications and advocacy** improved in 2015. Eighty-three percent of UNCTs have a joint UN communications group (up 13 percent from 2014) and 70 percent have a joint communications strategy (up 14 percent from 2014). These structures increase the visibility of the UN and call attention to national and international development objectives and global normative frameworks such as the 2030 Agenda.

8 UNCTs are expanding the range of tools used in the area of **human rights and development**: 67 percent of UNCTs have engaged in the preparation, reporting or follow-up of the Universal Periodic Review. As part of the drive to place the normative agenda at the heart of development work, 73 percent of UNCTs have facilitated follow-up of human rights treaty body recommendations by national governments and 43 percent of UNCTs have facilitated UN engagement on Special Procedures recommendations.

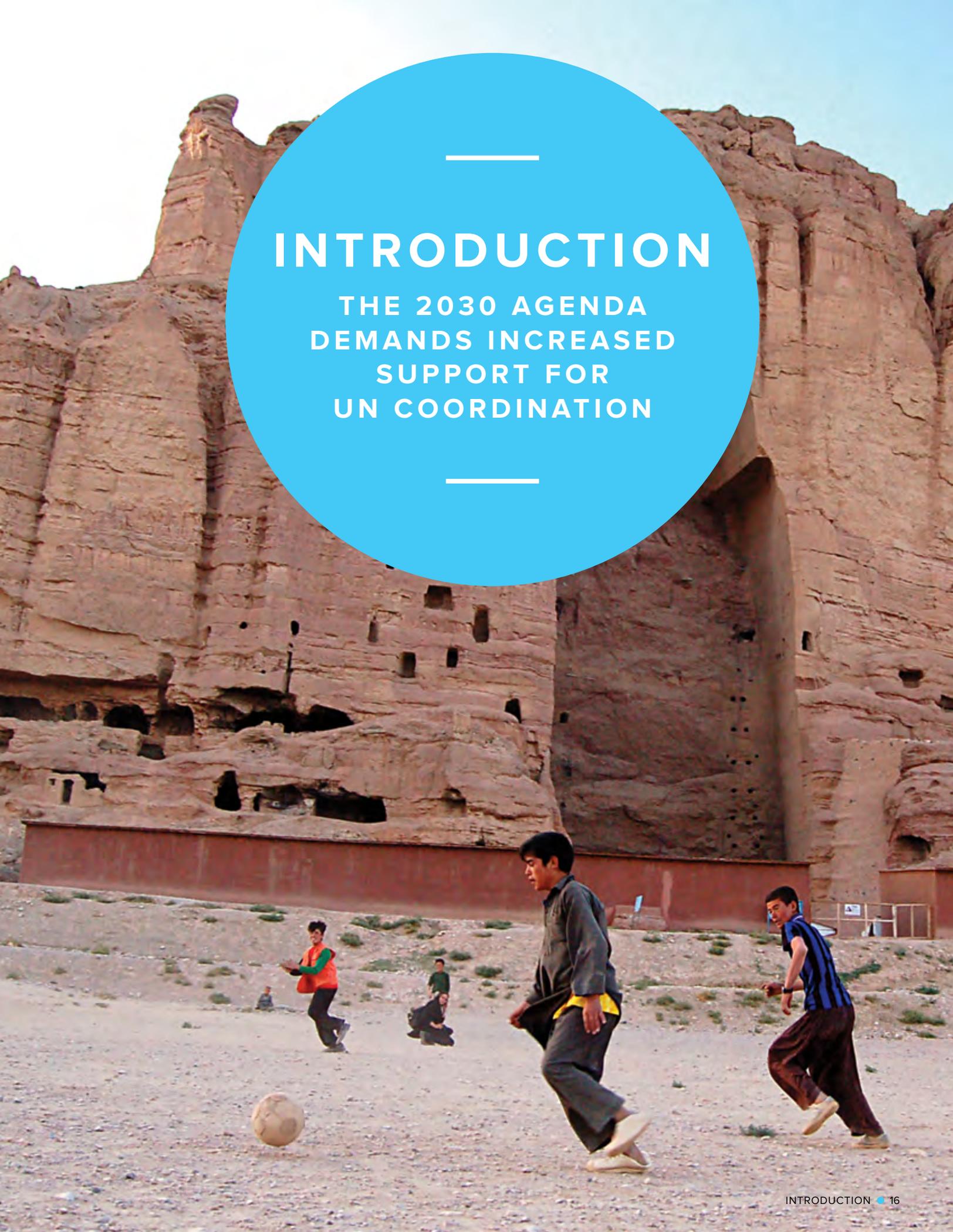
9 In **joint resource mobilization and fund management**, 30 percent of UNCTs have developed Joint Resource Mobilization Strategies, designed to ensure adequate funding of UNDAFs and Joint Programmes, and limiting competition within the UN for donor resources. In 2015, seven UN agencies, acting as fund administrators, mobilized and transferred a total of \$1 billion to 37 agencies delivering results on the ground. The largest share was channeled to the humanitarian sector.

10 In the area of general **UN Country Team oversight and coordination**, the nuts and bolts that serve as the foundation for substantive collaboration across UN entities, notable progress was achieved in 2015 on the 15 core elements of the Standard Operating Procedures for countries adopting the Delivering as One approach. The exception was the Common Budgetary Framework, where slow progress is understood to be related to discrepancies in definitions, a problem that will be rectified with the revised UNDAF guidance.



INTRODUCTION

THE 2030 AGENDA
DEMANDS INCREASED
SUPPORT FOR
UN COORDINATION





2015 was a watershed moment in the 70-year history of the United Nations. The Millennium Development Goals (MDGs) came to a close as the global guiding framework for UN development work, having galvanized unprecedented efforts to meet the needs of the world's poorest over the preceding 15 years. World leaders seized the opportunity to raise the ambition for humanity and deliver bold agreements that tackle poverty, inequality and climate change.

Adhering to the principle that no one should be left behind, and recognizing that challenges faced by some confront us all, the General Assembly adopted the 2030 Agenda for Sustainable Development. The new agenda is far more ambitious than the MDGs, presenting a key opportunity to transition to a new era of sustainable development that places people and planet at the centre, underpinned by human rights and supported by a revitalized global partnership.

The 2030 Agenda Outcome Document, *Transforming our World: the 2030 Agenda for Sustainable Development*, states the need for an approach that encourages “system-wide strategic planning, implementation and reporting in order to ensure coherent and integrated support to the implementation of the new Agenda by the United Nations development system.” At the same time, there is a growing demand at the country level for enhanced UN coordination and coherence.

The changed development landscape requires a fundamental re-think of how global development is approached and calls for an earnest appraisal of all stakeholders’ respective roles and capacities. Institutions – starting with the United Nations – need to adapt to become fit for an even bigger purpose. Taking an integrated approach to addressing poverty, vulnerabilities, humanitarian needs and resilience not only requires national governments to work across ministries and sectors, but also requires the UN system to better join up efforts and pool expertise and resources.

Informed by data from 131 UNCTs, the present UNDG report – the second of its kind – highlights the results and impact achieved by the Resident Coordinator system in 2015. It demonstrates both the value and necessity of sustained investment in a collaborative and coordinated United Nations development system at the country, regional and global level.

THE RESIDENT COORDINATOR SYSTEM: THE CORNERSTONE OF COORDINATION

At the country level, the UN Resident Coordinator (RC) system is the cornerstone of a coherent and well-coordinated United Nations development system. Recognizing that development, peace and security and human rights are interlinked, the Resident Coordinator system responds to country needs, priorities and challenges. As representatives of the UN Secretary-General at the country level, UN Resident Coordinators lead strategic planning, leveraging the expertise of an average of 16 UN entities per country.

At the regional level, six Regional UNDG Teams play a critical role in supporting UNCTs with strategic priority setting, analysis and advice based on four core functions – technical support to UNCTs, quality assurance of UNDAFs, performance management of Resident Coordinators, and troubleshooting in difficult country situations. They provide reinforced support to UNCTs for strategic priority-setting and ensure that UN operational activities are rendered to maximum effect and consistently aligned with national priorities in areas of UN comparative advantage.

The UNDG seeks to provide more coherent, effective and efficient support to 165 countries and territories, seeking to achieve development that is sustainable and benefits the most vulnerable and marginalized. It does so by uniting the 32 United Nations funds, programmes, agencies, departments and offices that play a role in development. Under its global strategic priorities for the 2015–2016 biennium, members of the UNDG deliver together across mandates, sectors and institutional boundaries through integrated approaches to move from delivering aid to ending poverty and advancing sustainable development. At the global level, the UN Development Operations Coordination Office (UN DOCO) is the Secretariat and technical and advisory support unit of the UNDG. It brings together the UN development system to promote change and innovation to deliver together on sustainable development.

With a well-functioning and supported Resident Coordinator system, the UN system is able to utilize a wide array of assets. It allows for a proactive UN response in support of global, regional and country needs, and it enables the agreement of outcomes and the reduction of transactions costs for governments and partners alike – while ensuring greater impact and value-for-money.

GAPS IN SUSTAINABLE FINANCING OF THE RESIDENT COORDINATOR SYSTEM

Since 2007, UN Member States have called for increased financial, technical and organizational support for the Resident Coordinator system,¹ and requested the governing bodies of the entities of the UN development system to approve a cost-sharing agreement to fund coordination.² The UNDG cost-sharing agreement was executed for its second year in 2015. Although agreed-upon amounts for contributions remained steady, not all UNDG agencies met their obligations and the Resident Coordinator system remained underfunded. Of the 18 member entities of the UNDG responsible for contributing to the cost-sharing modality, 10 contributed fully, while seven UNDG entities fulfilled their cost-sharing requirements only partially for the 2014/2015 biennium. For a second consecutive year, the UN Secretariat, which represents 19 UNDG member and observer entities, did not deliver on its commitment as per the UNDG cost-sharing agreement. Its contribution will be subject to the approval of the General Assembly during its consideration of the programme budget for 2016–2017. This persistent investment shortfall presents a significant challenge for the coherence and collective impact of the UN development system.

EXPENDITURE OF UNDG COST-SHARING FUNDS

In 2015, contributions to the UNDG at the global, regional and country levels totalled \$122.5 million (the equivalent to some 0.7 percent of the UN system's global development-related

expenditures.) This amount included donor funds (\$10.5 million), UNDP's backbone contribution³ for the Resident Coordinator system (\$88.7 million) and the UNDG global cost-sharing contributions (\$23.3 million, which includes \$4.8 million from UNDP).

A high expenditure rate indicates the utility of these funds. In 2015, 98 percent (\$120.4 million) of contributions were put to use and delivered. Within this, 100 percent of the UNDP backbone contribution and 100 percent of the UNDG global cost-sharing contributions were spent. The bulk of the expenditures, including from the UNDP backbone contribution, were at the country level: 91.3 percent (\$109.9 million, including UNDP backbone). The regional level spent 2.5 percent (\$3 million) of the overall contributions, while the global level spent 6.3 percent (\$7.6 million).

The UNDG cost-sharing model remained significantly underfunded in 2015 – for the second year. Out of the expected \$34.8 million in cost-sharing contributions from 18 UNDG member entities,⁴ only \$23.3 million was received, resulting in a funding gap of \$11.5 million, equivalent to a third of the calculated budget.⁵ As in 2014, the detrimental impact of this UNDG funding shortage in 2015 was mitigated by deploying the strategic reserve of the donor-funded UN Country Coordination Fund, and this year by additional budget cuts at the global level. Any further cuts would seriously jeopardize the minimum core coordination capacity required to ensure the strategic positioning of the UN system in 165 countries and territories.

GROWING DEMANDS FOR COORDINATION

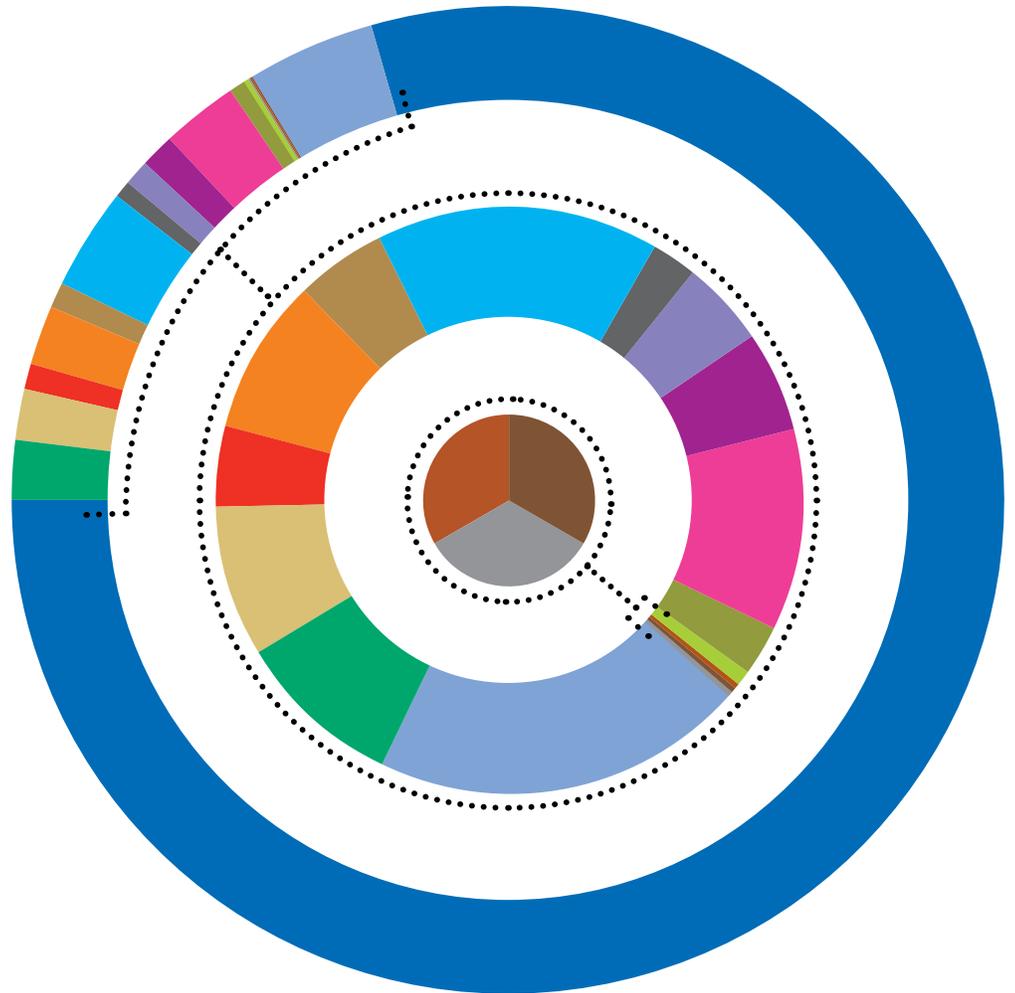
The 2030 Agenda, with its emphasis on integration and universality, highlights the importance of coordination and increases the demands on the Resident Coordinator system to ensure coherence across programmes, operations and policy advice to UN Member States. The UN development system's effective, efficient and coherent support to the 2030 Agenda will depend on collaboration among the UN funds, programmes, specialized agencies, departments and offices in 165 countries and territories. Likewise, as crises and humanitarian needs continue to grow, it is essential to ensure that Resident Coordinators have sufficient capacity to support coordination of recovery and resilience efforts by UNCTs. In light of growing demands for coordination, the UN development system must deliver on its commitments to invest in coordination at national, regional and global levels. The UNDG therefore intends to commission a comprehensive review of the cost-sharing agreement upon conclusion of the first funding biennium in 2016 in order to generate proposals to address the needs of the system in the context of supporting implementation of the 2030 Agenda.

- 1 GA Resolution 62/208 on the Triennial Comprehensive Policy Review, 2007.
- 2 ECOSOC Resolution 2013/5 and ECOSOC Resolution 2015/L3.
- 3 See box 15 for more information about the UNDP backbone contribution.
- 4 FAO, IFAD, ILO, ITU, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, the UN Secretariat, UN Women, UNWTO, WFP, WHO and WMO.
- 5 For full details see Table G: UNDG contributions received for 2015, on page 81.

FIGURE 2 | DISTRIBUTION OF THE UNDG COST-SHARING AMONGST PARTICIPATING MEMBERS FOR 2015

FAO	\$2,181,353
ILO	\$1,940,293
UNAIDS	\$990,716
UNFPA	\$2,050,114
UNHCR	\$1,135,256
UNICEF	\$3,633,493
UNOPS	\$594,122
UN Women	\$1,074,870
WFP	\$1,301,554
WHO	\$2,600,000
IFAD	\$628,686
UNESCO*	\$0
UNIDO	\$175,000
WMO	\$50,000
ITU	\$50,000
UNWTO	\$50,000
UN Secretariat	\$0
UNDP's share of cost-sharing	\$4,815,323
UNDP backbone	\$88,746,632
Total amount	\$112,017,411

* UNESCO provided a partial contribution of their share to the UNDG cost-sharing in the amount of \$1 million for the biennium 2014-2015, which was received, fully utilized and reported on in 2014.



SHARED RESULTS AT THE COUNTRY LEVEL





GETTING INTO GEAR FOR THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

In 2015, 131 UNCTs engaged in activities to prepare for the 2030 Agenda for Sustainable Development. By advancing joint mechanisms for communications, strategic planning and business operations, UNCTs laid the foundation necessary to take a coherent approach to supporting the efforts of government and multi-stakeholder coalitions to launch the new agenda. Key actions included engagement with national decision makers to introduce and raise public awareness of the 2030 Agenda. UNCTs established joint task forces together with national governments to establish baselines for tracking progress on SDG indicators, including for initial assessments of capacities and existing development plans. UNCTs also convened 'SDG localization' events with governments and partners to prepare for mainstreaming the 2030 Agenda and the development of corresponding roadmaps. Approaches were field-tested to ensure expertise is delivered from all parts of the UN development system (including from agencies with critical expertise but without a country presence). Forging better connections across the peace-to-development spheres of the new agenda, collaboration increased through Integrated Strategic Frameworks that bridge peacekeeping and political mission work with the development operations of UNCTs. To reduce costs and improve the quality of development operation services, UNCTs capitalized on synergies and pooled efforts in business operations.

The following section presents the results achieved in the areas of the 10 core coordination functions specified in the UNDG cost-sharing agreement. The functions capture the core roles and responsibilities of the staff in Resident Coordinator's Offices.

The results presented here are based on data from 131 UNCTs collected by the UNDG Information Management System (IMS). Each section contains available baseline data to indicate the results of combined activity by the teams, followed by illustrative practice examples.⁶ The baseline data is followed by notable practices in each function.

Results presented here are likely to have been catalyzed, convened and accelerated through the Resident Coordinator's Offices, but the nature of coordination suggests the results cannot be solely or directly attributed to them. Rather, findings suggest the ripple effects and changes resulting from a more coordinated United Nations effort vis-à-vis the role, capacity reach and change impact of the UN development system working together at country level. This theory of change underpins the 'delivering results together' investment and capture.

6 For a description on the data methods see page 69.

RESIDENT COORDINATOR'S OFFICES DELIVER RESULTS ACROSS 10 CORE COORDINATION FUNCTIONS

Resident Coordinator's Offices support 131 UN Country Teams to deliver results in the following programmatic and operational functions, as stipulated in the UNDG cost-sharing agreement.



1
STRATEGIC ANALYSIS
AND PLANNING



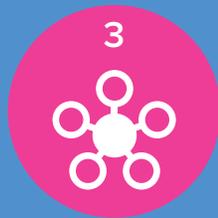
6
CRISIS MANAGEMENT PREPAREDNESS
AND RESPONSE



2
OVERSIGHT OF THE UN COUNTRY
PROGRAMMING CYCLE



7
EXTERNAL COMMUNICATIONS
AND ADVOCACY



3
REPRESENTATION OF AND SUPPORT TO THE UN
SECRETARIAT AND NON-RESIDENT AGENCIES (NRAs)



8
HUMAN RIGHTS
AND DEVELOPMENT



4
SUPPORT TO NATIONAL COORDINATION
SYSTEMS AND PROCESSES



9
JOINT RESOURCE MOBILIZATION
AND FUND MANAGEMENT



5
DEVELOPMENT AND MANAGEMENT OF
SHARED OPERATIONAL SUPPORT SERVICES



10
GENERAL UNCT OVERSIGHT
AND COORDINATION

FIGURE 3 | DELIVERY RATE HITS NEARLY 100 PERCENT AT THE COUNTRY LEVEL

Against steady budgets, the delivery rate increased at the country level by 5 percent from 2014 to 2015.⁷

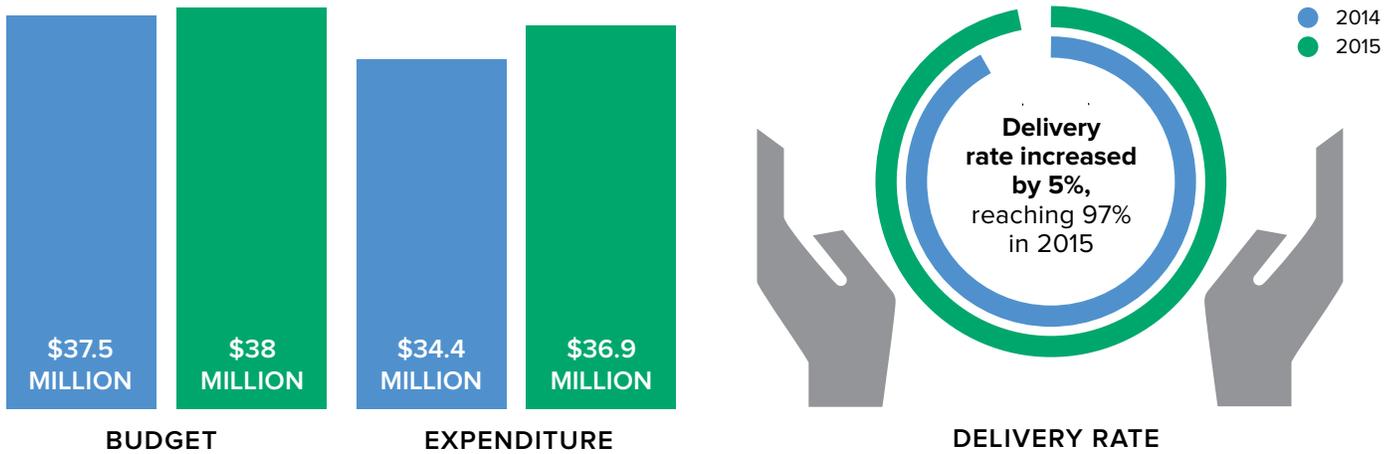
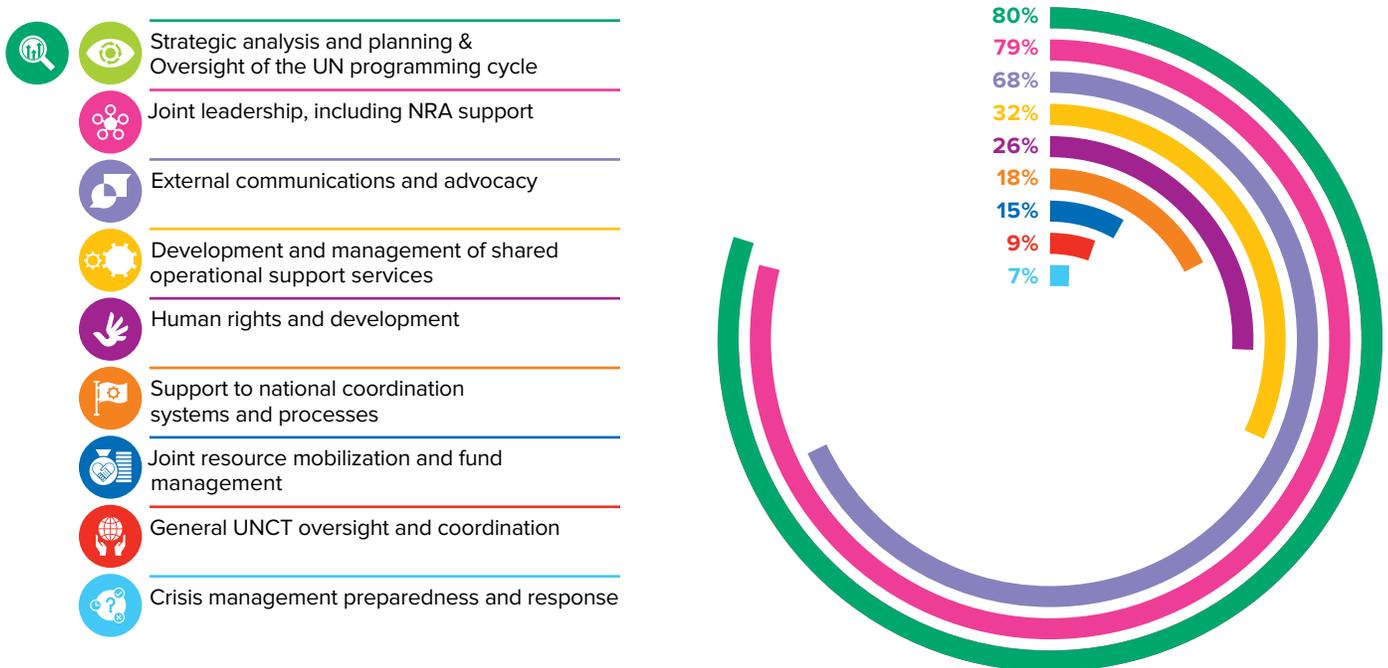


FIGURE 4 | HOW THE OPERATIONAL PORTION OF THE COST-SHARING FUNDS WERE USED FOR THE 10 CORE COORDINATION FUNCTIONS IN 2015

This chart illustrates the reported use of operated expenses provided from UNDG cost-sharing funds across the 10 core coordination functions based on the 2015 annual work plans.⁸



7 Corrigendum: This chart shows the corrected version for 2014; budget at country level as printed in the 2014 report Results Delivered: Sharing Successes in 2014 was incorrectly reported as 89 percent.

8 The data is drawn from 114 out of 131 (87 percent) of UNCTs and reflects the percentage of UNCTs that used UNDG cost-sharing funds against each of the 10 functions. The chart illustrates the percentage of UNCTs that used UNDG

cost-sharing funds in 2015 against each of the 10 core coordination functions as per their 2015 work plans. The data reflected in the chart should be viewed as indicative and is not financially certified. Using this as a proxy indicator, the relative weighting of certain core coordination functions benefiting from UNDG cost sharing funds can be inferred. Staff capacity funded from UNDG cost-sharing funds is not included.



STRATEGIC ANALYSIS AND PLANNING

Strategic analysis and planning, as part of the Common Country Programming work of the UNCT, are essential aspects of delivering results together as a UN system. The UN Development Assistance Framework (UNDAF) or equivalent document captures the strategic results and implementation plan of the UN in a country. Support from Resident Coordinator's Offices in the area of strategic analysis and planning also aims to ensure that development programme planning is forward-looking, participatory, informed by baseline analysis and aligned with global norms and standards and national development goals, as defined by Member States in the Quadrennial Comprehensive Policy Review (QCPR).

BASELINE DATA

- In 2015, 125 UNDAFs were in place, of which eight also served as Integrated Strategic Frameworks and 33 were UNDAFs by another name.⁹
- **34 percent** of UNCTs were in the process of developing a new UNDAF in 2015.
- On average, 16 agencies participated in a country UNDAF.
- As part of strategic planning, **61 percent¹⁰** of UNCTs conducted a Common Country Analysis providing an impartial UN perspective on the country context, opportunities and challenges encompassing human rights, gender equality, sustainability and peace and security.
- **22 percent** of UNCTs used the Mainstreaming, Acceleration and Policy Support (MAPS) guidance to support Member States and national stakeholders in their efforts to tailor the new agenda to national contexts.
- **91 percent** of UNCTs included outputs related to strategic analysis and planning and oversight of the UN programming cycle in their UNCT annual work plans in 2015. Of these, **96 percent** were achieved, **72 percent** fully and **24 percent** partially.

NOTABLE PRACTICES IN STRATEGIC ANALYSIS AND PLANNING

UNCTs focused on preparing, together with national and local governments, sound analysis and options for national development planning in 2015, in particular to prepare for the transition process from the Millennium Development Goals to the Sustainable Development Goals:

- In **Costa Rica**, the UN provided technical assistance during the process of preparing the final MDGs progress report, including advisory support on the establishment of coordination mechanisms within government.
- In **Lao People's Democratic Republic**, the UN supported a localization workshop on the 2030 Agenda to update the provincial government in the North on MDGs achievement and to introduce the new agenda and its implications for provincial planning.
- In **Haiti**, the UNCT established a joint task force with the Government to start the process of comparing the Haitian Development Strategic Plan with the 2030 Agenda to create a map of the country's development landscape.
- In **Ethiopia**, under the leadership of the Joint Policy Advisory Team, the UNCT developed a macro-level action plan to support the Government in roll out and localization of the 2030 Agenda, as a basis for working closely with the National Planning Commission and other key partners.
- In **Benin**, the Government and the UN established a joint working group on 2030 Agenda mainstreaming strategy, which as a first step prepared a concept note on the agenda's implementation and how the UN can support national development planning.
- In the **Islamic Republic of the Gambia**, the UNCT supported preparations for the National Household Survey planned for 2016, as part of formulating the next medium-term National Development Plan.
- In **Pakistan**, with UNCT support the Government commenced localization and implementation of the 2030 Agenda with national- and provincial-level consultations, agreements to establish 2030 Agenda support cells at both levels, and creation of an inter-agency technical working group.

9 33 UNCTs refer to their strategic plans as One Plan, One Programme, or Frameworks for partnership, cooperation and/or development.

10 UNCTs that did not report having completed common country assessments complemented existing national analyses with other sources (25 percent) or relied on existing national analysis (14 percent).

11 Meta evaluation and synthesis of United Nations Development Assistance Framework Evaluations with a particular focus on poverty eradication, JIU/REP2016/6



A NEW GENERATION OF UNITED NATIONS STRATEGIC FRAMEWORKS

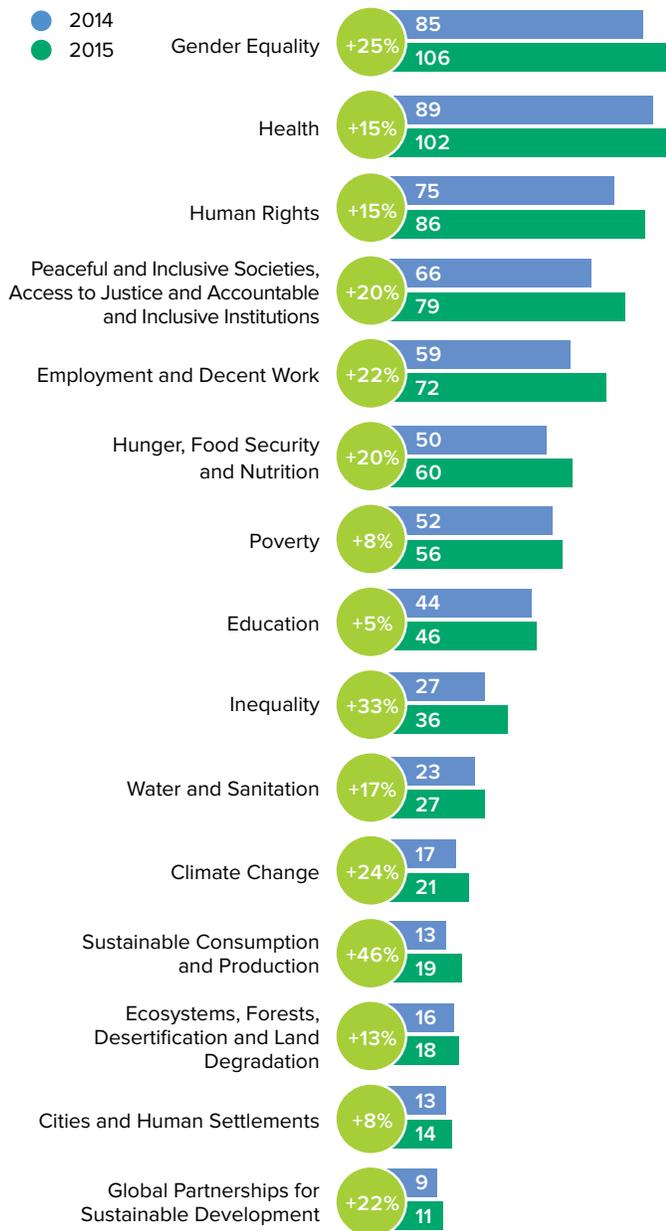
UNCTs are adopting a new vision, planning and response to address the complex and interconnected nature of the 2030 Agenda as defined, owned and led at country level. New strategic frameworks demonstrate a number of trends:

- 1. More focus and fewer strategic priorities:** UNDAFs starting in 2016 show greater focus by having fewer strategic priority areas with an average of three to five strategic priority areas per UNDAF. More focused strategic planning suggests that the UN is moving towards more targeting for a catalytic effect. Based on a review of the content of UNDAFs drafted in 2015, the UN niche appears to be emerging as accelerating policy and institutional change across a broad range of areas, while addressing the needs of the most vulnerable and supporting capacity development.
- 2. Normative agenda at the centre of development planning:** UNCTs are increasingly engaged with human rights mechanisms. Out of the 27 countries starting UNDAFs in 2016, 19 UNCTs support national partners in the preparations for the Universal Periodic Review and follow-up of its recommendations.
- 3. Support to national data ecosystems:** All 27 UNDAFs starting in 2016 include support to national partners to collect, monitor and report on data. In countries such as Turkmenistan, Zambia and Zimbabwe, data and statistical partnerships are actioned as a specific outcome in the UNDAF.
- 4. South-South/triangular cooperation:** Out of the total 27 UNDAFs starting in 2016, 23 include support to national partners in South-South and triangular development cooperation as an approach or a stand-alone priority.
- 5. Innovative approaches for strategic planning:** New UNDAFs use new data capture and analytics such as real time monitoring, crowdsourcing, citizen generated data and analytical methods such as foresight, human-centred design and behavioural insight techniques.
- 6. A more integrated approach to development:** Humanitarian issues are often reflected in UNDAFs under the areas of disaster risk reduction and/or resilience and preparedness. Meeting the needs of vulnerable populations in protracted crises, such as support to displaced populations and host communities, are an integral part of the UNDAFs.
- 7. Qualitative challenges with UNDAF evaluations:** Despite some improvements in the UNDAF's contribution to coherence and accountability for the UN and partners, a 2016 report from the UN Joint Inspection Unit¹¹ indicates a low rate of compliance with the UNDG guidelines for an evaluation at the end of each programme cycle, likely due to, inter alia, a lack of adequate resources for evaluations that focus on the joint efforts of the United Nations at country level.



FIGURE 5 | JOINT PROGRAMMES INCREASINGLY FOCUS ON THE PRIORITIES OF THE 2030 AGENDA

The number of joint programmes in specific SDG-related areas rose. In total, 365 joint programmes were reported in 2015.



The **number of joint programmes** in the area of sustainable consumption **increased by 46 percent** over the last year, followed by joint work on inequality (33 percent), gender equality (25 percent) and climate change (24 percent).





OVERSIGHT OF THE UN PROGRAMMING CYCLE

Providing oversight of the UN country programming cycle is a core function provided by the Resident Coordinator's Office that enables a coherent set of interventions and a focus on results. This is done by supporting the formulation of UNDAFs or their equivalent and relies on the active leadership of inter-agency Results Groups (or Theme Groups) that drive programme delivery. These groups play key roles in supporting joint planning and implementation of joint programmes; overseeing, reporting and implementing annual reviews together with national counterparts to gauge progress; and ensuring adherence to UNDG programming principles.

BASELINE DATA

- **29 percent** of UNCTs conducted an UNDAF annual review, down from **36 percent** last year, and **38 percent** of UNCTs conducted an UNDAF mid-term review, up from 32.
- 893 Interagency Groups supported UNCT coordination in 2015, of which half were Results Groups focusing on strategic policy and programme content alignment with national coordination mechanisms.
- **68 percent** of UNCTs produced UN Country Results Reports in 2015, an increase from **54 percent** in 2014, giving national governments 'one-stop-shop' updates on the spectrum of support from UN agencies.¹²
- The number of joint programmes increased **14 percent** for a total of 365 compared with 321 the previous year, with an increasing number of goals of the new agenda.

NOTABLE PRACTICES IN OVERSIGHT OF THE UN PROGRAMMING CYCLE

UNCTs initiated joint programmes dedicated to building upon the achievements of the Millennium Development Goals and addressing their unfinished business, and to implementing the new 2030 Agenda for Sustainable Development:

- In **Djibouti**, the UNCT established a civil society network on economic, social and cultural rights and provided training to prepare the group to contribute to United Nations human rights mechanisms.

- In **Cambodia**, the UNCT was instrumental in developing the Zero Hunger Challenge National Action Plan to create an institutional platform for food security and nutrition policy measures.
- In the **State of Palestine**, the UNCT launched a joint programme to enhance the economic empowerment of women by improving their human security as well as ensuring an adequate standard of living and improved social conditions.

Alignment of UN planning frameworks to national processes continued in 2015:

- In **Uganda**, the UNDAF document was jointly launched with the National Development Plan, emphasizing its alignment with national development goals and priorities and support for government-led implementation of 2030 Agenda.
- In **Timor Leste**, extensive consultations with the Government resulted in alignment of all four UNDAF outcomes with the country's Strategic Development Plan.

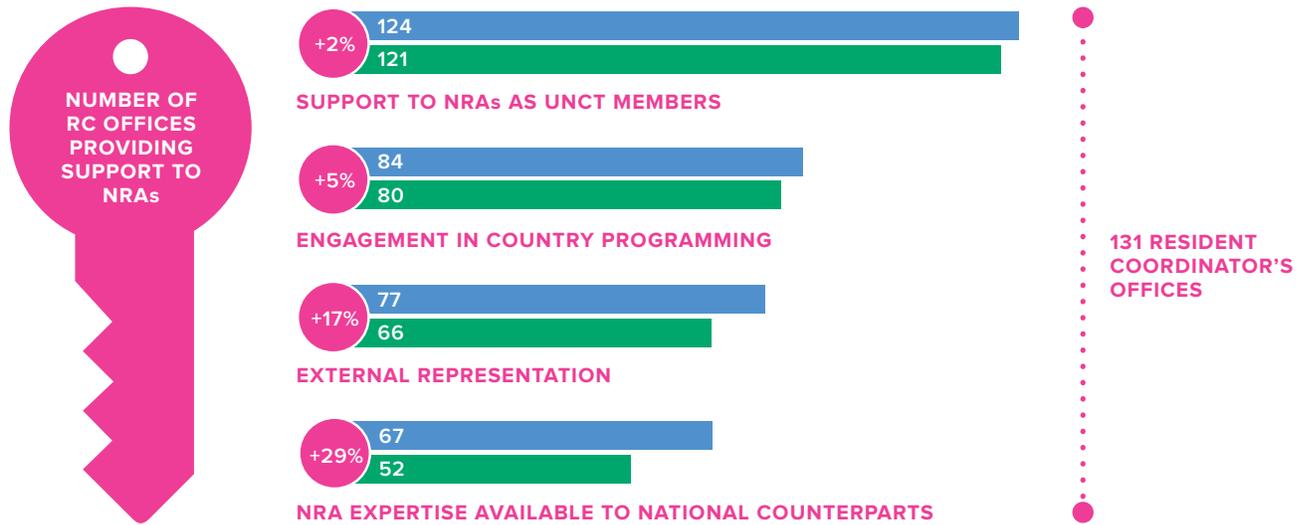
Support in transition settings sought increased coherence between the political, humanitarian and development spheres. UNCTs catalyzed results through oversight of the UN programming cycle:

- In **Lebanon**, more than 100 partners contributed to the 2015 Lebanon Crisis Response Plan, coordinated by the UN system in collaboration with the Government, which protects refugees and fosters resilience through national capacity development for public services.
- To cope with the protracted **Syria** crisis, more than 200 partners outlined a 2016-2017 3RP to scale up resilience and stabilization-based assistance, both development and humanitarian.
- In **Libya**, the Humanitarian Response Plan launched in 2015 included a chapter on 'early recovery' devoted to collaborative work between humanitarian and development agencies.
- In the **Central African Republic**, the UNCT and United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic designed an Integrated Strategic Framework that supports closer cooperation in protection of civilians, reconciliation, social cohesion, restoration of state authority and electoral processes.
- In **Somalia**, the UNCT and the UN Assistance Mission in Somalia (UNSOM) continued an integrated presence and conducted joint data collection and analysis as well as joint planning and monitoring of the Integrated Strategic Framework, which also serves as the UNDAF.

¹² Included in this figure are also countries in which the UN Country Results Report was developed but does not cover all pillars of the Standard Operating Procedures, or countries in which the report is pending endorsement by some members of the UNCT.

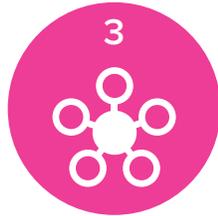
FIGURE 6 | RESIDENT COORDINATOR'S OFFICES PROVIDE INCREASING SUPPORT TO NON-RESIDENT AGENCIES

● 2014
● 2015



The **largest increase** between 2014 and 2015 was visible via the support from RC Offices to **make non-resident agency expertise available to national counterparts**.





REPRESENTATION OF AND SUPPORT TO UN SECRETARIAT AND NON-RESIDENT OR REGIONALLY-BASED AGENCIES

To ensure programme countries benefit from the wide array of expertise available in the UN, country-level representation of non-resident agencies (NRAs)¹³ or, alternatively phrased, 'regionally-based agencies' and the entities of the UN Secretariat is essential. This core coordination function facilitates the participation and representation of these entities at country level, including the liaison between UN Secretariat Departments, the Executive Office of the Secretary-General and the highest echelons of national government. This core function also relates to the coordination of country missions such as those of Special Rapporteurs, Working Groups and Independent Experts.

BASELINE DATA

- **58 percent** of UNCTs count up to four non-resident agencies as members, while **36 percent** have 5 to 10 NRAs, and **6 percent** have more than 10 NRAs as members.
- More Resident Coordinator's Offices provided support to the external representation of NRAs (**58 percent**, up from **50 percent** in 2014) and assisted the expertise of NRAs being made available to national counterparts (**51 percent**, up from **40 percent** in 2014).
- Most Resident Coordinator's Offices supported NRAs as UNCT members (**94 percent**), and also facilitated engagement in country programming and external representation (**64 percent**).
- NRAs chaired **4 percent** of all interagency groups.
- **82 percent** of UNCTs included outputs on representation of, and support to, the UN Secretariat and NRAs in their UNCT annual work plans in 2015; of these outputs, **99 percent** were achieved, **83 percent** fully and **17 percent** partially.

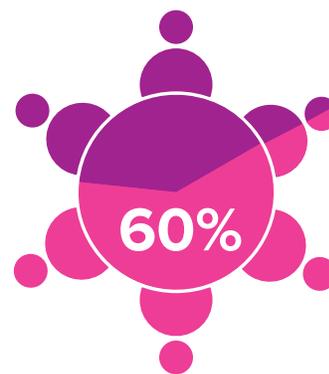
NOTABLE PRACTICES IN REPRESENTATION AND SUPPORT TO UN SECRETARIAT AND NON-RESIDENT AGENCIES

UN Secretariat entities and NRAs rely on the Resident Coordinator system in-country for messaging, advocacy and high-level representation support. Resident Coordinator's Offices facilitate the engagement of the full range of UN system expertise during planning, implementation and monitoring of new UNDAFs and other joint programming initiatives. This is in addition to the content support the offices provide for high-level visits of the

UN Secretary-General, Under-Secretary-Generals, Assistant Secretary-Generals (ASGs) and other senior representatives from the UN Secretariat. The offices also play a critical role bridging the work of UN development agencies, funds and programmes in situ with NRAs, and facilitating the UNCTs' engagement with UN Secretariat partners. This role is highlighted in the following examples:

- In **Eritrea**, the UNCT continued to strengthen partnerships with NRAs in 2015, and the Resident Coordinator's Office, often the first stop of development partners and their in-country missions, continued to help them understand the country. Also, the UNCT's emphasis on dialogue and partnership led to improved relations between the Government and the international community.
- In **Uruguay**, NRAs took an active role in addressing human rights, decent work, gender inclusion and sustainable development by providing highly qualified technical support and capacity building on specialized issues.
- In **Swaziland**, UN system engagement in country programming increased following visits by the FAO Director-General and regional directors of UNAIDS, UNFPA, UNESCO and UNODC; the visits followed on the engagement of the Regional UNDG Team during UNDAF preparation.
- In **Cape Verde**, capacity to deliver together as One UN increased in 2015, with greater contributions by NRAs to joint planning and programming for the multi-year UNDAF, including joint funding proposals and advocacy campaigns.

FIGURE 7 | MORE THAN HALF OF NON-RESIDENT AGENCIES ENGAGE IN INTERAGENCY GROUPS AS PART OF UNCTs



In 2015, **60 percent of UNCT members** categorized as non-resident agencies **participated in one or more inter-agency groups** at country level.

13 Non-resident agencies are agencies that have no representation or a limited presence in countries.



SUPPORTING WHOLE-OF-GOVERNMENT APPROACHES TO SUSTAINABLE DEVELOPMENT

In adopting the 2030 Agenda, Member States have acknowledged the universal, integrated and interrelated nature of the agenda and the importance of implementing it in a balanced and integrated manner. As an integrated framework, the 2030 Agenda can only be implemented taking a system-wide, or whole-of-government approach that demands policy coherence at all levels. Building on the niche of the UN to advise governments on issues that cut across sectors and ministries, UNCTs are supporting whole-of-government national responses to the 2030 Agenda in a variety of country circumstances, as a trusted partner to convene policy dialogues.

- In **Indonesia**, the UNCT supported the Government to transform its MDGs Secretariat into a SDGs Transition Secretariat and to localize the SDGs at the district and provincial levels.
- To identify linkages of an individual SDG, the UNCT in **El Salvador** assisted the Government to localize SDG 16 in the national security plan, linking a salient topic in the country with the broader integrated SDG agenda.
- In **Sierra Leone**, the Government, in partnership with the UN, reviewed the SDGs against the landscape of existing strategies and plans, adjusting its Agenda for Prosperity and SDG Adaptation Plan accordingly, with a view to strengthening its post-Ebola crisis recovery response.

Whole-of-system approaches also require that the public and civil society are fully engaged in the policy-making process and actively participate in the implementation and monitoring of the SDGs. Many UNCTs convene people-centred approaches to support policy makers' understanding of the implications of government interventions for specific population groups.

- In **Morocco**, the High Commission for Planning together with the UNCT organized a national consultation on the theme of contextualizing the 2030 Agenda through the lens of 'leaving no one behind', and explored roles and responsibilities of different national actors in achieving the SDGs.
- **Uganda** established a National SDG Task Force with representatives from government ministries and agencies as well as the UN, development partners, civil society and the private sector.
- **Pakistan** built on UNCT support to put in place inclusive institutional structures to ensure coordinated planning and budget allocations for the SDGs, and facilitated SDG prioritization consultations at the provincial level to ensure vertical policy coherence.

The UNDG is making an effort to proactively support governments in achieving policy coherence for sustainable development. UNCTs and Results Groups are actively leveraging their convening role and access to normative expertise to ensure policy coherence for the achievement of the 2030 Agenda as a whole.





SUPPORT TO NATIONAL COORDINATION SYSTEMS AND PROCESSES

Resident Coordinator's Offices play a key role in ensuring a coherent contribution of the UN at country level. They invest in strengthening national systems for development coordination by collating and ensuring synchronicity, alignment and complementarity between national aid effectiveness mechanisms and UN activities.

BASELINE DATA

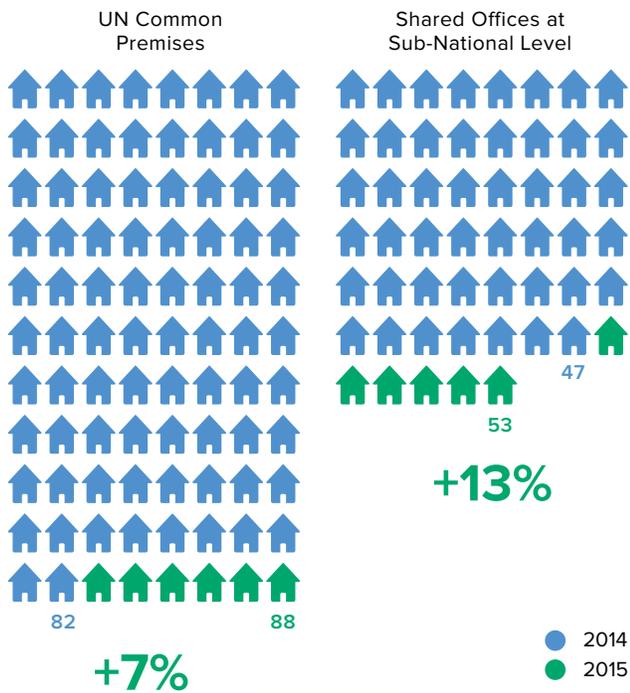
- **52 percent** of UNCTs conducted capacity development for the use of aid modalities and aid management in 2015, an increase from **47 percent** in 2014.
- **46 percent** of UNCTs played a role in the development of sector-wide approaches, which are aimed at bringing together governments, donors and other stakeholders within a given sector, up from **40 percent** last year.
- **77 percent** of UNCTs provided support for South-South cooperation, a notable increase from **65 percent** in 2014.
- **37 percent** of UNCTs included outputs on support to national coordination systems and processes in their UNCT annual work plans in 2015; of these outputs, **96 percent** were achieved (**70 percent** fully and **30 percent** partially).

NOTABLE PRACTICES IN NATIONAL COORDINATION SYSTEMS AND PROCESSES

- In **Belarus**, the UNCT facilitated establishment of a high-level coordination committee under the Council of Ministers, and the President signed a degree to expedite and optimize international technical assistance – results linked to the role of the Resident Coordinator as co-chair of an aid coordination committee with the First Deputy Prime Minister.
- In **Cambodia**, the UNCT contributed to aid effectiveness through the co-facilitation of 11 of 19 Government-Donor Joint Technical Working Groups in 2015.
- In **Bahrain**, the UNCT initiated and established a Sustainable Energy Unit at the Ministry of Energy, strengthening UN involvement in national sustainable energy programming in support of the Government's new direction.
- In **Angola**, the UNCT continued to increase its engagement with corporate and growing private sectors, with positive response for future partnerships.



FIGURE 8 | SHARING UN OFFICES



Increase in UNCTs with shared offices at sub-national level and UN common premises

FIGURE 9 | MORE UN COUNTRY TEAMS IMPLEMENTED THE HARMONIZED APPROACH TO CASH TRANSFERS



Increase in UNCTs implementing the HACT from 70 to 81 percent within one year



DEVELOPMENT AND MANAGEMENT OF SHARED OPERATIONAL SUPPORT SERVICES

This coordination function focuses on the development and implementation of common services and harmonized business practices in areas such as information and communications technology (ICT), procurement, human resources, transport, conference services and common premises. The aim is to improve efficiency and generate savings for the UN system at country level.

BASELINE DATA

Development and management of shared operational support services is a core coordination function that demonstrated improvement across all business areas in 2015:

- Use of the Business Operations Strategy (BOS), a tool designed to improve the cost effectiveness and quality of country-level UNDAF operational support, increased from **26 percent** of UNCTs in 2014 to **29 percent** in 2015.¹⁴
- In 2015, the most prevalent common services shared among agencies to improve cost effectiveness were security (**65 percent**), followed by travel (**61 percent**) and cleaning (**39 percent**).
- **67 percent** of UNCTs pooled resources in UN Common Premises, up slightly from **64 percent** last year, with an estimated savings of **\$4.4 million** globally.¹⁵
- **81 percent** of UNCTs were in various stages of using the Harmonized Approach to Cash Transfers (HACT), which reduces transaction costs for implementing partners by applying the same set of procedures for most financial processes, up from **72 percent** last year.
- **70 percent** of UNCTs included outputs on development and management of shared operational support services in their UNCT annual work plans in 2015; of these outputs, **96 percent** were achieved (**66 percent** fully and **34 percent** partially).

14 12 percent of the UNCTs had a completed BOS framework in place, while 17 percent had developed a BOS that had either not been signed yet by all UNCT Members, had not been fully implemented yet or for which a regular monitoring framework is not yet in place.

15 A Common Premises refers to the co-location of two or more resident United Nations entities. A Common Premises can be established at national and sub-national level, usually supported by a range of common services enabled by agency co-location. Common Premises is a key enabler for common services and forms an integral part of the United Nations efforts to harmonize common operations at the country level.

NOTABLE PRACTICES IN SHARED OPERATIONAL SUPPORT SERVICES

- The UN's business operations in **Afghanistan** have seen greater coherence through shared procurement practices, harmonized approach to cash transfers, and more efficient use of resources.
- In **Eritrea**, various common services are provided jointly for all UN agencies, e.g. UN dispensary, security guards, receptionists, cleaning, gardening, freight clearing and forwarding and car maintenance services.
- The Green One UN House in **Viet Nam** was completed and inaugurated.
- The UN system in **Liberia** has committed to establishing a One UN House for a full integration and coherence of internal programming through shared offices.
- In **Mongolia**, the UNCT streamlined financial management and coordination activities under the harmonized approach to cash transfers, including a common cash transfer modality and consistency in per diem rates.
- In **Tunisia**, the UN system signed an agreement with the financial control agency to conduct micro-assessments of 23 government partners as a critical step towards full HACT implementation.
- In **Uganda**, the Operations Management Team led a strategic prioritization process to inform formulation of the 2016–2020 Business Operations Strategy to support the UNDAF, leveraging BOS experiences from other countries including Lesotho, Mozambique and Rwanda.
- In **Fiji**, the UNCT implemented a renewable energy strategy that not only reduced costs but ensured UN operations in island states covered by the multi-country office are no longer dependent on imported diesel and fossil fuels.
- In **Ethiopia**, the UNCT implemented a GPS tracking system for the UN fleet, significantly reducing costs associated with fleet management.
- In **Brazil** and **Viet Nam**, the UNCTs used joint service centres to provide a range of services to participating agencies, reducing duplication and cost.
- In **Rwanda**, the UNCT introduced a joint exchange rate service that obtains quotes from three sources exchanging foreign currency (including agency HQs) to ensure the best rate.

FIGURE 10 | BETTER PREPARED TO DEAL WITH DISASTER

The percentage of UNCTs with disaster risk reduction strategies increased across all regions.

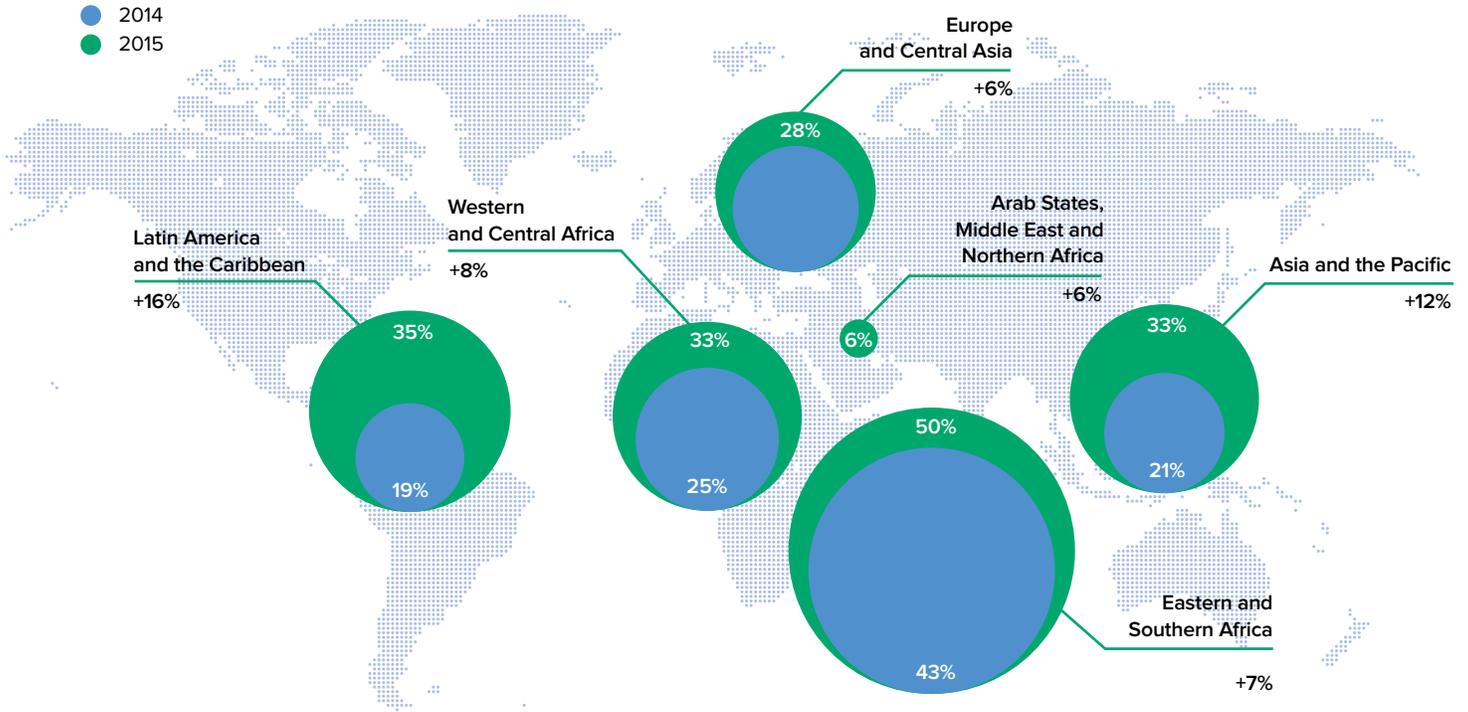
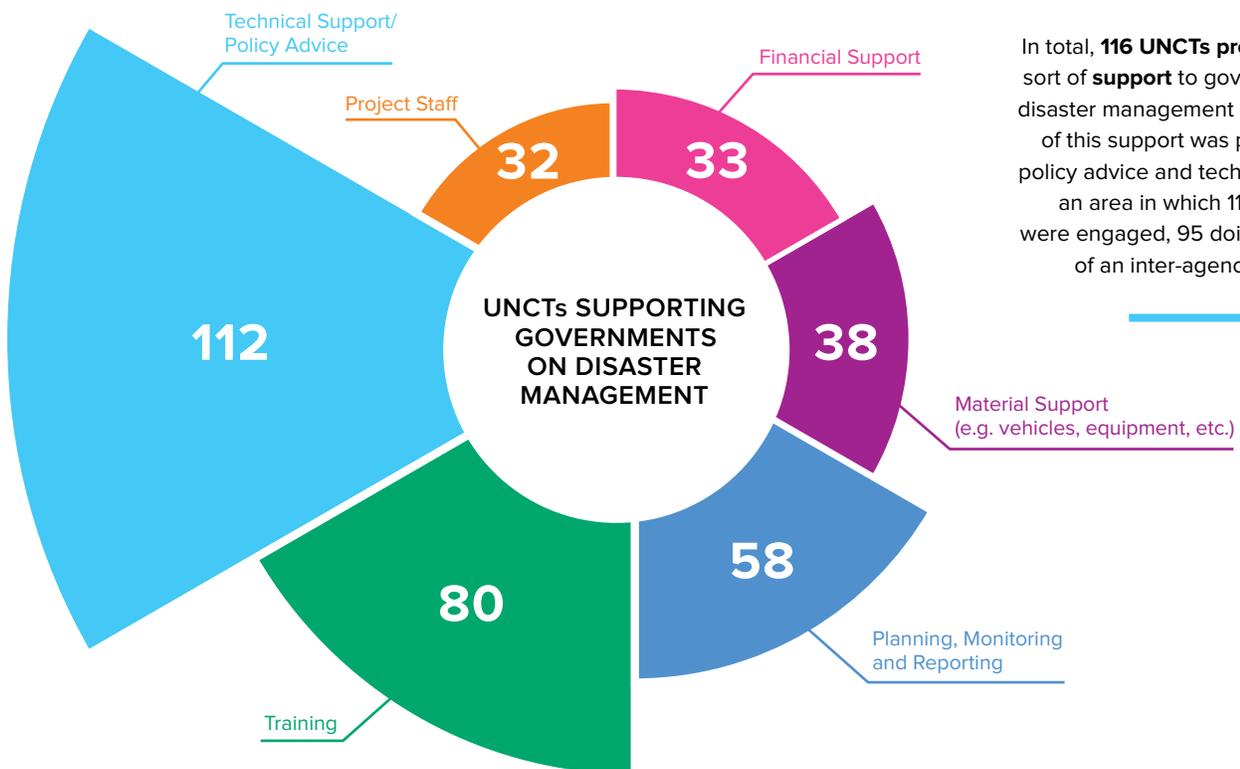


FIGURE 11 | SUPPORT PROVIDED BY UN COUNTRY TEAMS TO GOVERNMENTS ON DISASTER MANAGEMENT

UNCTs provided support to governments in key areas of disaster management.



In total, **116 UNCTs** provided some sort of **support** to governments on disaster management in 2015. Most of this support was provided in policy advice and technical support, an area in which 112 UNCTs were engaged, 95 doing so as part of an inter-agency effort.



CRISIS MANAGEMENT PREPAREDNESS AND RESPONSE

Crisis-related activities captured under this core coordination function include supporting UNCTs with the capacity to formulate contingency planning and coordinate inter-agency disaster management teams. Coordination of disaster risk reduction, post-crisis plans and assessments and pursuit of synergies in humanitarian response was ensured through the UNDG's collaboration with the UN Office for Disaster Risk Reduction (UNISDR), Office for the Coordination of Humanitarian Affairs (OCHA), the UN Department of Political Affairs (DPA), the UN Department of Peacekeeping Operations (DPKO), the World Bank and other relevant agencies.

BASELINE DATA

Development and management of shared operational support services is a core coordination function that demonstrated improvement across all business areas in 2015:

- **33 percent** of UNCTs formalized agreements or arrangements with key partners for crisis response to deliver immediate, effective and coordinated assistance to affected governments and populations, up slightly from **32 percent** in 2014.
- **32 percent** of UNCTs reported that they have undertaken joint risk management assessments, up from **27 percent** last year.
- **32 percent** updated their Disaster Risk Reduction Strategies in 2015 to cope with a sudden onset of natural and other disasters, up from **23 percent** last year.
- **31 percent** of UNCTs included outputs on crisis management preparedness and response in their UNCT annual work plans in 2015; of these outputs, **98 percent** were achieved (**78 percent** fully and **22 percent** partially).

NOTABLE PRACTICES IN CRISIS MANAGEMENT, PREPAREDNESS AND RESPONSE

- In **Tajikistan**, the UN family responded together when two major natural disasters struck and, within a few days, at least 10,000 affected people had received life-saving assistance. The UN supported the Government with coordination of assessment, relief and recovery on behalf of all international development and humanitarian partners.
- In **Burundi**, an Emergency Food Security Assessment was conducted jointly by the UNCT, allowing the national government, UN and donors to make projections and to address the food insecurity and malnutrition.
- The UNCT in **Fiji** supported a coordinated response by the Government of Vanuatu during Tropical Cyclone Pam by leading both logistics and telecommunications clusters. The UN also supported the Government during drought related to El-Niño.
- In the **Democratic People's Republic of Korea**, the UN partnered with the State Committee for Emergency and Disaster Management to convene two workshops to formulate a law on disaster prevention, relief and recovery.
- In **India**, the UN Disaster Management Team developed Standard Operating Procedures on mainstreaming school safety to support efforts by the Ministry of Human Resource Development through the Sarva Shiksha Abhiyan, India's programme for universalization of elementary education.
- The UNCT in **Bangladesh** reinforced partnerships between the humanitarian community and the Armed Forces Division, the first responders in the country, through awareness raising to gain a deeper understanding of each other's roles in emergency response.
- In **Malawi**, the UNCT supported food insecurity and flood response activities of the Department of Disaster Management Affairs, supporting the Government as cluster co-leads, assisting with information management and mainstreaming gender concerns. The channeling of donations through the Humanitarian Window of the One Fund enhanced coordination.

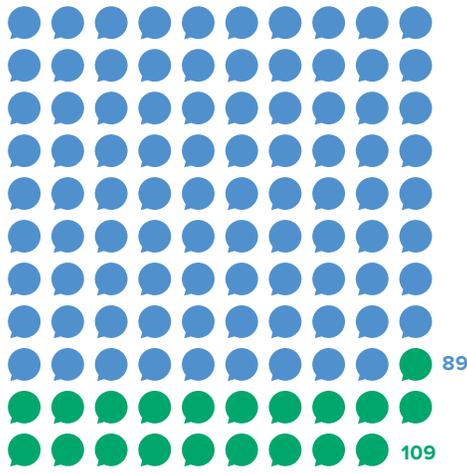
116 UNCTs provided support to governments on disaster management in 2015

FIGURE 12 | GREATER TAKE-UP OF COMMUNICATING AS ONE

UNCTs reported greater implementation of the two core elements of Communicating as One.

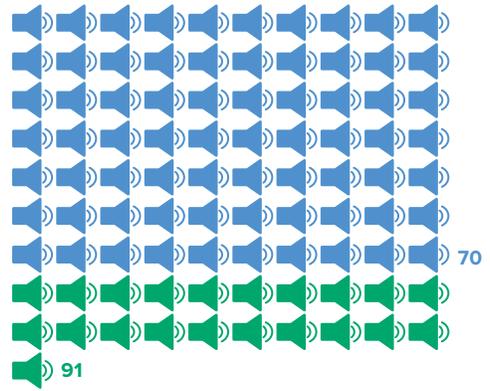
- 2014
- 2015

NUMBER OF UNCTs



+23%

UN COMMUNICATIONS GROUPS



+30%

JOINT COMMUNICATIONS STRATEGIES





EXTERNAL COMMUNICATIONS AND ADVOCACY

Resident Coordinator's Offices support the development and implementation of UN communications strategies at the country level, including the establishment or strengthening of UN Communications Groups. These core elements of communications at the country level are important for supporting coherent messaging and advocacy on normative and operational matters for a consistent and teamed-up strategic dialogue with host countries. These elements become particularly important with 2030 Agenda, which requires integrated modes of communications and outreach to build political will and encourage popular ownership of the transformative new agenda.

BASELINE DATA

- **83 percent** of UNCTs (up from 68 percent in 2014) have joint UN Communications Groups that coordinate and share communication resources at the country level in order to increase the visibility of the UN and call attention to national and international development objectives and global normative frameworks. Of these, **53 percent** have a fully implemented group, whereas for **30 percent** the group only partially meets global standards.¹⁶
- **70 percent** of UNCTs (up 54 percent in 2014) have a Joint Communication Strategy. Of these, **40 percent** report a fully developed strategy, whereas **30 percent** were pending approval or in various stages of implementation and monitoring.
- **86 percent** of UNCTs (up from 80 percent in 2014) have common communications social media platforms: 80 percent of UNCTs have a common UN website, **61 percent** use UN Facebook pages, and **49 percent** communicate via UN Twitter accounts (compared with 75, 53 and 40 percent, respectively, in 2014).
- **76 percent** of UNCTs included outputs on external communications and advocacy in their UNCT annual work plans in 2015. Of these outputs, **96 percent** were reported as achieved (**76 percent** fully and **24 percent** partially).

NOTABLE PRACTICES IN EXTERNAL COMMUNICATIONS AND ADVOCACY

- In **Uganda**, the UN Communications Group and development partners organized a media launch event for the 2030 Agenda and a media briefing and orientation for 50 journalists from electronic and print media.
- The UN Communications Group in **Tanzania** developed a campaign and survey via SMS reaching 90,000 people in Kiswahili with messages about the 2030 Agenda. Analysis of the survey findings enhanced the UNDP and fed into the UN-government dialogue on the next Five Year Development Plan.
- In **El Salvador**, the UN Communications Group involved more than 4,000 people in the global consultations part of 'The World We Want' initiative, the country's first-ever participatory process to agree on a global agenda.
- In **Kuwait**, the UNCT created a UN Communications Group in 2015, taking a step towards adoption of the Standard Operating Procedures for countries adopting the Delivering as One approach. The new group called attention to the 70th anniversary of the UN Charter, 2030 Agenda, 21st Conference of Parties and World Environment Day.
- In **Afghanistan**, the UN Communications Group developed the first Joint Communications Strategy. The strategy, endorsed by the UNCT in August 2015, forms the platform for the 'one voice' and promotes joint communications and advocacy around shared objectives.
- In **China**, the UNCT adopted a new Joint Communications Strategy, engaged in new partnerships, and sought innovative ways to advocate and promote the UN's mandate and 2030 Agenda to youth and other audiences.
- The UN Communications Group in **Armenia** organized more than 70 activities and events on gender and human rights, including a press briefing with key stakeholders in the Government, international community and civil society to advocate a stand-alone law on domestic violence.

¹⁶ Partial implementation denotes that the joint UN Communications Group either did not have a clear terms of reference, did not meet regularly or was not chaired by a head of agency.



HUMAN RIGHTS AND DEVELOPMENT

The importance of respecting, protecting and promoting human rights in all of the UN system's work is a principle enshrined in the UN Charter. Resident Coordinator's Offices provide support to Resident Coordinators and UNCTs to address human rights issues in their development work, make available knowledge and expertise on human rights in the UN system, ensure greater linkages between the normative and operational aspects of UN programming, and reinforce the capacity of national actors to implement human rights obligations.

BASELINE DATA: HUMAN RIGHTS

- **46 percent** of UNCTs conducted a human rights analysis in 2015, compared with **42 percent** in 2014.
- **67 percent** of UNCTs engaged in the preparation, reporting or follow-up of the Universal Periodic Review.
- **73 percent** of UNCTs reported to have facilitated follow-up by Government of treaty body recommendations.
- **43 percent** of UNCTs reported to facilitated follow up by Government of special procedures recommendations.
- **62 percent** of UNCTs (down from **73 percent** in 2014) included outputs on human rights mainstreaming in their UNCT annual work plans in 2015. Of these outputs, **96 percent** were achieved (**70 percent** fully and **26 percent** partially).
- 10 UNCTs had a Human Rights Adviser in 2015, deployed by OHCHR under the framework of the undg Human Rights Working Group,¹⁷ while UNCTs also benefitted from such expertise from advisers deployed in other countries.

BASELINE DATA: GENDER EQUALITY

- **30 percent** of UNCTs had a gender adviser¹⁸, unchanged from as last year.
- **60 percent** of countries' UNDAFs specified gender results at the outcome level, almost the same as last years' 61 percent.
- **24 percent** of UNCTs report implementation of a Gender Equality Scorecard within the past four years, which provides an assessment of how the UNCT contributes to gender mainstreaming (a drop from 33 percent in 2014 can be attributed to changes in the survey question, and to the ongoing revision of the scorecard that led various UNCTs to postpone its implementation).
- **49 percent** of UNCTs included outputs on gender mainstreaming in their UNCT annual work plans in 2015. Of these outputs, **96 percent** were achieved (**69 percent** fully and **27 percent** partially).

NOTABLE PRACTICES IN HUMAN RIGHTS AND DEVELOPMENT

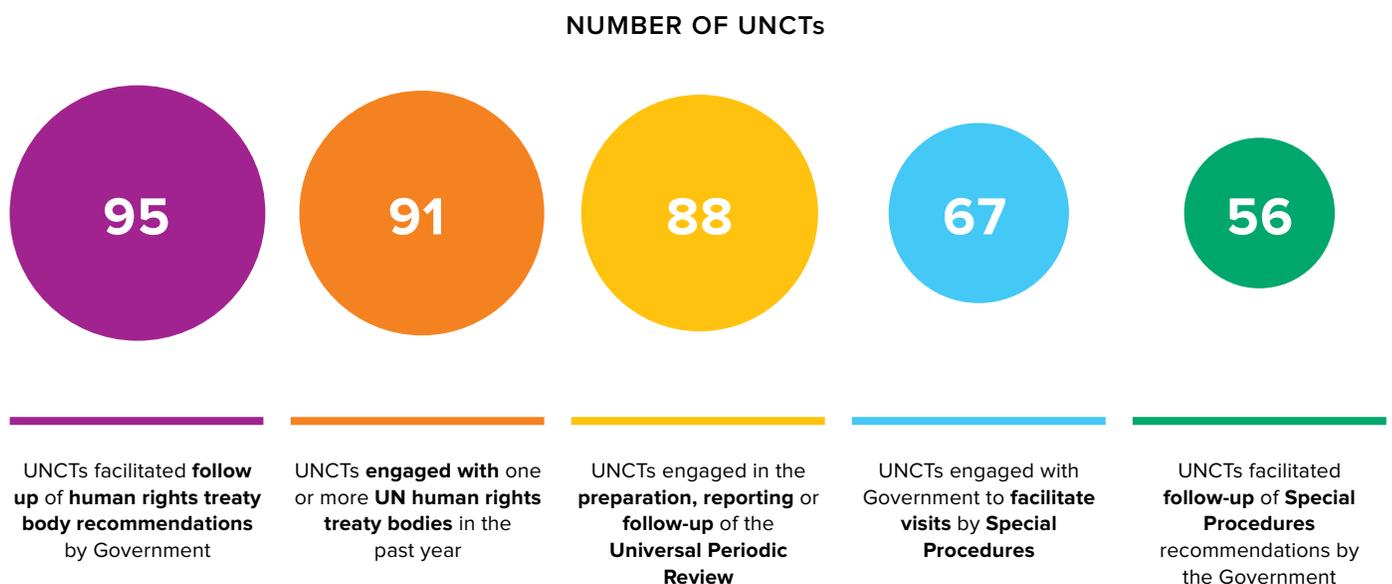
- In **Jamaica**, the UNCT presented a comparative analysis of National Human Rights Institutions (NHRI) in Colombia, Haiti and Uganda to the Government to inform them of the steps required and value added of such institutions. As a result the Government expanded the functions of the Office of the Public Defender and initiated legal amendments to turn it into an NHRI compliant with the Paris Principles.
- In **Lebanon**, the UNCT supported the Government to report on its human rights obligations, with reports submitted in 2015 to the human rights treaty bodies that monitor on economic, social and cultural rights; discrimination against women; and racial discrimination. The UNCT also organized an event to disseminate the first report on the status of the implementation of the National Women Strategy in Lebanon and an event to disseminate the Concluding Observations of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) on Lebanon's 4th and 5th periodic report to stakeholders.

¹⁷ Human Rights Advisers of the Human Rights Working Group are funded by its multi-donor trust fund.

¹⁸ A UNCT gender advisor is typically based in the Resident Coordinator's Office and/or provides support and advice to the RC/UNCT on gender issues as part of her/his primary functional responsibilities. This does not include agency gender advisors.

- In **Nigeria**, the UNCT supported the National Human Rights Commission to establish mechanisms to systematically monitor and report on human rights protection in the North East and North Central regions. The UNCT secured adoption by military authorities of a code of conduct and rules of engagement for counter-insurgency operations against Boko Haram, and successfully advocated for the Nigerian Army to establish a human rights desk.
- In **Bangladesh**, the UNCT supported the Government's efforts to establish a national coordination structure on human rights, which then allowed the Government to submit its initial report to the Human Rights Committee after almost 15 years of delay, and to prepare other overdue reports to the respective treaty bodies on issues such as migrant workers.
- The UNCT in **Brazil** supported national engagement of stakeholders (government, civil society organizations, and other relevant actors) with UN mechanisms and special procedures, notably around torture, minority issues and business and human rights.
- In **Timor Leste**, the UNCT continued to support the Government's effort to ratify the Convention on the Rights of Persons with Disabilities through technical advice and advocacy, e.g. in 2015, Government officials participated with the NHRI and the Human Rights Advisers (HRAs) in a one-hour debate on the obligations and challenges of realizing the human rights of persons with disabilities aired on national television.
- In **Viet Nam**, UNCT advocacy and technical support helped increase the alignment of Viet Nam's legislative framework with international human rights standards, resulting in legislative improvements such as a 35 percent quota for women in elections to the National Assembly in 2016; the right of people to vote directly on matters of national importance; the right of transgender people to gender reassignment; removal of many drug possession offences from the death penalty list; broadening the definition of rape and human trafficking related offences; and enshrining the right to remain silent into the criminal justice laws.
- In the former **Yugoslav Republic of Macedonia**, the UNCT took a joint approach to convince the Government to stop detaining migrants and refugees at a centre in Gazi Baba as witnesses against smugglers. Building on the recommendations of a high level visit to the country, the UNCT delivered targeted support to the Ombudsman, both in revising legislation to secure 'A' status under the Paris Principles and in providing a higher public profile for the institution.
- In **Malawi**, following the 2015 floods, the UNCT developed the capacity of the NHRI on human rights monitoring in a humanitarian context, engagement with the UN human rights system, and business and human rights.

FIGURE 13 | UN COUNTRY TEAMS ENGAGEMENT WITH THE UN HUMAN RIGHTS MECHANISMS





JOINT RESOURCE MOBILIZATION AND FUND MANAGEMENT

As part of this core coordination function, UNCTs identify funding gaps in their multi-year plans and develop joint resource mobilization strategies to ensure adequate funding while preventing duplication and competition for donor resources. Joint resource mobilization also includes raising funds for pooled funding mechanisms, such as Multi-Donor Trust Funds, One Funds and Joint Programmes. For UNCTs with One Funds, the Resident Coordinator's Office manages One Fund allocations through a Steering Committee where national governments are represented alongside the UN system. UNCTs also coordinate annual reporting against the Common Budgetary Framework and the One Fund through the Country Results Report.

BASELINE DATA

- **38 percent** of UNCTs have One Funds or Multi-Donor Trust Funds, up from 33 percent in 2014, which support coherent resource mobilization, allocation and disbursement of resources at the country level.

- **30 percent** of UNCTs have Joint Resource Mobilization Strategies, which aim to fund cross-sectoral integrated development challenges and reduce parallel resource mobilization efforts.¹⁹

- **86 percent** of UNCTs reported that they have open data/transparency portals.

- **27 percent** of UNCTs included outputs on joint resource mobilization and fund management in their UNCT annual work plans for 2015. Of these outputs, **87 percent** were achieved (**61 percent** fully and 39 percent partially).

NOTABLE PRACTICES IN JOINT RESOURCE MOBILIZATION AND FUND MANAGEMENT

- The UNCT in **Somalia** opened its Multi-Partner Trust Fund (MPTF) as the centrepiece of its support to the Somali Compact, in which the fund is embedded. By year end, the fund had mobilized \$124 million for inter-agency work in state formation, parliamentary support, elections, rule of law, capacity building and youth employment.
- In **Sierra Leone**, the UNCT assisted the Government to set up a National Ebola Recovery Multi-Partner Trust Fund with two streams: traditional project funding of UN agencies and direct support to government ministries, departments and agencies.
- In **Cape Verde**, the UNCT created a Partnership and Resource Mobilization Strategy Task Force that is integrated into the Development Partners Group, thereby extending this coordination mechanism under government leadership.

BOX 5

POOLED AND INNOVATIVE FINANCING MECHANISMS TO DELIVER THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The UNDG recognizes that the rapid evolution of the development finance landscape is having a significant impact on the UN development system's capacity to support implementation of the 2030 Agenda. UN financing is small comparatively: in 2014, total funding for UN system-wide activities, including UN peace and security, development and humanitarian response efforts, reached \$46.2 billion whereas recent estimates have international resource flows to developing countries in 2012 reaching close to \$2 trillion. UN financing instruments are also often siloed between humanitarian, peace and security, and development. Earmarked contributions are on the rise.

As part of this evolution, UN pooled financing mechanisms are expected to play an increasingly strategic role in financing the new development agenda. From experience over the past 10 years, pooled financing mechanisms demonstrate five comparative advantages:

1. Improves aid coordination and coherence
2. Promotes better risk management
3. Broadens the donor base for the UN system
4. Facilitates transformative change
5. Bridges the silos between the humanitarian, peace and security and development assistance

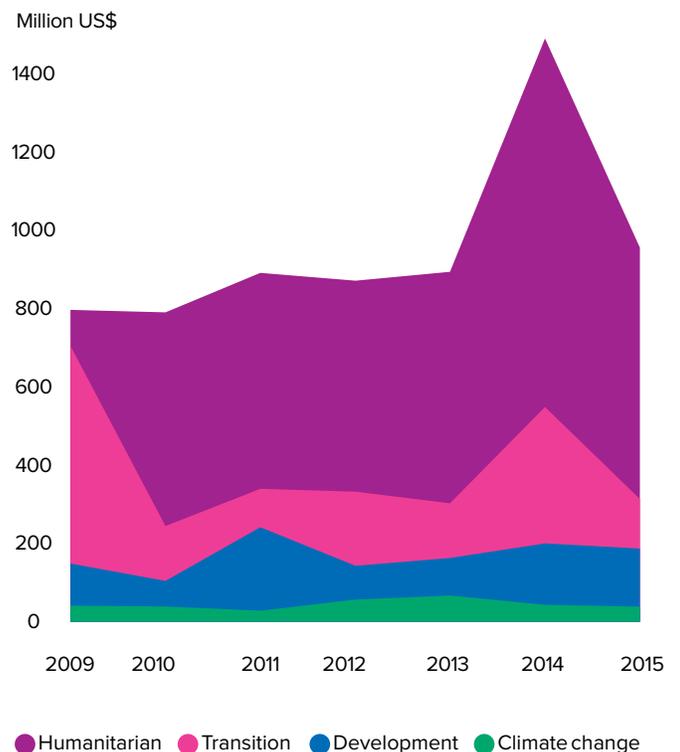
- In **Lesotho**, the UN provided technical and financial support to re-establish the National AIDS Commission after a three-year closure, as part of efforts to improve multi-sectoral coordination of the HIV response. The UN system also facilitated submission of a successful \$62 million funding model concept note for the Global Fund to Fight AIDS, Tuberculosis and Malaria.
- The UNCT in **Armenia** deepened its partnership with the European Investment Bank, the first such partnership globally, with financing commitments through the UN and the Government over 100 million Euros. In two 'firsts' at the regional level, the UN developed strategic partnerships with the Asian Development Bank and the Green Climate Fund.
- In **Georgia and Rwanda**, the UNCTs established a Donor Database containing information on bilateral, multilateral and private funding agencies.
- In **Ghana**, the UNCT designed and launched a Resource Harmonization Strategy that includes a database and Code of Practice and introduced a standing item at UNCT monthly meetings inviting participants to share resource mobilization plans.

19 13 percent of UNCTs have a fully implemented Resource Mobilization Strategy, while 17 percent have drafted one that either has not yet been approved by the UNCT or has not consistently been implemented by all UNCT members. While the total percentage of UNCTs implementing a Joint Resource Mobilization Strategy remained the same in 2015, the percentage of fully implementing UNCTs rose from 11 percent to 13 percent.

A UNDG discussion paper approved in March 2016 concluded:

- Inter-agency pooled funding can play an important role in financing the UN as part of a broader portfolio of financing instruments. Their role is to complement rather than substitute agency specific instruments.
- The UN system should invest in its capacity to identify, access, combine and sequence the right type of financing instruments to meet global and national priorities.
- Financing should not be divorced from strategic planning. Efforts to better integrate pooled and innovative financing instruments into UNDG policies and working mechanisms are underway.

FIGURE 14 | INTER-AGENCY POOLED FUNDS INVESTED MOST HEAVILY IN THE HUMANITARIAN SECTOR



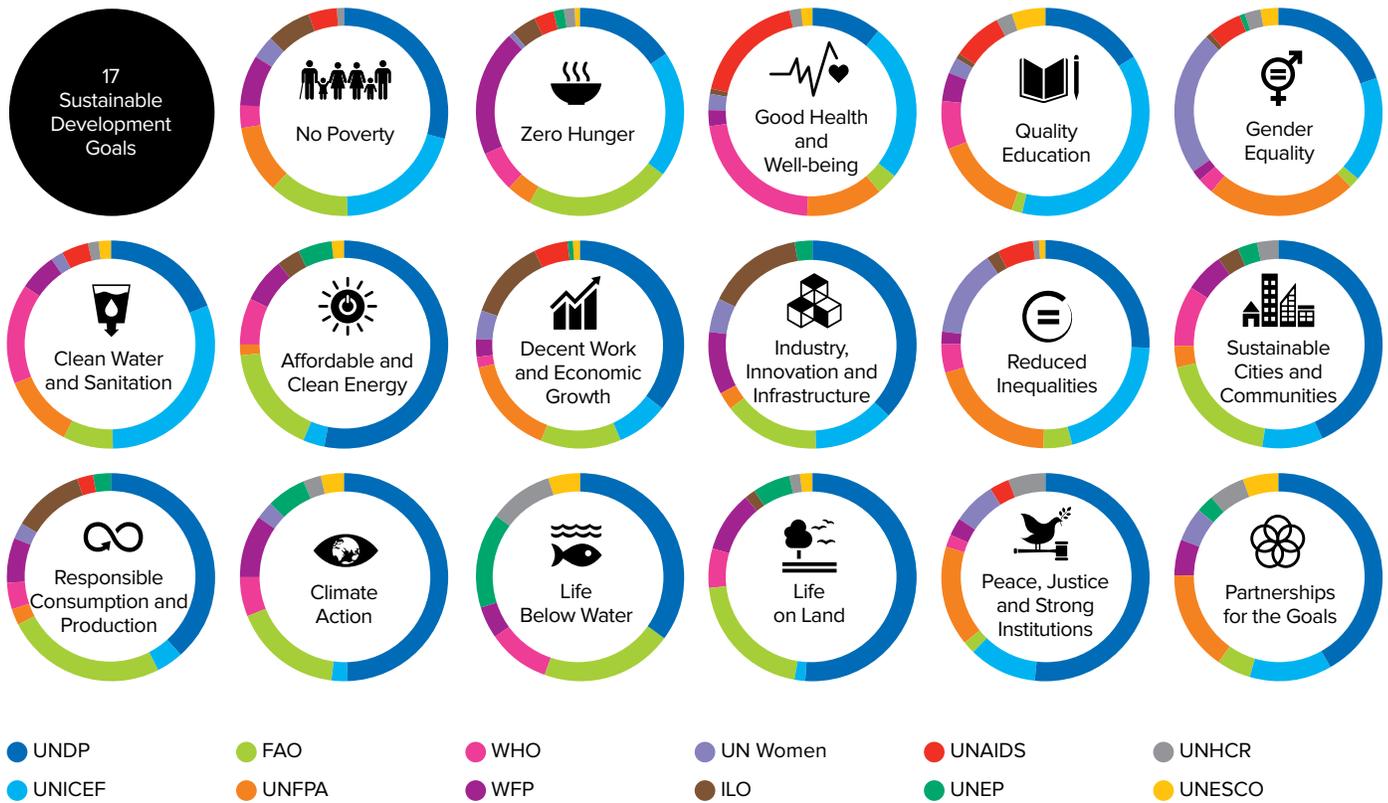
The major stake of the UN inter-agency pooled funds (64 percent) is invested in the humanitarian field, followed by 21 percent for development, 13 percent for transition and 3 percent for climate change.

Source: Financing the United Nations Development System – Current Trends and New Directions, June 2016

The UNDG also recognizes that pooled funds represent only a small component of the broader UN development system response required to bridge the SDGs financing gap, and as such it is meant to complement agency-specific funding. To expand and diversify sources of finance, the UN system will need to explore innovative financing. Examples of innovative finance include leveraging larger private flows using limited public finance, thematic bonds that dedicate proceeds to specific development goals, and issuing new forms of taxes and levies to mobilize resources for development. The UNDG will build on lessons learned by several vertical funds that are currently using innovative mechanisms to enhance value for money. These include funds such as Gavi, the Vaccine Alliance; the Global Fund to Fight AIDS, Tuberculosis and Malaria; and the Adaptation Fund.

FIGURE 15 | SHARED UNDG LEADERSHIP TO ACHIEVE THE SDGs

The figure depicts the share of agencies that are chairing or co-chairing inter-agency groups, which are set up to support UN Country Team coordination. Globally, 893 inter-agency groups are in place to support joint action, often on more than one sustainable development goal. In the data presented below, each group may address up to 5 SDG areas.





GENERAL UNCT OVERSIGHT AND COORDINATION

General oversight and coordination covers efforts undertaken by UNCTs to lay the foundation for substantive collaboration by building consensus around critical UNCT processes, including progress towards Delivering as One, preparing and validating annual reporting, and overseeing troubleshooting and dispute resolution, where applicable.

BASELINE DATA

- **45 percent** of UNCTs had a UNCT Code of Conduct in 2015 to define working principles with regard to membership, as well as rules of behaviour, decision-making processes and reporting and accountability, an increase from 40 percent in 2014.
- **30 percent** of UNCTs had agreed upon a UNCT Terms of Reference that covers inter-agency coordination and joint decision-making regarding all aspects of the UN system at the country level, up from 26 percent in 2014.
- **24 percent** had an agreed Mutual Accountability Framework to ensure that the Resident Coordinator's Office and UNCT roles and responsibilities are clearly defined, up from 20 percent in 2014.
- **17 percent** reported having Conflict Resolution Mechanisms, which emphasize that disputes associated with UNCT common processes should be solved first and foremost at country level, a slight decrease from 18 percent last year.
- **19 percent** of UNCTs included outputs on general UNCT oversight and coordination in their UNCT annual work plans in 2015; of these outputs, **89 percent** were achieved (**64 percent** fully and **36 percent** partially).

Oversight and coordination allows UN Country Teams to lay the foundation for substantive collaboration on sustainable development

NOTABLE PRACTICES IN GENERAL COORDINATION

This essential coordination function allows UNCTs to create common rules of engagement as the foundation for a more united approach to development, including advancing towards an upstream policy focus.

- In **Peru**, all Heads of Agencies improved and signed a UNCT Code of Conduct and a Dispute Resolution Mechanism.
- In **Kenya**, the institutional structures for Delivering as One were strengthened by establishing UNCT technical working groups for monitoring and evaluation, the Sustainable Development Goals, resource mobilization/optimization, gender and communications.
- In **Equatorial Guinea**, the UNCT organized a Delivering as One workshop for UN and national partners with facilitation support from the Regional UNDG Secretariat, to promote joined up approaches for effective and efficient delivery of results.
- In **Zimbabwe**, the UNCT initiated the elaboration of a Joint UN Partnerships and Resource Leveraging Strategy in line with Delivering as One principles to support the 2016-2020 ZUNDAF.
- In **Benin, Djibouti and Sri Lanka**, the UNCT adopted a code of conduct to strengthen its commitment to work towards common results and accountability.

UNDG IN ACTION AT THE REGIONAL LEVEL





Regional UNDG Teams are at the forefront of translating global UNDG priorities into country-level work, taking into account regional realities. They are a critical layer of oversight and direction between country operations and global policies. Regional UNDG Teams are rapidly mobilized in case of crises, ensure highly coordinated support from the breadth of the UN system, and are the first point of call when Resident Coordinators and UNCTs require substantive guidance on strategic UN positioning and joint advocacy. In addition to cross-agency strategic leadership, Regional UNDG Teams support UNCTs through quality assurance of UNDAFs (or One Programmes), oversight of performance management of Resident Coordinators and UNCTs, and troubleshooting in difficult country situations.

In 2015, the regional teams supported UNCTs to frame their strategic plans (UNDAFs) in light of the 2030 Agenda. They also took on key awareness-raising and positioning actions and supported alignment at national level. They developed an initiative with Regional Economic Commissions to shape the parameters of collaboration to support governments on the 2030 Agenda. Regional UNDG Teams also bridged interventions across the UN Charter by supporting the shift from humanitarian intervention to resilience-based response, supporting UNCTs to take on transfer of responsibility during recovery efforts, and undertaking data collection and analysis around key issues such as refugee situations and violence against women and girls.

REGIONAL UNDG TEAMS FOR AFRICA

The Regional UNDG Teams in Africa focused on three main areas in 2015: providing strategic support to middle-income countries to implement the 2030 Agenda, increasing capacity to mainstream the human rights-based approach, and supporting continued recovery after the Ebola crisis.

Middle-income countries will soon be the face of Africa – 22 of the 48 countries in sub-Saharan Africa have already attained middle-income status, 10 in the last decade alone. As such, the Regional UNDG Teams for Africa developed a strategy for how best to provide effective support. The strategy benefitted from assessments undertaken by UNCTs in middle-income countries as well as review, feedback and comments from the UN system at country, regional and headquarter levels. In July, 96 participants from governments, UNCTs, UN agencies and partners deliberated on the draft strategy, which has since been implemented.

Applying the human rights-based approach into national development processes was another key priority, with critical regional workshops and other training for UNCTs. Human rights also featured in the desk reviews of 10 new UNDAFs conducted in 2015 through the Quality Support & Advice Peer Support Group, a quality assurance body of the Regional UNDG Teams for Africa.

To support recovery after the Ebola crisis, the Regional UNDG Team for West and Central Africa updated the joint assessment of the Ebola recovery mission and met with peacebuilding experts following their mission in Guinea, Liberia and Sierra Leone ahead of funding events and a high-level UN meeting. Discussions also addressed the transfer of responsibility in these Ebola-affected



TRANSCENDING SILOS FOR INTEGRATED REGIONAL SUPPORT FOR THE 2030 AGENDA

To ensure systematic joint actions and response, Regional UNDG Teams have a standing commitment to coordinate with the Regional Economic Commissions through the Regional Coordination Mechanisms. The Regional Coordination Mechanisms tap into Regional Economic Commissions' analytical, data and statistical capacity on regional issues and leverage UN in-country operational capacity through the Regional UNDG Teams.

Responding to the need for enhanced policy coherence for the 2030 Agenda, a 'Statement of Collaboration' was developed in late 2015, committing the Regional Economic Commissions, Regional UNDG Teams, and Resident Coordinators and UNCTs to stronger cooperation. The 12-point statement outlines core areas of cooperation in the following actions:

- Share information on country demands for support in implementation of the 2030 Agenda, and draw on the Regional Commissions' normative and policy support work.
- Use common data and indicators where appropriate, and share data and other analytical resources.

- Draw on the UNCTs' programmatic expertise and coordination mechanisms, including results groups.
- Strengthen cooperation in assisting governments in the implementation of the 2030 Agenda at country level including, where appropriate, through joint programmes and other common programming mechanisms.
- Apply the common methodologies and approaches agreed to by the UNDG in support of the 2030 Agenda, in terms of mainstreaming and acceleration of the SDGs and integrating policy support to Member States.
- Communicate and advocate for shared sustainable development policy messages.

The Statement of Collaboration was signed by Helen Clark, the UNDG Chair, and Rima Khalaf, Executive Secretary of the UN Economic and Social Commission for Western Asia and Coordinator of the United Nations Regional Commissions. The statement was signed in late 2015 and issued on January 1, 2016.



countries from the UN Mission for Ebola Emergency Response to UNCTs as part of the transition to recovery and development.

In Burundi, the Regional UNDG Team in East and Southern Africa focused on providing coordinated response and support for its internal refugee crisis. With support from UN Women, the team undertook data analysis to better understand the country context, refugee situation and regional implications of the crisis.

REGIONAL UNDG TEAM FOR ARAB STATES, MIDDLE EAST AND NORTHERN AFRICA

During 2015, the Regional UNDG Team for Arab States/MENA pooled strengths to improve approaches to the Syria crisis, partnered with key bodies to advance regional positions on the 2030 Agenda, and supported the completion of UNDAFs in three countries – applying a human rights-based approach and bridging humanitarian and development approaches.

The conflict in Syria was a key focus in 2015. The Regional UNDG Team focused on transforming what was initially a humanitarian approach into a more comprehensive and resilience-based response. It was instrumental in forging the 2015–2016 Crisis 3RP, as well as in expanding the resilience component of the Syria Response Plan. The Regional UNDG Team provided key inputs to the Resilience Development Forum, which resulted in the endorsement of the Dead Sea Resilience Agenda, with its five principles and 10 recommendations for a new business model for dealing with protracted crisis.

The Regional UNDG Team partnered with the United Nations Economic and Social Commission for Western Asia and the League of Arab States in convening the Second Session of the Arab High-Level Forum on Sustainable Development in May 2015 in Manama, Bahrain. The Forum provided an opportunity to advance regional positions on the 2030 Agenda as well as reach agreement on key elements of the draft outcome document of the Third International Conference on Financing for Development in July in Addis Ababa.

The team supported the completion of UNDAFs for three countries (Algeria, Iraq and Syria) and laid the groundwork for upcoming common country programming processes in eight countries in 2016 (Bahrain, Lebanon, Libya, Morocco, Saudi Arabia, Somalia, Sudan and Yemen). All of the UNDAFs designed in 2015 had the UN's programming principles at their core.

Regarding the UNDAF process, the team played a major role in quality assurance to make sure that UNDAF process in the region incorporated human rights and achieved better convergence between humanitarian and peacebuilding approaches. In Algeria, human rights approaches informed the Common Country Assessment (CCA). In Tunisia, gaps on human rights in the CCA were explicitly addressed in the UNDAF. In Iraq, UNDAF design applied a human rights-based approach to support rights holders and duty bearers. In 2015, Jordan revised its UNDAF to include an outcome on humanitarian work, specifically the refugee response. Lebanon and Somalia started to develop their next UNDAFs with the aim of ensuring better convergence of the peacebuilding, humanitarian and development work of the UN system.

REGIONAL UNDG TEAM FOR EUROPE AND CENTRAL ASIA

Against a backdrop of surging waves of refugees from the Middle East and Africa migrating through the region to escape conflict and poverty, the Regional UNDG Team for Europe and Central Asia maintained a focus on building capacity to apply the human rights-based approach, integrating a stronger emphasis on health in national programming frameworks and conducting targeted discussions with key stakeholders on increasing national capacity to address the requirements of the 2030 Agenda.

Human rights remained high on the agenda despite perceptions of shrinking democratic space in some countries. Targeted training and guidance to Resident Coordinators and UNCTs, including on the HRuF initiative, was rolled out. The Regional UNDG Team assisted in advancing human rights-based law, policy and practice, including the development of a Justice for Children Strategy in Albania, and facilitating a dialogue on the possibility of introducing a moratorium on the application of the death penalty in Belarus.

Gender equality and women's empowerment gained ground when the Regional UNDG Team established a Regional Working Group on Gender, led by UN Women and UNFPA. Results were evident in UNDAF roll out countries' UN programming frameworks as well as in analysis of UNDAFs from a gender mainstreaming perspective. Also, a Training of Trainers involving 34 participants from 18 countries and the regional level was organized by UN Women, UNFPA, UNDP and UNICEF regional offices, together with the UN System Staff College.

In response to health-related challenges, the team guided UNCTs in integrating non-communicable diseases in their programming frameworks, drawing on an UNDAF analysis on NCDs led by the World Health Organization. In 2015, facing a rapid increase of HIV in the eastern part of the region, UN agencies and UNCTs across the Europe and Central Asia worked on a fast-track approach for progress on HIV, consistent with the latest scientific evidence and the new target in the 2030 Agenda to end the epidemic by 2030.

To help advance the transition to the 2030 Agenda, the Regional UNDG Team organized a dialogue in Chisinau, Moldova, in February, gathering 100 participants from 17 countries to discuss upgrading the capacity of institutions to implement the agenda. Participants issued an outcome statement calling for upgraded capacities and institutions to trigger more effective and responsive governance to achieve the new agenda. The team also issued a position paper on supporting countries to own and implement the 2030 Agenda.

REGIONAL UNDG TEAM FOR ASIA AND THE PACIFIC

The Regional UNDG Team for Asia-Pacific placed priority in 2015 on developing a modality for UNCT support on the 2030 Agenda, promoting the human rights-based approach as part of national capacity development, and bolstering the linkages across the human rights, development, and peace and security spheres.

The Regional UNDG Team provided technical advice on how to implement the new agenda across the region. To frame new UN strategic plans in light of the 2030 Agenda, the team supported UNDAF roll out in Bangladesh, the Democratic People’s Republic of Korea, Iran, Mongolia, Thailand and Viet Nam. It also conducted a mapping of initial requests to mainstream the new agenda into national development plans, began to gather data to support public engagement, and began to define the contours of inter-agency technical support to UNCTs. Together with 24 Resident Coordinators, the team held a dialogue to discuss the best modalities for delivering together on the new agenda; this dialogue gave direction and coherence to the UNDG 2030 response.

Regarding human rights, in 2015 the Regional UNDG Team for Asia-Pacific focused on regional- and country-level capacity development in applying the human rights-based approach. Progress was made in strengthening regional human rights coordination and policy and programming guidance under the Human Rights Mainstreaming project. Alongside the continued implementation of the HRuF initiative, the team reviewed CCAs and draft UNDAFs for adherence to the human rights-based approach. In June 2015, the team established a Task Team on Extremism Leading to Discrimination against Women and Girls that produced an analytical paper on the manifestations of extremism and its impacts on women’s and girls’ human rights and the UN’s role in protecting human rights and promoting gender equality.

The team continued to strengthen the linkages between development, human rights, peacebuilding and humanitarian assistance. This took the form of support to UNCTs to enhance their preparedness, crisis response, post-crisis transition and peacebuilding in countries such as Bangladesh, Democratic People’s Republic of Korea, Myanmar and Nepal.

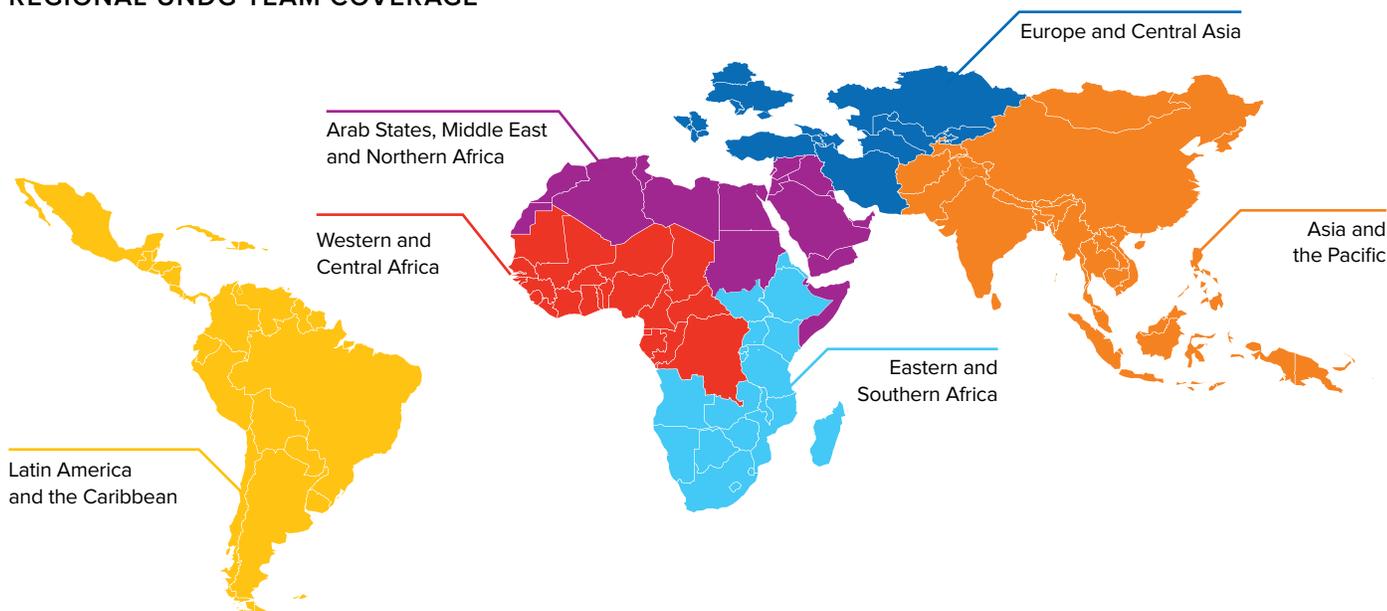
REGIONAL UNDG TEAM FOR LATIN AMERICA AND THE CARIBBEAN

The Regional UNDG Team for Latin America and the Caribbean primarily focused on the Multi-Country Sustainable Development Framework, providing quality assurance on the roll out of the UNDAF and promoting the human rights-based approach. Covering 18 countries in the Caribbean, the framework replaces six UNDAFs. The team supported the establishment of the UN MSDF in order to lighten the coordination burden on national governments, prompt a more coherent UN response to regional and national sustainable development needs, and improve resource mobilization. In May 2015, more than 50 UN senior staff participated in a design workshop in Barbados. In December, the team supported a Strategic Planning Retreat in Trinidad and Tobago attended by representatives of 17 national governments to develop the UN MSDF, which was expected to be signed in 2016.

Argentina, Colombia, Panama and Uruguay signed UNDAFs with their respective governments in 2015 and advanced in the development of their Joint Work Plans and Results Groups to underpin joint implementation as part of the Delivering as One approach. During the design phase of their UNDAFs, the 2015 roll out countries of Brazil, Haiti, Honduras and Peru advanced with the development of their roadmaps, CCAs and comparative advantages analyses.

The Regional UNDG Team continued to promote the human rights-based approach, with training programmes for Caribbean UNCTs and those in Brazil, Costa Rica and Peru. Draft modules for an online course on human rights were among many activities promoting the HRuF Action Plan; others addressed human rights issues around business practices, the death penalty and persons with disabilities. A mission to Haiti conducted strategic troubleshooting to ensure human rights protection around the deportation of Dominicans of Haitian descent in 2015, in collaboration with the Resident Coordinators of both Haiti and the Dominican Republic.

REGIONAL UNDG TEAM COVERAGE







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**UNDG
IN ACTION
AT THE
GLOBAL
LEVEL**

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The undg guides, supports, tracks and oversees the coordination of development operations in 165 countries and territories. This section describes the global-level results achieved in 2015 with the overarching goal of delivering effective support to countries for sustainable development under national ownership and leadership.

In 2015, the undg focused on delivering on existing commitments to achieve the Millennium Development Goals, driving system-wide reform through implementation of the QCPR, and ensuring that UNCTs were well positioned to support the implementation of the 2030 Agenda for Sustainable Development. To this effect, a top priority was to ensure the UN's normative and operational instruments were successfully adapted to be fit for purpose for the specific demands of the 2030 Agenda. Its call for increased integration and to 'leave no one behind' provided a key impetus for the undg to update programming guidance for strategic planning and human rights tailored to the demands of sustainable development. The undg also made progress in defining what the principle of universality, a core part of the new agenda, means at the operational level, exploring the implications for IT, financing, differentiated models of engagement and country presence, and back-office structures. Key actions were taken to familiarize UNCTs and partners with the communications and advocacy imperatives of the 2030 Agenda.

The undg strengthened coordination across the UN's development, humanitarian and peacebuilding work by increasing coherence across UN strategic planning processes and advancing instruments for pooled finance as part of recovery and development. Transparency and accountability were in focus in 2015 through more joined up communications, real-time monitoring and policies that promoted pooled funding. A new leadership model was elaborated given the new demands that UN leaders will face when implementing the 2030 Agenda. The undg also supported UNCTs in areas such as service delivery, operations and common premises to promote cost effectiveness and the quality of service provision.

While driving system-wide reform through implementation of the 2012 QCPR, the undg also worked closely with Member States on the preparations for the 2016 QCPR and the longer-term positioning of the UN development system. At the request of Member States, and led by the undg Advisory Group, the undg closely engaged in the UN Economic and Social Council (ECOSOC) Dialogue on the longer-term positioning of the UN development system, which is intended to inform the preparations of the 2016 QCPR resolution due to be adopted by the UN General Assembly in December 2016. In this context, the undg prepared a series of analytical papers and a comprehensive Theory of Change for the UN development system to function as a system for relevance, strategic positioning and results. The Theory of Change highlights the need for continual experimentation and innovation, and identifies several critical areas for greater investment, including in leadership, capacities, mobility of staff, strategic change management, and shared metrics and evidence. The undg, its working mechanisms and members will use the Theory of Change in support of the implementation of the undg Strategic Priorities and Work Plan, the preparation of guidance and tools for UNCTs, as well as in support of the second phase of the ECOSOC Dialogue on the longer-term positioning of the UN development system and the preparations for the 2016 QCPR resolution.



The results of the UNDG are organized according to the UNDG strategic priorities and strategic approaches, capturing what we do and how we do it. Three UNDG strategic priorities focus on the areas of work that UNDG members agree to drive forward together (the 'what'). Six strategic approaches focus on how the members of the UNDG come together to simplify, harmonize and leverage the unique expertise across the system to maximize collective impact (the 'how').

UNDG STRATEGIC PRIORITY 1: Support countries in accelerating the achievement of the MDGs and the implementation of the 2030 Agenda

The United Nations General Assembly called for 'cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks' when they adopted the new framework, *Transforming Our World: the 2030 Agenda for Sustainable Development*. In 2015, the UNDG undertook a number of key preparatory actions to set up a response, conceptualize and commit to a coherent approach to the new agenda. Two new inter-agency working groups were established in 2015 to respond to the demands of the new agenda: the UNDG Sustainable Development Working Group and the UNDG Communications and Advocacy Working Group. UNDG leadership charted a course for engagement and support on the new agenda including thought leadership on mainstreaming the new agenda into national plans, accelerating progress and delivering specialized policy support. It made major progress in charting the conceptual and operational implications of universality. As input into inter-governmental processes, the UNDG developed common positioning on financing the new agenda for the Third International Conference on Financing for Development in July in Addis Ababa.

CHARTING A COMMON APPROACH TO THE 2030 AGENDA

The UNDG in 2015 reviewed country demand, assessed which global actions were needed, and defined the contours of a future system-wide offering to Member States. UNDG leadership designed a set of core principles and strategic actions to trigger the kind of transformation the new agenda demands. In this vision statement, the leadership of the UNDG committed to drive

collaborative efficiency through cross-institutional approaches driven by results, flexible for country innovation and available for scaling up or course correction in light of lessons learned.

Within this commitment, the UNDG agreed to the MAPS approach, short for 'Mainstreaming, Acceleration and Policy Support', which provides thought leadership for governmental partners and the UN at all levels on the new agenda, affording special attention to the cross-cutting priorities of partnerships, data and accountability.

MAPS includes the following components:

- **Mainstreaming:** Integrating the 2030 Agenda for Sustainable Development into national, subnational, and local plans for sustainable development (and subsequently into budget allocations).
- **Acceleration:** Targeting national and UN resources at priority areas identified in the mainstreaming process – paying special attention to obstacles to reaching the most vulnerable, synergies and trade-offs across sectors, financing and partnerships, and measurement.
- **Policy Support:** Making sure that the skills and expertise of the UN development system are made available to Member States and partners in a timely and cost-effective way.

The MAPS approach was launched on September 25th of an event in the sidelines of the 2015 UN summit, titled 'From Global Conversation to Global Action: Making the SDGs Work'. Led by UNDP, this event served as a platform to launch the MAPS Common Approach, outlining the UNDG's contribution in support of the 2030 Agenda, as well as to showcase promising initiatives by countries. Speakers at the event included the UN Secretary-General, Ban Ki-moon; Angela Merkel, Chancellor of Germany; Erna Solberg, Prime Minister of Norway; Amina Mohamed, Foreign Minister of Kenya; Pham Binh Minh, Deputy Prime Minister of Viet Nam; Danny Srisukandarajah, Secretary-General of CIVICUS, and UNDG Chair Helen Clark. The event attracted a full house in New York and many followed the live stream online.

THOUGHT LEADERSHIP ON 2030 AGENDA MAINSTREAMING

To assist national partners in adapting the agenda to national, subnational and local contexts, the UNDG produced a reference guide offering a range of approaches and tools that can be discussed with host governments and civil society partners, and that can incorporate regional perspectives. Featuring eight implementation areas and 26 case studies, the new guide titled 'Mainstreaming the 2030 Agenda for Sustainable Development Interim Reference Guide for UN Country Teams', provides a contribution by the UNDG to national dialogues around the response to the 2030 Agenda. It features a possible sequence of actions to be taken, examples of how some countries have begun to develop targeted tools and to involve an increasingly broader spectrum of stakeholders in raising awareness and building support for the 2030 Agenda. The UNDG Sustainable Development Working Group (led by UNDP, UNICEF and WFP) developed the guide, an initial version of which was distributed to all Resident Coordinators and UNCTs in October 2015.

CATALYZING INTEGRATED POLICY SOLUTIONS FOR THE 2030 AGENDA

The Delivering Results Together Fund (DRT-F)²⁰ supports integrated, country-level policy work to achieve the Sustainable Development Goals. In 2014 and 2015, 39 joined initiatives of integrated policy work with a value of 26.5 \$ million dollars were implemented by 20 UN agencies in 12 countries: Albania, Bhutan, Cape Verde, Ethiopia, Malawi, Montenegro, Mozambique, Pakistan, Papua New Guinea, Rwanda, Tanzania and Viet Nam.

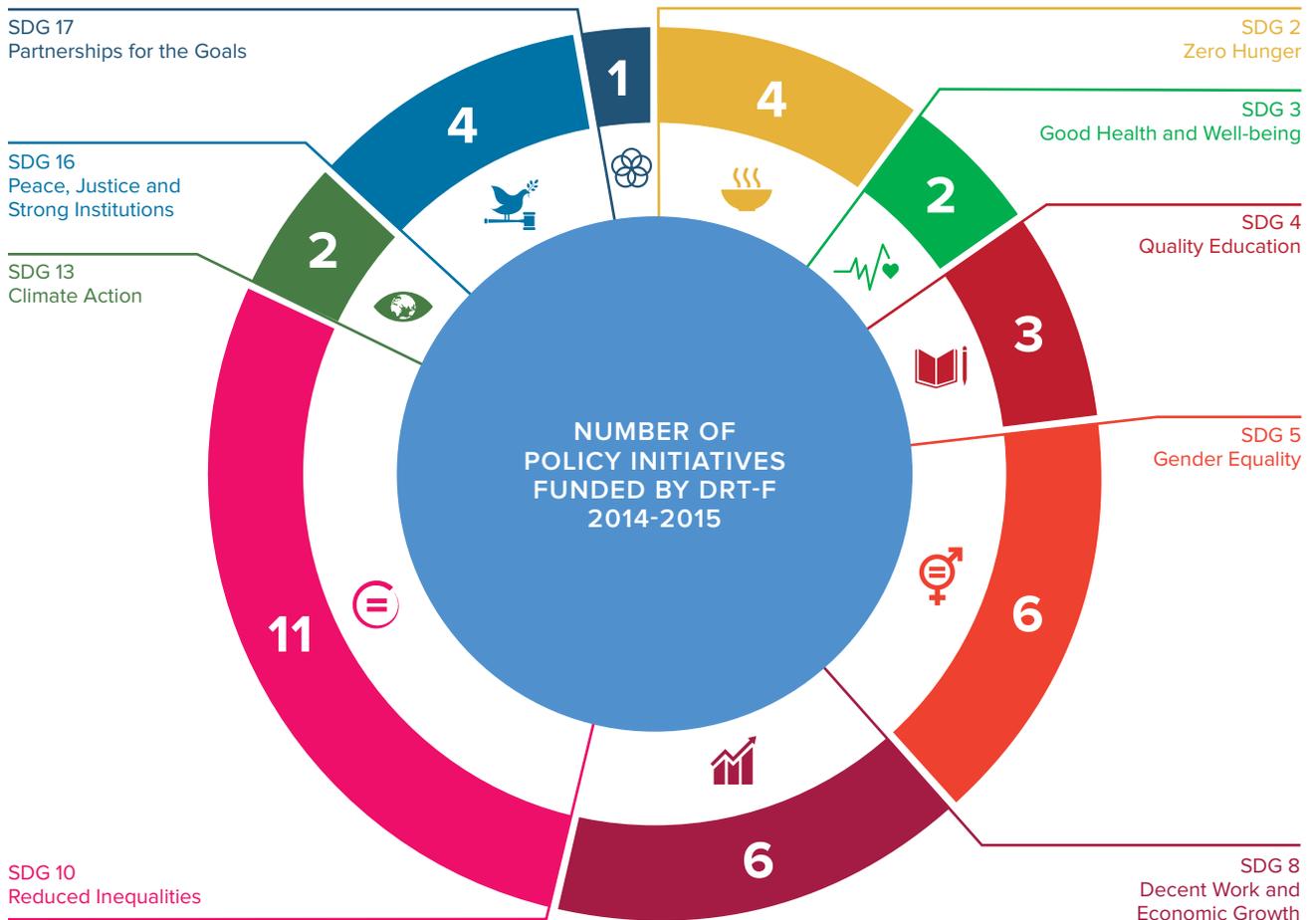
These policy initiatives cover nine of the 17 Sustainable Development Goals and address ‘cross charter’ norms, standards and human rights issues. Some illustrative examples include Tanzania’s preparatory work on legal reform related to the ILO employment conventions and Rwanda’s preparations for the Universal Periodic Review on human rights. In other cases, countries are focusing on translating legislation into national action plans, with the UN supporting Papua New Guinea

to finalize the country’s National Nutrition Policy. Other countries like Mozambique are supporting policy implementation at local level on gender-based violence in pilot provinces.

The Delivering Results Together Fund advances greater policy coherence and development impact for UNCTs by supporting the integration of specific normative frameworks – across economic, social and environmental dimensions. This fund takes forward the theory of change that national institutions will be better placed to tackle the complex challenges posed by the 2030 Agenda if the UN coordinates its efforts and effectively uses its joint expertise to support governments in adopting and implementing cross-sectoral national policies in line with international norms and standards.

²⁰ Please note that the DRT-F will likely transition to the SDG Joint Policy Fund in 2017.

FIGURE 16 | THE DELIVERING RESULTS TOGETHER FUND FOCUSES ON NINE SUSTAINABLE DEVELOPMENT GOALS



Source: Delivering Results Together Fund, 2015

EXAMINING THE OPERATIONAL IMPLICATIONS OF UNIVERSALITY

The UNDG also helped to position the UN system on a key principle – universality, the idea that the 2030 Agenda rests on universal principles applicable in all countries and to all peoples. A discussion note produced this year, ‘Universality and the 2030 Agenda for Sustainable Development’, delineated how the UN system needs to come together around a number of issues: (a) universal monitoring of the SDGs; (b) ‘leaving no one behind’; (c) strengthening policy, programmatic, operational and normative linkages in support of the 2030 Agenda; (d) developing differentiated modes of engagement to better respond to Member States’ needs in different country settings, particularly in countries where there is limited or no UN presence; (e) UN system support to upper middle income and high middle income countries; (f) UN system support to upper middle-income and high middle-income countries; and (g) system-wide organizational arrangements for effective and coherent support to the SDGs. The discussion note was prepared by the UNDG Sustainable Development Working Group accompanying efforts by the High-Level Committee on Programmes. The thought leadership operationalizing universality been used to stimulate discussions at leadership seminars on ‘Delivering Together in a Post-2015 World’ organized for UNCT members and Resident Coordinators in Geneva and in New York; it has also fed into the work plans of various UNDG Working Mechanisms.

Consideration of the concept of universality was enhanced by a position paper focusing on the operations side titled, ‘The role of UN business operations for enhanced programme delivery under the SDGs’. The UNDG Business Operations Working Group unpacked the positioning, helping to advance thought leadership on the transforming role of business operations to underpin the agenda’s implications for programming. For example, key directions and strategic entry points are provided in terms of increased collaboration in business operations including testing joint service centres, the necessity of mainstreaming UN principles such as human rights and environmental sustainability into UN operations, and the role of data and partnerships as part of business operations.

Together the discussion note and policy paper amounted to a vision for how to expand the discussion of universality beyond normative frameworks to programmatic and operational levels. They moved the discussion towards how the UN system will embed a universal approach in its work. The UNDG exploration of universality contributed to ECOSOC dialogues about how the UN is ‘fit for purpose’ and informed the adaptation of the Interim United Nations Development Assistance Framework Guidance.

COMMUNICATIONS AND ADVOCACY FOR THE 2030 AGENDA

The UNDG Communications and Advocacy Working Group was established in 2015 in recognition of the need for joined up communications to best support national ownership and public engagement in the 2030 Agenda. The decision to form the group accompanied the UNDG ‘World We Want 2015’ national consultations and the ‘My World’ survey, which enabled almost 10 million people to make their voices heard on what changes they saw as

essential for the global development agenda. Co-chaired by UNICEF and UN Women, the working group supports and promotes UNCT approaches in communication, advocacy and outreach that advance the UN brand and the sustainable development agenda among the public at the country level. The group also works together with the UNDG Sustainable Development Working Group to support UNCTs in their efforts to open public engagement channels and undertake advocacy for sustainable development.

In its first year, the Communications and Advocacy Working Group organized high-demand online learning events, reaching more than 600 UN Country Team staff from 98 countries and involving the Millennium Campaign, the Department of Public Information, and the Post-2015 Strategy Hub of the UN Secretary-General’s Executive Office, the Department of Public Information, UNDP and UNICEF. The events provided support and guidance on branding, messaging and improving the quality of national multi-stakeholder dialogues. A set of ‘Frequently Asked Questions’ was disseminated to UNCTs as a reference guide for initial activities to promote public knowledge of the newly adopted global agenda.

COMMON POSITIONING ON FINANCING FOR DEVELOPMENT

Focusing on the funding requirements for 2030 Agenda, the Third International Conference on Financing for Development took place in July 2015 in Addis Ababa, with representation by the UNDG Chair. Led by UNAIDS and WFP, the UNDG Sustainable Development Working Group produced a variety of policy papers in support of UN Country Team engagement with delegations to the conference, including an approach paper to guide UNCTs in the lead up to the event; analysis of the draft 2030 Agenda and broad briefing messages; an overview of relevant background reading; and an inter-agency one-pager with recommendations on addressing the humanitarian-development divide in financing. This work contributed to a common understanding and served as the basis of UNDG positioning, which is that the indivisible nature of the 2030 Agenda calls for multi-partner financing to drive collaborative action.

UNDG STRATEGIC PRIORITY 2:

Support national partners in implementing human rights obligations and integrate human rights principles and international standards into the work of the UN

FOSTERING POLICY COHERENCE IN HUMAN RIGHTS MAINSTREAMING

In 2015, the UNDG made significant progress in promoting human rights, driven by the UNDG Human Rights Working Group, chaired by the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Population Fund (UNFPA). The 2030 Agenda calls for a transformative and integrated approach grounded in human rights, which has challenged the UN to strengthen normative and operational linkages in its work. The Secretary General's HRuF initiative has raised the urgency of the UN system as a whole towards fulfilling its human rights responsibilities.

To enable UNCTs to support national partners in translating the rights-based agenda of the Sustainable Development Goals into practice, UN DOCO brought together field experts and representatives from across the UNDG Working Groups and UN system to develop a set of guiding policy and operational messages on human rights in implementing the 2030 Agenda. These messages provide guidance on such areas as aligning the goals with the country's existing human rights commitments; fulfilling the pledge to 'leave no one behind' and 'reach the furthest behind first'; ensuring active and meaningful participation in the preparation of the national SDG action plans; and building robust accountability frameworks in the implementation of these national plans. These messages have enabled a coherent and strategic integration of human rights in the planning tools and policies of the UNDG and its members.

FOCUSED LEADERSHIP ON HUMAN RIGHTS

The UNDG supported Resident Coordinators and UNCTs with updated tools to leverage the normative mandate, expertise and convening role of the UN to promote human rights at the national level. The UNDG Human Rights Working Group developed a flagship publication, the 'UNDG Guidance Note on Human Rights for Resident Coordinators and UN Country Teams' (see box 10). Two half-day dialogues in New York and in Geneva were held with over 20 UN leaders as a first step in developing a strategy for human rights leadership. The dialogues provided a platform for peer-to-peer exchange on how to take action in different country contexts and identify areas where further support is needed.

SUPPORT TO RCS AND UNCTS ON HUMAN RIGHTS

A key priority of the UNDG was to support Resident Coordinators and UNCTs to respond to requests for support from national counterparts. In 2015, 10 Human Rights Advisers continued in their functions for a second year: Bangladesh, Dominican Republic, Jamaica, Malawi, Nigeria, Philippines, Sierra Leone, Tanzania, Timor-Leste and Zambia. Through their support, Resident Coordinator's Offices and UNCTs were able to strategically engage on human rights and stand 'as one' on human rights



LEAVE NO ONE BEHIND: TOWARDS A UNDG APPROACH TO THE LAST MILE

The commitments 'we pledge that no one will be left behind' and 'we will endeavor to reach the furthest behind first' are at the core of the 2030 Agenda. This will require concerted efforts from all actors, including the UN, across economic, political, social and legal spheres of work. Several UNDG results in 2015 are advancing efforts in the area:

- Interim UNDAF guidelines incorporate 'leave no one behind' as a core programming principle.
- Policy and operational guidelines on the core human rights framework of 'leaving no one behind' focusing on addressing inequality and discrimination.
- Draft Guidance on Joint Frequent Monitoring include strengthened results monitoring and increased attention to equity.
- MAPS includes a 'last mile' analysis as part of the 'Acceleration' component of country support.

The UNDG's work on 'leave no one behind' rests on the understanding that economic growth alone will not be sufficient to reach the last mile, and that targeted interventions will be required to address the root causes of inequality, discrimination and fragility underlying most instances in which people are at risk of, or are, being 'left behind'. Operationally, the UNDG recognizes that the last mile will likely include people harder to reach, far from services and marginalized. Often, these women and men have not seen improvement across health, education, employment outcomes or environmental conditions or have experienced discrimination and inequality in the enjoyment of their human rights.

Addressing entrenched inequalities and discrimination will entail addressing the structural root causes and will likely entail cost dimensions for operational activities. While it is possible that some of the costs of reaching the last mile could be offset by technological advances, leaving no one behind will have legal, policy and operational implications that require planning at all levels.



THE UNDG GUIDANCE NOTE ON HUMAN RIGHTS FOR RCs AND UN COUNTRY TEAMS

In 2015, the guidance note on human rights was developed under the lead of OHCHR and UN DOCO in response to demand from UN leaders in the field for guidance on how to engage strategically and tactically on human rights. This knowledge product provides strategic support to Resident Coordinators and UNCTs in fulfilling their human rights roles and responsibilities in all areas of work, including policy, advocacy, programming and engagement with national stakeholders. It also defines the role of senior UN leadership and mechanisms at global and regional levels as essential and accountable for guidance and support to be provided to colleagues at country level.

The guidance note outlines the core policy framework guiding roles and responsibilities and addresses opportunities and challenges in different country contexts. Using concrete country examples, it also provides more in-depth guidance on how such activities can be undertaken, focusing on analysis,

stakeholder mapping and the development of short- and long-term strategies. The annex provides additional information on a number of topics: HRuF, human rights machinery and opportunities for engagement, information on specific human rights issues (e.g. death penalty, minorities, indigenous peoples, the environment), UN positions and messages, key points, international standards and UN support tools.

A large group of Resident Coordinators were consulted on the draft and later commended the quality of the guidance. They described it as a “useful tool” that is “comprehensive, an excellent resource and welcome update” and said it “will help RCs navigate a terrain that is often complicated”. The guidance note is a living document that will be continuously updated to showcase case studies and lessons learned, and provide guidance on thematic issues and new policy developments in human rights.

issues. They were also able to develop common UN positions and advocate more firmly on complex human rights issues; strengthen national human rights institutions; and enhance engagement with international human rights mechanisms.

HRAs have strengthened the overall capacity of the UN on the ground to integrate human rights into development and humanitarian operations, which has led to an increased recognition of their value. Eight UNCTs decided to fund 50 percent of the costs of the HRAs for a second year of deployment. This capacity widens the space for the UN to work with and support governments and other stakeholders on human rights. The HRAs were deployed in the framework of the UNDG Human Rights Working Group under the lead of OHCHR.

Regional Human Rights Advisers were deployed in Asia and the Pacific and in Latin America, enabling Regional UNDG Teams to engage more systematically and strategically with human rights. The advisers supported the teams in engaging at policy and advocacy level on integrating human rights in the 2030 development agenda, advancing the implementation of the HRuF initiative, supporting Resident Coordinator's Offices and UNCTs in national engagement on human rights, and developing capacities at the regional level on human rights.

Through these global, regional and country-level initiatives, the UNDG Human Rights Working Group also continued to advance the Secretary-General's HRuF initiative, which ensures the UN system takes early and effective action, as mandated by the Charter and UN resolutions, to prevent or respond to large-scale violations of human rights or international humanitarian law.

UNDG STRATEGIC PRIORITY 3: Help build resilient societies and deliver effective support for sustainable recovery in crisis and post-crisis countries

System-wide in 2015, the UN reflected on its role in crisis and post-crisis settings and resilience building. The UNDG supplied a development operations perspective to several high-level policy reviews on peace operations and peacebuilding. The UN Working Group on Transitions (UNWGT) provided written inputs to inform these high-level policy reviews, contributing to strengthened coherence of the UN system's political, peacebuilding, humanitarian and development work. The UNWGT is co-chaired by the Peacebuilding Support Office (PBSO) and UNDP and brings together UNDG members with UN Secretariat partners such as DPA, DPKO, OCHA and PBSO, among others.

Specifically, the UNWGT engaged in the **three high level UN peace reviews conducted in 2015**: the Review of Peace Operations, the Review of the Peacebuilding Architecture, and the Global Study on the implementation of Security Council Resolution 1325 on Women, Peace and Security. System-wide key messages were jointly developed by members of the UNWGT and transmitted to the High-Level Panel of Peace Operations and the Advisory Group of Experts on the peacebuilding architecture (AGE). Several of those messages were reflected in the recommendations in the final reports, including the call for increased use of pooled funding mechanisms and use of assessed contributions for programmatic peacebuilding activities.

Informed by the peace reviews, the UNWGT developed an analytical 'note' on the **peace-humanitarian-development nexus** in post-2015 processes and frameworks. Building on this analytical note, several discussions were held in 2015, including a meeting led by the Deputy Secretary-General, a UNDG Advisory Group retreat, and a UN Chief Executives Board for Coordination (CEB) retreat. These senior-level discussions helped shape clear messages on system-wide coherence that informed the ECOSOC dialogue on the longer-term positioning of the UN development system and the QCPR process, as well as revision of the UNDAF guidance.

Pooled financing mechanisms for recovery are effective instruments to strengthen the synergies between humanitarian, development, and climate finance. As part of the effort to promote pooled financing mechanisms for recovery in fragile and conflict-affected states, the UNDG Chair convened a one-day symposium in March 2015 for humanitarian and development practitioners to review a methodology for designing pooled funds for recovery in fragile and conflict-affected countries. The symposium and the articulation of the methodology into a manual, both part of the UNDG work plan, contributed to the use of pooled financing for recovery, strengthening UN field presences in transition settings.

Regarding policy development initiatives, a concept note for an independent review of the capacities of agencies, funds and programmes in **sustaining peace** was produced in 2015 under the auspices of the UNWGT, led by WFP, UNICEF, UNDP, PBSO and UN DOCO, as recommended in the peace operations review report. The review will be undertaken in 2016. In addition, together with the Inter-Agency Standing Committee (IASC) Task Team on Preparedness and Resilience, the UNWGT supported the development of a set of UNDG-IASC system-wide **guiding principles on resilience** for use in global policy making and on-the-ground interventions in countries. This effort was led by FAO, OCHA and UNDP.



UNDG STRATEGIC APPROACHES: HOW THE UNDG COMES TOGETHER

UNDG STRATEGIC APPROACH 1

Promote coherent development results across the entire UN development system to improve transparency and accountability

Long a focus of the UNDG, transparency and accountability for results saw increased attention in 2015. As part of the data revolution called for by the 2030 Agenda, the UNDG designed a tool, the UN Joint Frequent Monitoring Framework for Equitable Results, to deepen joint work and keep pace with technological change and provide more timely public data on programming. Good practices and data on Communicating as One were collected in order to support UN teams to communicate their work in the public domain, and to underpin public accountability for the UN's partnerships with governments. In the area of pooled finance, the UNDG advanced legal instruments for joint funding as a tool to reduce fragmentation and increase transparency in the use of funds.

MOVING TOWARDS REAL-TIME MONITORING AND INCREASED TRANSPARENCY

To move towards more frequent joint monitoring, in 2015 the UNDG Programme Working Group began the design of support tools. Led by UNICEF and UNFPA, this work builds on the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach, which foresees inter-agency Results Groups undertaking active monitoring and adapting their plans to address identified bottlenecks in order to best contribute to national development results. In 2015, the working group developed draft guidance note titled 'Guidance on a Joint UN Approach to frequent monitoring for equitable results' to help the UN at country level jointly address gaps in programme delivery, keep a vigilant eye towards the unintended consequences of programme interventions, and keep pace with mobile and web-based technology. A related webinar on real-time monitoring reached 44 participants from 25 countries in June, supporting UNCTs in the early design phase of their UNDAFs. Headquarters and field colleagues collaborated on the draft and tested prototypes in frequent monitoring led at country level.

Innovations in monitoring and evaluation fed into global UNDG guidance:

- Mauritania, Jordan, and Benin explored real-time monitoring for forthcoming UNDAF design.
- Uganda used big data as baseline for Goal 16.
- Sudan started to develop an SMS plug to obtain feedback on progress on critical issues during UNDAF implementation.
- Viet Nam developed an evaluation of the country's One Plan (UNDAF equivalent) using case studies to identify the UN contribution to results for marginalized groups.
- Chad, Gambia, Malawi and Thailand began to expand sources of data and decentralize data collection to district level to inform the Common Country Assessment.

PUBLIC ACCOUNTABILITY AND COMMUNICATING AS ONE

Constructive dialogue to advance sustainable development requires engaging governments, partners and rights holders. In 2015, its first year, the UNDG Communications and Advocacy Working Group promoted UNCT approaches in communications, advocacy and outreach that advance UN priorities and the 2030 Agenda among the public at the country level. It is co-chaired by UNICEF and UN Women. Supporting a coherent approach to communications and advocacy, this UNDG working mechanism distills learning from UNCTs who are leveraging new opportunities to engage with the public through modern information and communications technologies.

The working group guided implementation of the 'Communicating as One' pillar of the Delivering as One approach. In 2015, it conducted two baseline assessments of UN Country Team implementation, one focusing on UN Communications Groups and the other on joint communications strategies. The working group also contributed to a number of learning events to give field colleagues a clear understanding of how to operationalize 'Communicating as One'. A global training in Nairobi, Kenya, organized with the UN System Staff College, brought together 40 participants and focused on shared messaging, joint strategy and products, as well as shared crisis communications.

BRIDGING SILOS IN UN STRATEGIC PLANNING

To advance public understanding of the UN's work at country level, the UNDG Working Group on Communications and Advocacy focused on how to better integrate a communications focus into UN strategic planning, particularly in the process of formulating and communicating the UNDAF. The working group made a number of key recommendations that were incorporated into the revised Interim United Nations Development Assistance Framework Guidance. As an input to this process, it analysed the experiences of 17 UNCTs in mainstreaming an emphasis on communications into UN strategic planning processes:

-
- In Albania, innovative approaches through social media broadened the scope of engagement in preparing common country assessments.
-
- In Colombia, the UNDAF process was used to unify UNCT communication, and collaboration was pursued on common development goals rather than individual agency mandates.
-
- Jordan developed key messages that are linked to each UNDAF outcome area and can be used by any UNCT member.

Country examples informed the development of the interim UNDAF guidance, which now contains a clear call to engage UN Communications Groups to find entry points for communications at the outcome level, with a focus on advocacy, social mobilization and/or behaviour change, depending on the programmatic objective.

INCREASED TRANSPARENCY IN POOLED FUNDING ARRANGEMENTS

In 2015, the UNDG adopted an updated and harmonized set of policies and standard legal agreements for pass-through funding modalities, which are being used to channel about \$1 billion per year in contributions from more than 100 contributors to more than 100 inter-agency pooled funds, including UNDG Multi-Donor Trust Funds, One Funds and Joint Programmes. Further work will be carried out on the lessons and impact of these joint funding mechanisms in 2016.

To promote greater transparency and accountability, a package of revised legal agreements and joint funding policies and guidance was approved by the UNDG in 2015. This was led by the UNDG Fiduciary Management Oversight Group (FMOG), including the Joint Funding Task Team. The MPTF Office and UNICEF conducted the consultative revision of the legal instruments. This area of work included pooled funds, which can be an effective tool for increasing UN coherence, reducing fragmentation, ensuring strong thematic and sectoral expertise, sharing risk and strengthening national ownership.



FIGURE 17 | MOVING TOWARDS GENDER PARITY AMONG UN RESIDENT COORDINATORS

The percentage of female Resident Coordinators has steadily risen over the past decade, reaching 43 percent in 2015.



UNDG STRATEGIC APPROACH 2: Functioning of the RC system as participatory, collegial and mutually accountable

The cornerstones of the UN system are the 129 Resident Coordinators who lead with UNCT development coordination in 165 countries and territories. The UNDG crafted a new leadership model designed to meet the demands of the 2030 Agenda and created support tools to align competency profiles in all stages from attraction to performance management.

DIVERSE UN LEADERS FOR THE RC SYSTEM

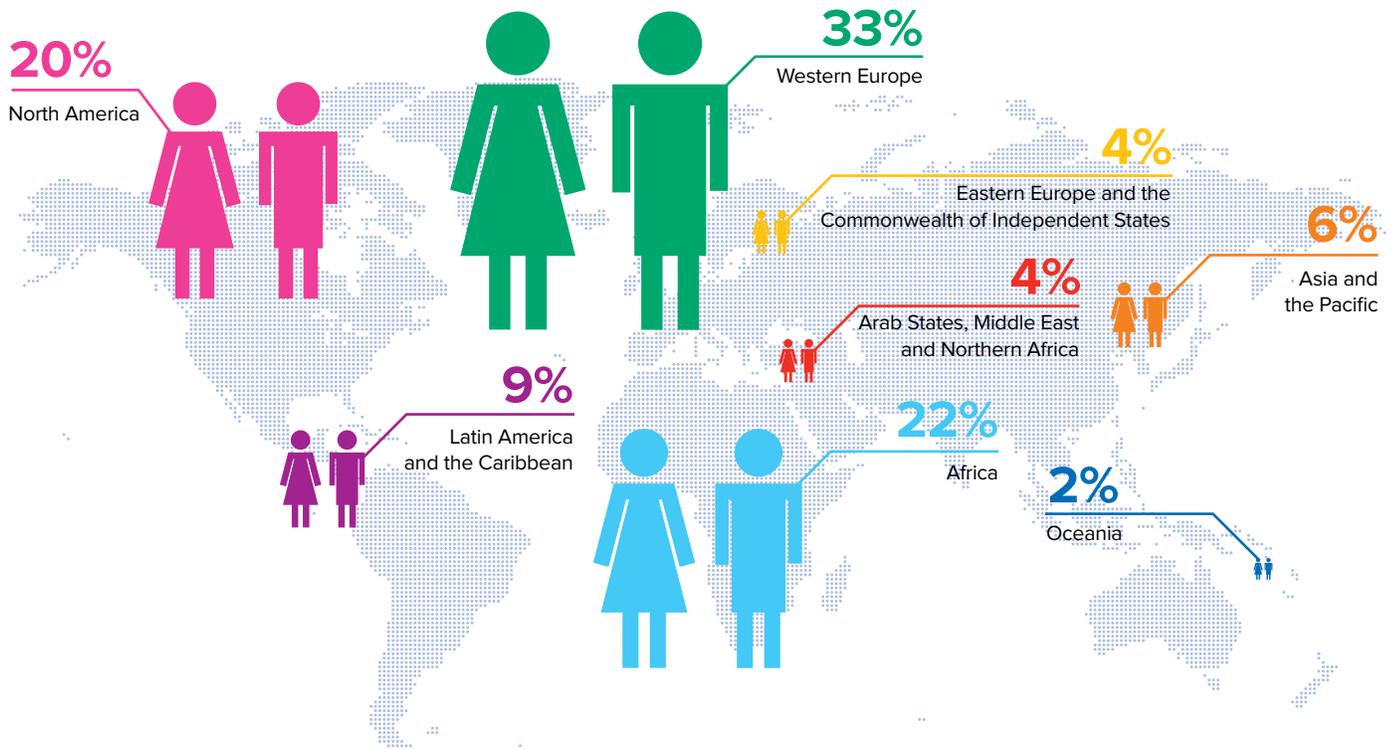
The 2012 Quadrennial Comprehensive Policy Review calls for a strong Resident Coordinator system, with improved selection, training, appraisal and retention. The UNDG continued to identify and recommend the most suitable candidates for Resident Coordinator positions. In 2015, the Secretary-General appointed 38 designated Resident Coordinators, eight of whom were Deputy Special Representatives of the Secretary-General (DSRSG/RCs).

The new appointments also enriched diversity among Resident Coordinators, a result of joint efforts to strengthen their attraction, selection and retention. As of December 2015, 43 percent of Resident Coordinators are women, 44 percent are from the South, and 44 percent are from UN system entities other than UNDP. The percentage of women rose by 5 percentage points over 2014, the highest-ever annual increase, demonstrating the commitment by the Secretary-General to appoint women in an effort to achieve gender balance (see Figure 14). These trends will support the 2030 Agenda, which requires high-performing, transformative and diverse leadership to better tackle multidimensional challenges.

A NEW LEADERSHIP MODEL FOR THE UN SYSTEM

The UNDG Working Group on Leadership launched a series of dialogues and discussions on 'Strategic Leadership Issues: The New UN Leadership Model' with UN agency working group representatives spanning the UN development system and UN Secretariat entities. The discussions identified high-priority leadership issues that require attention within the 2030 Agenda to accelerate implementation and help forward integration across the development, peace and security, and human rights spheres, as well as across humanitarian and political responsibilities at country level.

FIGURE 18 | RESIDENT COORDINATORS BY REGION



Breakdown of Resident Coordinators by home agency: 67 from UNDP; 11 from OCHA; 7 from WFP; 4 from UNICEF; 3 each from External-UNDP, External-UNFPA, UNHCR and UNW; 2 each from DPKO, FAO, OHCHR and UNDP; and 1 each from External-OCHA, ILO, UNFPA, UNEP, UNHABITAT, UNODC, UNOPS, PBSO, UNV and WHO.

Consultations, retreats and workshops identified a new UN transformational leadership model. The emerging leadership model contains principled, accountable, integrated, norm-based, transformative, and collaborative leadership elements. It provides a foundation for developing strategic initiatives looking beyond the traditional role of the RC, and for providing a new lens for leadership identification, selection, appraisal, retention, development, and understanding of what is needed for collective leadership.

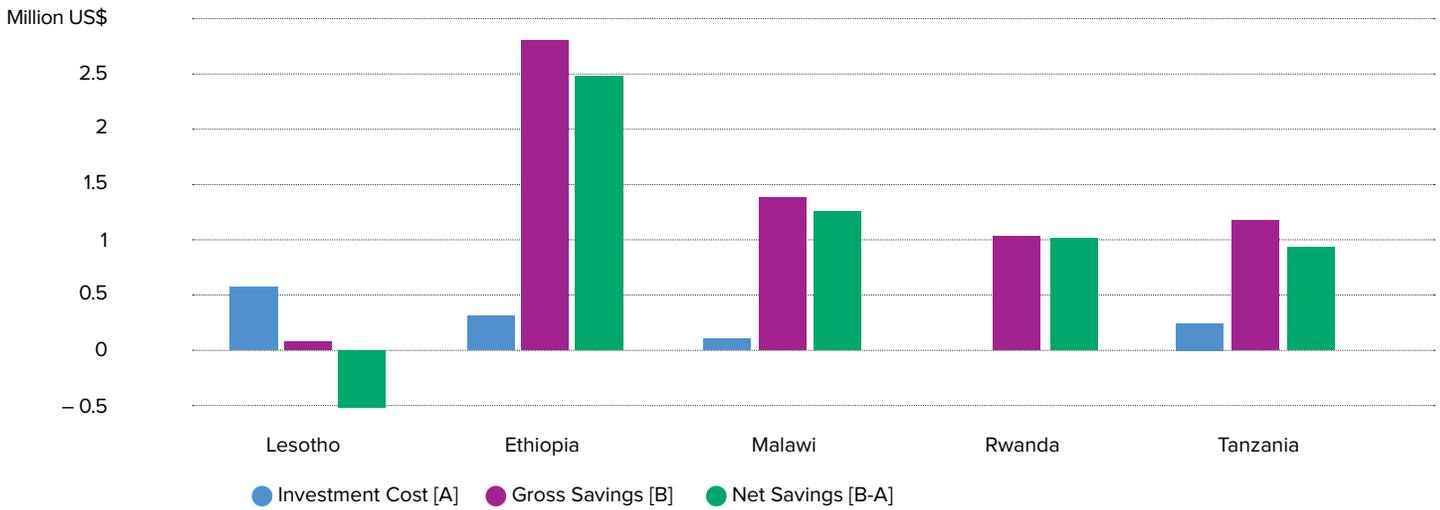
PROMOTING HIGH PERFORMING AND ACCOUNTABLE UN LEADERSHIP AT THE COUNTRY LEVEL

The undg Working Group on Leadership developed an updated version of the RC Competency Framework in order to better integrate the domains, definitions and behaviours that are reflective of the key facets of the Resident Coordinator's role and leadership. The undg-approved framework takes into account the complex and continually changing external context, and the drive within the UN system to enhance coherence in the way programmes and operations are delivered at the country level to support the 2030 Agenda. The new RC Competency Framework serves as an important foundational tool for use throughout assessment, selection and leadership development.

The revised framework also serves as the basis for competencies that will be assessed in the new performance management system for Resident Coordinators and UNCTs: the Assessment of Results and Competencies (ARC). The ARC was conceptualized by the undg Working Group on Leadership, and endorsed by the undg. As a tool to implement and monitor mutual accountability at country level, the ARC will promote more collaborative field leadership and accountability for shared results. As an online performance management platform, the ARC calls for 360-degree performance peer feedback between RCs and UNCTs against strategic UNCT goals. For the first time, the competency profiles of Resident Coordinators have become integrated and interconnected throughout the leadership talent and development process.

FIGURE 19 | SAVINGS REALIZED THROUGH BUSINESS OPERATIONS STRATEGIES

The figure depicts the savings realized by the five Business Operations Strategy pilot countries in 2013–2014 according to the 2015 Mid-term Evaluation of Business Operations Strategy Pilots. At the time of evaluation in 2015, Lesotho showed a negative net-benefit, due to high initial investment costs into information and communication technology with benefits expected to be reaped after the period covered by the evaluation.



Source: UNDG Independent Mid-Term Evaluation Business Operations Strategy Pilots (2015)



UNDG STRATEGIC APPROACH 3: Accelerate simplification and harmonization of business practices

The 2030 Agenda impacts the types of business operations services required to support field operations and how they are developed and delivered. The renewed drive for cost effectiveness, timeliness and quality of service provision necessitates a re-examination of service delivery models. Member States have requested through the QCPR that the UN system take on a number of results-oriented and time-bound actions to simplify and harmonize business practices. In 2015, the UNDG took a number of focused actions to support UNCTs with the UNDG Business Operations Strategy, joint operational services, common premises, cash transfers and pooled funding.

The UNDG Business Operations Working Group (co-chaired by UNDP and UNESCO) helped 81 UNCTs develop and implement Business Operations Strategies, which help cut costs and enhance the quality of common support services at the field level. After the BOS was piloted in five countries from 2012 to 2014, the UNDG completed an evaluation of the pilots in 2015. The BOS independent evaluation validated a range of benefits under the BOS, both qualitative and quantitative in nature. The UNDG is building on the recommendations made in the report to further enhance the BOS methodology and the support structures provided to country offices with the aim to scale up common operations to reduce operational cost and enhance quality of operational support to programme delivery. Following the formal evaluation of the tool, 81 UNCTs received advisory and implementation support to develop business operations strategies.²¹

EXPANDING THE RANGE OF JOINT OPERATIONAL SERVICES

Efficiency gains are further achieved through common services, which are operational service lines developed by one agency for use by multiple UN agencies in order to reduce costs and improve quality of services. The UNDG initiated the collection and harmonization of proven concepts for three common services in solar power, energy efficient lighting solutions and GPS tracking systems, supported by the Business Operations Working Group.

In order to reduce the duplication of functions, lower costs and increase the service quality, a new Joint Operations Service Centre was piloted in Brazil, with the support of the UNDG and HLCM, to improve the management of common operational support services at the country level. The service centre is a step towards a common UN back office for all UN entities operating in Brazil. It provides procurement, travel and human resources services as well as ICT services such as help desks, printing services and videoconferencing. The UNDG and HLCM will monitor the performance of the joint operations facility and conduct an evaluation.

SHARING OFFICES, ACHIEVING SYNERGIES

UN entities are increasingly co-locating in common premises, fostering closer ties among United Nations staff and promoting a more unified UN presence at country level. This leads to cost savings through the sharing of services and facilitates collaborative programmatic efforts.

In 2015, the number of common premises grew by 12 to a total of 141 – including UN Houses plus five shared warehouses and one shared distribution centre. The UNDG Business Operations Working Group supported this increase by issuing a note on public-private funding modalities for common premises, identifying three countries where these modalities might well be piloted. As a result of the note, UNCTs in Malawi, Swaziland and Viet Nam initiated public private partnerships – a modality according to which the Government, the UN and private developers come together to finance and build office space. The values of the common premises are \$8 million, \$7 million and \$18 million, respectively.

INCREASED USE OF THE HARMONIZED APPROACH TO CASH TRANSFERS

Progress was also made in the Harmonized Approach to Cash Transfers (HACT), which has strengthened risk management in the UN, reduced transaction costs for implementing partners and focused on national capacities in financial and programme management. In 2015, the UNDG launched an enhanced HACT framework (advanced by the HACT Advisory Committee of the UNDG Business Operations Working Group), which makes it easier for UNCTs to adopt the framework at the country level. Following an assessment by an independent firm, the new HACT framework was found to simplify HACT instruments and decentralize HACT monitoring to participating agencies, allowing it to be monitored as part of regular programme monitoring.

MANAGING RISK THROUGH POOLED FUNDING

The percentage of the world's poor living in conflict-prone states is projected to increase. The UN system will continue to deliver development solutions in conflict-affected and fragile settings. Since the chance of failure in such contexts is high, so is the need for better risk management. To support UNCTs in this area, the UNDG Business Operations Working Group designed UNDG-approved guidance to support the design of new funding instruments, advancing improved programme delivery in fragile states, 'Programmatic risk in fragile environments using pooled funding instruments'.

21 With regards to the specific benefits outlined in the evaluation report, the UNDG Business Operations Working Group cautions country teams and other readers of the report against extrapolating the quantitative gains outlined in the report to a broader context, given the limited sample size of the evaluation and the fact that some of the benefits are dependent on local context, in particular the gains related to procurement. Source: UNDG Management Response Independent Mid-Term Evaluation of the Business Operations Strategy (November 2015).

UNDG STRATEGIC APPROACH 4: Develop effective partnerships and multi-stakeholder engagement

A key implication of the 2030 Agenda is that the UNDG will need to look beyond what is possible through its own architectures, resources, technologies and human capacities to encompass more open spaces, larger networks and the ability to trigger coalitions for change. On the partnerships front, the UNDG in 2015 invested in establishing a feedback loop to ensure field practice informs future global support for building on and improving broad-based people's engagement in sustainable development, mapping good practices in South-South cooperation, and simplifying partnership arrangements with the World Bank and the European Union in fragile and conflict-affected countries.

SOUTH-SOUTH AND TRIANGULAR COOPERATION

The UNDG established a task team on South-South and triangular cooperation in early 2015, co-chaired by the United Nations Office for South-South Cooperation and the International Labour Organization (ILO), as part of the UNDG Sustainable Development Working Group. The task team mobilizes human, financial and other resources of United Nations organizations to coordinate support to South-South and triangular cooperation in UN operational activities at country and regional levels. In 2015, the task team conducted a mapping of good practices in South-South cooperation to produce a compilation of examples for each of the SDGs. The good practices add to the policy tools, practical solutions and strategies available to Resident Coordinators and UNCTs as they advise national governments on measures to integrate South-South and triangular cooperation into national development plans and actions towards the implementation of the 2030 Agenda.

INGRAINING MULTI-STAKEHOLDER COALITIONS IN UN WORK AT COUNTRY LEVEL

The UNDG Communications and Advocacy Working Group and the Sustainable Development Working Group worked together in 2015 to explore how to build on the partnership momentum gained during the World We Want multi-stakeholder processes carried out in 2013 and 2014. Their aim was to establish regularized communications and programming approaches for the new agenda. A joint task team co-led by the UN Millennium Campaign and UNICEF conducted an analysis of the most active countries in the 'Post-2015 Global Conversation' to map trends and plan the first wave of focus countries for post-launch of the goals support. The task team identified three UNCTs willing to work closely together as a learning lab to prototype national level partnership development campaigns, including for parliaments, NGOs, and other civil society groups in Montenegro, the Philippines and Uganda.

OPERATIONAL PARTNERSHIPS WITH MULTILATERAL ORGANIZATIONS AND REGIONAL ENTITIES

The UNDG fortified its partnership between the UN and the World Bank in fragile and conflict-affected countries, including through the implementation of the Strategic Results Framework developed in 2014 on strategic and operational collaboration. The UN-WB Partnership Trust Fund, managed by UN DOCO on behalf of the UNDG, supported a number of concrete joint UN and World Bank initiatives, which serve as prototypes for potential scale up. These prototype partnerships include collaboration on thematic areas such as core government functions, security sector expenditure reviews and youth employment, as well as specific initiatives in the State of Palestine, Somalia, South Sudan, Ukraine and Yemen.

Funding instruments for engaging with the World Bank were strengthened and simplified in 2015. A team of 17 UN legal or partnership experts from 10 different agencies participated in a mission of the World Bank and the FMOG to review and harmonize existing legal instruments under the 'procurement track' for UN implementation support to national governments. The team agreed basic terms and conditions and precise legal language in funding agreements for procurement contracts, and advisory services. Once approved, the funding instruments will significantly simplify UN access to World Bank funds. Some progress was also made under the 'trust fund' track in advancing legal instruments for channeling funding from UN Multi-Partner Trust Funds to the World Bank.

As part of the UNDG's efforts to strengthen collaboration between the UN and the World Bank and other multilateral partners in post-crisis situations, the methodology of the joint UN, World Bank and European Union Post-Conflict Needs Assessment (PCNA) was reviewed in order to clarify the strategic role of joint assessments, ensure effective partnerships, promote effective design and management, and improve implementation and results. UNDP, UNICEF, PBSO and UN DOCO led the review process together with the World Bank and the European Union, with active engagement across the UNWGT membership. The revised methodology will enable the partners to engage more flexibly and quickly in undertaking joint recovery and peacebuilding assessments in crisis and post-crisis situations. The follow up to the recommendations of the independent review is expected to further strengthen the commitment to the agreement to use the methodology as a common platform for joint planning and response to crisis and post-crisis situations, in support of national governments, and in close collaboration with regional institutions and partners as relevant for the context.



CROSS-CHARTER PARTNERSHIPS IN ACTION: EVOLUTION OF POST-CONFLICT NEEDS ASSESSMENTS

Delivering on global agreements requires a global partnership to reach those most in need, especially in conflict-affected and fragile countries. The Post-Conflict Needs Assessment (PCNA) is a valuable approach to promoting a joint multi-lateral assessment and response to crisis and post-crisis contexts. The PCNA methodology has been used by the World Bank, United Nations and the European Union in more than 10 countries since it was introduced in 2003.

Originally defined as ‘assessments conducted jointly by multilateral agencies and national stakeholders to provide a prioritized and costed assessment of needs in a post-conflict situation’, PCNAs were focused on informing a coherent recovery strategy. Since PCNAs were first initiated, however, they have evolved to become more adaptable and flexible joint exercises contributing to crisis recovery and the peace-building response.

The results of an independent review were presented to the tripartite members in 2015. The review looked at joint assessments conducted by the partners since 2008, when their commitment had been formalized. Drawing on lessons learned, the review proposed practical changes to enable earlier, faster, more flexible, and more effective joint assessments and responses.

In 2015, the Paris Agreement on climate change, the Sendai Framework on Disaster Risk Reduction, and the 2030 Agenda for Sustainable Development are all promises that depend on partnership, shared platforms, common frameworks and methodologies. The PCNA can assist national stakeholders as they assess need and define a strategy for recovery and peacebuilding. In contrast to the heavy, technical approach of the past, the recommended new approach is phased, iterative and quicker with a simplified methodology. Given a renewed commitment by institutional partners, the PCNA remains an important contribution to the joint exercises that are increasingly part of broader recovery and peacebuilding efforts. In 2015, the new approach was applied in response to crises in Yemen and northern Nigeria.

Its evolution continues. Following the review of the PCNA methodology in 2015, a High-Level Advisory Group was established in 2016 and the PCNA was renamed ‘Recovery and Peacebuilding Assessments (RPBAs)’, reflecting the importance of this tool in promoting recovery and peacebuilding processes in crisis and post-crisis situations.

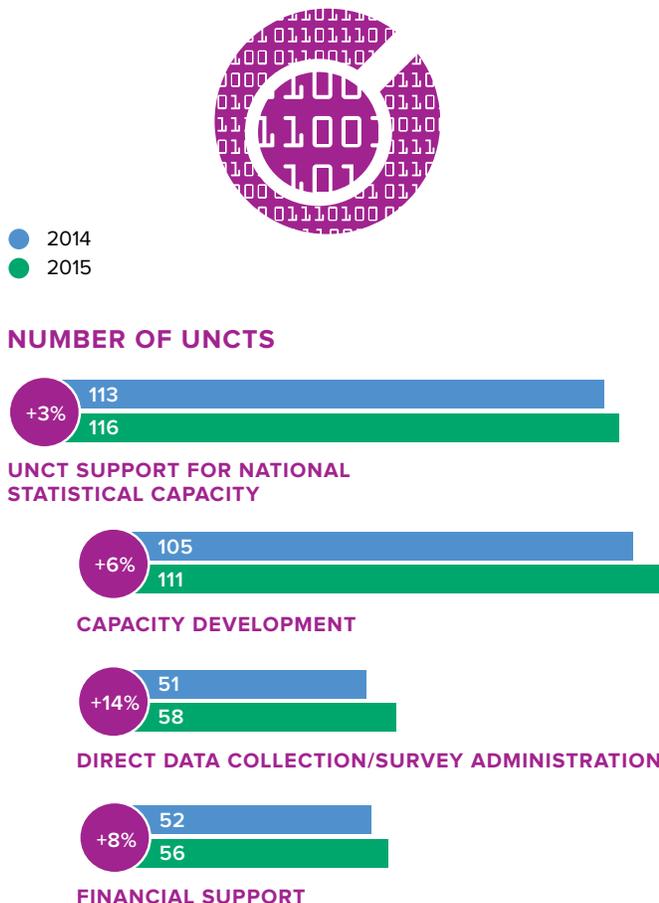


UNDG STRATEGIC APPROACH 5: Strengthen capacity development as a core function of the UN development system

Important to the sustainable development agenda is the UNDG's ability to maintain a focus on providing coherent support to national capacity development, including through 'upstream' policy and programme advice, and through data support and diagnostic activities. For capacity development in 2015, the focus was on strengthening the link between the normative and operational aspects of development – in particular, diagnostics for modelling, prototyping and increasing competencies to enable the better integration of normative standards. A capacity development focus was also integrated into the new Interim United Nations Development Assistance Framework Guidance. Figure 19 demonstrates the type of support UNCTs provided for national statistical capacity. Overall 116 UNCTs provided such support; most of the support was provided in the area of capacity development (111 UNCTs), followed by support for direct data collection/survey administration (58 UNCTs) and financial support (56 UNCTs).

FIGURE 20 | LAYING THE GROUNDWORK SUPPORT FOR BETTER DATA

The figure depicts the type of support UNCTs provided for national statistical capacity.



CAPACITY TO PROMISE AND DELIVER: CONNECTING NORMATIVE AND OPERATIONAL ACTIVITIES

A set of common principles for measuring capacity development was developed in 2015 by the UNDG Programme Working Group in response to the Secretary-General's 2015 report to ECOSOC on the QCPR. This process was enriched by eight country case studies looking at where the UN has had some success in integrating normative standards, from addressing domestic violence in Albania to the promotion of a social protection floor and in Mozambique. Case studies in the report offer lessons for the United Nations to work collectively and coherently at five levels:

- **Targeted advocacy**, including through awareness-raising and identification of champions within national constituencies, to promote UN universal values
- **Legislative change** to ensure that national legislation is in line with international norms and commitments
- **Capacity development** to ensure that governments and civil society can implement the international norms to which a given country has subscribed
- **Leveraging the work of relevant UN mechanisms** as entry points for UN interventions in support of national efforts, e.g. recommendations made by universal periodic review, committees on the application of standards, treaty bodies, special procedures and supervisory bodies of other UN conventions
- **Promotion of wider stakeholder participation** in development processes by using the convening power of the UN as an impartial partner

The UN's knowledge base on capacity development was broadened in 2015 with an in-depth case study on the impact of the UN's capacity development work over a full UNDAF cycle in Malawi. This study involved discussions with over 100 government officials. Some key findings from this work were that the UN's support to capacity development has high resonance and is delivered in the context of national priorities and needs. It was found that to improve, the UN in Malawi does not need to undergo fundamental change or significant efforts; however, the UN should shift to a more structured and systematic approach in understanding, planning, providing, reviewing and coordinating capacity development support. Benefitting from this information the UNDG developed a UN approach for a capacity assessment methodology and supporting tool, in addition to a UN statement on enhancing the UN's contribution to capacity development. As part of the practice and policy feedback loop, Malawi's strategic look at capacity development has been incorporated into the new interim UNDAF guidance designed to facilitate greater clarity on the 'how' of capacity development, built directly from experience and lessons from governments and UNCTs.



DATA FOR SUSTAINABLE DEVELOPMENT: A UN DEVELOPMENT SYSTEM THAT COUNTS

The UNDG is pursuing people-driven and disaggregated data, providing access to, and by, all populations and covering all geographic locations. The principles of collaboration in support of the 2030 Agenda agreed in October 2015 see evidence-based approaches as a core UNDG commitment following the lead of country needs and national capacities. Recognizing that the importance of better coordination as a way to ensure national capacities is at the heart of data collection, analysis and use, the UNDG has committed to 'ensure coordinated and where possible joint support to data and national statistical capacity strengthening, drawing on relevant expertise from across the UN system'.

The UNDG provides support to a significant number of Member States on data and statistics with inter-agency collaboration to improve data and statistical capacity in the majority of cases. Some 96 percent of UNCTs support national statistical capacities, 63 percent of which are inter-agency efforts (see Figure 19 for the breakdown of types of support provided by the UN to national partners).

Working mechanisms were galvanized at the global level in 2015 to tap into expertise across the system to put the data revolution in action. Two inter-agency task teams were set up to work on data issues. UN DESA and UNDP co-chair the Data and National Reporting task team which improves coherence and effectiveness of the UN system's support to data and statistics for the Sustainable Development Goals, and supports regular reporting on the 17 SDGs and 169 targets through coordinated knowledge sharing, guidance and support to Member States. Another group, the Data and Transparency task team, chaired by UNDP, focuses on the use of operational data for development. This task team is advancing adherence by UNDG members of the IATI data standard and improving country-level capacity for data innovation in support of the data revolution.

UNCTs have already started to sharpen their investments in data and statistics at country level. Several UNCTs are working with governments to compare the global SDG indicator framework against existing data and find ways to improve the availability of data, including new sources such as big data to fill gaps. This includes a wide range of efforts, from building up a statistics infrastructure in Somalia; to assessing SDG data availability in countries such as Egypt, Georgia, Indonesia, Morocco and Uganda; to designing complex-cumulative indicators in the case of Montenegro or developing the methodologies to measure Goal 16 in Cabo Verde.



UNDG STRATEGIC APPROACH 6:

Enhance integrated planning, programming and policy

Integrated planning programming and policy was a core part of the UNDG's work in 2015. This meant supporting country-level practice in three areas. First, the global coordination mechanisms guide and backstop the efforts of UNCTs to support Member States to implement international standards through operations and programmes, striving to better connect norms with operational realities, including human resources devoted to mainstreaming gender equality in UNDG work. Second, the UNDG is promoting integration and coherence across the UN Charter: human rights, development, peace and security, and humanitarian response. And, third, heightened by the silo-busting approach inherent in the 2030 Agenda, the UNDG is aligning its programming to promote coherence within sustainable development policy advice and implementation.

ALIGNMENT OF PROGRAMMING TO THE 2030 AGENDA: INTERIM UNDAF GUIDELINES

To help UNCTs effectively support Member States' efforts to achieve the Sustainable Development Goals by 2030, in 2015 the Programme Working Group began a robust consultative and analytical process to align UNDG programming guidance to the demands of the new agenda. The effort to adapt the guidance for common country programming was a collaborative process guided by a task team led by UN Women, ILO and OHCHR. The approach was wide-reaching and designed to build on field-level experience. Outreach spanned key informants from 21 agencies, funds and programmes; regional commissions; members of the Chief Executives Board; and at least 23 UNCTs rolling out their UNDAFs in 2016. All UNDG working groups, the United Nations Evaluation Group and the Regional UNDG Teams gave input into the Interim guidance, resulting in an exhaustive set of inputs across the system that required a deliberate converging process, which continued into 2016.

The interim guidelines set the tone for a new generation of UNDAFs. With a focus on integrated approaches to programming, the Programme Working Group defined a new set of requirements, parameters and programming principles that speak directly to the 2030 Agenda: human rights, gender equality, women's empowerment, sustainable development, resilience, 'leave no one behind' and accountability. The UN-wide process yielded programme guidance for UNCTs, striking a balance between standardization and flexibility, and taking into account in diversity of country context and specific agency regulations. The guidelines complement the Standard Operating Procedures for a coherent, integrated approach between programming, finance, budget, resource mobilization, leadership and communications and advocacy. The guidelines remained in draft form in 2015 to allow for country testing and feedback into policy decisions based on practice.

RAMPING UP HUMAN RESOURCES DEVOTED TO GENDER EQUALITY

Under the leadership of the UNDG Sustainable Development Working Group, the Gender Equality Task Team worked in 2015 to drive progress in implementing the mandates set out in UN Resolution 67/226 on gender equality and women's empowerment. Some 61 percent of UNDAFs featured specific results on gender equality in 2015, up from 45 percent in 2014. The dedicated roster of United Nations gender experts was expanded with the addition of 34 experts from Europe and Central Asia to support the development and implementation of UNDAFs in the region. The UNDG began the process of updating the Gender Equality Scorecard tool to reflect the 2030 Agenda and align the scorecard with the corporate UN System-Wide Action Plan, based on a global review of gender Scorecards implementation from 2012 to 2014. The UNDG also conducted a mapping of human resources working on gender equality across the UN system, which will serve – inter alia – as an input to the preparation of the forthcoming QCPR.

INTEGRATED ASSESSMENT AND PLANNING: UN PEACE OPERATIONS AND UNCTS

The UNDG and Secretariat entities worked together to build the capacity of a core group of strategic planners at the country level who have a strong understanding of the Integrated Assessment and Planning (IAP) policy, and who can work across UN missions and UNCTs with a shared sense of purpose. In March 2015, DPKO, DPA and UN DOCO led the organization of a global strategic planning workshop that brought together some 50 strategic planners from Resident Coordinator's Offices, UNCTs and UN missions, along with participation from the European Union, African Union and World Bank. This training event promoted greater linkages and synergies between UNCTs' activities in crisis and post-crisis settings and those of UN peace operations and special political missions.

The UN Working Group on Transitions contributed to the risk management discussions leading up to the World Humanitarian Summit in 2016. The UNWGT provided the platform for a system-wide risk management workshop, which allowed for sharing of experience of practitioners across 18 agencies in their use of different risk management tools in crisis and post-crisis settings. Tools utilized included the INFORM Index for Risk Management, which is the first global open-source tool to help make decisions on crisis and disaster prevention, preparedness and response, as well as the Risk Management Unit established in Somalia, which enables the UN, its partners and donors to better understand the risks associated with operating in Somalia.



CROSS-CUTTING SUPPORT FOR THE UNDG

Gearing up for the 2030 Agenda, UN DOCO convened members of the UNDG to develop shared understanding of the implications of the new agenda and align programming and operations accordingly. In addition to UN DOCO's technical secretariat role, supporting the UNDG working mechanisms to achieve their Strategic Priorities, UN DOCO also supports catalytic investments across the UNDG and to support the Resident Coordinator system. These actions underpin the ability of the UNDG to provide thought leadership, use data to make and track policy decisions and investments, plan for programme and operational implications of the 2030 Agenda, distill emerging country practices for cross-country learning and possible scale up to global level policies, and manage joint investment in the RC system.

Cross-cutting results at the global level in 2015 included data collection through the UNDG Information Management System, a milestone to move towards system-wide coordination decisions based on evidence and data. The IMS facilitated increased knowledge of the operational implications of the 2030 Agenda among more than 100 UN leaders across 22 agencies, with particular focus on modalities that support the UN development system to deliver results together. Through tracking and facilitation by UN DOCO, the UNDG reduced 30 programme and operational bottlenecks with another 18 critical actions underway to facilitate Delivering as One. Also, 25 UNCTs created prototypes for UNDAF and business operations innovations supported by knowledge flows across countries and back to headquarters to inform future UNDG policies and guidance. For the first time, as of 2015 the UNDG has a public blog where UN Country Team members and staff across the system document early learning and gather feedback to place their work within the ecosystem of development innovations. The implementation, monitoring and reporting on the UNDG cost-sharing agreement also progressed in its second year in 2015.

DATA ON COORDINATION RESULTS FOR EVIDENCE BASED UNDG POLICIES

The UNDG Information Management System, established as of 2015, captured data from 131 UNCTs to assess progress on

UN coherence and coordination at the country level. The IMS currently holds over 50,000 data points submitted by Resident Coordinator's Offices in consultation with the UNCTS. Data collection is conducted on an annual basis with comparable year-on-year tracking of progress towards key performance indicators.

The UNDG now has the ability to move towards data-based decision-making. In this direction, the IMS was used in 2015 to track and monitor progress on the 2012-2016 QCPR monitoring framework, and to feed into the 2016 Report of the Secretary-General on the Implementation of GA Resolution 67/226 on the QCPR. The IMS provides granular data on how the UN is set up to deliver support to partners for the 2030 Agenda, and as such its data has been presented to the Economic and Social Council in its deliberations on making the UN 'fit for purpose' for the 2030 Agenda.

The IMS has already produced a number of data wins. In virtually real time, it has provided a snapshot of 13 country-level aspects of coordination including common country programming, joint funding, human rights, business operations, crisis data and post-crisis data. Baselines are now available for UNDG policy decisions to track, target and design global interventions according to comparable country data. As an evidence base, the data on Standard Operating Procedures informs and supports the leadership by the Regional UNDG Teams to advance on their support and oversight of Delivering as One at the country level. The IMS also tracks national demand for sustainable development knowledge and policy advice and the UN's global response.

UN DOCO led the design, delivery and implementation of the UNDG Information Management System, working in close collaboration with Resident Coordinator's Offices, regional UNDG secretariats and in response to data demands from the UNDG and reporting instruments for the QCPR. UN DOCO also backstops data collection, manages administration and access to the system, and adapts the system in an iterative manner to parse data for real-time access by 800 users globally.



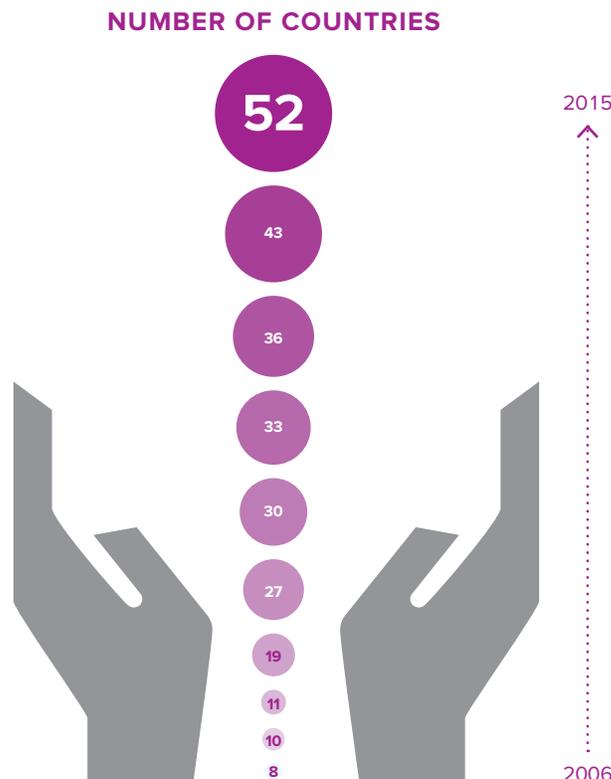
STANDARD OPERATING PROCEDURES: BUILDING BLOCKS TOWARDS AGENDA 2030

The Standard Operating Procedures are the second generation of the Delivering as One approach. They are a set of guidelines, tools and principles of working together for programming, leadership, business operations, funding and communications. For the UN system, the SOPs are a set of organizing principles. They are relevant across all countries where the UN system is present, and can be implemented by all UNCTs without further approval or action required from agency headquarters. They are good business practices that help organize UNCTs and help them to be more effective in delivering development results together.

Governments see the value in the UN's Delivering as One approach. By the end of 2015, 52 governments had formally requested the UN system to adopt the approach in their country. Data from the Report on the Q CPR Monitoring Survey of Programme Country Governments in 2015 indicate that Delivering as One results in a number of concrete benefits for governments:

- **Greater alignment with national priorities:** 94 percent of country governments where the UN is implementing the Delivering as One approach report that the UN's activities align very closely or closely with their development needs and priorities.
- **Putting the government in the driver's seat:** 83 percent of governments of the countries implementing Delivering as One benefit from a strategic guidance and oversight exercised through a Joint National/UN Steering Committee.
- **Capturing the UN footprint at country level:** 56 percent of reporting governments said that the Delivering as One approach and the introduction of the SOPs made it "much easier" or "somewhat easier" to deal with the UN system in their country.
- **Greater focus on development results and accountability:** Of the governments surveyed, 56 percent of governments in countries applying Delivering as One agreed that UN common planning frameworks (such as the UNDAF) help the UN achieve better results than if each UN agency had planned its country support separately. In countries where Delivering as One is not formally applied, 27 percent of governments agree with this statement.

FIGURE 21 | INCREASING DEMAND FOR DELIVERING AS ONE BY MEMBER STATES



TRACKING PROGRESS

How coherent are UN development operations? The SOPs are based on the Q CPR commitments and follow the Secretary-General's call to all UN entities to move ahead with the next generation of Delivering as One. Fifteen core elements guide the progressive implementation of the SOPs at the country level and enable the tracking of shared results and measuring the impact of greater coherence.

- **65 percent of UNCTs have fully or partially implemented the four of the five Delivering as One pillars: Overarching pillar, One Programme, One Leader and Communicating as One.**
- **Notable progress was achieved on the 15 Core Elements of the SOPs in 2015, with the exception of the Common Budgetary Frameworks, where slow progress is understood to be related to discrepancies in definitions between guidance, a problem that will be rectified with the revised guidance for UN Development Assistance Frameworks.**

FIGURE 22 | IMPLEMENTATION OF THE STANDARD OPERATING PROCEDURES

PERCENTAGE OF UN COUNTRY TEAMS

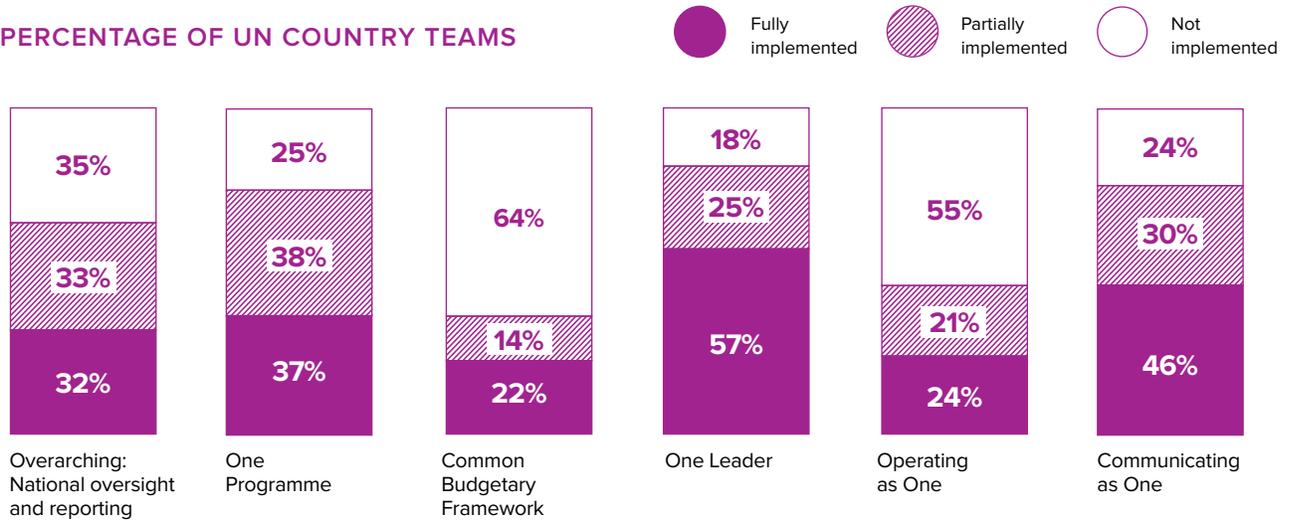
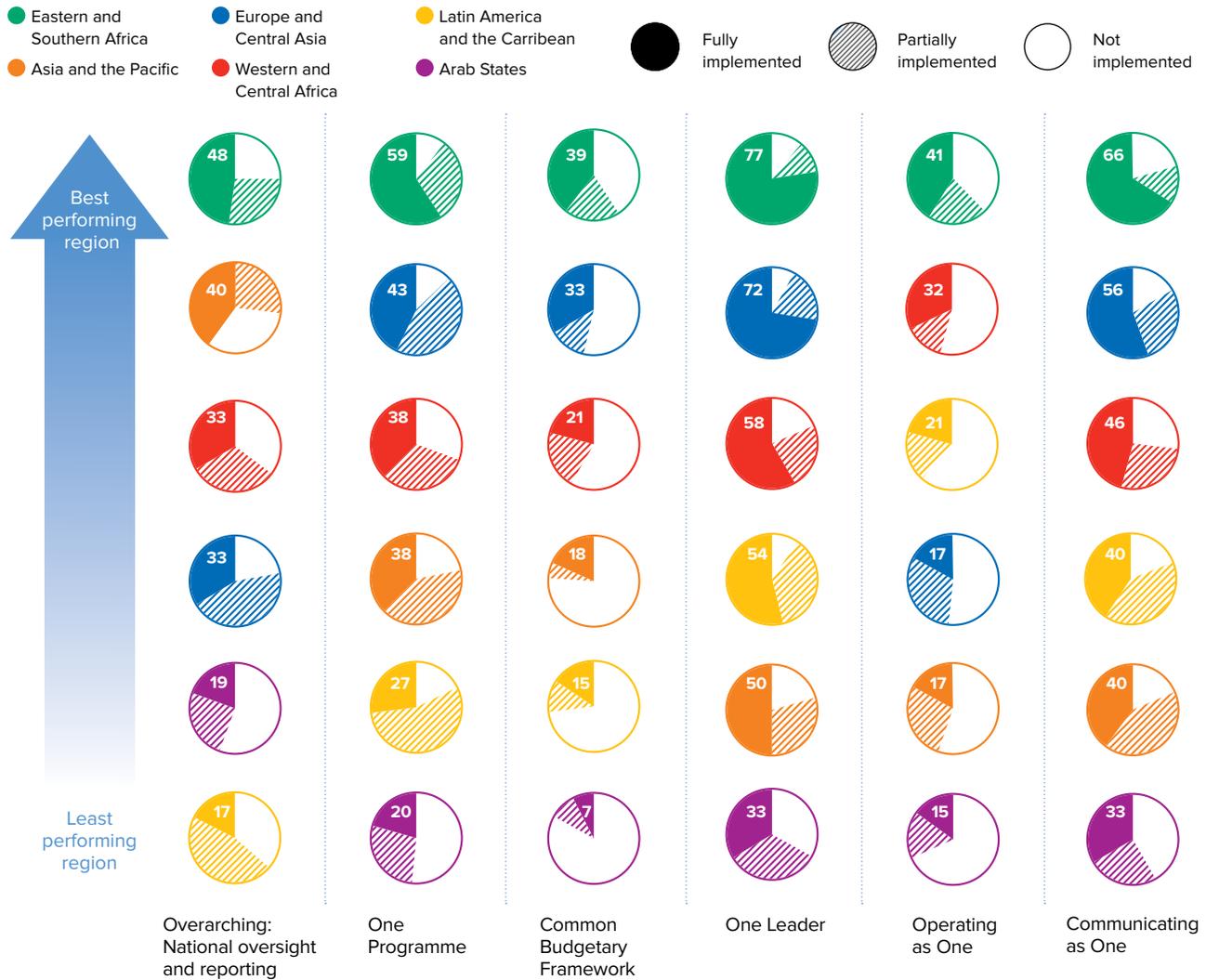


FIGURE 23 | PROGRESS ACROSS REGIONS ON THE STANDARD OPERATING PROCEDURES





- Implementation of the SOPs is similar across different income categories, best in low middle-income and upper middle-income countries and lowest in crisis countries.
- Regions with a high number of original pilot countries scored higher than other regions, in particular East and Southern Africa.

PART OF THE ONE PROGRAMME PILLAR: UNCTS SUPPORT THE 2030 AGENDA

As part of the One Programme pillar of the SOPs, UNCTs are encouraged to set up Results Groups, made up of UN entities and national partners, which are responsible for harmonizing and coordinating work towards a specific UNDAF strategic priority. These are aligned to existing national coordination mechanisms, wherever possible. UNDG member agencies co-lead these groups, sharing leadership responsibilities across the system: globally, 893 inter-agency groups are in place across 131 UNCTs, about half of which are results groups as defined by the SOPs. The UNCT results groups support joint action on specific SDGs, and often more than one. The connections within each of these inter-agency groups, as per IMS data, show how the UN's institutional architecture is in place to address the connections across the Sustainable Development Goals. For example, Goal 1 on poverty eradication and Goal 10 on inequality and Goal 16 on peace, justice and strong institutions are strongly connected across the Results Groups, meaning that the country-level institutional architecture is often set up to drive progress on these three SDGs coherently. Groups are often set up to address SDGs related to health, education and gender equality as well. Less connection is seen related to environmentally-related SDGs within Results Groups, an area for future focus.

BUILDING BLOCKS TOWARDS A 2030 RESPONSE

The SOPs are an implementation modality with a flexibility capable of responding to the complex 2030 Agenda. They bring a deeper level of horizontal accountability to the country-level work of the UN. This enables a more complete system-wide alignment with national development priorities and plans and reduced transactions burden for partners. This in turn supports a more focused and responsive UN contribution to sustainable development results. The SOPs make the UN development system more transparent, results-oriented, efficient and collectively accountable to the new integrated 2030 Agenda.

FIGURE 24 | HOW THE UN IS ADDRESSING CONNECTIONS BETWEEN THE SDGs

The figure depicts how the UN development system is responding to an integrated sustainable development agenda. Across 131 UN Country Teams, each of the 893 interagency groups addresses more than one SDG, and often several of them. The figure shows, for example, that the inter-agency architecture set up to advance **Good Jobs and Economic Growth** is linked to **Quality Education, Gender Equality, Good Health and Well-being, and Reduced Inequalities**.

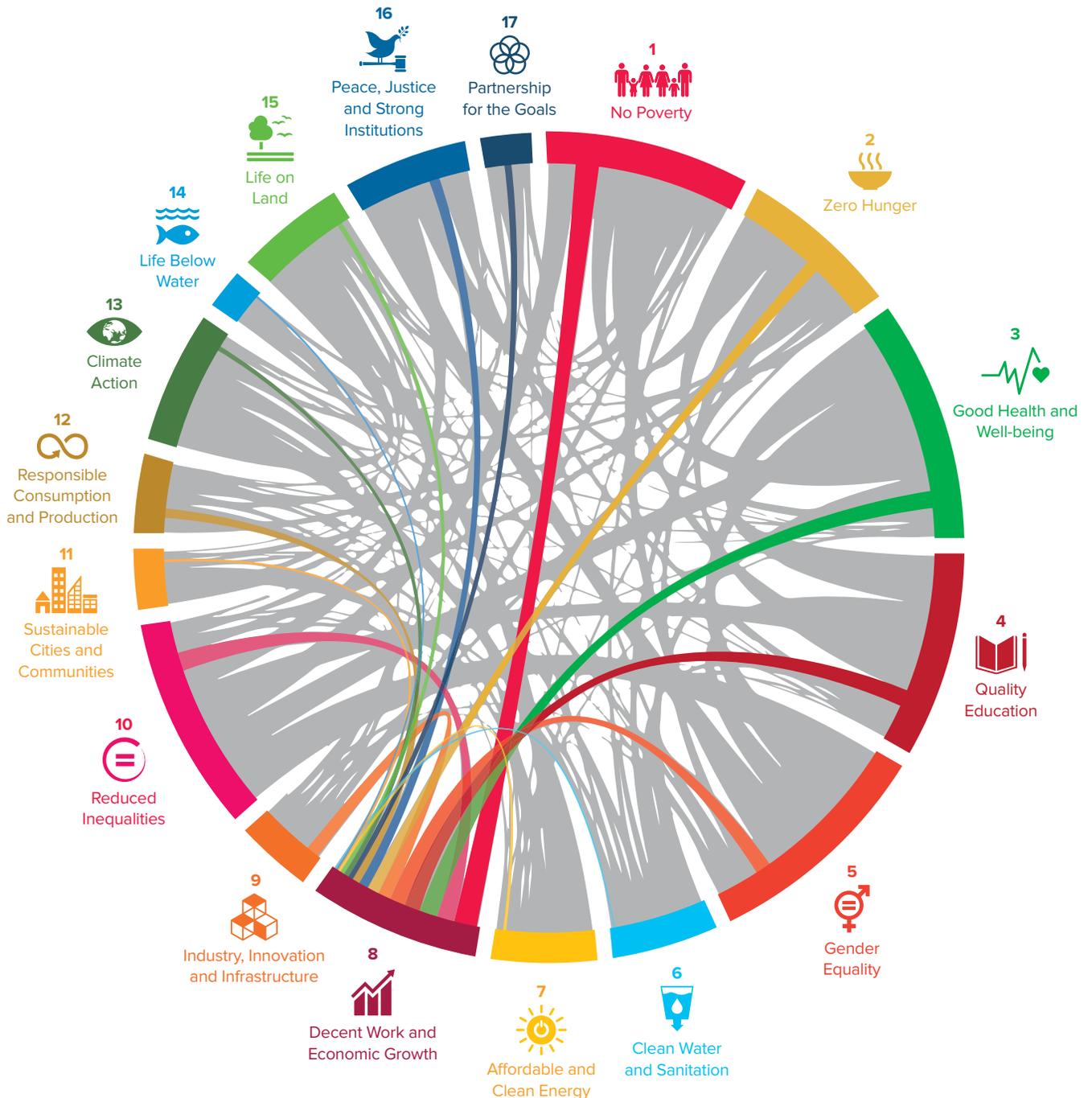
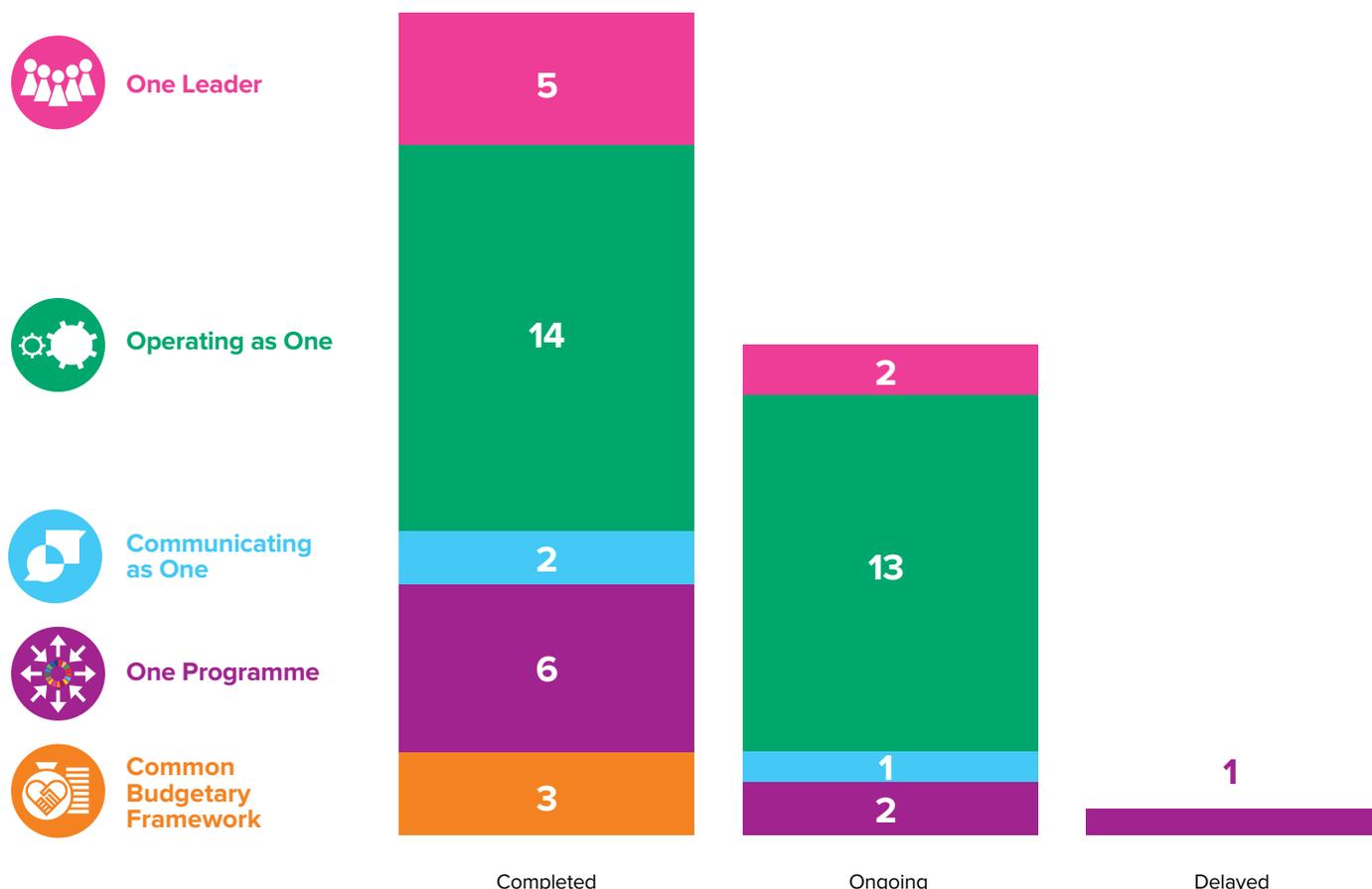


FIGURE 25 | PROGRESS ON THE SOPs PLAN OF ACTION FOR HEADQUARTERS

NUMBER OF HQ BOTTLENECKS REMOVED TO DELIVERING AS ONE



PREPARING LEADERS FOR DELIVERING RESULTS TOGETHER

Two seminars brought together Resident Coordinators and other UN leaders on 'Delivering Together in a Post-2015 World'. Held in May in New York and June in Geneva, the seminars offered a forum to review the work of the UN system at the field, regional and headquarters levels, and to support leaders to best prepare for the 2030 Agenda. Over the course of six days, 112 UN leaders (country agency representatives, RCs, Regional Directors and Directors from headquarters) representing 22 different UN entities looked at the changing landscape and the post-2015 agenda; examined operational implications for delivering together, including the Standard Operating Procedures; and identified needed actions that fed into the SOPs Plan of Action for Headquarters and QCPR discussions. UN DOCO played a key role in supporting the seminar series, as well as distilling the messages coming from the field vis-a-vis bottlenecks that need attention at Headquarters level in order to better incentivize Delivering as One at country level.

HQ DRIVERS OF CHANGE FOR DELIVERING AS ONE

To ensure that the Standard Operating Procedures for countries adopting the Delivering as One approach have a demonstrable

impact on efficiency, coherence and development effectiveness at the country level, UNDG, in close collaboration with HLCM, have been implementing the SOPs Plan of Action for Headquarters to address the organizational bottlenecks at headquarters that impede coherence and working together at country level. Through the SOPs Plan of Action for Headquarters, significant progress was made in aligning agency policies and procedures to be conducive to joint programming and operations at country level. By the end of 2015, out of the 49 actions of the HQ Plan of Action, 30 actions were completed, 18 were ongoing and only one action item was categorized as delayed. As these identified bottlenecks are embedded in organizational financial, programming and monitoring procedures, each item is more than a 'tick box' exercise and requires deliberate and sustained inter-agency collaboration and coordination. This instrument has yielded a number of results:

- Harmonized and simplified UN programming as well as greater government ownership of the UNDAFs, by removing the need for some agency specific instruments
- Furthered progress towards the full implementation of the Management and Accountability System

- Harmonized policies and procedures in the areas of procurement, common finance, transport and logistics and human resources²²
- Increased the number of UNDG members who have agreed to publishing budgetary and expenditure data as per the International Aid Transparency Initiative standards (IATI), currently 11 UNDG members and observers)

UN DOCO's support for the Headquarters Plan of Action focused on: (a) facilitating dialogue and consultation within and among the UNDG Working Groups and other relevant inter-agency mechanisms such as the HLCM about key bottlenecks at headquarters level; (b) monitoring progress and providing recommendations to the UNDG ASG Advisory Group to accelerate progress in the outstanding areas of the Plan; (c) communicating to the field the existence of new UNDG policies, procedures and mechanisms for accelerating Delivering as One; and (d) collecting feedback from the field and HQ agencies regarding additional levels of reforms needed for enabling full implementation of the Standard Operating Procedures for countries adopting the Delivering as One approach.

POLICY FEEDBACK LOOP FOR PROGRAMME AND BUSINESS OPERATIONS INNOVATIONS

UN DOCO established an UNDAF innovation facility in 2015 to support UNCTs to generate examples of UNDAFs that increase multi-stakeholder engagement, are better informed by data analytics and supported by innovations in joint operations. In 2015, the virtual facility supported 29 innovations in 25 countries, spanning innovation in data, public engagement, sustainable development planning and business operations. Given limited funding for UN strategic planning processes, the facility provides seed funds on a competitive basis to UNCTs in the design phase of their strategic plans. The UNDAF innovation facility provides advisory services for UNCTs testing out innovations as prototypes for consideration to scale wider in the UN development system. To foster peer-to-peer knowledge sharing, in 2015 UN DOCO organized 18 webinars on topics including the data revolution, crowdsourcing techniques and innovations in strategic planning – bringing together over 1,500 people from over 20 agencies and 100 countries. The innovations tested, documented and shared in 2015 informed the interim UNDAF guidance illustrating new methods for situation analysis; methods to engage the general public in UN planning; and techniques to plan for future sustainability challenges as a key part of development that meets the current generation's needs without compromising the ability of future generations to meet their needs.

GIVING SILO FIGHTERS A VOICE

In 2015, the UNDG established Silo Fighters (www.silofighters.org), a public blog that provides a forum for UN staff and partners who are working to transcend silos as a critical component of

sustainable development. The blog has enabled staff to share their work in progress, their insights and learning, as well as pose questions for feedback. Over time these blogs have formed a valuable knowledge asset, capturing key learning in the realm of silo fighting and coordination. With UN DOCO support, 34 UNDG bloggers across over 20 countries shared their experiences in 2015 in an effort to 'work out loud' and improve peer-to-peer learning and exchange. The blog has a regular following of 2,200 people, drawing attention from external partners in the development sector and serving as a knowledge sharing platform across the UN system and beyond. Blogs in 2015 addressed issues including data innovations in crisis contexts, joint procurement, Ebola response, slow onset crises and crowdsourcing UNDAFs. The blog serves as a jargon-free repository of knowledge-related to innovations in UN programming and operations.

MANAGEMENT AND IMPLEMENTATION OF THE UNDG COST-SHARING MODALITY



Implementation of UNDG cost-sharing for the Resident Coordinator system continues to require fund management via allocations monitoring, reporting and quality assurance at the global, regional and country level. UN DOCO manages the delivery of technical advisory support on how to administer and report on the funds, troubleshoot technical issues and support various queries for the six Regional UNDG Teams as well as all 129 Resident Coordinators and 131 UNCTs, which manage operations in 165 countries and territories. As part of the overall governance and oversight of the UNDG cost-sharing funds, UN DOCO ensured that structural set-up and oversight tools were created to allow for the tracking and reporting of UNDG cost-sharing resources, and FAQs were provided to countries on the proper usage of the funds. Challenges persist in attributing coordination results to use of funds and in aligning UNDG reporting requirements across fund management, performance appraisal and UNDG strategic priorities.

Beyond standard fund management requirements, the management of the UNDG cost-sharing fund also required facilitation of legal agreements with UNDG agencies, tracking of contributions and follow-up, providing strategic advisory support to senior managers of different agencies on the UNDG cost-sharing modality and its roll out, and the engagement with finance staff and strategic planning departments of the various UNDG agencies as requested. Given that some funding commitments are partial and others require advisory support to facilitate internal approval processes from UNDG agency governing bodies, the cost-sharing modality requires a significant investment of labour throughout the year.

²² Agencies are also reviewing the role of mutual recognition of other agency policies, procedures and practices to remove existing bottlenecks. This is already the practice in many areas of procurement.



INNOVATIONS IN DATA-DRIVEN, CROWDSOURCED AND FUTURE-SAVVY UN PLANNING

In 2015, a transition year, approximately 60 UNCTs were planning their sustainable development partnerships with governments. With UN DOCO's technical, financial and moral support, 25 UNCTs leveraged new techniques and technologies that increased openness and accountability in UN programming. While the innovations cover a range of methods, three areas stand out as most promising for wider scale up to UN strategic planning globally: real-time monitoring, strategic foresight and multi-stakeholder engagement. Read more at www.silofighters.org



REAL TIME MONITORING

Benin, Jordan, Mauritania, Malawi, Uganda
Part of the UNDAF programming cycle targeted:
CCA, Monitoring and Evaluation

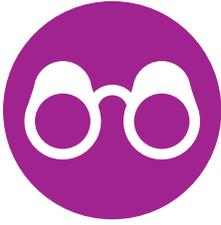
Real-time or frequent monitoring enables UNCTs to take corrective action to programmes and track services for vulnerable groups on at least a quarterly basis. Moving towards real-time information helps UNCTs target and track potential bottlenecks to improve their planning. It also enables teams to make their programmes more responsive to the changing environment around them, and to take steps towards monitoring for equity. In 2015, most UNDAF innovations in real-time monitoring employed SMS surveys, extraction of key administrative data and in one case, Uganda, the use of big data as a proxy baseline for Goal 16 of the Sustainable Development Goals.

MALAWI: FREQUENT MONITORING

To address the challenges of a dynamically changing environment, Malawi established a multi-sectoral socio-economic survey at the district level, providing the Government and UN with quarterly district level data. This data was used to inform the design and implementation of the UNDAF and its corresponding outcome annual work plans. The survey transferred responses via mobile devices that automatically upload the data to a central database where it is analyzed and used to inform budget allocation and programme design.

BENIN: UNDAF ACCOUNTABILITY BY THE PEOPLE

Enhance reporting, decision-making and efficient resource mobilization, through real-time data collection, the UNCT Benin sent five SMS text messages per UNDAF outcome to obtain feedback from about 1000 people located in joint intervention areas, and six SMS text messages to inform 10000 people on the main results per UNDAF outcome. The data was then fed in an open online data base in order to allow stakeholders to track progress and use the data for their own analysis.



STRATEGIC FORESIGHT

Montenegro, Laos, Rwanda

Part of the UNDAF programme cycle targeted:
CCA, Planning, Strategic Prioritizing

Strategic foresight is a method of strategic planning to help move UN teams and partners past linear problem-solving approaches. Instead of attempting to provide solutions for challenges as they are currently manifested, strategic foresight helps UNCTs to explore the likely nature of the challenge in the futures. Early approaches suggest that this is a useful method for sustainable development, given it requires systematic planning for the future in order to inform present development approaches.

MONTENEGRO: HACK THE FUTURE

To unlock a much broader scope of analysis while also achieving greater depth of stakeholder engagement in long-term strategic planning of the UNDAF, Montenegro applied strategic foresight through a serious custom-made game. The empowering exercise served as an enhanced survey tool, prompting the players to prioritize values, challenges, opportunities, stakeholders and actions that they see as likely to shape the future of the country.

LAO PDR: FUTURESCAPER

FutureScaper is a cloud-based collective intelligence platform that helps crowdsource strategic conversations. To build future scenarios for the Lao PDR to 2021, the UNCT engaged citizens in analyzing their own issues and sharing and creating their own solutions for the future. The UNCT in Lao PDR used FutureScaper to gain wider input on development planning beyond the usual stakeholder involvement as part of their UNDAF preparation.



MULTI-STAKEHOLDER ENGAGEMENT

Albania, Lao PDR, Tanzania

Part of the UNDAF programming cycle concerned:
CCA, Prioritization

Multi-stakeholder engagement helps UNCTs crowdsource during planning, prioritizing and delivering areas for the UNDAF. Various methods are used to engage vulnerable groups and the general public, private sector and civil society in defining priorities, informing programme design, and/or applying their skills to find creative solutions to intransigent development issues.

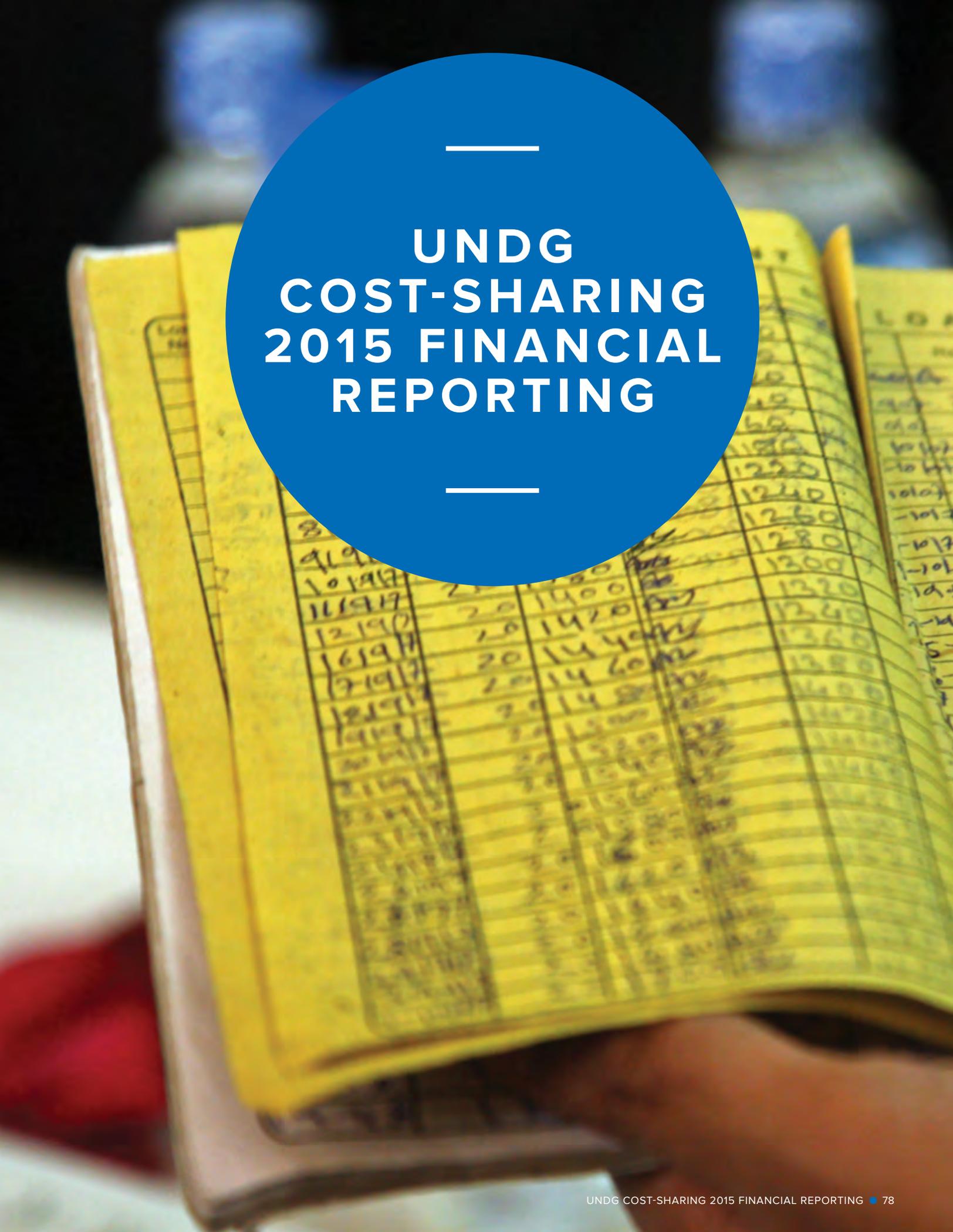
BANGLADESH: LISTENING CAMPAIGN

Together with the Anthropology department at the University of Rajshahi, the UN in Bangladesh engaged in a listening campaign

to incorporate people's views and grassroots realities into the UN strategic planning process. Through this campaign, peoples' stories enhanced the UN's ability to connect root cause analysis with potential strategic priorities based on peoples' life experiences. The micro-narratives will also serve as a programme monitoring tool - returning to the same people and communities can help determine changes over time and work towards higher impact of the UN's work in Bangladesh.

ALBANIA: CROWDSOURCING THE UNDAF

To address development challenges, and to capture the contribution of all partners in the development of UNDAF, the UNCT in Albania employed crowdsourcing consultation techniques to obtain new ideas, needed services and content for the new UNDAF. A virtual network was created to collect contributions to a structured questionnaire using the UN Albania Website and UN social media platforms.



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UNDG COST-SHARING 2015 FINANCIAL REPORTING

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All figures reflect UNDP's audited financial statement.

**TABLE A:
OVERALL BUDGET – 2015 (\$ MILLION)**

Country level	109.1
Regional level	3.6
Global level*	9.8
Total	122.5

* Excludes approximately \$912,000 which were not included in 2015 budget due to UNDG shortfall

**TABLE B:
RESOURCE OVERVIEW – 2015 (\$ MILLION)**

	UNCCF*	UNDP	UNDG**	TOTAL
Contributions	10.5	88.7	23.3	122.5
Expenditures	8.0	89.1	23.3	120.4
Delivery rate	76%	100%	100%	98%

* UNCCF is the UN Country Coordination Fund administered by UN DOCO with donor funds

** Includes \$4.8 million UNDP share of the UNDG cost sharing

**TABLE C:
BREAKDOWN OF EXPENDITURES – 2015 (\$ MILLION)**

	UNCCF	UNDP	UNDG	TOTAL
Country	6.5	85.9*	17.5	109.9
Regional	0.0	1.4	1.6	3.0
Global	1.5	1.8	4.2	7.6
Total	8.0	89.1	23.3	120.4

* This amount includes \$12.9 million of UNDP backbone funding which was allocated to the RC Offices for the 10 core coordination functions.

**TABLE D:
COMBINED EXPENDITURE OF FUNDS –
2015 (\$ MILLION)**

Country	109.9
Regional	3.0
Global	7.6
Total	120.4

**TABLE E:
EXPENDITURES – BY TYPE**

TYPE	#	\$ (MILLION)	% (PERCENT)
Crisis countries	26*	37.6	31.3
Low income countries	37	30.9	25.6
Low middle-income countries	46	30.6	25.5
High middle-income countries	15	8.5	7.0
Net contributing countries	7	2.1	1.7
Graduation countries	2	0.1	0.1
Regional UNDG	6	3.0	2.5
Global UNDG	1	7.6	6.3
Total		120.4	100

* includes 20 countries with full crisis country allocation, and 6 countries with half of a crisis country allocation, for a total of the equivalent of 23 crisis country allocations

**TABLE F:
BUDGET AND EXPENDITURES FOR THE 10 CORE
COORDINATION FUNCTIONS AT THE COUNTRY
LEVEL IN 2015 (\$ MILLION)**

Budget	38,082,189
Expenditure	36,855,582
Percent delivery	97%

**TABLE G:
UNDG CONTRIBUTIONS RECEIVED FOR 2015**

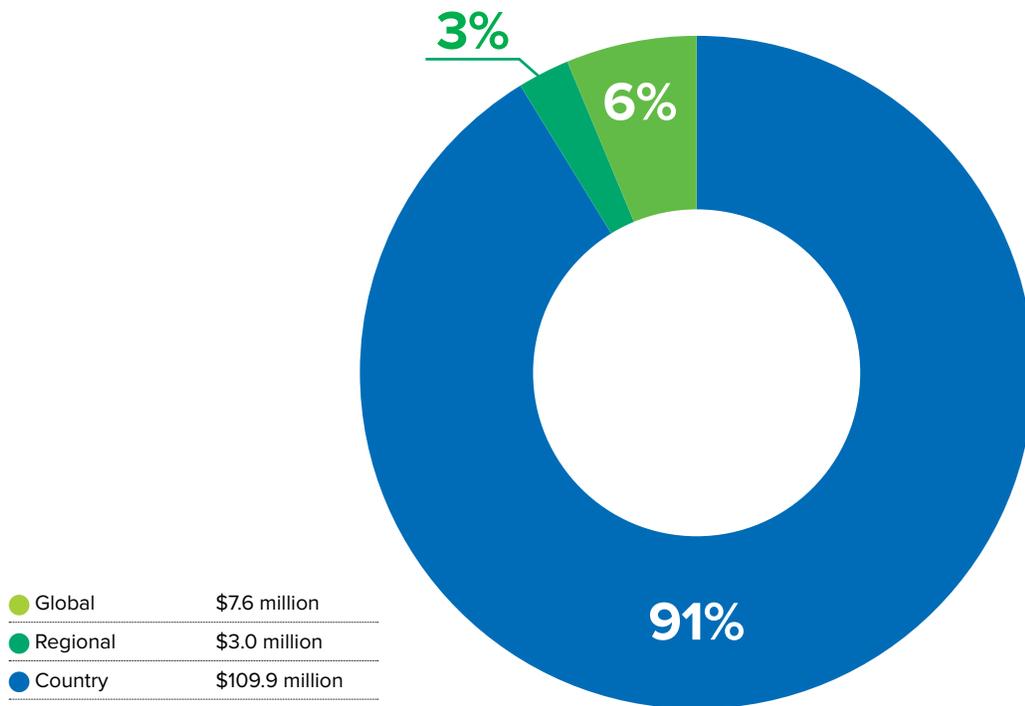
CONTRIBUTING ENTITY	ACTUAL SHARE	RECEIVED	SHORTFALL
FAO	\$2,181,353	\$2,181,353	–
ILO	\$1,940,293	\$1,940,293	–
UNAIDS	\$990,716	\$990,716	–
UNFPA	\$2,050,114	\$2,050,114	–
UNHCR	\$1,135,256	\$1,135,256	–
UNICEF	\$3,633,493	\$3,633,493	–
UNOPS	\$594,122	\$594,122	–
UN Women	\$1,074,870	\$1,074,870	–
WFP	\$1,301,554	\$1,301,554	–
WHO	\$2,743,197	\$2,600,000	(\$143,197)
IFAD	\$650,690	\$628,686	(\$22,004)
UNESCO*	\$1,997,205	–	(\$1,997,205)
UNIDO	\$1,122,849	\$175,000	(\$947,849)
WMO	\$304,931	\$50,000	(\$254,931)
ITU	\$484,880	\$50,000	(\$434,880)
UNWTO	\$272,727	\$50,000	(\$222,727)
UNDP share of CSA	\$4,815,323	\$4,815,323	–
UN Secretariat	\$5,723,015	–	(\$5,723,015)
Unfunded**	\$1,710,461	–	(\$1,710,461)
Total contributions	\$34,727,048	\$23,270,779	(\$11,456,268)
UNDP backbone		\$88,746,632	
Total		\$112,017,411	
Total needed		\$123,473,680	
Reduced gap reflecting budget reductions at global level***		\$10,543,393	
Total utilized		\$122,560,804	

* UNESCO provided a partial contribution of \$1 million to the UNDG cost sharing for the biennium 2014/2015, which was received, fully dispersed and reported in 2014.

** The unfunded amount reflects the agreed discounts for WHO and UNAIDS, and the fact that the World Bank does not participate in the UNDG cost sharing.

*** The budgeted gap was reduced through cuts at the global level in the amount of \$912,876. The remaining shortfall was covered by the strategic reserve of the donor-funded UN Country Coordination Fund.

FIGURE 25 | THE MAJORITY OF GLOBAL RESIDENT COORDINATOR SYSTEM FUNDING IS INVESTED AT THE COUNTRY LEVEL



BOX 14

EXPLANATORY NOTE ON THE UNDP BACKBONE FOR THE RESIDENT COORDINATOR SYSTEM

UNDP has a responsibility, with support of other UNDG entities to ensure the effective and efficient functioning of the United Nations system at the country level. This is per its General Assembly (GA) mandated role as the host and manager of the Resident Coordinator system, within the framework of national ownership. The UNDG cost-sharing launched in 2014 complements the backbone support to the Resident Coordinator system provided by UNDP, with additional resources, cost-shared by all UNDG entities, funding specific capacity at the global, regional and country level.

The UNDP backbone, which is funded from UNDP regular resources, includes costs at the global, regional and country level. There is no duplication between the functions funded by the UNDP backbone and the UNDG cost-shared resources. A workload survey was conducted at the Country Office level to determine the time spent by the UN Resident Coordinator/UNDP Resident Representative and UNDP staff at the country level that support the Resident Coordinator, in carrying out UN development coordination functions that are unique to UNDP in its GA-mandated role as host and manager of the Resident Coordinator system.

The UNDP backbone includes costs based on the above-mentioned work load survey for 129 Resident Coordinators, and UNDP staff at the country level that support the Resident Coordinator in carrying out UN development coordination functions that are unique to UNDP in its GA-mandated role as host and manager of the Resident Coordinator system (i.e. administrative support through human resources, financial management and oversight, ICT equipment and service support, and administrative assistant and driver). This reflects the inextricable link between UN development coordination and UNDP activities in the UNDP Country Office structure.

The UNDP backbone also includes costs of nine DOCO staff, and six Regional Coordination Specialists supporting the Regional UNDG Teams. Additionally, it covers the related share of other costs required for the functioning of RC offices as well as Regional UNDG offices, including rent, maintenance, utilities, security, car pool, shared equipment and its support (items such as photocopiers, phones, LAN and switchboard).

ANNEXES

ANNEX 1 DATA METHODS AND VALIDITY

The UNDG Information Management System (IMS) captures data from 131 UNCTs to assess progress on UN coherence and coordination at the country level. In its second year of implementation, most data points remained consistent which has allowed for comparative data analysis to show progress between data reported in the UNDG report Results Delivered: Sharing Successes in 2014 and this current report for 2015.

Data visualizations are drawn from the IMS data, which is the main source of data for the report. Where other sources of data have been used for visualizations, these have been clearly footnoted. There are 131 UNCTs which serve 165 countries and territories. For this report, a multi-country setting was initially set up as two separate records. For 2016 reporting, the IMS country records will be aligned to reflect the total of 131 UNCTs worldwide. Data displayed here for 2014 was collected in the first and second quarters of 2015 and data presented as 2015 was collected in the first two quarters of 2016. The 2015 reported figures were generated from the IMS in July-August 2016.

The UNDG IMS system uses the following indicator categories to collect the coordination profile data: General Profile (which includes the Standard Operating Procedures for countries adopting the Delivering as One approach), Coordination Capacity, Common Country Programming, Common Services/Harmonized Business Practices, Common Premises, Joint Communication and Advocacy, Joint Funding, Joint Leadership and Management, Crisis/Post Crisis/Prevention, Delivering as One, Development Effectiveness, Human Rights, Gender and Emerging Issues.

The UNDG IMS system uses the following categories to tag outputs in the UNCT annual work plans: Common Country

Programming, Common Services and Harmonized Business Practices, Common Premises, Joint Communication, Joint Funding, Joint Leadership and Management, Transition, Delivering as One, Development Effectiveness, Human Rights Mainstreaming and Gender Mainstreaming.

The 10 Core Coordination Functions are mapped to a core set of 11 categories within the IMS that feed various reporting frameworks. As a result, data presented for coordination functions 1 and 2 (strategic analysis and planning, and oversight of the UN country programming cycle) are reported together and function 4 (representation of and support to UN Secretariat and UN agencies/non-resident agencies) is reported under the heading of joint leadership and management.

Information and analysis on budgets and outputs related to the 10 core coordination functions are based on data input as part of the UNCT annual work plans during the planning and reporting phases. These data are not financially certified.

Data collection methods: The IMS data collection process is perception-based and self-reporting by the Resident Coordinator's Offices on behalf of the UNCTs. The qualitative data used to compile the notable practices was drawn from the 2015 UNCT annual work plans and narrative reports as input by Resident Coordinator's Offices on behalf of UNCTs.

Data validity: Where possible, IMS data sets went through a validation process during the months of May-June after the completion of the data collection phase. This validation process was led and implemented by UN DOCO working in close collaboration with Resident Coordinator's Offices. While not a guarantee, this process aimed to ensure that data outliers and conflicting data sources were amended by Resident Coordinator's Offices where necessary.

ANNEX 2 LIST OF ACRONYMS

3RP	Regional Refugee and Resilience Plan	OCHA	UN Office for the Coordination of Humanitarian Affairs
ASG	Assistant Secretary-General	OHCHR	Office of the United Nations High Commissioner for Human Rights
BOS	Business Operations Strategy	PBSO	Peace Building Support Office
CCA	Common Country Assessment	PCNA	Post-Conflict Needs Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	QCPR	Quadrennial Comprehensive Policy Review
DOCO	UN Development Operations Coordination Office	RC	Resident Coordinator
DPA	UN Department of Political Affairs	SDG	Sustainable Development Goal
DPKO	UN Department of Peacekeeping Operations	SOPs	Standard Operating Procedures
DRT-F	Delivering Results Together Fund	TCPR	Triennial Comprehensive Policy Review
DSRSG	Deputy Special Representative of the Secretary-General	UN MSDF	Multi-Country Sustainable Development Framework
ECOSOC	UN Economic and Social Council	UNAIDS	Joint United Nations Programme on HIV/AIDS
ESCWA	UN Economic and Social Commission for Western Asia	UNCG	United Nations Communication Group
FAO	Food and Agriculture Organization of the United Nations	UNCT	United Nations Country Team
FMOG	Fiduciary Management Oversight Group	UNDAF	United Nations Development Assistance Framework
Gavi	the Vaccine Alliance (formerly Global Alliance for Vaccines and Immunization)	UN-DESA	United Nations Department of Economic and Social Affairs
HACT	Harmonized Approach to Cash Transfers	UNDG	United Nations Development Group
HLCM	High-Level Committee on Management	UNDP	United Nations Development Programme
HRA	Human Rights Advisers	UNEP	United Nations Environment Programme
HRuF	Human Rights up Front	UNESCO	United Nations Educational, Scientific, and Cultural Organization
IASC	Inter-Agency Standing Committee	UNFPA	United Nations Population Fund
IATI	International Aid Transparency Initiative	UNHCR	United Nations High Commissioner for Refugees
ICT	Information and communications technology	UNICEF	United Nations Children's Fund
IFAD	International Fund for Agricultural Development	UNIDO	United Nations Industrial Development Organization
ILO	International Labour Organization	UNODC	United Nations Office on Drugs and Crime
IMS	Information Management System	UNOPS	United Nations Office for Project Services
MAPS	Mainstreaming, Acceleration and Policy Support	UNWGT	United Nations Working Group on Transitions
MDG	Millennium Development Goal	UN Women	United Nations entity for gender equality and the empowerment of women
MENA	Middle East and Northern African countries	UNWTO	United Nations World Tourism Organization
MPTF	Multi-Partner Trust Fund	WFP	UN World Food Programme
NCD	Non-communicable disease	WHO	World Health Organization
NHRI	National Human Rights Institution	WMO	UN World Meteorological Organization
NRA	Non-resident agency		

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**TOGETHER POSSIBLE:
GEARING UP FOR THE 2030 AGENDA**

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Note:

The boundaries and names shown and the designations used on the maps do not imply official endorsement or acceptance by the United Nations.

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**UNITED
NATIONS
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The United Nations Development Group (UNDG) unites the 32 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. Since 2008, the UNDG has been one of the three pillars of the UN System Chief Executives Board for Coordination, the highest-level coordination forum of the United Nations system.

At the regional level, six Regional UNDG Teams play a critical role in driving UNDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice.

At the country level, 131 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.

The UN Development Operations Coordination Office (DOCO) is the secretariat of the UNDG, bringing together the UN development system to promote change and innovation to deliver together on sustainable development.