



UNITED NATIONS  
DEVELOPMENT  
OPERATIONS  
COORDINATION  
OFFICE

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# 2016 UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

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DESK REVIEW

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## List of Acronyms

|              |                                                                 |
|--------------|-----------------------------------------------------------------|
| <b>CBF</b>   | Common Budgetary Framework                                      |
| <b>CCA</b>   | Common Country Analysis                                         |
| <b>CIS</b>   | Commonwealth of Independent States                              |
| <b>DaO</b>   | Delivering as One                                               |
| <b>DRR</b>   | Disaster risk reduction                                         |
| <b>EU</b>    | European Union                                                  |
| <b>HIC</b>   | High-Income Country                                             |
| <b>HMIC</b>  | High Middle-Income Country                                      |
| <b>ILO</b>   | International Labour Organization                               |
| <b>IMS</b>   | Information Management System                                   |
| <b>IOM</b>   | International Organization for Migration                        |
| <b>JSC</b>   | Joint Steering Committee                                        |
| <b>LIC</b>   | Low-Income Country                                              |
| <b>LMIC</b>  | Low Middle-Income Country                                       |
| <b>NGO</b>   | Non-governmental organization                                   |
| <b>OHCHR</b> | Office of the United Nations High Commissioner for Human Rights |
| <b>RC</b>    | Resident Coordinator                                            |
| <b>RGC</b>   | Royal Government of Cambodia                                    |
| <b>SDGs</b>  | Sustainable Development Goals                                   |
| <b>SOPs</b>  | Standard Operating Procedures                                   |
| <b>UN</b>    | United Nations                                                  |
| <b>UNAPF</b> | United Nations-Azerbaijan Partnership Framework                 |
| <b>UNCT</b>  | United Nations Country Team                                     |
| <b>UNDAF</b> | United Nations Development Assistance Framework                 |

|                 |                                                               |
|-----------------|---------------------------------------------------------------|
| <b>UNDG</b>     | United Nations Development Group                              |
| <b>UN DOCO</b>  | United Nations Development Operations Coordination Office     |
| <b>UNDCS</b>    | United Nations Development Cooperation Strategy               |
| <b>UNDS</b>     | United Nations Development System                             |
| <b>UNECE</b>    | United Nations Regional Commission                            |
| <b>UNESCO</b>   | United Nations                                                |
| <b>UNFPA</b>    | United Nations Population Fund                                |
| <b>UNHCR</b>    | United Nations High Commissioner for Refugees                 |
| <b>UNICEF</b>   | United Nations Children's Fund                                |
| <b>UNMIK</b>    | United Nations Interim Administration Mission in Kosovo       |
| <b>UNPDF</b>    | United Nations Partnership for Development Framework          |
| <b>UNPSD</b>    | United Nations Partnership for Sustainable Development        |
| <b>UPR</b>      | Universal Periodic Review                                     |
| <b>WHO</b>      | World Health Organization                                     |
| <b>WFP</b>      | World Food Programme                                          |
| <b>ZimAsset</b> | Zimbabwe Agenda for Sustainable Socio-Economic Transformation |

## Foreword

We are pleased to share the 2016 UNDAF Desk Review that was carried out by a cross-disciplinary team in DOCO. This review is a continuation of similar analysis led by DOCO in previous years, but this time with an expanded scope of analysis coming from the demands of the 2030 agenda. This Desk Review is of particular value because it aims to inform the finalization of the UNDAF guidance based on current practices/examples used at country level. The analysis is also a key input for countries starting the UNDAF roll-out next year so they can build on the innovations and practices implemented in other countries.

The 2016 review covers all the UNDAFs (27 in total) that started implementation in 2016. In terms of income category representation: 22% of the UNDAFs are from Low Income Countries and 78% are from Middle Income or High Income Countries which reflects in a sense the reality of our operations at country level. The review includes countries from all regions, but there is a significant representation (12 out of 27) of countries from Europe and Central Asia. The regional and country diversity indicating differences across regions, and re-emphasizes the importance of having a coherent and harmonized programming framework at the country level.

The findings of this review corroborates that the UN normative and policy agenda constitutes a major part of programming across countries. It lays the groundwork for addressing inequalities, discrimination and multiple vulnerabilities of the most marginalized. The vast majority of 2016 UNDAFs have at least one UNDAF outcome dedicated to support environmental sustainability, gender equality, women's rights, and the advancement of the international human rights agenda. This approach has been instrumental to strengthen coherence across the UN agendas on development, humanitarian, human rights and peacebuilding. In nine of the 27 UNDAFs, linkages between the humanitarian and development agendas were clearly identified. Such practices enable joint and coherent results of UN activities at the country level.

We trust the findings and recommendations from this analysis are useful for those countries that are starting a new UNDAF cycle this year and will use this analysis to inform their process.



**Elliott Harris, ASG, Head of UNEP New York Office and Co-chair of the Programme Working Group.**



**Yannick Glemarec, ASG, UN Women Deputy Executive Director for Policy and Programme and Co-chair of the UNDG Programme Working Group.**

## 1. Background

The United Nations Development Assistance Framework (UNDAF) is an instrument that strengthens the quality and coherence of country-level programming, increases UN transparency, improves accountability to governments and partners, and maximizes the impact and alignment of UN development assistance to national priorities through a system-wide approach.

The UN Development Operations Coordination Office (UN DOCO) in its capacity as the Secretariat to UNDG, and in its technical and advisory roles to United Nations Country Teams, conducts a desk review of all the UNDAFs starting implementation every year. This is done together with the UNDG Programme Working Group. The objective of this review is to identify trends, gaps, and good practices in UN sustainable development programming. This review provides valuable input into the UNDG's [new Interim UNDAF Guidance note](#), which will be finalized in the last quarter of 2016.

The **2016 UNDAF Desk Review** covers 27 UNDAFs that were designed in 2014 and launched in 2016 (see Annex 3). These UNDAFs were designed based on the 2010 UNDAF guidelines, which were in use prior to the Sustainable Development Goals (SDGs). This review offers a snapshot of the issues and alignment needed to ensure the new UNDAF guidelines matches up to Agenda 2030. The report presents the overall findings, conclusions and recommendations of the desk review. It includes highlights of country practices/innovations used in the formulation of UNDAFs. Annex 2 comprises one-page summaries of the 27 UNDAF, including a mapping of UNDAF outcomes against the SDGs.

## Objectives

The 2016 UNDAF desk review has the following objectives:

- (a) To map how UNCTs have adapted their support to governments in implementing the 2030 Agenda and analyze linkages between UNDAF outcomes and the SDGs;
- (b) To track progress on UNCT coordination/collaboration architecture for joint work (e.g. through the use of Standard Operating Procedures and other tools);
- (c) To identify and document good practices plus their examples in terms of cross-charter integration (e.g. human rights, development, humanitarian and peacemaking), in order to inform the new UNDAF guidance.

## Methodology

The review was conducted by a team from DOCO.

### Sample/sampling frame

All 27 UNDAFs that started implementation in 2016 were reviewed. This covered a broad spectrum of country profiles in terms of region and income level. **See Annex 1** for the list of countries whose UNDAFs were reviewed and **Annex 2** for the summary of UNDAFs.

### Country profiles

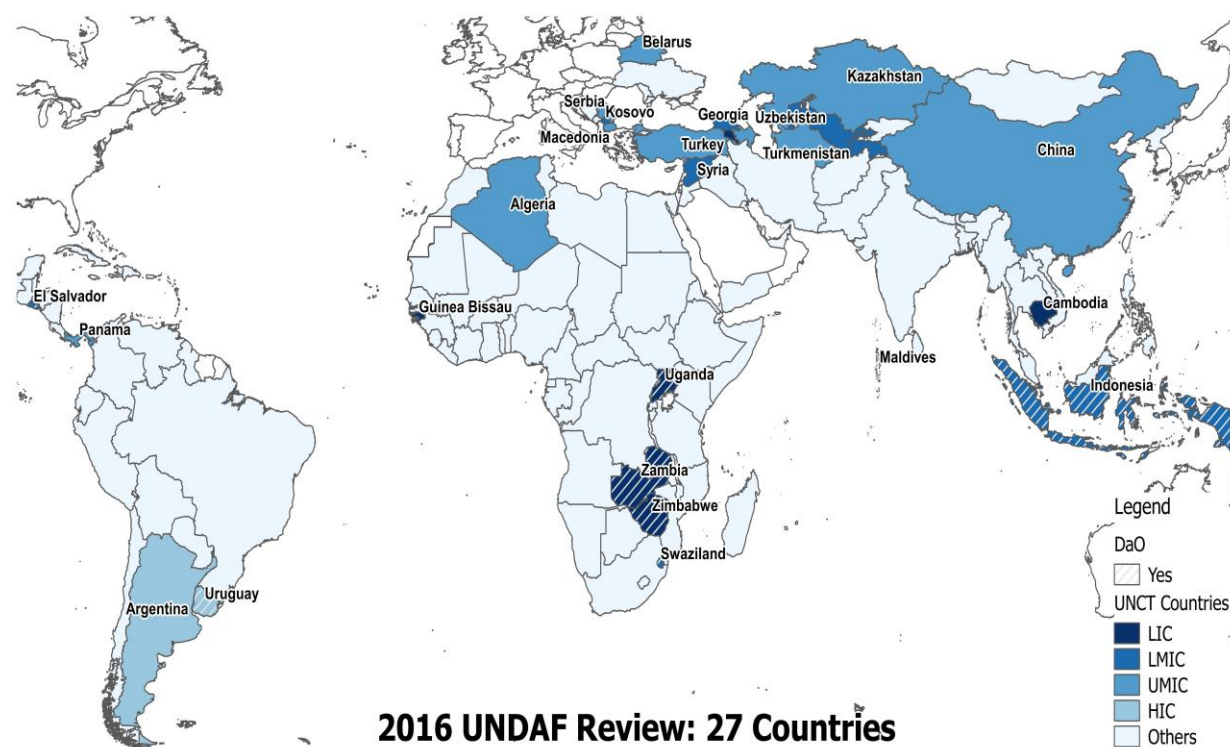
|                                     |                                               |                                                  |                                     |
|-------------------------------------|-----------------------------------------------|--------------------------------------------------|-------------------------------------|
| Six Low-Income Countries (LIC) -22% | Eight Low Middle-Income Countries (LMIC) -29% | Eleven High Middle-Income Countries (HMIC) – 41% | Two High-Income Countries (HIC) -7% |
|-------------------------------------|-----------------------------------------------|--------------------------------------------------|-------------------------------------|

### Regions covered

|                                               |                                         |                      |                                    |                          |
|-----------------------------------------------|-----------------------------------------|----------------------|------------------------------------|--------------------------|
| Latin America and the Caribbean (four UNDAFs) | Europe and Central Asia (twelve UNDAFs) | Africa (five UNDAFs) | Asia and the Pacific (four UNDAFs) | Arab region (two UNDAFs) |
|-----------------------------------------------|-----------------------------------------|----------------------|------------------------------------|--------------------------|

Eight formal 'Delivering as One' (DaO) countries and 19 non-DaO countries are covered in this review.

Figure 1 - 2016 UNDAF review of 27 countries



### *Instrument and data collection*

The analysis was conducted on the basis of the 2010 UNDAF guidance and also took into consideration the report of the Secretary General “Implementing the Post-2015 development agenda: moving from commitments to actions”<sup>1</sup>. These two sources informed a structured questionnaire/checklist comprised of 33 questions and clustered around five areas: (a) the responsiveness of the UNDAF to meet the new demands of the 2030 Agenda, (b) coherence and joined up approaches on UNDAF implementation, (c) programming practices to support national development efforts (based on the interim guidance note), (d) emerging issues in regards to the use of data, transparency and accountability, and (e) cross-charter integration work (see Annex 3).

In addition to the questionnaire-based review, each reviewer prepared a brief narrative report summarizing their findings, and the examples of good practices and gaps in each UNDAF in relation to the areas of focus mentioned above (see Annex 2).

### *Data Analysis*

The responses were tallied for frequencies, disaggregated by country income categories to assess patterns or trends. Where relevant, findings were also analyzed against the 2010 UNDAF guidance and also through the lens of the interim 2016 UNDAF guidance (May 2016) to identify areas that require greater attention in view of the 2030 agenda.

### *Limitations of the study*

- (a) The findings and conclusions of this desk review are limited to secondary data/information available in the UNDAF document including the Common Country Analysis (where this exists). It did not involve primary data collection e.g. country stakeholders’ interviews or visits, and hence does not capture key elements of the UNDAF formulation and implementation experience.
- (b) The review is limited to preparation of 27 UNDAFs and does not include information on their implementation. Such information can be found in the annual country results reports of the 27 UNCTs.

## **2. Findings, Conclusion and Recommendations of Desk Review**

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<sup>1</sup> Report of the Secretary General. Implementing the Post-2015 development agenda: moving from commitments to actions. May, 2016. New York.



## 2.1. Mainstreaming the 2030 Agenda into the new generations of UNDAFs

The 2030 Agenda for Sustainable Development came into effect on January 2016. The UN system is one of the main partners to support the implementation of the Agenda which is to be implemented by all countries and stakeholders in a manner consistent with the international normative framework. This includes human rights law and, in particular, a commitment to eradicating poverty, addressing inequalities, ending discrimination and leaving no one behind.

### Reflection of SDG Principles, Vision and Objectives in the new UNDAFs

Figure 2 presents the results on how the new generation of UNDAFs incorporated the Sustainable Development principles, vision, and objectives (see Annex 3, questions one to ten).

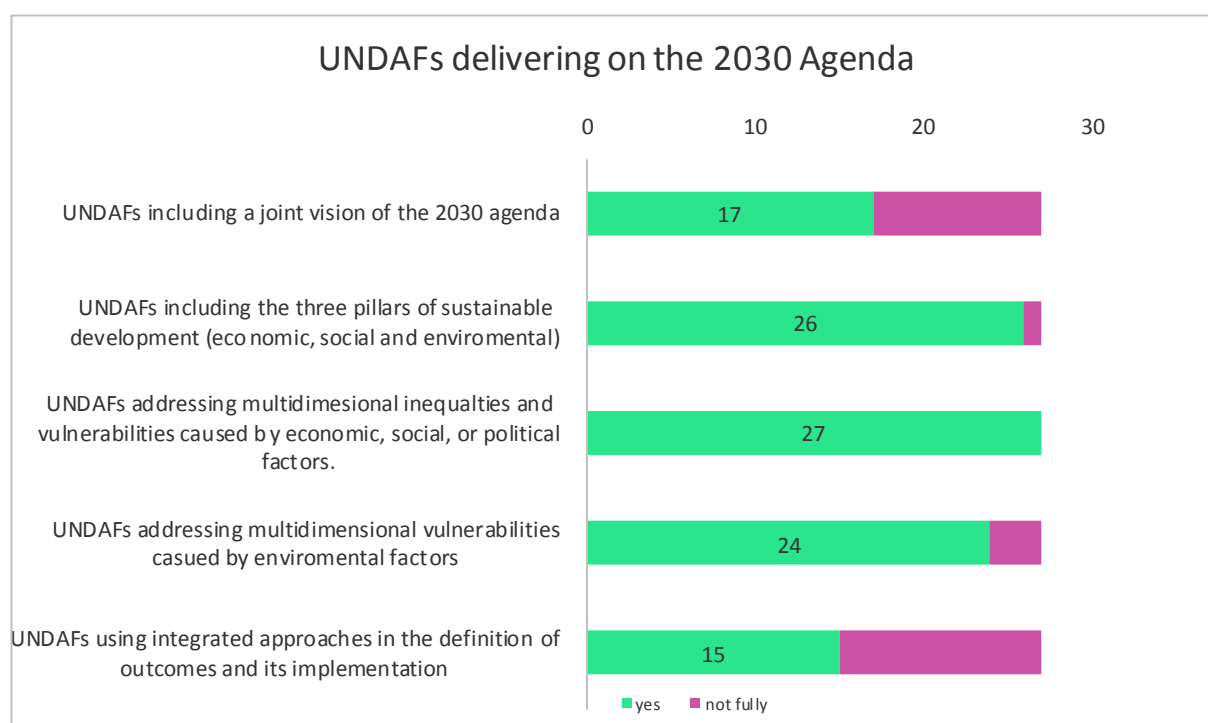


Figure 2 - UNDAFs and the 2030 Agenda

Regardless of country income category, all 27 UNDAFs captured the role of the UN system as a valuable partner in supporting governments' obligations to respect, protect and fulfill the human rights of the most vulnerable groups. All 27 UNDAFs also address, in more than one outcome area, the multidimensional aspects of sustainable development. This includes social, political, environmental and economic inequalities and vulnerabilities that challenge progress in different contexts. However, only 17 of 27 UNDAFs reviewed did not formulate a long term and joint vision (i.e. up to 2030) as required by the new interim UNDAF guidelines.

Integrated policy support is crucial for the achievement of the SDGs given the multifaceted and interdependent nature of the goals. The review looked at how this new generation of UNDAFs moves away from traditional sectoral approaches towards more integrated approaches in support of the SDGs. Up to 15 UNDAFs (55%) under review reflect such integrated approaches in the formulation of the outcomes and/or in the definition of the overall strategy. However, this was not consistently done in a way that reflected the interdependent and complex nature of the SDGs. Some UNDAFs identified only one or two SDGs per outcome level even when there were multiple relationships with other SDGs, thus limiting a comprehensive mapping of the UNDAF contribution to implementation of SDGs.

Good examples of integrated approaches are in the UNDAFs of Armenia, FYR Macedonia and Uruguay, where crosscutting pillars (e.g. gender, environment, institutional capacity or human rights based approaches) are identified as essential components for the implementation of strategic outcomes. Furthermore, a collaborative approach is outlined within each outcome, where the role and contribution of different UN agencies in achieving the outcome results is also detailed, linking the multidimensionality of outcomes to shared roles and expertise of the UN. Such collective engagement harness synergies and have the potential to yield transformative results.

Despite this progress, more guidance based on an early body of ground experience will be needed to ensure a common understanding across the United Nations Development System (UNDS) on how to maximize opportunities brought about by the new UNDAFs as they relate to the 2030 Agenda.

#### **Integrated Policy Support in the UNDAF of Armenia**

“The Government of Armenia and UN will seek to develop a more integrated, holistic approach. This will focus on key institutions, institutional bottlenecks and capacity needs. It will go beyond training and skills development, to generate sustainability and the scaling-up of good practices. In addition, across the range of pillars and outcomes, efforts will be made to strengthen inter-ministerial and interdepartmental coordination in planning, budgeting, service delivery, and monitoring in line with international standards. Efforts by the government and UN will involve exchanging experiences to study and apply best practices in intersectoral cooperation, and strengthening of monitoring and evaluation systems.”

*UNDAF Document, page 22*

#### **The Contribution of UNDAFs to the SDGs**

Up to 78% of UNDAFs (21 out of 27) results matrices link the UNDAF outcome contributions to the SDGs. Figure 3 below details these links as jointly identified by UNCTs and governments.

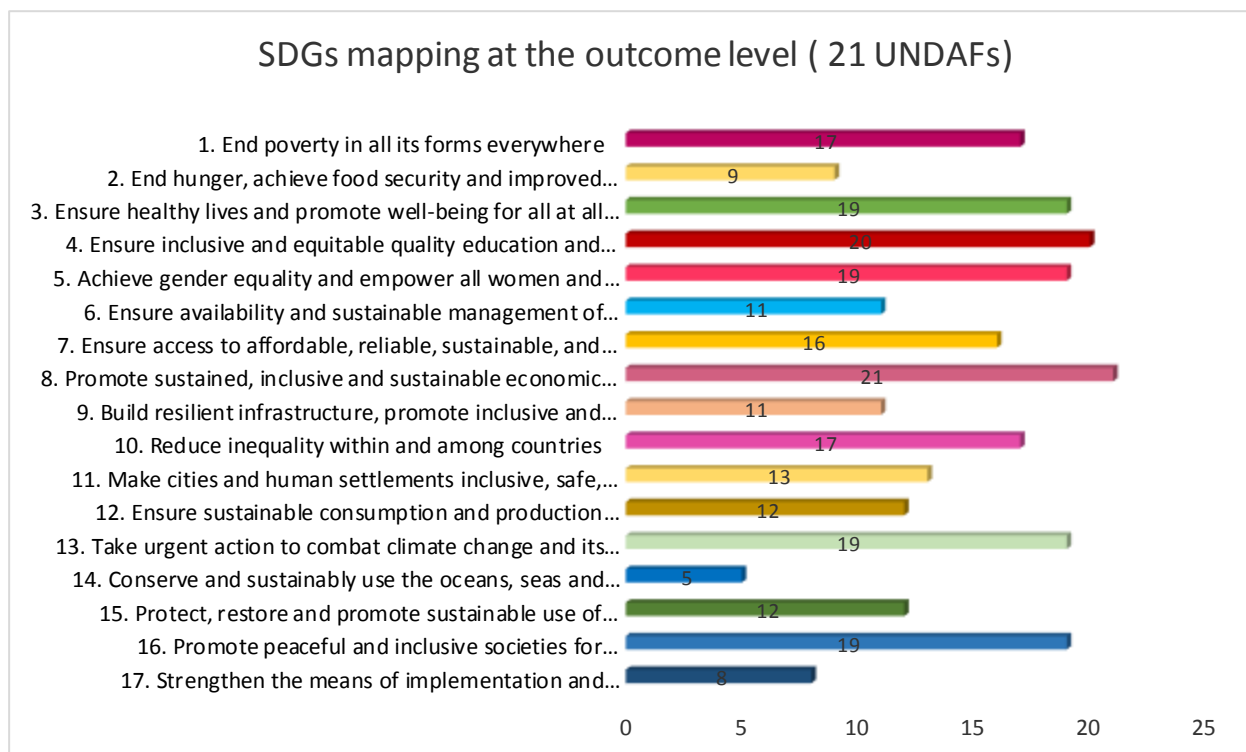


Figure 3 - UNDAF engagement with the SDGs

The mapping of all 2016 UNDAFs across all 17 SDGs shows that their concentration is spread across six SDGs namely: End of poverty (SDG 1); healthy lives for all (SDG 3); inclusive education (SDG 4); gender equality and empowerment (SDG 5); inclusive and sustainable economic growth (SDG 8); Reduce inequalities (SDG 10); climate change (SDG 13), and peaceful and inclusive societies (SDG 16). New areas of cooperation that are gaining traction include sustainable consumption and production patterns (SDG 12) and inclusive, safe and resilient cities and human settlements (SDG 11).

Governments and UNCTs in the majority of countries seem to share a common understanding of the interdependent and multi-faceted nature of the SDGs and in designing the UNDAFs, link the outcomes to multiple SDG goals. In Argentina, for example, UNDAF outcomes, SDGs and recommendations from international human rights mechanisms are cross-analysed and presented for action.

### Mapping of UNDAF outcomes against 17 SDG according to countries income level

Figure 4 presents the links between the 17 SDGs and UNDAF outcomes according to country income category. It shows that the engagement of the UNDS on the SDGs is similar across all countries; minor differences appear in relation to SDG 14, 15 and 17 where UNDAFs from High Income Countries and Middle Income Countries had higher levels of engagement than Low Income Countries. In two of the HICs under review (Argentina and Uruguay), UNDAF outcomes cut across all SDGs.

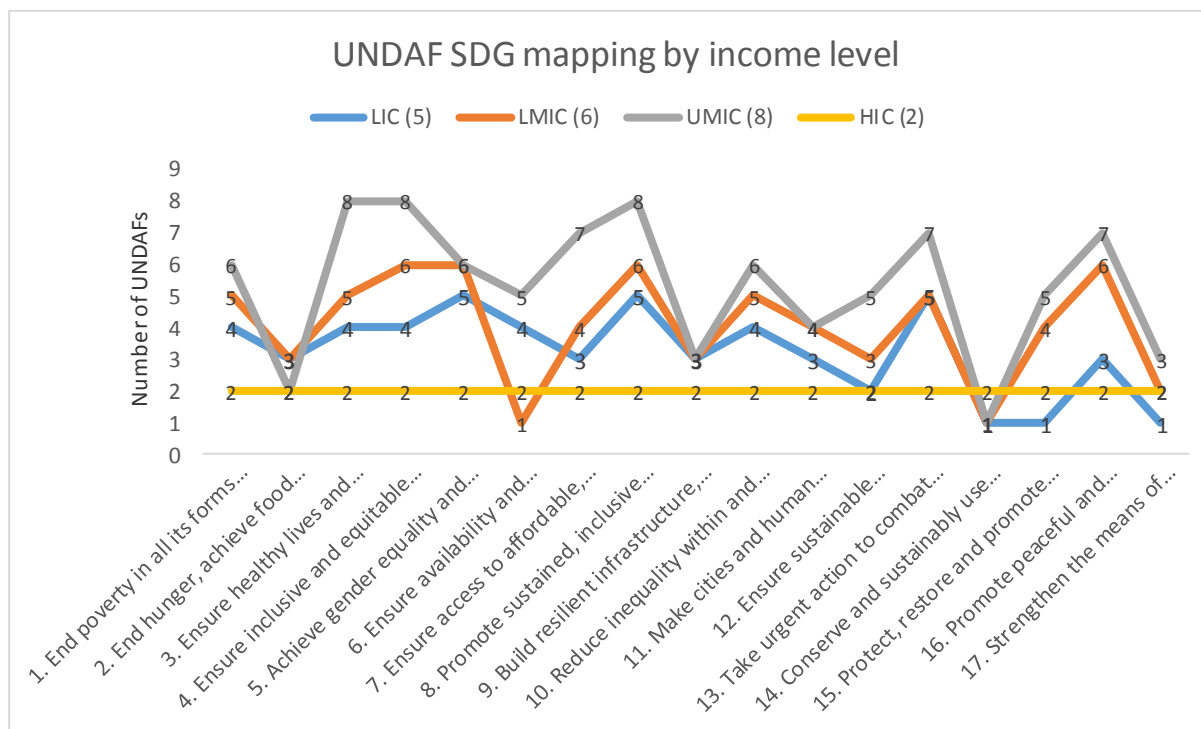


Figure 4 - UNDAF/SDG mapping according to income level

## Conclusions

- The Agenda 2030 is well mainstreamed within the new generations of UNDAFs reflecting the joint commitment of Government and UN to implement the agenda. However, the lack of a long term UN Vision to 2030 may be attributed to the fact that this was not required by the 2010 guidance.
- UNCT capacity to innovate, design and implement UNDAFs that reflect integrated approaches to SDGs is one area merits attention if UNDS is to meet expectations to support national governments to deliver on the 2030 agenda.

## Recommendation

- (a) The New UNDAF Guidance should provide comprehensive guidance, tools and methods for preparing the Vision 2030 alongside the CCA.
- (b) The new UNDAF guidance needs to outline how to achieve greater cross-SDG goal synergy (and policy coherence) in order to address the interdependent nature of the SDGs.

## 2.2. Delivering together for more coherent and efficient results

The complex and interdependent nature of the 2030 Agenda requires all UNCTs to operate in a more coherent and collaborative manner, and an essential tool for bringing together government counterparts and the UN system are the Standard Operating Procedures (SOPs). Even though only eight of the 27 countries in this review are formal 'Delivering as One' countries, twenty-three UNDAFs acknowledge the value of the SOPs.

### Findings

Figure 5 shows that the majority of 2016 UNDAFs recognized the value of the SOPs as key instruments for increasing UN coherence, accountability and joint results (i.e. by establishing a Joint UN/National Steering Committee and Results Groups chaired by UNCT members; having common budgetary frameworks and producing one UN Country Results Report, etc.). This presents significant progress towards coherence and accountability when compared to results of 2015 UNDAF Desk Review<sup>2</sup>. However, few UNDAFs made specific references to business operations or communication and advocacy strategies which also are important drivers of greater effectiveness and transparency.

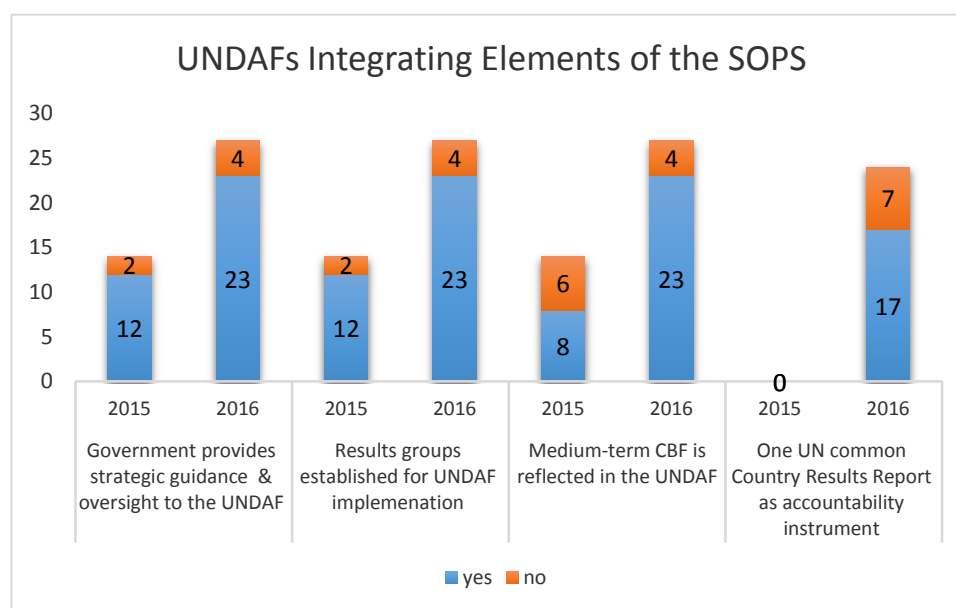


Figure 5 - Integration of SOPs in UNDAFs

With regards to the Common Budgetary Framework (CBF) (the multi-year financial framework that reflects a transparent financial overview of required and available resources for the implementation of the UNDAF) a great deal of implementation progress had been made in 2016 compared with previous years. As seen in the figure above, twenty-three (85%) of the 27 UNDAFs included a Common Budgetary Framework broken down by outcome and by agency which is crucial for having a realistic

<sup>2</sup> For more information about the Desk Review of 2015 UNDAFs please visit: <https://undg.org/wp-content/uploads/2015/11/2015-UNDAFs-Desk-Review.pdf>

estimation of the financial costs required to achieve the UNDAF outcomes. However, in at least 13 UNDAFs, the funding gap was more than 50 percent of cost estimates. This is particularly the case for MICs and HICs where agency core funding tends to be lower, and resource mobilization is a challenge. In addition, for some agencies, funds predictability over a five year period is very challenging.

UNDAF costings were also observed to be incomplete and seemingly unrealistic in a number of countries. This not only undermines transparency and accountability but also the opportunities for strategic planning for resources mobilisation and implementation.

#### **UNDAF of FYR Macedonia: Building on the SOPS for better coherence and results**

“The Partnership embraces the principles of UN reform, and UN agencies will together adopt the ‘Delivering as One’ approach with the start of the new program in 2016. This approach will facilitate greater coherence and reduced transaction costs in planning, project implementation, results reporting and monitoring and evaluation. Wherever feasible and without compromising mandates, UN agencies will apply a joint project implementation modality to promote efficiency and leverage their experience, expertise and resources. To the extent possible, UN system agencies and partners will use the minimum documents necessary, namely the signed Partnership and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Partnership and joint or agency-specific work plans. To ensure the consistent implementation of the partnership, UNDP, UNFPA, UNICEF, ILO and WHO have already prepared country programs or plans in line with the five outcomes selected as partnership priorities. Individual Country Programmes and project documents specify how they contribute to the Partnership’s objectives and cooperation strategies.” UNDAF Document, page 39

### **Conclusions**

- (a) The significantly increased reflection of SOPs in 2016 UNDAFs, demonstrates UNCT commitment to deliver as one for more coherent and efficient results. However, there is weak linkage of programme to the following areas: communications and advocacy and business operations.
- (b) The costing and financing of 2016 UNDAFs is an area of weakness that requires attention in order to achieve planned results.

### **Recommendations**

- (a) The new UNDAF guidance should emphasize the importance of incorporating both business operations strategies and communication and advocacy strategies in key parts of the UNDAF planning and formulation.
- (b) The new UNDAF guidance should recommend practical parameters to formulate more realistic UNDAF costings as well as consider financing options for countries in various income categories.
- (c) UNCTs should be more proactive in embracing the advantages of the CBF in the formulation of new financing strategies with the assistance of the UNDG.

## 2.3. Frequent practices in developing UNDAFs

The desk review looked at common programme practices followed by UNCTs in the design of the UNDAF. The analysis took into consideration some of the parameters defined in the 2010 UNDAF guidance and other elements included in the new Interim Guidance (see Annex 2, questions 16 to 26).

The review found that the UNDAFs were signed by the 27 UNCT members and governments, at ministerial or executive level. At the country level, the UNDAF is the single most important programme instrument for ensuring national ownership; greater accountability for results and coherence across various UN programme activities. This analysis is borne out in the figure 6 below, and specifically in the following programming practices:

- Common Country Analysis;
- Comparative Advantage analysis
- Civil Society engagement
- Sound theory of change
- Robust M&E framework
- New programming areas (i.e. south-South/triangular Cooperation)

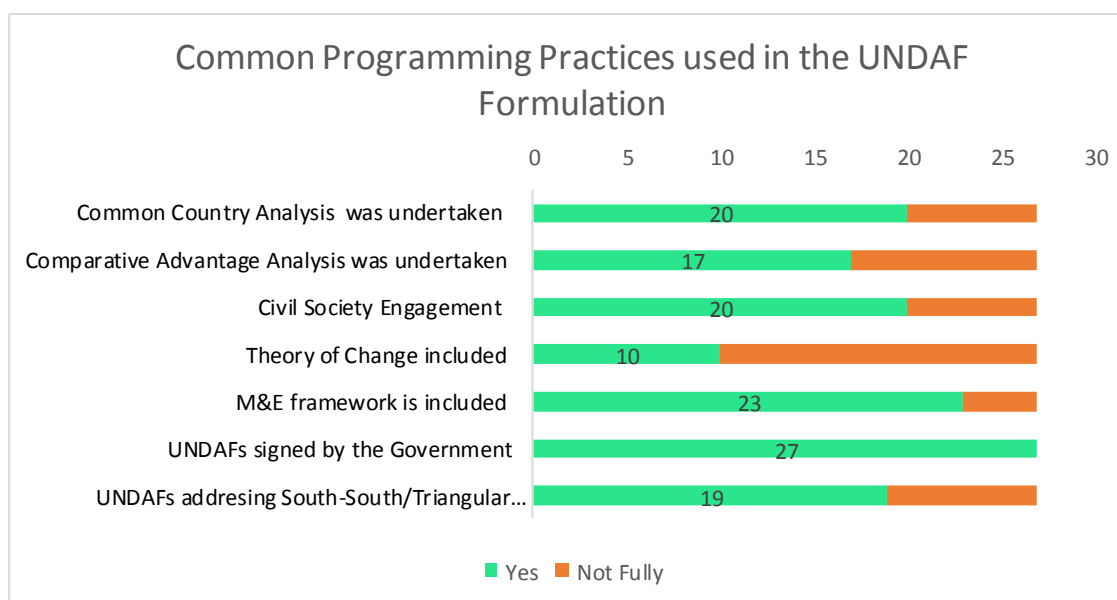


Figure 6 - Programming practices used in UNDAF Formulation

### Common Country Analysis (CCA)

The CCA is an essential tool for UNDAF strategic prioritization and data analysis, and thus it should be used by all UNCTs. The review found that 20 out of 27 countries make reference to the CCA findings and provide linkages in the UNDAF document. Where the CCA was available, the methodology used varied by country but in a number of cases it did not fully meet the criteria laid out in the UNDAF

guidelines (e.g. an in-depth causal analysis of development challenges, including disaggregated data). Very few CCAs utilized a rights-based methodology to identify underlying causes of development challenges and/or capacity gaps for rights-holders and duty-bearers. CCAs which are not methodologically robust, limit the opportunities for the UN to have a shared understanding of the social, political and economic situation in a particular country, and this can also be taken into consideration in programme design.

Turkmenistan is a good example of a CCA which built on observations and recommendations from UN human rights mechanisms and national human rights plans. Likewise, strategic priorities in the Armenian UNDAF for 2016–2020 were identified through participatory approaches such as CCA foresight surveys.

#### UN Youth Advisory Council engagement in the formulation, implementation, monitoring and evaluation of the UNDAF in Azerbaijan

To implement, monitor and evaluate the United Nations—Azerbaijan Partnership Framework (UNAPF), the UN Youth Advisory Council was established to identify and validate UNAPF strategic priorities. This function was particularly helpful in identifying strategic opportunities and necessary actions to address emerging adolescent and youth issues, as well as increase the level and quality of youth participation in planning, implementation and monitoring of ongoing UN programmes in Azerbaijan. Because youth development is one of the strategic priority areas in the UNAPF, strengthening dialogue with youth can help empower young people in the country.

### Civil Society Engagement

The preparation of the UNDAF in 74% of countries included civil society participation and multi-stakeholder consultations to define strategic priorities (20 out of 27 UNDAFs). Good examples of civil society engagement are found in the UNDAFs of Armenia, Azerbaijan, Argentina, Uzbekistan and Zimbabwe. The UNDAF review found limited reference to the engagement of civil society, local partners, academia or the private sector in UNDAF implementation, monitoring and evaluation. In

#### UNDAF of Kazakhstan – South-South and Triangular Cooperation outcome statement.

**Outcome 3.1.** The Government together with partners, promotes the achievement of the SDGs in the region and leads in promoting and implementing UN principles, Standards and Conventions.

**Indicator 1.** Capacity of KAZAID and Kazakhstan's ODA to provide targeted support to areas critical to human development and security in Central Asia and beyond.

**Baseline.** Nascent state of the national ODA system; and KAZAID agency creation (2015).

**Target.** The ODA is functioning and providing effective development assistance through KAZAID and substantively contributing to human development in the region (2020).'

most UNDAFs, the identification of strategic priorities involved a participatory process with various partners but this level of engagement was not maintained within the M+E section of the UNDAFs.

### South-South/Triangular Partnerships

In regards to new programming areas, a significant number of UNDAFs (19 out of 27) identified trans-boundary partnerships at the global or regional levels. Eight of the 27 UNDAFs have a specific outcome related to South-South/Triangular Cooperation and this is present in 77% of UNDAFs in High Income Countries and High Middle Income Countries.



## Conclusions

- (a) The UNCTs are most comfortable with the practices of preparing CCA, civil society engagement, preparing M&E frameworks, addressing South-South/Triangular co-operations. However, the Theory of Change is the least common practice probably reflecting an area where guidance and training is required.
- (b) Engagement of stakeholders is strongest in the early stages of the UNDAF process but reduces remarkably in the UNDAF implementation, monitoring and evaluation phases.

## Recommendations:

- (a) Building on the common practice of undertaking a Common Country Analysis, the new UNDAF guidance should make the CCA mandatory as a common analytical foundation for coherent and strategic planning across the different UN pillars: Human Rights, Humanitarian, Development and Peace and security. The use of right based methodologies and tools for conflict analysis should be emphasized.
- (b) The new UNDAF guidelines should emphasize the relevance of multi-stakeholder engagement over the UNDAF development, implementation, monitoring and evaluation stages. NGOs and civil society should increasingly be engaged in on-going monitoring and evaluation activities. UNCTs should organize an annual feedback session with national and international partners to discuss achievements, challenges, lessons learned and opportunities for the following year.

## 2.4. Programming principles

The 2010 UNDAF Guidance defined three normative principles that should be used as the basis for the country analysis and strategic response to national development priorities (human rights, gender equality and environmental sustainability). This review assessed the extent to which these programming principles were integrated in the UNDAFs.

### Findings

This review found that the UN normative and policy agenda is the foundation for programming in the vast majority of UNDAFs (24 of 27). At least one UNDAF outcome is dedicated to address environmental sustainability, gender equality, women's rights, and to support the implementation of International Human Rights Agenda. Such a focus demonstrates greater coherence and alignment in support of the implementation of the international normative agenda across all regions.

#### Uzbekistan UNDAF, integrating the international human rights agenda

'Human rights and the UN international normative framework underpin the formulation of the UNDAF of Uzbekistan. Outcome 8 will support partners in harmonizing national legislation and law enforcement practices, bringing them in line with ratified United Nations Conventions. Support in the development and implementation of national action plans (based on accepted recommendations from the UPR and United Nations human rights treaty bodies) will be provided. Likewise, support will be given to CSOs in implementation of these recommendations.'

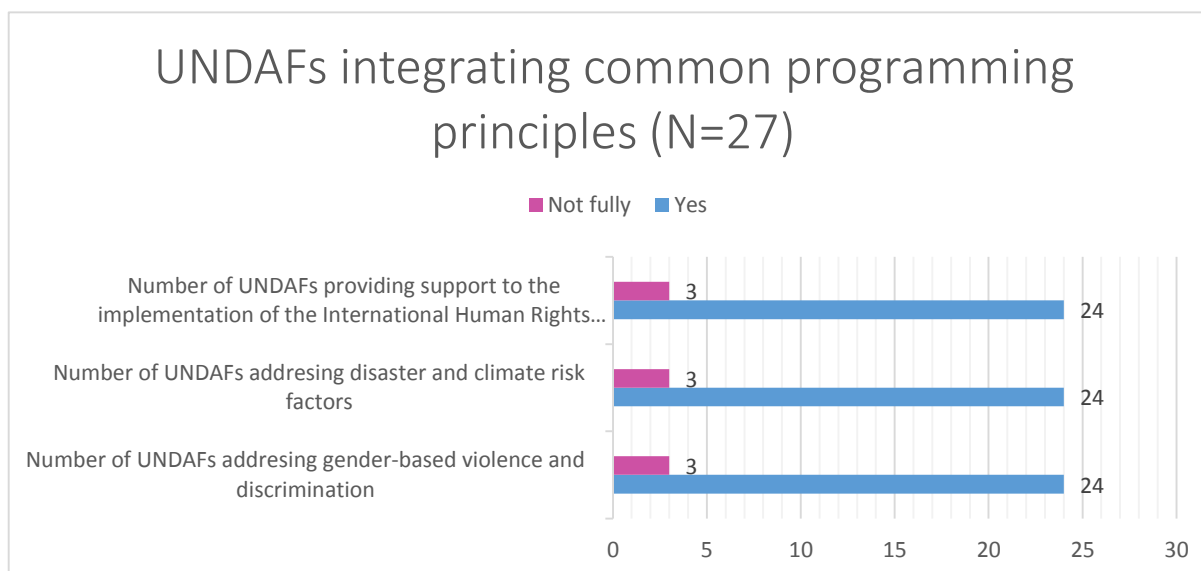


Figure 7 - Programme principles integrated into the UNDAF

### Conclusion

The vast majority of 2016 UNDAF have integrated the normative and development agenda at the center of programme activities. This approach demonstrates early progress towards more integrated responses to address multiple vulnerabilities and challenges which hinder inclusive and sustainable development.

### Recommendation

UNDAF quality assurance processes needs to be strengthened to ensure that both the CCA and UNDAF outcomes are underpinned by the normative principles in an effective manner in all UNDAFs.

## 2.5. Increase data quality and national statistical support

The Secretary General's report from May 2016 on implementing the Post-2015 Development Agenda<sup>3</sup> underscores that the support provided by the UN Development System to governments to enhance policy integration, data-related issues and capacity development is a priority in order to achieve the 2030 Agenda. The review assessed the extent of data disaggregation and also the support to national governments data related issues in the 27 UNDAFs and findings are summarized in Figure 8 below.

Despite progress made in recent years in terms of improved use of data and indicators in the UNDAF results matrices, more needs to be done to strengthen the UNDAFs with quality data and disaggregated indicators so they are equipped for tracking progress on the commitment of leaving no one behind.

### Findings

<sup>3</sup> Report of the Secretary General. Implementing the Post-2015 development agenda: moving from commitments to actions. May, 2016. New York.

Only 13 out of 27 UNDAFs included disaggregated indicators of the vulnerable groups (e.g. women, youth, children, ethnic minorities, people with disabilities, etc.). In most cases, data disaggregation is limited to gender aspects, which makes it difficult to track progress on other forms of discrimination, particularly against those affected by social discrimination and inequality. Good examples of countries that used different disaggregated indicators (rural/urban, age, gender, etc.) in their UNDAFs were Armenia, Azerbaijan, Indonesia, Kazakhstan, Uruguay and Zambia.

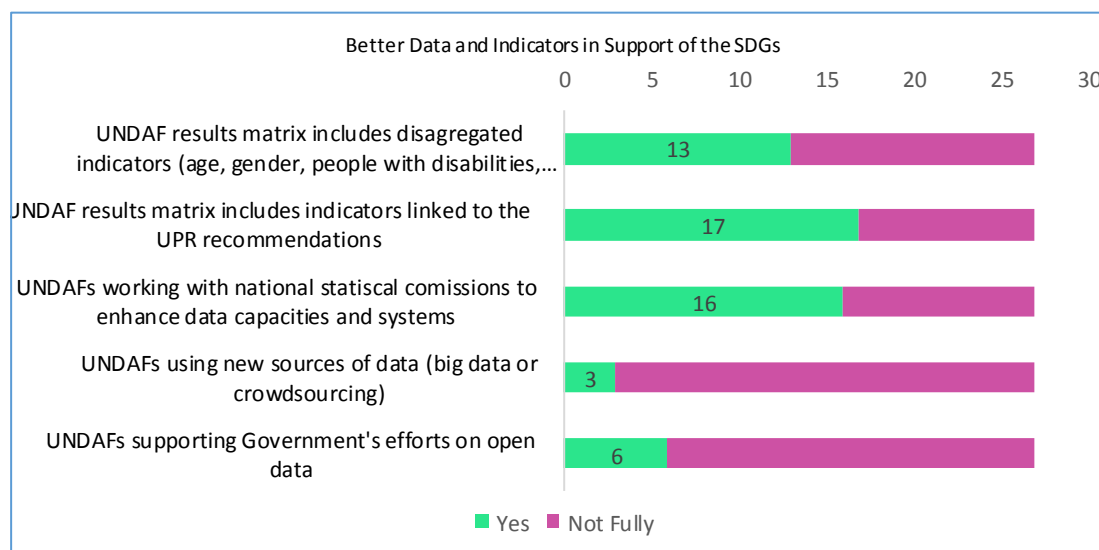


Figure 8 - Data and indicator use in support of the SDGs

To varying degrees, UNCTs are integrating the recommendations of human rights mechanisms with UNDAF indicators, targets and outcomes, and in alignment with national implementation of the SDGs. Seventeen UNDAFs linked Universal Periodic Review (UPR) recommendations to the results matrices indicators (see the UNDAFs of Argentina, Cambodia, Georgia, Zimbabwe and Tajikistan) emphasizing the commitment of these governments to measure progress on the implementation of the International Human Rights Agenda.

Support to national statistical institutions on data capacities is one of the key enablers to the achievement of the SDGs; however only 16 UNDAFs make reference to this aspect either at the outcome level (e.g. Syria) or as part of the outcome indicators (e.g. Georgia, Indonesia, Turkey, and El Salvador). Given that capacity building support to national statistical institutions is a core function of supporting National Ownership, future UNDAFs should integrate effective strategies-results to support national statistics capacities in terms of the design and use of SDG relevant statistics.

The use of new data sources, like crowdsourcing (to strengthen analysis within the CCA process) or real time monitoring, as innovative tools to enhance UNDAF monitoring and measurement of development results was found in the UNDAFs of FYR Macedonia and Uganda. These practices are likely to become more predominant in future UNDAFs given the context of the data revolution.

### Good Practice

#### Uganda: data and technology for better development results

In Uganda, the use of new data has taken off and the UN collaborates closely with the government as a leader in innovation and new technologies with the idea that doing so will improve national engagement, policy development and social services, particularly among the country's youth. [Global Pulse](#) is a UN innovation that consists of a network of innovation laboratories where stakeholders can explore new ways of assessing, monitoring and measuring development using data and new technologies. The 'laboratory' is housed within the Resident Coordinator's (RC) office and the UNCT is scaling up the utilization of Global Pulse activities. With an annual operational budget of US\$1.3 million, the Pulse Lab in Kampala brings together researchers from the government, UN, non-governmental organizations (NGOs) and private sector to determine innovative uses of big data (e.g. social media, mobile data and online information) and real-time analytics to support sustainable programming and respond to development challenges in Uganda. The UN in Uganda plans to use Pulse Lab to leverage the following systems:

- Enhanced Early Warning: Detection of anomalous trends and patterns of events to enable early warning of emerging crises and earlier responses to prevent long-term harm.
- Real-Time Awareness: An up-to-date picture of trends, hotspots and dynamic changes in population behavior to enhance programme planning, monitoring and implementation.
- Rapid Impact Monitoring and Evaluation: Timely feedback on the impact of programmes and policies to facilitate acceleration and correctional measures.

### Conclusions

- (a) Despite progress made in recent years in terms of improved use of data and indicators in the UNDAF results matrices, more needs to be done to strengthen UNDAFs with quality data and disaggregated indicators so they are able to track progress on the SDGs and commitment to the leaving no one behind principle.
- (b) Whereas data-related capacities, including the generation and use of disaggregated data are one of the main demands from Member States of UN support at country level, not all UNDAFs are articulating a coherent and strategic approach on increased support to data quality and national statistics capacities.

### Recommendation

The UNDAF guidance needs to reinforce the role of the UNDS in supporting the development of national capacities not only to produce quality national statistics but also to undertake comprehensive analysis on progress towards the achievement of national development goals. Depending on country context, this support should be clearly articulated at the outcome level as an intended result of the UNDAF.

## 2.6. Addressing peace and security, development, human rights, and humanitarian responses in a coherent manner

The Secretary-General has highlighted the need to enhance cooperation across the development, humanitarian, peacebuilding, and human rights pillars in order to increase coherence and sustainability of UN interventions at the country level<sup>4</sup>. Integrated and joint assessments have been recognized as valuable instruments to reach a common understanding of the local/national situation and identify joint outcomes that take into consideration, articulated short and medium-term responses across the different pillars. The 2016 UNDAF review identified country examples used in the UNDAFs that reflect elements of humanitarian-development-peace linkages.

### Findings

These are early examples on the opportunities provided by having a joint understanding across all pillars:

- UNDAFs that address peace consolidation issues (Georgia, Kosovo, Syria and FYR Macedonia);
- UNDAFs that reflect coordination with the UN missions (e.g. Kosovo). In the case of Guinea-Bissau no reference was found to the mission despite the existence of an integrated UNDAF/ISF;
- UNDAFs that make reference to humanitarian response, mostly in the context of refugee migration (Armenia, Syria, Swaziland, FYR Macedonia, and Uzbekistan);
- UNDAFs that include a joint outcome on humanitarian and development response (e.g. FYR Macedonia); and,
- UNDAFs that provide support to refugees or internally displaced people (nine countries, see list below).

*Figure 9 - UNDAFs that reference provision of support to refugees or internally displaced people*

| Country           | Region | Level of Income |
|-------------------|--------|-----------------|
| Armenia           | EE/CIS | LMIC            |
| Azerbaijan        | EE/CIS | UMIC            |
| Belarus           | EE/CIS | UMIC            |
| Kosovo            | EE/CIS | LMIC            |
| Syria             | Arab   | LMIC            |
| Tajikistan        | EE/CIS | LMIC            |
| The FYR Macedonia | EE/CIS | UMIC            |
| Turkey            | EE/CIS | UMIC            |
| Zambia            | Africa | LIC             |

<sup>4</sup> See Report of the Secretary-General on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System. Page 22. August, 2016. New York.

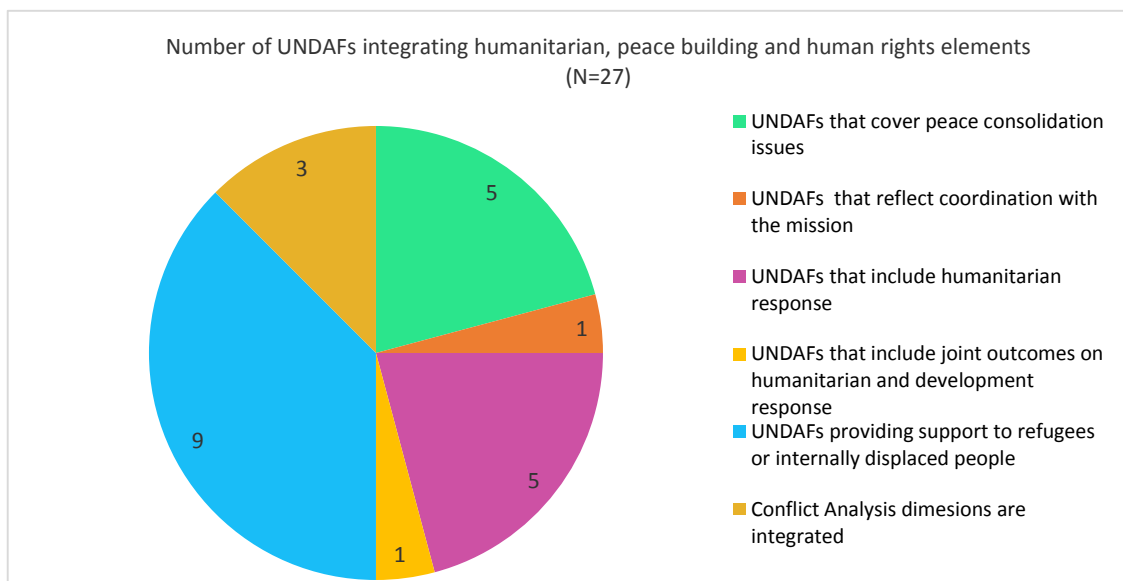


Figure 10 - UNDAFs integrating humanitarian, peacebuilding and human rights elements

## Conclusions

Joint and integrated analyses of country situations are the building blocks for more coherent and SDG responsive UNDAFs. They are also a primary source of information for the development of a well-articulated theory of change at the country level. Comprehensive analysis is critical for bringing together the UN system to design and implement programmes that are responsive to the needs of the country. In a number of countries analyzed in 2016 (9 of 27) the importance of integrating refugee dynamics into the development analysis was found to be especially important.

## Recommendation

Depending on country context, the new UNDAF guidelines should recommend the application of conflict analysis as one of the building blocks for the CCA. A conflict analysis is relevant for conflict/crisis countries, informing programming for conflict prevention and/or conflict response.

### 3. Summary of recommendations for the new UNDAF guidance

Based on the findings and conclusions of the desk review, the following summary recommendations are made for the new UNDAF Guidance:

1. The New UNDAF Guidance should provide comprehensive guidance, tools and methods for preparing the Vision 2030 alongside the CCA.
2. The new UNDAF guidance needs to outline how to achieve greater cross-SDG goal synergy (and policy coherence) in order to address the interdependent nature of the SDGs.
3. The new UNDAF guidance should emphasize the importance of incorporating both business operations strategies as well as communication and advocacy strategies throughout the UNDAF planning and formulation.
4. The new UNDAF guidance should recommend practical parameters to formulate more realistic UNDAF costings as well as considering financing options for countries in various income categories.
5. Building on the common practice of undertaking a Common Country Analysis, the new UNDAF guidance should make the CCA mandatory as a common analytical foundation for a coherent and strategic planning across the different UN pillars: Human Rights, Humanitarian, Development and Peace and security. The use of right based methodologies and tools for CCA analysis should be emphasized.
6. The new UNDAF guidelines should emphasize the relevance of multi-stakeholder engagement over the course of the UNDAF development, implementation, monitoring and evaluation stages. NGOs and civil society should increasingly be engaged in on-going monitoring and evaluation activities. UNCTs should organize an annual feedback session with national and international partners to discuss achievements, challenges, lessons learned and opportunities for the following year.
7. UNDAF quality assurance processes needs to be strengthened to ensure that both the CCA and UNDAFs outcomes are underpinned by the normative principles in an effective manner in all UNDAFs.
8. The UNDAF guidance needs to reinforce the role of the UNDS in supporting the development of national capacities not only to produce quality national statistics but also to undertake comprehensive analysis on progress towards the achievement of national development goals. Depending on country context, this support should be clearly articulated at the outcome level as an intended result of the UNDAF.
9. Depending on country context, the new UNDAF guidelines should recommend the application of conflict analysis as one of the building blocks for the CCA. A conflict analysis can be relevant for conflict/crisis countries, informing programming for conflict prevention and/ or conflict response.

## Annex 1 – List of UNDAFs reviewed (2016)

| Country           | Region       | Income Level | Years until next UNDAF |
|-------------------|--------------|--------------|------------------------|
| Algeria           | Arab         | HMIC         | 5                      |
| Argentina         | LAC          | HIC          | 5                      |
| Armenia           | EE/CIS       | LMIC         | 5                      |
| Azerbaijan        | EE/CIS       | HMIC         | 5                      |
| Belarus           | EE/CIS       | HMIC         | 5                      |
| Cambodia          | Asia Pacific | LIC          | 3                      |
| China             | Asia Pacific | HMIC         | 5                      |
| El Salvador       | LAC          | LMIC         | 5                      |
| Georgia           | EE/CIS       | LMIC         | 5                      |
| Guinea- Bissau    | Africa       | LIC          | 5                      |
| Indonesia         | Asia Pacific | LMIC         | 5                      |
| Kazakhstan        | EE/CIS       | HMIC         | 5                      |
| Kosovo            | EE/CIS       | LMIC         | 5                      |
| Maldives          | Asia Pacific | HMIC         | 5                      |
| Panama            | LAC          | HMIC         | 5                      |
| Serbia            | EE/CIS       | HMIC         | 5                      |
| Syria             | Arab         | LMIC         | 2                      |
| Swaziland         | Africa       | LMIC         | 5                      |
| Tajikistan        | EE/CIS       | LMIC         | 5                      |
| The FYR Macedonia | EE/CIS       | HMIC         | 5                      |
| Turkey            | EE/CIS       | HMIC         | 5                      |
| Turkmenistan      | EE/CIS       | HMIC         | 5                      |
| Uganda            | Africa       | LIC          | 5                      |
| Uruguay           | LAC          | HIC          | 5                      |
| Uzbekistan        | EE/CIS       | LMIC         | 5                      |
| Zambia            | Africa       | LIC          | 5                      |
| Zimbabwe          | Africa       | LIC          | 5                      |



## Annex 2. Country summaries

Algeria  
Argentina  
Armenia  
Azerbaijan  
Belarus  
Cambodia  
China  
El Salvador  
Georgia  
Guinea-Bissau  
Indonesia  
Kazakhstan  
Kosovo  
Maldives  
Panama  
Serbia  
Syria  
Swaziland  
Tajikistan  
The FYR Macedonia  
Turkey  
Turkmenistan  
Uganda  
Uruguay  
Uzbekistan  
Zambia  
Zimbabwe

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## Cadre De Coopération Stratégique Algérie (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

The Algerian UNDAF focuses on the following principles: Diversification of the Economy; Social Development; Environment and Good Governance.

These were arrived at following a process that was nationally led, with inter-ministerial working groups and coordinated by the Minister of Foreign Affairs, who identified priority areas based on the President's vision.

Within the four principles there is a focus on particular groups, participatory processes and empowerment, which is in line with the 2030 Agenda mission statement of "leaving no one behind." The UNDAF's broad focus on 'people, planet, prosperity and peace' also reflects the broader SDG Agenda.

### 2. Delivering together through the SOPs

An 'Executive Committee for Coordination and Cooperation' was established, which will include national government and UN representatives. Its function is to coordinate development support in Algeria and oversee the planning, implementation and evaluation of the UNDAF. No explicit mention is made of joint funding or programming.

### 3. Three essential pillars of the United Nations

The UNDAF notes that a human rights based approach was applied in the formulation of the UNDAF. When developing the UNDAF, causal and problem tree analyses were used to identify the root causes of development problems within each of the four areas. There was also an effort to identify marginalized groups and address the needs of these groups, as well as support participatory processes and widen civil society space. However, links to human rights instruments/standards are not evident, nor are the deeper root causes of the development challenges addressed.

### List of UNDAF outcome themes <sup>5</sup>

| UNDAF Outcome Themes for Cadre de Coopération Stratégique (CDCS) Algérie 2016-2020 |                          |                    |             |                 |
|------------------------------------------------------------------------------------|--------------------------|--------------------|-------------|-----------------|
| Outcomes                                                                           | Economic Diversification | Social Development | Environment | Good Governance |
| SDGs covered in the UNDAF outcomes and outputs                                     | 8                        | 1, 3, 4, 10,       | 13, 15      | 16              |

<sup>5</sup> The SDG linkages were not included in the UNDAF. The analysis presented here was done by DOCCO and thus it might not be comprehensive.

# Argentina

[Spanish]

## Marco Estratégico De Cooperación del Sistema De Naciones Unidas Para el Desarrollo (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

UNDAF strategic priorities include the three dimensions of new 2030 Agenda (social, economic, and environmental) by dedicating one outcome per pillar. This division of outcomes however, does not fully ensure an integrated approach to these issues.

The UNDAF makes reference to the 2030 Agenda in a generic manner but there is no explicit government/UN common vision to support its implementation. One of the main innovations of the UNDAF is related to the outcome on 'Development Cooperation for Sustainable Development' that has a particular focus on disaster risk reduction (DRR), humanitarian action and capacity development of state institutions in other developing countries. The role of the UN system will be to focus on the identification of relevant experiences, promotion of partnerships and articulation of different international actors.

### 2. Delivering together through the SOPs

Although Argentina is not a DaO country the UNDAF reflects a commitment to SOPs implementation and uses joint approaches during the stages of implementation. For example, a National/UN Joint Steering Committee (JSC) will be established to monitor progress and make recommendations on an annual basis. Joint results groups will be responsible for outcome implementation and each will report on biannual work plans drafted to achieve outcomes results. Gender and environmental thematic groups will advise the results groups to ensure these dimensions are integrated into their work plans.

### 3. Three essential pillars of the United Nations

This UNDAF makes clear reference in support of Argentina's efforts to implement the human rights instruments and recommendations made in different reviews, including the UPR. Annex 2 of the UNDAF provides a cross analysis between outcomes, SDGs and the recommendations made by international human rights mechanisms.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Argentina (2016—2020) |                                                                                                                                       |                                                                                                                                            |                                                                                                                                                        |                                                                                               |                                                                                         |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Outcomes                                       | Inclusive and sustainable development                                                                                                 | Universal access to basic service                                                                                                          | Citizenship and Human Rights                                                                                                                           | Environment                                                                                   | Development cooperation for sustainable development                                     |
| 1                                              | By 2020, Argentina will increase its productivity and diversified its economy, by fostering sustainable use of natural resources, use | By 2020, Argentina has reduced territorial and economic disparities to access universal health care, with emphasis on the most vulnerable, | By 2020, Argentina has implemented public policies aimed at preventing, reducing and social inequalities and discrimination or/and violence related to | By 2020, Argentina has enhanced the sustainable management of natural resources, implementing | By 2020, Argentina has consolidated its role as development and humanitarian partner at |

|                                                       |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                             |                                                                                            |                                                                              |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|                                                       | of science and technology as well cultural entrepreneurship.                                                                                                                                       | including an intersectoral approach.                                                                                                                                                                                                                     | gender, ethnic, sexual orientation, age, nationality or disabilities.                                                                                                                                       | climate change adaptation and mitigation including a gender and multi-cultural approaches. | regional, sub-regional and global level by fostering triangular cooperation. |
| 2                                                     | By 2020, Argentina will articulate employment and education policies, in particular for youth, for the promotion of human resources that are consistent with the needs of the productive sector.   | By 2020, Argentina has reduced the social and territorial disparities in terms of coverage for primary education, enhanced quality education, reduced digital divide, and enhanced access to tertiary education.                                         | By 2020, Argentina has strengthened human rights and citizenship through the implementation of access to information mechanisms, citizens' participation and access to justice without any discrimination.  |                                                                                            |                                                                              |
| 3                                                     | By 2020, Argentina will implement strategies aimed at reducing the informal economy as well as any form of discrimination, fostering gender equality, eradication of child labor, or forced labor. | By 2020, Argentina has designed and implemented social protection policies and social inclusion in accordance to human rights by securing access to all to quality social services, including gender approaches and aimed at the most vulnerable groups. | By 2020, Argentina has implemented strategies for the protection and promotion of diversified cultural expressions, intercultural dialogue, access to cultural goods, with emphasis on the most vulnerable. |                                                                                            |                                                                              |
| <b>SDGs covered in the UNDAF outcomes and outputs</b> | 1, 4, 5, 7, 8, 9, 12 and 13                                                                                                                                                                        | 1, 2, 3, 4, 5, 6, 8 and 10                                                                                                                                                                                                                               | 4, 5, 10 and 16                                                                                                                                                                                             | 7, 11, 13, 14 and 15                                                                       | 10 and 17                                                                    |

## Armenia

[English]

### [United Nations Development Assistance Framework \(2016-2010\)](#)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

The UNDAF of Armenia is aligned with the principles and priorities of the 2030 Agenda. Strategic priorities for 2016–2020 were identified through participatory approaches such as the foresight surveys in the Common Country Analysis.

The UNDAF addresses multidimensional aspects of inequality and vulnerabilities including those caused by environmental factors; Armenia is one of the most disaster risk prone countries in the world. The focus of the UNDAF is mostly on youth, women, children with disabilities and refugees/asylum seekers. There is also a dedicated outcome on migration and border/asylum management through which the Government of Armenia and

the UN have committed, among other things, to support the integration of refugees from Syria, Azerbaijan, Iraq and Ukraine.

In terms of tracking systems and indicators, each outcome is in line with SDG targets. Indicators are disaggregated by gender/age/urban/rural categories to enable better monitoring of multiple vulnerabilities and discrimination. Some indicators also are linked to recommendations made in the UPR/Convention on the Elimination of All Forms of Discrimination.

## 2. Delivering together through the SOPs

The UNDAF strategy reflects government ownership and joint commitment to achieve sustainable development in Armenia. The Joint National UNDAF Steering Committee will be responsible for monitoring progress and making recommendations during its implementation—it will meet at least twice a year.

This UNDAF takes into consideration the recommendations made in the UNDAF evaluation regarding: enhancing the M&E system, developing a joint resource mobilization strategy, and including a joint approach to address national priorities in Armenia.

The office of the RC will develop a web-based tracking system to monitor progress against baselines and data.

The Armenian UNDAF also includes a section on the principles of partnership where the roles of different partners are outlined (including civil society and private sector). Similarly, the need to strengthen the governments' capacity to implement integrated approaches is recognized and thus to put in place intersectoral mechanisms of coordination. To support this action the UNDAF will promote studies and ex-change missions with other countries that have good practices in similar contexts.

## List of UNDAF outcome themes

| UNDAF Outcome Themes for Armenia (2016—2020) |                                                                                                                                                     |                                                                                                                     |                                                                                                                                                         |                                                                                                                                                                            |                                                                                                                                         |                                                                                                 |                                                                                                                                                                                                            |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                     | By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities. | By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. | By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence. | By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls. | By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities. | By 2020, quality health services are accessible to all, including especially vulnerable groups. | By 2020 Sustainable Development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied |

|                                                |    |     |   |    |   |   |    |
|------------------------------------------------|----|-----|---|----|---|---|----|
| SDGs covered in the UNDAF outcomes and outputs | 8. | 16. | 5 | 16 | 4 | 3 | 13 |
|------------------------------------------------|----|-----|---|----|---|---|----|

## Azerbaijan

[English]

### United Nations Azerbaijan Partnership Framework

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UN-Azerbaijan Partnership Framework (UNAPF) is aligned with the national aspirations and priorities of Azerbaijan's Vision 2030 and the 2030 Sustainable Development Agenda. The UNAPF was formulated through an inclusive and participatory process. Based on the evaluation of the UNAPF 2011–2015 and Common Country Analysis, the focus of the UNAPF is on three priority areas: 1) promoting sustainable and inclusive economic development underpinned by increased diversification and decent work, 2) strengthening institutional capacities and effective public and social services, and 3) improving environmental management and resilience to natural and human-induced disaster. Additionally, five cross-cutting areas are prioritized and integrated into the outcomes. These are: human rights-based approaches; gender equity; youth; capacity development for monitoring and evaluation, and improving the evidence base.

#### 2. Delivering together through the SOPs

Annex 2 of the UNAPF highlights agencies contribution to achieving the outcomes and Annex 3 outlines the implementation of three pillars of the DaO approach during UNAPF implementation (One Leader, Operation as One, and Communicating as One).

#### 3. Three essential pillars of the United Nations

The UNAPF focuses on human rights and development and stresses sustainable and inclusive socio-economic development by diversifying economic activities, as well as developing the capacities of communities and people. Examples include empowering women, youth, children and vulnerable groups (internally displaced people, refugees, and persons with disabilities), supporting government and the public sector in data management and public services, and strengthening innovation, technology and non-oil industries.

#### List of UNDAF outcome themes

UNAPF Outcome Themes for Azerbaijan (2016—2020)

|                                                       |                                                                                                                                                                                                           |                                                                                                                                                             |                                                                                                                                                                                                                                                                                         |                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcomes</b>                                       | 1.1: By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups. | 2.1: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-responsive policy formulation and implementation. | 2.2: By 2020, Azerbaijan has made progress in line with international human rights mechanisms, including the Universal Periodic Review and other treaty obligations, and has strengthened capacities for implementation, monitoring and reporting aligned with international standards. | 2.3: By 2020, quality public and social services are accessible to all and help achieve more socially inclusive and equitable development results. | 3.1: By 2020, sustainable development policies and legislation are in place, better implemented and coordinated in compliance with multilateral environmental agreements, recognize social and health linkages, and address issues of environment and natural resource management, energy efficiency and renewable energy, climate resilience to hazards and disaster. |
| <b>SDGs covered in the UNDAF outcomes and outputs</b> | 8, 10, 12                                                                                                                                                                                                 | 5, 18                                                                                                                                                       | 10<br><br>*mainly dealing with human rights-related issues                                                                                                                                                                                                                              | 3, 4, 5<br><br>*gender issues in education                                                                                                         | 7, 13                                                                                                                                                                                                                                                                                                                                                                  |

## Belarus

[English]

### United Nations Development Assistance Framework (2016-2010)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

The UNDAF emphasizes advancing the human rights agenda and complying with international standards in Belarus. It aims to contribute to the consolidation of an enabling environment for dialogue between civil society, state institutions and the private sector. The UN will be a crucial partner in the formulation and discussion of new legislation to increase the practice of public consultation and enable participatory processes around the policy agenda.

The document encompasses a section called 'Initiatives outside the UNDAF results matrix' in which the UNCT has expressed its commitment to accommodate ad-hoc requests of assistance from the government and respond to emerging challenges. In this section, reference is made to helping and protecting the fundamental rights of victims of human trafficking, asylum seekers, refugees and migrants. One of the unique features of this UNDAF is the reference made to the assistance to people living in the areas contaminated by the Chernobyl nuclear incident, which is part of the portfolio on DRR.

#### 2. Delivering together through the SOPs

Although the UNDAF mentions the government is engaged in the design and implementation stages of the strategic priorities, there is no clear reference to the establishment of a formal mechanism (e.g. a Joint UN/Government Steering Committee) to oversee its implementation. It is interesting to note the active engagement of the Regional Commission (UNECE) in the design of the UNDAF. The Regional Commission will be one of the main implementation entities of the UNDAF together with other UN entities.

### 3. Common programming principles

The Comparative Advantage Analysis is part of the document and focuses on international law and advocacy, impartiality, global knowledge, convening power, and network capacities. The formulation of the UNDAF included consultations with the government, civil society and private sector. In total, more than 200 individuals participated in different consultations and workshops organized in preparation of the SPR.

One main weakness of the UNDAF in Belarus involves gender mainstreaming and measuring women's inclusion and economic empowerment. This is due to limitations in carrying out a gender analysis of challenges in the country, and indicators are not always disaggregated by gender.

The UNDAF outcomes make reference to the integrated response of the UN to different challenges, with particular emphasis on the role of the regional commission. This is clearer in the outcome related to environment in which the use of joined up analysis and approaches to address issues of water management, waste management, and environmental protection, energy efficiency, etc., are more visible. UNECE and UNDP will support the government in trans-boundary cooperation on water management and climate change adaptation in the Neman River Basin.

#### List of UNDAF outcome themes

| UNDAF Outcome Themes for Belarus (2016—2020)   |                                                  |                                  |                                                                                                                 |                                                                                                                                         |
|------------------------------------------------|--------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                       | Inclusive, responsive and accountable governance | Sustainable economic development | Environmental protection and Sustainable environmental management based on the principles of the green economy. | Sustainable development of human capital; health, education, social inclusion and protection, comprehensive post-Chernobyl development. |
| SDGs covered in the UNDAF outcomes and outputs | 5, 16                                            | 8, 9, 12                         | 6, 7, 13, 15                                                                                                    | 3 and 4                                                                                                                                 |

**Cambodia**  
[English]

## United Nations Development Assistance Framework (2016-2018)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The Cambodian UNDAF is closely aligned with the principles and priorities of the 2030 Agenda, the Rectangular Strategy for Growth, Employment, Equity, and Efficiency Phase III, and the National Strategic Development Plan 2014 – 2018. Based on the Common Country Analysis, the UNDAF focuses on the following outcome areas:



inclusive growth and sustainable development; social development, protection and human capital, and governance and human rights. In addition, four cross-cutting areas are prioritized in the framework: environmental sustainability; gender equity; human rights, and youth. Throughout the development of the CCA, the progress of, and challenges to, Millennium Development Goals targets in the country were considered as well.

Each UNDAF outcome is clearly in line with the SDGs and their targets. The results matrix includes specific figures for baselines and targets, plus the names of UNCT agencies responsible for achieving outcomes. Also listed in the matrix is the role of partners, ministries and non-UN/development organizations that work together on various outcome activities.

## 2. Delivering together through the SOPs

The UNDAF includes implementation arrangements between the UN system and the Government of Cambodia and identifies the importance of joint programming and business operations management, as well as the national development coordination mechanism, including the joint Government Development Partner Technical Working Group at the sector level. Coordination mechanisms within the UN system are also outlined to better support programme implementation and further contribute to achieving outcomes and measuring progress. Joint programming within the UNCT is expected to serve as a planning instrument for specific outcomes, as well as a coordination function to achieve national development priorities.

## 3. Three essential pillars of the United Nations

The UNDAF identifies protection of human rights as the strategy for ensuring security and sustainable and equitable development. Human rights is referred to as one of the critical cross-cutting issues that needs to be addressed in an integrated manner. Achieving the UN human rights mechanism recommendations will be supported by various UN agencies and related government partners, and be evaluated against listed indicators, baselines, and targets.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Cambodia (2008—2012)         |                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcomes</b>                                       | By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations. | By 2018, more people, especially vulnerable, poor and marginalized groups, are equitably benefiting from and contributing to affordable, sustainable and quality social services and protection, and have gained enhanced skills to achieve and contribute to social and human development. | By 2018, national and sub-national institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to the inequalities in the enjoyment of human rights of all people living in Cambodia, and increase civic participation in democratic decision-making. |
| <b>SDGs covered in the UNDAF outcomes and outputs</b> | Outcome: 1, 5, 8, 9, 10, 11, 13                                                                                                                                                                                                                                                                  | Outcome: 3, 4, 6, 9 (social protection)                                                                                                                                                                                                                                                     | Outcome: 16                                                                                                                                                                                                                                                                                                    |

## United Nations Development Assistance Framework (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UNDAF references the 2030 Agenda but focuses more on aligning activities with China's Five-Year Plan. There is a strong link between the UNDAF and the government's plan, which is a good example of National Ownership. The document also consistently references the SDGs and demonstrates how the UNDAF is framed to support the SDGs.

### 2. Delivering together through the SOPs

Little reference is made to the SOPs in the Chinese UNDAF. Compiled at a high level, the document does not go into details. There is reference to results groups but a CBF is missing. There is discussion on the role of the RC and UNCT, theme groups, the business operations management team and joint working groups. There is also an emphasis on joint initiatives developed by multiple agencies but no explicit reference to the SOPs.

### 3. Three essential pillars of the United Nations

While strong links have been made between the environmental and social development pillars, there is little emphasis on humanitarian or peace building efforts. One significant outcome involves support to China in making the transition from being a receiver of support to a net provider. This South-South element is strong and marks a significant transition that will be interesting to follow as countries move from being net receivers to net contributors of overseas development assistance.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for China (2016—2020)     |                                             |                                      |                            |
|------------------------------------------------|---------------------------------------------|--------------------------------------|----------------------------|
| Outcomes                                       | Poverty reduction and equitable development | Improved and sustainable environment | Enhanced global engagement |
| SDGs covered in the UNDAF outcomes and outputs | 10                                          | 13, 6, 7                             | 17 <sup>6</sup>            |

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<sup>6</sup> The SDG linkages were not included in the UNDAF. The analysis presented here was done by DOCO and thus it might not be comprehensive.

# El Salvador

[Spanish]

## Marco de Asistencia de las Naciones Unidas para el Desarrollo (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

One of the strategic priorities of this UNDAF is the facilitation of an enabling environment for public decision-making, evidence-based public policies and consensus building among different political sectors. The extreme polarization of the political debate was identified as a barrier to the implementation of more effective and sustainable policies in the medium and long term. The government and UN agreed to enhance public systems and collective decision making through big data and technological innovations.

Because the UNDAF does not include disaggregated data on the multi-dimensional nature of vulnerability, additional data and analysis is required, including geographical disparities so different vulnerabilities can be tracked and measured.

### 2. Delivering together through the SOPs

El Salvador is a 'Delivering as One' pioneer in Latin America. In addition to the five DaO pillars, the government and UNCT agreed to add the One Government pillar, which promotes coherence with government institutions in the way they work with the UN system and other partners. The results groups are the driving force behind each outcome and an inter-agency M&E group will be responsible for monitoring progress and providing reports to the government and UNCT.

### 3. Common programming principles

The programming principles of gender, human rights based approaches, and capacity development have been mainstreamed into the UNDAF, which also includes a clear theory of change and a monitoring and evaluation framework.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for El Salvador (2016—2020) |                 |                                    |                                                  |            |                  |
|--------------------------------------------------|-----------------|------------------------------------|--------------------------------------------------|------------|------------------|
| Outcomes                                         | Social services | Inclusive jobs and means of living | Consensus building, governance and public policy | Resilience | Citizen security |
| SDGs covered in the UNDAF outcomes and outputs   | 4, 5            | 8                                  | 16                                               | 13         | 16               |

# FYR Macedonia

[English]

## Partnership for Sustainable Development United Nations Strategy for 2016-2020

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The UNDAF states, “It aligns UN activities globally with the SDGs, regionally with European Union (EU) accession, the overarching national priority, and nationally with the National Sustainable Development Strategy and Action Plan, as well as sectoral strategies.” The partnership embraces the SDGs by prioritizing the goals, targets and indicators UN agencies and national partners have agreed are relevant to the country in the first five years of 2030 Agenda implementation. For each outcome, the UNDAF outlines the role and contribution of the different agencies, funds and programmes, which facilitates the cohesive analysis and implementation of strategic priorities.

### **2. Delivering together through the SOPs**

UN agencies will adopt the ‘Delivering as One’ approach with the start of the new program in 2016, which will facilitate greater coherence and reduced transaction costs. To ensure a consistent application of the partnership, UNDP, UNFPA, UNICEF, ILO and WHO have prepared country programmes or plans in line with the five outcomes selected as priorities. Individual country programme and project documents of the UN entities specify how they contribute to partnership objectives and cooperation strategies.

Through the ‘Delivering as One’ approach, UN agencies will align monitoring and evaluation practices. Reviews and evaluations will build on findings from agency-specific and project-specific evaluations, and results groups will prepare biannual reports on each outcome to inform the UNCT of progress made and suggest any revisions. The mid-year review will provide an overview of achievements, fund utilization and challenges. More comprehensive annual reviews will involve government counterparts and national partners, and will be incorporated into a single annual UN Report to provide a consolidated overview of progress.

### **3. Three essential pillars of the United Nations**

In light of the ongoing refugee crisis, and challenge of catering to hundreds of thousands of refugees and migrants who transited through the country in 2015, a sixth priority area has been added. The UNDAF states that UN support will go beyond humanitarian aid to assist national actors in coping with the crisis and building the resilience of local communities. Over the course of the programme period, refugees and migrants will receive protection and humanitarian aid while host communities will obtain adequate assistance to build the resilience they need to deliver public services. By 2020 the intention is to have the country’s asylum and migration management systems fully functional.

### **List of UNDAF outcome themes**

UNDAF Outcome Themes for FYR Macedonia (2016—2020)

| Outcomes                           | By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy. | By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner. | By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services. | By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks. | By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence. |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SDGs covered in the UNDAF outcomes | 8                                                                                                                                                                    | 16                                                                                                                                                                                                    | 1,2,3,4,,10                                                                                                                                                                        | 2, 3, 6, 7, 11, 12, 13, 14, 15                                                                                                                                                                            | 5                                                                                                                                                                                    |

**Georgia**  
[English]

## United Nations Partnership for Sustainable Development (2016-2020)

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The UN Partnership for Sustainable Development (UNPSD) 2016—2020 between the Government of Georgia and UN is an outcome-level UNDAF and was developed based on a UNCT-led Country Assessment Report and thematic consultations with non-government stakeholders. The UNPSD covers five areas and eight outcomes, including democratic governance, jobs, livelihoods, social protection, education, health and human security and community resilience. In focusing on these areas, the UNPSD keeps to a common sectoral approach.

UNPSD outcomes highlight the UN's special focus on vulnerable and disadvantaged population groups and thus follows the principle of leaving-no-one-behind. Across all sectors covered by the UNPSD, there is a special focus on the UN efforts for women, youth and children, people with disabilities, migrants, internally displaced people, and victims of violence, rural poor and others. This is reflected in the result matrix with disaggregated data to monitor the indicators of the most relevant outcomes. This helps to clearly articulate the UN's added value in achieving the government's goals.

### **2. Delivering together through the SOPs**

The UNPSD is co-owned by the government and UN system and thus reflects throughout the document the joint commitment to achieving sustainable development in Georgia. There is a Joint Steering committee to oversee performance and measure achievements against agreed results, co-chaired by the RC.

The UNPSD makes reference to the five thematic groups leading the implementation of the UNPSD with a clear division of labor by UNCT member agencies and with clear reporting and review duties throughout the UNPSD cycle.

The UNPSD follows the 2010 UNDAF guidance note and makes little reference to the 'Delivering as One' approach elements, such as joint work plans, joint communications or business operations.

List of UNDAF outcome themes

## UNDAF Outcome Themes for the Georgia UNPSD (2016—2020)

| Outcomes                                       | Outcome 1.1:<br>By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms and accountability are met by stronger systems of democratic governance at all levels. | Outcome 1.2:<br>By 2030, all people living in Georgia – including children, minority groups, people with disabilities, vulnerable women, migrants, internally displaced people and persons in need of international protection have increased access to the justice service delivery in accordance with national strategies and UN Human Rights standards. | Outcome 2.1:<br>By 2020, poor and excluded population groups have better employment and livelihood opportunities as a result of inclusive and sustainable growth and development policies. | Outcome 2.2:<br>By 2020 vulnerable groups have access to proactive and inclusive gender and child sensitive social protection system that address major vulnerabilities. | Outcome 3.1:<br>By 2020 state and non-state parties at central and municipal levels are providing inclusive and high quality Preschool and General Education for Children. | Outcome 4.1:<br>By 2020 health of the population especially the most vulnerable groups is enhanced through targeted health policies and provision of quality, equitable and integrated services including management of major health risks and promotion of targeted health seeking behaviour. | Outcome 5.1:<br>By 2020 conflict affected communities enjoy better security and stronger resilience to conflict-induced consequences. | Outcome 5.2:<br>By 2020 communities enjoy greater resilience through enhanced institutional and legislative systems for environment protection, sustainable management of natural resources and disaster risk reduction. |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SDGs covered in the UNDAF outcomes and outputs | 5, 16, 17, 11                                                                                                                                                                                     | 16                                                                                                                                                                                                                                                                                                                                                         | 2, 4, 8, 9, 10                                                                                                                                                                             | 1                                                                                                                                                                        | 4                                                                                                                                                                          | 3<br>5                                                                                                                                                                                                                                                                                         | 16                                                                                                                                    | 1, 3, 7, 12, 13, 15                                                                                                                                                                                                      |

## Guinea-Bissau

[French]

Cadre de Partenariat entre la Guinée-Bissau Et le**1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The UNDAF, signed in April 2015, is based on Vision “Guinea Bissau 2025” and operational plan “Terra Ranka 2015—2020.” The strategic results areas of the UNDAF were influenced by the 2030 Agenda, and correspond to specific SDGs. They are connected to the six focus areas of the government’s strategic plan for 2015—2025, which

are: economic growth; peace and governance; biodiversity and natural capital; infrastructure and urban development; human development, and simplification of the business framework and private sector development. The UNDAF promotes development cooperation and in particular, South-South Cooperation, which will be reinforced through the development of strategic partnerships. The government and UNCT will combine their efforts in exploring South-South Cooperation by using knowledge exchange, sharing of experience and good practices, innovative approaches and financing in areas covered by the UNDAF.

## 2. Delivering together through the SOPs

UNDAF implementation will be led by a steering committee that provides strategic orientation. Along with the government and UNCT, the committee will include members from civil society organizations and the private sector, and will meet at least once a year. Four results groups will determine the operationalization, monitoring and evaluation of joint work plans. At the technical level, 11 working groups are in charge of providing technical support on the specific thematic areas of the UNDAF and with regards to implementation.

Communication has an essential role in the implementation process of the UNDAF, which allows the UN to project a shared understanding of its programming and boost the visibility and legitimacy of its standing in the country. The inter-agency communications group and government will adopt a joint communication strategy, and a joint resource mobilization strategy will also be developed to guide UN agencies and the UN Integrated Peacebuilding Office in Guinea Bissau on securing funding to finance the UNDAF and the government's National Strategic Plan.

## 3. Three essential pillars of the United Nations

The partnership between the UNCT and Government of Guinea-Bissau has the potential to consolidate peace and security, and establish a governance culture for citizens that promotes inclusive and sustainable economic growth. One of the four strategic results areas is to "consolidate stability and the rule of law, democratic participation and equal opportunities for all"; however, coordination with the in-country peacebuilding office is not reflected in the UNDAF.

## List of UNDAF outcome themes

| UNDAF Outcome Themes for Guinea-Bissau (2016—2020) |                                                                                                                                                                                             |                                                                                                                                                        |                                                                                                                                                                                                                               |                                                                                                                                                                                                        |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                           | 1) State institutions, including those of defense, security and justice, consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all. | 2) Economic growth is inclusive and sustainable to promote poverty reduction, decent work, food security and structural transformation of the economy. | 3) All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access to and use of health services, nutrition, HIV / AIDS, water, sanitation and hygiene education and quality protection. | 4) Public institutions, civil society organizations and the private sector are promoting the sustainable management of the environment and natural resources, risk management and disaster prevention. |
| SDGs covered in the UNDAF outcomes and outputs     | SDGs: 5, 10, 16, 17                                                                                                                                                                         | SDGs: 1, 2, 5, 8, 10, 11, 12, 17                                                                                                                       | SDGs: 3, 4, 5, 6, 10, 17                                                                                                                                                                                                      | SDGs: 5, 7, 10, 12, 13, 14, 15, 17                                                                                                                                                                     |

# Indonesia

[English]

## United Nations Partnership for Development Framework (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UN Partnership for Development Framework (UNPDF) for Indonesia is aligned with the principles and priorities of the 2030 Agenda and National Medium-Term Development Plan. The Government of Indonesia and United Nations Commitment to Partnership have committed to promoting sustainable and equitable growth in the country.

Based on the lessons learned from the UNPDF 2011–2015, Common Country Analysis and Comparative Analysis, the UNPDF focuses on four priority outcomes: poverty reduction, equitable sustainable development, livelihoods and decent work; equitable access to social services and social protection; environmental sustainability and enhanced resilience to shocks, and improved governance and equitable access to justice for all. The five cross-cutting areas prioritized in the framework are human rights; gender equity; HIV/AIDS; young people, and statistics and data management.

The UNPDF addresses multidimensional aspects of inequality and vulnerabilities. Some examples include income-disparity and food-insecurity for inequality, or initiatives that cater to vulnerable populations. Because Indonesia is one of 17 “mega-diverse countries” and located in an environmentally unstable zone, the UNPDF also focuses on environmental sustainability, resilience and disaster risk reduction.

Each outcome is clearly in line with the SDGs and all the indicators for each outcome include specific figures including baselines and targets. Most importantly, disaggregated data is generally based on statistics published by line ministries and the National Statistics Office, which is a great example of how UNCTs and national statistics offices can collaborate on data-related matters.

### 2. Three essential pillars of the United Nations

The UNPDF states the UN will contribute to disaster risk management, formulate social protection policy, and prioritize of all forms of violence against women and children. With other development-focused priorities, including economic growth and equitable access to health and education services, the integration of humanitarian and development efforts is expected to improve the quality of human life by reducing inequalities and disparities among people in Indonesia.

#### List of UNDAF outcome themes

| UNPDF Outcome Themes for Indonesia (2016—2020) |                                                                                                                                                                                                         |                                                                                                                                                                                                         |                                                                                                                                                                                  |                                                                                                                                                                        |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                       | By 2020, more vulnerable, low income and food insecure people have an adequate standard of living and equitable access to decent work, sustainable livelihoods, economic development and income-earning | By 2020, the poor and most vulnerable have better and more equitable access to quality basic social services, and to comprehensive social protection, and better access to water supply and sanitation. | By 2020, Indonesia is sustainably managing its natural resources, on land and at sea, with an increased resilience to the effects of climate change, disasters and other shocks. | By 2020, disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust. |



|                                                       | opportunities.                                                                                                 |                                                   |                                                                                                                                                       |                                                                                                                                                                           |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SDGs covered in the UNDAF outcomes and outputs</b> | 1, 2, 8, 10<br><br>*Although 7, 9, 12 are mentioned, the linkages are not clearly explained.<br><br>No outputs | 3, 4, 5 (only for education), 6<br><br>No outputs | 11 (disaster-related), 13, 14 (no indicators), 15 (1 indicator)<br><br>*No detailed explanation about 7 but one indicator is listed<br><br>No outputs | 16 *Although 17 is mentioned in a diagram, the links between the outcome and indicator is not clearly explained (particularly in the “global” context).<br><br>No outputs |

## Kazakhstan

[English/Russian]

### Partnership Framework for Development (2016-2020)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The overall mission of the UNCT in Kazakhstan is to support the country in the achievement of the 2050 Vision that aims to build a prosperous society with better accountability and public institutions, and to support Kazakhstan’s regional and international development cooperation. The SDGs are mentioned as a tool to renew cooperation between the government and UN and one outcome is focused on promoting the achievement of the SDGs in the region.

The UNDAF makes reference to the role of the UN in providing policy advisory and advocacy support on new areas of cooperation aimed at addressing multiple vulnerabilities, shifting from the traditional service delivery approach. The UNDAF takes into account the multi-dimensional aspects of the SDGs and today’s development challenges. By linking causes and effects across sectors, the UN system and partners aim to address strategic priorities and outcomes. In fact, Outcome 2—concerned with strengthened and innovative public institutions—aims to promote a whole-government approach to achieving mutually reinforcing outcomes.

#### 2. Delivering together through the SOPs

The UNDAF was formulated in line with the SOPs and both the Government of Kazakhstan and UNCT agreed to focus on three pillars for UNDAF implementation: One Programme, One Leader and Communicating as One. In terms of One Leader, there is recognition of the role of agency heads have in ensuring greater visibility and impact of advocacy efforts. The results groups and joint programmes are considered good practice to introduce reform at the local level. The Communicating as One pillar will be essential to maximize joint advocacy actions and promote a clear image of the UN system. In addition, reference is made to the role of other management structures such as the Operations Management Team (OMT), which will advise the UNCT on business harmonization for higher quality and cost-efficient support services.

#### 3. Three essential pillars of the United Nations

Kazakhstan is one of the top five receiving countries of migrant workers from Central Asia. Under the third pillar, the UN will support the government's efforts to address the situation of migrants. The government of Kazakhstan has proposed a more cooperative and regional approach to address mixed-migration challenges and has called to the UN to support these efforts.

The role of the UN is to support government efforts to fulfill various international obligations, which is why the national UPR recommendations/action plan is mentioned under the third strategic priority area. The UN and government will work together to harmonize the national legal framework according to human rights commitments and recommendations.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Kazakhstan            |                                                                                                                                                                 |                                                                                                                                      |                                                                                                                                                               |                                                                                                                                                    |                                                                                                 |                                                                                                                                                                             |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                       | Improved equitable access to integrated quality social services for the population, including for socially vulnerable and disadvantaged individuals and groups. | Diversification of the economy provides decent work opportunities for the underemployed youth and socially vulnerable women and men. | Ecosystems and natural resources are protected and sustainably used, and human settlements are resilient to natural and manmade disasters and climate change. | Right holders benefit from improved Government policymaking and implementation through enhanced participation at sub-national and national levels. | Judicial and legal systems and public institutions are fair, accountable and accessible to all. | The government together with partners, promotes the achievement of the SDGs in the region and leads in promoting and implementing UN principles. Standards and Conventions. |
| SDGs covered in the UNDAF outcomes and outputs | 1, 2, 3, 4, 5, 6, 10, 16                                                                                                                                        | 1, 8, 9, 10                                                                                                                          | 1, 2, 5, 7, 10, 12, 13, 15 16                                                                                                                                 | 5, 10, 16                                                                                                                                          | 5, 10, 16                                                                                       | 17                                                                                                                                                                          |

**Kosovo**  
[English]

## UN Common Development Plan (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UNDAF for Kosovo<sup>7</sup> was signed before the formal adoption of the 2030 Agenda, which may explain why there is only peripheral mention of support to national SDG implementation efforts or what is detailed in terms of national development priorities. The link between national development priorities, how Kosovo intends to localize the SDGs, and UNCT plans to support government efforts, is not apparent. However, the results from the Post-

<sup>7</sup> References to Kosovo shall be understood to be in the context of UN Security Council Resolution 1244 (1999).

2015 dialogue report have been used throughout the UNDAF with information inputted into the causal analysis and priority-setting for the employment and education sectors.

The support the UNCT provides to the Kosovo Agency for Statistics and other relevant authorities (to produce reports and to improve information systems to enable them to provide data disaggregated by gender, age, ethnic minority groups, among others) will be invaluable in ensuring that no one is left behind.

## **2. Delivering together through the SOPs**

The UNDAF focuses on strategic cooperation among UNCT members by way of joint programming and collective advocacy and is guided by the 'Delivering as One' approach, which aims to strengthen the performance of the UN system at the local level.

For each of the priority areas there is a group that oversees the implementation strategy, mainly through joint programming and collective advocacy. The strategic areas are determined by the following criteria: the achievement of international development and human rights standards; areas where the UNCT jointly provide the highest added value, and areas where there is contribution or complementarity to existing political and development priorities.

## **3. Three essential pillars of the United Nations**

Although Kosovo is limited in its engagement with international human rights treaties due to its political status, the UN has supported Kosovo to prepare for its possible future reporting responsibilities on UN human rights conventions. This has included *as-if* reporting exercises in line with global requirements. In this context, the UNDAF supports institutions to develop their capacity in line with regional and international standards. The authorities in Kosovo have included substantive aspects of several international human rights instruments (e.g. CEDAW and CRC) in their normative acts.

The mandate of the UN Interim Administration Mission in Kosovo was modified in 2008 to focus primarily on the "promotion of security, stability and respect for human rights" in Kosovo. The United Nations Interim Administration Mission in Kosovo (UNMIK) and the UNCT have also updated the UN Strategic Framework for 2015–2017 to articulate common strategic objectives and approaches for the entire UN system in Kosovo. The framework outlines the responsibilities of UN actors and coordination mechanisms, and also clarifies the strategic positioning and role of the UN vis-à-vis local and international actors on the basis of UN comparative advantages. The two efforts, though separate, are synchronized and mutually reinforcing.

Special attention will be given to strengthening cooperation with UNMIK within the context of the joint UN Department of Peacekeeping Operations/UNDP Global Focal Point mechanism for police, justice and corrections areas. In addition, the UNCT will continue to actively participate in the Human Rights Contact Group, which is facilitated by UNMIK and supports coordination across civil society organizations and the international community. UNMIK will contribute resources to the implementation of its mandate, some of which coincide with UNCT priority areas.

## **List of UNDAF outcome themes**

UNDAF Outcome Themes for Kosovo (2008–2012)

| Outcomes                                       | Governance and rule of law | Social inclusion | Environment and health |
|------------------------------------------------|----------------------------|------------------|------------------------|
| SDGs covered in the UNDAF outcomes and outputs | 1, 5, 10, 16               | 1, 4, 5, 8       | 3, 5, 11               |

## Panama

[Spanish]

### Marco de Cooperación para el Desarrollo (2016-2020)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UNDAF makes limited reference to the 2030 Agenda and the country's strategy to meet its commitments even though the outcomes of the UNDAF are in line with the three pillars of sustainable development (social, economic and environmental). UNDAF outcomes address the multi-dimensional aspects of poverty and inequality and clearly target the most vulnerable sectors in Panama: women, children, Afro and indigenous communities. The indicators of the results matrix are disaggregated in the majority of cases; however, gender analysis could be better mainstreamed in the results matrix.

This UNDAF has a strong emphasis on strengthening institutional capacities for improved and more inclusive public policies aimed at protecting the most vulnerable. Data and policy support will be at the center of UN support to the country, which will be crucial in the implementation of the SDGs.

#### 2. Delivering together through the SOPs

UNDAF implementation will be supported by a Government/UN JSC. Results groups will be established around outcomes by interagency staff members and managed by the leading agency for each outcome.

#### 3. Three essential pillars of the United Nations

One of the key priorities of Panama is to improve citizen security. While homicide rates in Panama are lower compared to neighbouring countries, it is still a main challenge for citizens and the government. In this case, a conflict analysis that defines the problem would have been an important tool for identifying integrated responses in the UNDAF. Likewise, in the case of human rights instruments, the UNDAF does not provide any links with human rights obligations or recommendations and international mechanisms. These elements are important because the UNDAF can be a useful system for tracking the support of the UN regarding implementation of international commitments.

#### List of UNDAF outcome themes

| UNDAF Outcome Themes for Panama (2016—2020) |                                                        |                                                |                                                    |
|---------------------------------------------|--------------------------------------------------------|------------------------------------------------|----------------------------------------------------|
| Outcomes                                    | Integrated policies for equality and social inclusion. | Governance, dialogue and social participation. | Environmental sustainability and inclusive growth. |

|                                                |                |           |                 |
|------------------------------------------------|----------------|-----------|-----------------|
| SDGs covered in the UNDAF outcomes and outputs | 1, 3, 4, 5, 10 | 5, 10, 16 | 6, 7, 8, 11, 13 |
|------------------------------------------------|----------------|-----------|-----------------|

## Republic of Maldives

[English]

### United Nations Development Assistance Framework (2016-2020)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The UNDAF for the Republic of Maldives reinforces the partnership between the government and United Nations as they work together to support national priorities that are in line with the SDGs and tailored to the local context. Building on the achievements of the Millennium Development Goals, the UNDAF reflects the aspirations of the 2030 Agenda. It is focused on servicing the most vulnerable populations in the country and has linked Maldives' various obligations to international conventions and human rights instruments. In response to national needs, four strategic priorities have been identified in the UNDAF: youth and children; gender; governance; environment and climate change.

#### 2. Delivering together through the SOPs

The SOPs is adequately referred to in the section on modalities of implementation, management and coordination. The UNDAF will be operationalized through joint work plans that provide national partners, UNCT and donors with a holistic overview of planned activities and required/available resources. These work plans will serve as the foundation for joint mobilization of resources and contribute to better delivery of UN support. Also mandatory through the UNDAF is the annual UN Country Results Report. This report is an evidence-based, results-oriented and reader-friendly document designed to improve accountability over results.

#### List of UNDAF outcome themes<sup>8</sup>

| UNDAF Outcome Themes for Republic of Maldives (2016—2020) |                    |        |            |                                |                                          |  |
|-----------------------------------------------------------|--------------------|--------|------------|--------------------------------|------------------------------------------|--|
| Outcomes                                                  | Youth and Children | Gender | Governance | Environment and Climate Change | Sustainable Growth and Social Protection |  |
| SDGs covered in the UNDAF outcomes and outputs            | 2,3,4, 5           | 5      | 16         | 13                             | 8, 10                                    |  |

## Serbia

[English]

<sup>8</sup> The SDG linkages were not included in the UNDAF. The analysis presented here was done by DOCO and thus it might not be comprehensive.

## **United Nations Development Partnership Framework (2016-2020)**

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The importance of the 2030 Agenda in Serbia is seen in the way the UNDAF has the SDGs as the main principle underlying its structure, and because Post-2015 Consultations served as important exercises in formulating the national UNDAF.

In the results matrix of the Serbian UNDAF each of the nine outcomes are synced-up (e.g. using SDG indicators) with the relevant SDGs, National Development Goals and the EU integration strategy. In this way, the SDGs are integrated with the UNDAF along with the national development plan and needs of the country.

Four outcomes focus on rule of law and address SDG 16 (the latter is an important aspect of the SDGs and viewed as a shift in thinking from the Millennium Development Goal era). Inequality is addressed via four outcomes such as strengthening social protection, promoting cultural diversity and investing in cultural industries. There is one environment outcome in the UNDAF, which addresses the social and economic dimensions of the 2030 Agenda while DRR and climate risk management are acknowledged as challenges and have had strategies designed to address them.

### **2. Delivering together through the SOPs**

The Serbian UNDAF responds to the coherence-effectiveness agenda inherent in the SOPs by emphasizing that several aspects of the 15 core SOP elements are implemented in the UNDAF. For example, the five results groups are a main implementation modality of the UNDAF and Results Groups are also one of the most important elements of the SOPs.

Accountability is an underlying principle in the SOPs and in the case of the Serbian UNDAF, accountability will be tracked through annual reviews (this is done by results groups that meet biannually), an evaluation at the end of the third year, and by a senior government official who is appointed to lead the National Steering and Co-ordination Committee. This national committee will meet on an annual basis.

With respect to the 'joined up' nature of implementation, emphasis should be placed on UN initiatives that are fully integrated with government activities. Co-ownership in Serbia is seen in the functionary level of the government official who is appointed to co-chair the National Steering and Co-ordination Committee; the use of similar indicators-milestones within government and UN annual work plans, and the commitment of the government to work with the UN to mobilize resources.

### **3. Three essential pillars of the United Nations**

Given Serbia's recent history, cross-charter integration is a backdrop to the UNDAF. The following are examples/areas where the UNDAF targets issues beyond a development perspective:

- Outcome 1 of the UNDAF is to ensure implementation and monitoring of the country's human rights commitments. Indicators that are being implemented include: a) a percentage of successfully implemented recommendations of human rights mechanisms; b) a percentage of complaints addressed to the ombudsman related to the violation of rights of vulnerable or stigmatized groups, and c) a set number of asylum applications processed.
- Outcome 9 addresses "inclusive policies ensuring an enhanced cultural industries sector" and "initiatives to promote cultural diversity and investment in cultural industries including the

management of cultural heritage sites.” To achieve these aims, investments will be made to promote cultural diversity.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Serbia                |                                                                                                                           |                                                                                                                                                              |                                                                                                                                                                                                       |                                                                                                                                                               |                                                                                                                                                                                                           |                                                                                                                                                                                                                               |                                                                                                                                                                                   |                                                                                                                                                                               |                                                                                                                                                                                                          |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                       | By 2000, especially vulnerable groups have their human rights protected and have improved access to justice and security. | By 2020, Governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy. | By 2020, state institutions and other relevant actors enhance gender equality and enable women and girls especially those from vulnerable groups to live lives free from discrimination and violence. | By 2020, high quality inclusive equitable gender sensitive and age appropriate health services that protect patient rights are available and utilized by all. | By 2020, an efficient education system is established that enables relevant quality inclusive and equitable education to all particularly the most vulnerable and increases learning and social outcomes. | By 2020, the social welfare system is strengthened to provide timely holistic and continued support to individuals and families at risk and enable them to live in a safe secure supportive family and community environment. | By 2020, there is an effective enabling environment that promotes sustainable livelihoods and economic development focused on an inclusive labour market and decent job creation. | By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and made disasters. | By 2020, Serbia has inclusive policies ensuring an enhanced cultural industries sector promoting cultural diversity and managing cultural and natural heritage as a vehicle for sustainable development. |
| SDGs covered in the UNDAF outcomes and outputs | 16, 10                                                                                                                    | 16, 10                                                                                                                                                       | 5, 10, 16                                                                                                                                                                                             | 3, 5, 10                                                                                                                                                      | 4, 5, 10                                                                                                                                                                                                  | 1, 10                                                                                                                                                                                                                         | 1, 8, 9, 12                                                                                                                                                                       | 7, 11, 13, 15                                                                                                                                                                 | 8, 11, 16                                                                                                                                                                                                |

# Swaziland

[English]

## United Nations Development Assistance Framework (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

This UNDAF mentions the 2030 Agenda and SDGs. However, although the CCA seems solid and backed by data, it does not take the Post-2030 Agenda or SDGs into account as a reference framework. Given that this document was developed between 2014 and 2015 this is not surprising, as the SDG and 2030 Agenda were not completed then.

### 2. Delivering together through the SOPS

This UNDAF includes three different elements of the SOPs: the One Programme, an outline of the budgetary framework, and the joint resource mobilization and communication strategy. The One Leader concept is reflected in the accountability structure but is not highlighted separately. No mention is made of the BOS.

The One Programme component has the requirements laid out in the SOPs such as a Joint UN/Government Steering Committee, UNDAF at outcome and output levels, and joint annual work plans listed by outcome and linked to the UNDAF. Swaziland has an M&E committee that monitors the UNDAF, and a communication committee that is focused on joint communication. No details are provided on the modus operandi or immediate priorities of these committee; this will likely be covered in documents specifically pertaining to these pillars.

### List of UNDAF outcome themes<sup>9</sup>

| UNDAF Outcome Themes for Swaziland             |                                                                                |                                                                |                                    |
|------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------|
| Outcomes                                       | Poverty and inequality reduction, inclusive growth and sustainable development | Equitable and efficient delivery and access to social services | Good Governance and accountability |
| SDGs covered in the UNDAF outcomes and outputs | 10, 2, 13, 8                                                                   | 1, 3, 4,                                                       | 16                                 |

**Syria**  
[English]

## Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations (2016-2017)

### 1. Delivering together through the SOPs

The strategic framework includes terms of reference for what have been called 'pillar working groups', a Programme Management Team, a Strategic Framework Quality Assurance Team and the Monitoring and Evaluation Group. There are also specific details relating to the Harmonized Approach to Cash Transfers. Although modified from standard SOPs guidelines, this strategic framework goes into detail as to how the UNCT will work together in this specific context.

### 2. Three essential pillars of the United Nations

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<sup>9</sup> The SDG linkages were not included in the UNDAF. The analysis presented here was done by DOCO and thus it might not be comprehensive.



A specific section in the strategic framework articulates how it relates to the Syrian Humanitarian Response, which enables UN agencies to differentiate their work while closely coordinating the humanitarian response. One objective is to ensure that once the crisis eases or ends, the framework will facilitate rapid and coordinated action.

The links between the strategic framework and UN peacekeeping and prevention efforts are less clear. This is because development efforts, outside of humanitarian relief, have to use established structures to deliver at scale. Channeling resources through well-established structures carries considerable risk in a conflict setting and there are challenges when the UNDAF is co-signed by the Head of Planning in the Syrian government.

| UNDAF Outcome Themes for Syria                 |                                                 |                                        |                                                  |
|------------------------------------------------|-------------------------------------------------|----------------------------------------|--------------------------------------------------|
| Outcomes                                       | Capacity building and support for institutions. | Essential services and infrastructure. | Social economic resilience of the Syrian People. |
| SDGs covered in the UNDAF outcomes and outputs | 3,5, 9, 12, 10, 11, 16, 17                      | 2,3, 4, 5, 6, 7,9, 10, 11              | 1,2,3,5,8,10                                     |

**Tajikistan**  
[English/Russian]

## United Nations Development Assistance Framework (2016-2020)

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The three pillars of the 2030 Agenda underpin strategic priorities in the UNDAF, and outcomes are connected to relevant SDGs. Regarding the UNDAF outcomes, significant emphasis has been placed on service delivery in traditional sectors (health, education and social services) to address the needs of the most vulnerable (women, children, refugees/asylum seekers, and people with disabilities). In terms of environmental and economic growth, the UNDAF reflects an increase in policy advisory support and advocacy to the government through research and data analysis.

### **2. Delivering together through the SOPs**

The UNDAF reflects the UNCT and government's interest in working together. In the section on management and accountability, reference is made to the establishment of a JSC that is responsible for oversight and strategic management. Under the One Programme pillar, the role of the results groups in developing, implementing and reporting to the JSC (based on biennial work plans) is outlined.

### **3. Three essential pillars of the United Nations**

Humanitarian and development support will be provided to prevent conflicts related to border management. Basic service delivery will be granted to refugees and asylum seekers, however it is not clear how large this group is and what their needs are. Outcome 6 focuses on resilience and includes support to ease social and political tensions in border areas. These efforts will be supported through UN regional projects that address border management issues.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Tajikistan            |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                          |                                                                                                                     |                                                                                                                                                                                                                              |                                                                                                                                                                                                          |                                                                                                                                                                                          |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                        | People in Tajikistan have their rights protected and benefit from improved access to justice and quality services delivered by accountable, transparent, and gender responsive legislative, executive, and judicial institutions at all levels. | People in Tajikistan benefit from equitable and sustainable economic growth through decent and productive employment; stable energy supply, improved access to specialized knowledge and innovation and a more favorable business environment, especially for entrepreneurs and farmers. | People in Tajikistan benefit from quality, equitable and inclusive health, education and social protection systems. | The nutritional status of people in Tajikistan is improved through stable access to sufficient, appropriate and safe food, improved child feeding practices, better water and sanitation and improved access to health care. | Women, youth, children, persons with disabilities, and other vulnerable groups are protected from violence and discrimination, have a voice that is heard and are respected as equal members of society. | People in Tajikistan are more resilient to natural and man-made disasters and benefit from improved policy and operational frameworks of environmental protection and natural resources. |
| SDGs covered in the UNDAF outcomes and outputs | 16                                                                                                                                                                                                                                              | 2, 7, 8 and 9                                                                                                                                                                                                                                                                            | 3 and 4                                                                                                             | 1,2, 3, 12, 10                                                                                                                                                                                                               | 10, 5, 4                                                                                                                                                                                                 | 13, 15                                                                                                                                                                                   |

**Turkey**  
[English]

## United Nations Development Cooperation Strategy (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

The UN Development Cooperation Strategy (UNDCS) of Turkey for 2016—2020 follows the innovative and strategic approach from the previous five year UNDCS cycle, adopted from a General Assembly resolution on development cooperation in Middle Income Countries. This approach calls for a strategic UNDAF backed by joint planning and implementation and driven by results groups.

In terms of addressing inequalities, UNDAF analysis and prioritization covers basic aspects such as giving special consideration to disadvantaged groups, people with disabilities, youth, women and girls, and migrants and refugees. However, the narrative and rationale behind some outcome areas takes into consideration the needs of specific population groups only as an afterthought. The planning of UN activities does not seem to be informed by examining the needs of those left behind.

UNDAF outcomes are clustered around four pillars and eight outcome areas that are in line with the 2030 Agenda. The four pillars are sustainable, inclusive growth and development; democratic governance and human rights; gender equality and women's empowerment; migration and international protection.

Associations have been made in the UNDAF between humanitarian and resilience issues and UNDAF development results. This includes a dedicated UNCT Syria Response Group led by the RC.

## 2. Delivering together through the SOPs

The UNDAF strategy is co-owned by the government and UN system, and reflects a joint commitment to achieving sustainable development in Turkey. The JSC oversees performance and measures achievements against agreed results. The Ministry of Development and RC share leadership responsibilities for the committee.

The UNDAF elaborates how the UN can jointly deliver on UNDAF results by using SOPs guidelines. Planning and implementation is channeled through six results groups formalized in the UNDAF document (e.g. UNHCR leads on migration and international protection, FAO leads on environmental sustainability, etc.). In addition, the UNDAF for Turkey outlines the responsibilities of the results groups in preparing and implementing joint work plans as per the SOPs.

Also outlined in the document is the role of the UN Communication Group—chaired by the UN Department of Public Information—and the OMT, which oversees the development of a Business Operations Strategy (BOS). Currently, there are no systematic or strategic approaches to joint resource mobilization but plans are being made to revitalize the UNCT's resource mobilization strategy.

## List of UNDAF outcome themes

| UNDAF Outcome Themes for Turkey 2016—2020 |                                                                                                                                      |                                                                                                                                                 |                                                                                                                                                                                                                                                    |                                                                                                                                                                     |                                                                                                                                                                          |                                                                                                                                                         |                                                                                                                                       |                                                                                                                                                                         |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                  | Outcome 1.1: By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity | Outcome 1.2: By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive | Outcome 1.3: By 2020, improved implementation of more effective policies and practices for all men and women on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders, including resilience of the | Outcome 2.1: By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, and | Outcome 3.1: Improved legislation, policies, and implementation and accountability mechanisms to enable equal and effective social, economic and political participation | Outcome 3.2: Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and | Outcome 4.1: Government institutions provide improved and sustainable multisectoral services to people under international protection | Outcome 4.2: Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international |

|                                                       |                                                                                                                                                                                  |                                                                                              |                                  |                                                                                                                                   |                             |                                                               |                                                                                                                                               |             |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|                                                       | and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men. | quality services (e.g. health, education, decent employment, and social protection systems). | system/communities to disasters. | pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable. | of women and girls by 2020. | reduce all forms of Sexual and Gender Based Violence by 2020. | based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation. | protection. |
| <b>SDGs covered in the UNDAF outcomes and outputs</b> | 8, 9, 16                                                                                                                                                                         | 3, 4, 8                                                                                      | 6, 7, 11, 13, 14, 15             | 5, 11, 16                                                                                                                         | 5, 8, 10, 16                | 5                                                             | 10                                                                                                                                            | 10          |

## Turkmenistan

[English]

### United Nations Partnering Framework for Development (2016-2020)

#### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

The following are the specific ways the Turkmenistan UNDAF addresses the 2030 Agenda:

- In the results matrix, each of the eight UNDAF outcomes are synced-up (e.g. using indicators derived from the SDGs) with relevant SDGs and National Development Goals. In this way, the SDGs are integrated with the UNDAF but also with development plans and the needs of the country.
- The first outcome of the UNDAF focuses on quality data, which will ensure quality data is available for monitoring SDGs relevant to Turkmenistan.
- An outcome of the UNDAF focuses on rule of law and addresses SDG 16.
- Inequality is indirectly addressed via an outcome on strengthening social protection. (However addressing inequality will be challenging, as there is no data on poverty.)

- The two environment outcomes of the UNDAF address the social and economic dimensions of the 2030 Agenda.
- DRR and climate risk management are main challenges and there is a strategy in the UNDAF to address them.

Good practices and/or innovations in the country include the eight outcome areas being reduced to five strategic areas. These five areas are aligned with the work of results groups, which will help the UNCT deliver in spite of its small staff capacity. Results groups are co-led by government officials (at the technical level) and UN (at the senior management level).

In addition, the BOS has a dedicated section within the UNDAF, and targets in the UNDAF are used by line-ministries in their work (and annual work plans), which cuts down on duplication of efforts. In Turkmenistan the CCA has been drafted to take a more forward-progressive position on issues than the UNDAF. Because the CCA remains an internal UN document (i.e. no government sign-off is required) it gives the UNCT an opportunity to be progressive in its programming.

## 2. Delivering together through the SOPs

Even though Turkmenistan is not a DaO country, several aspects of the 15 core SOP elements are found within in the UNDAF. Accountability is an underlying principle in the SOPs and in the case of Turkmenistan, this will be tracked by way of annual reviews (the results groups will meet twice a year), an evaluation at the end of the third year and having the National Steering and Co-ordination Committee be co-chaired by a senior government official. This committee will meet on an annual basis.

With respect to the 'joined up' nature of implementation, emphasis should be placed on UN initiatives that are fully integrated with government activities. Such co-ownership is seen in the following ways: a senior level government official is appointed to co-chair the National Steering and Co-ordination Committee; using similar indicators-milestones in government and UN agency work plans; and cost-sharing commitments by the government to complement the UN's work.

## List of UNDAF outcome themes

| UNDAF Outcome Themes for Turkmenistan (2016—2020) |                                                   |                                                                                      |                                                                                                     |                                                                                                                 |                                                                                                               |                                                                                                |                                                                                                 |                                                                                                                                                                     |
|---------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                          | Quality data aligned with international standards | Pre school, primary and secondary education are in line with international standards | The social protection system is ready to provide inclusive quality community based support services | The people of Turkmenistan, especially vulnerable groups, enjoy better coverage of quality health care services | The national policy, legislative and institutional frameworks are aligned to reduced greenhouse gas emissions | The national policy, legislative and institutional frameworks are responsive to climate change | Strategies and simplified regulations are in place to promote high quality inclusive employment | State institutions implement and monitor laws, national programmes and strategies, in a participatory manner and in line with the country's human rights commitment |

|                                                |    |   |   |   |   |   |   | S. |
|------------------------------------------------|----|---|---|---|---|---|---|----|
| SDGs covered in the UNDAF outcomes and outputs | 17 | 4 | 1 | 3 | 7 | 6 | 8 | 16 |

## Uganda

[English]

### United Nations Development Assistance Framework (2016-2020)

#### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

With its significant Global role in the Post-2015 process, the Government of Uganda saw an opportunity to utilize the 2030 Agenda for national planning. The UN played a big role in facilitating the integration of the SDGs into Uganda's second National Development Plan, which made Uganda one of the first countries in the world to integrate the SDGs in national planning frameworks prior to their adoption in September 2015. The UNDAF is based on this development plan and the process has been closely overseen by the national government.

With a combined SDG-integration rate of 89 percent the UNDAF and the National Development Plan set the state for implementing the 2030 Agenda. The UNDAF responds to 133 of 151 applicable Sustainable Development Goal targets. The twelve UNDAF outcomes have been designed to trigger sequential transformation in Uganda and the UN will support the process by moving away from direct implementation to focus on upstream support, especially in the areas of evidence generation, national capacity development, and creating enabling conditions for (people-driven) sustainable and inclusive development. Special attention will be given to strategies and actions that are complementary and mutually reinforcing and that build upon enabling progress in other areas.

Together with the government, the UN in Uganda has positioned itself as leader in innovation and uses new technologies to improve national engagement and social services. The UN will leverage its access to global technology and innovation to inform national development policy and response. The combination of Uganda's youth and the growth of mobile technology use is an excellent case for the application of such technologies.

#### **2. Delivering together through the SOPs**

In line with the Standard Operating Procedures for DaO countries, this UNDAF will be operationalized through the use of strategic result groups led by Heads of Agencies. These 12 outcome results groups will coordinate activities within the framework of government-led technical working groups and other clusters established by development partners. The groups will develop biennial joint work plans. The UNCT will encourage inter-agency collaboration through joint work plans and programmes, which should eliminate the need for agency-specific work plans. An UNDAF Coordination and Engagement Platform/Steering Committee was established to orient outcomes with national development objectives, secure government ownership and oversight, and highlight the importance of mutual accountability for results.

#### **List of UNDAF outcome themes**

| UNDAF Outcome Themes for Uganda                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |                                                         |                                |                                 |        |                   |                                              |                     |                                                         |                                    |            |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------|--------------------------------|---------------------------------|--------|-------------------|----------------------------------------------|---------------------|---------------------------------------------------------|------------------------------------|------------|
| The UNDAF outcomes for Uganda are based on three strategic intent areas: Governance, Human Capital, Sustainable and inclusive economic development |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |                                                         |                                |                                 |        |                   |                                              |                     |                                                         |                                    |            |
| Governance                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |                                                         |                                | Human Capital Development       |        |                   |                                              |                     | Sustainable & Inclusive Economic Development            |                                    |            |
| Outcomes                                                                                                                                           | Rule of Law and Constitutional democracy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Human Rights and Gender Equality | Institutional Development, Transparency, Accountability | Peace, Security and Resilience | Learning and Skills Development | Health | Social Protection | Addressing GVB and Violence against Children | HIV & AIDS Response | Natural Resource management & Climate Change Resilience | Infrastructure, Production & Trade | Employment |
| <b>SDGs covered in the UNDAF outcomes and outputs</b>                                                                                              | The UNDAF for Uganda responds to a total of 133 out of 151 applicable targets, leading to an average SDG integration rate of 85.8% with full alignment for the goals dedicated to end poverty (SDG 1), to end hunger (SDG 2), to achieve gender equality (SDG 5), to ensure access to water and sanitation for all (SDG 6), access to sustainable and modern energy (SDG 7), employment and decent work for all (SDG 8), resilient infrastructure and sustainable industrialization (SDG 9), sustainable consumption and production patterns (SDG 12) and to combat climate change (SDG 13). NDP II on the other hand shows an average alignment rate of 76% with complete integration of the Goals dedicated to end poverty (SDG 1), to ensure access to sustainable and modern energy for all (SDG 7), employment and decent work for all (SDG 8), resilient infrastructure and sustainable industrialization (SDG 9). |                                  |                                                         |                                |                                 |        |                   |                                              |                     |                                                         |                                    |            |

**Uruguay**  
[Spanish]

## Marco de las Naciones Unidas para el Desarrollo (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.

Uruguay is a HIC with a high Human Development Index. According to the Common Country Analysis some of the most pressing development challenges in the country are the modernization and expansion of infrastructure; innovation and new technology in the economic system; strategic planning for a sustainable development, and inequality and discrimination against vulnerable groups. The UNCT and Government of Uruguay have jointly identified strategic priorities for this UNDAF cycle. The UNDAF includes three priority and 11 outcome areas.

The three pillars of the 2030 Agenda are covered in the UNDAF. The environmental and economic dimensions are well integrated and focus on sustainable development and innovation. However, the UNDAF does not provide a common vision between the government and UN system on the implementation of the 2030 Agenda over the next five years.

In terms of including integrated and multi-dimensional approaches to the country's challenges, this UNDAF proposes five cross-cutting pillars in the implementation of the strategic areas: human rights, gender, environmental sustainability, good governance, decentralization and local development, South-South and Triangular Cooperation.

## 2. Delivering together through the SOPs

The Common Country Analysis was carried out to prepare the UNDAF and includes a comparative advantage analysis. This references the contribution of the DaO approach in providing high level advisory support to the government in different areas, including the reduction of social and economic vulnerabilities. Similarly, the capacity assessment mentions the role of the UN in supporting the establishment of the Agency for Development Cooperation in Uruguay and creating a strategic vision in the area of international cooperation.

Given that Uruguay has been a pioneer 'Delivering as One' country, it has a long tradition in the implementation of the SOPs and 'Delivering as One'. This UNDAF outlines the role of the Joint Steering Committee, results groups and country results reports and reflects a commitment to ensure an integrated and coherent response from the entire UN system.

## 3. Common programming practices

South-South and Triangular Cooperation is a cross-cutting pillar of the UNDAF and also part of the outcome related to governance and institutions. Over the last few years, the UN has supported the Government of Uruguay in its efforts to become a development partner at the regional and global level.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Uruguay (2016—2020) |                                                                                                                                                                                                                                        |                                                                                                                                                               |                                                                                                                                                                                                                                 |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                     | Sustainable development and innovation.                                                                                                                                                                                                | Social inclusion and inequality.                                                                                                                              | Enhanced democracy based on institutional capacities, decentralization and human rights.                                                                                                                                        |
| 1                                            | By 2020, Uruguay has enhanced its institutional capacities to protect and preserve its natural resources including water, ecosystems, and sustainable use of energy, managing pollution and the creation of sustainable means of life. | By 2020, Uruguay has better systems and institutions to address social vulnerabilities and promote social inclusion of the most vulnerable.                   | By 2020, strategic planning and information systems have been enhanced, including better monitoring and evaluation of public policies, promoting transparency, citizen's participation, decentralization and local development. |
| 2                                            | By 2020, Uruguay will have adequate institutions, programmes and policies to incorporate science and technology, innovation and environmental sustainability.                                                                          | By 2020, Uruguay has enhanced the institutions and policies to enable capacity development of the people (children, youth).                                   | By 2020, enhanced institutional capacities will be in place to promote South-South and Triangular Cooperation and technical assistance to other countries within and outside the region.                                        |
| 3                                            | By 2020, Uruguay has enhanced its capacities to mitigate and adapt to climate change and will be resilient against natural disasters.                                                                                                  | By 2020, Uruguay will be implementing a national system to assist priority groups: children, people with disabilities, elderly, caregivers and women and men. | By 2020, Citizen's engagement and public institutions have the capacity to promote and monitor compliance of human rights standards.                                                                                            |
| 4                                            | By 2020, Uruguay has strengthened its legal framework, institutions and policies in favor of decent jobs and social security for all.                                                                                                  | By 2020, national policies and institutions and budget have been enhanced to close                                                                            | By 2020, Uruguay has the adequate legal framework and policies to increase the political participation and representation of women,                                                                                             |



|                                     |                                |                                                        |                                                                                                                      |
|-------------------------------------|--------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|                                     |                                | territorial disparities and promote local development. | gender equality and reduce generational or racial discrimination.                                                    |
|                                     |                                |                                                        | By 2020, Uruguay has increased the prevalence of attitudes, values, norms and behaviors against the use of violence. |
| <b>SDGs mapped against outcomes</b> | 2, 6, 7, 9, 11, 12, 13, 14, 15 | 1, 2, 3, 5, 10                                         | 16, 17                                                                                                               |
|                                     | 2, 7, 8, 9, 12                 | 3, 4                                                   | 5                                                                                                                    |
|                                     | 2, 6, 12, 13, 14, 15           | 3, 5                                                   | 3, 5                                                                                                                 |
|                                     | 1, 2, 7, 8, 9, 12, 15          | 10, 11                                                 |                                                                                                                      |

**Uzbekistan**  
[English/Russian]

## The United Nations Development Assistance Framework (2016-2020)

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

Uzbekistan has put forward the ambitious goal to become an upper-MIC by 2030 and also reduce the level of vulnerabilities to eight percent of the population. To make this happen, there needs to be a focus on decent work, disparities, and sustainable use of resources, rule of law and access to justice, and effective and accountable governance. Goals on education and health also will continue to be prioritized.

The Uzbekistan UNDAF is based on the following principles: addressing inequalities, aligning human rights in accordance with international standards, and instilling evidence based analysis, policy making and planning. Attention will be given to the re-definition of poverty measurement criteria and further monitoring living standards to reflect the new realities of the country's middle-income status.

### **2. Delivering together through the SOPs**

UNDAF outcomes will be achieved through the practical application of the 'Delivering as One' approach to ensure joint and complementary programming and implementation. A major part of this approach is having an outcome-level UNDAF with inter-agency results groups that are responsible for collaborating with national partners on joint planning, implementation, monitoring and reporting. A JSC, comprised of UN officials and government representatives, will provide formal oversight and management direction over the course of the UNDAF cycle.

The UNDAF will be operationalized through joint biennial work plans so the RC Office in Uzbekistan, national government and other partners can efficiently plan and contribute resources to deliver specific outputs of the UNDAF.

### **List of UNDAF outcome themes**

UNDAF Outcome Themes for Uzbekistan

| Outcomes                                       | By 2020, equitable and sustainable economic growth is expanded for all through productive employment and improvement of the environment for business, entrepreneurship and innovation. | By 2020 vulnerable groups benefit more from an inclusive, financially sustainable and efficient social protection system. | By 2020, children and women in need of protection are covered by comprehensive support in line with human rights standards. | By 2020, all people benefit from quality, equitable and accessible health services throughout their life course. | By 2020, continuous quality education and lifelong learning for all are improved. | By 2020, rural population benefit from sustainable management of natural resources and resilience to disasters and climate change. | By 2020, the quality of public administration is improved for equitable access to quality public services for all. | By 2020, legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens. |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| SDGs covered in the UNDAF outcomes and outputs | 1, 8,                                                                                                                                                                                  | 10, 5                                                                                                                     | 10 and 5                                                                                                                    | 3                                                                                                                | 4                                                                                 | 6, 7, 11, 13, 15,                                                                                                                  | 16                                                                                                                 | 16                                                                                                                             |

**Zambia**  
[English]

## The United Nations Development Assistance Framework (2016-2020)

### **1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda.**

The UNDAF does not directly address how the UNCT is adapting to support the government's implementation of the SDGs because it is not clear how the government will 'localize' them. The UNDAF does indicate that the UNCT is ready to support and align its efforts to those of the government once the latter has decided how to move forward on the 2030 Agenda. Development priorities and outcomes of the UNDAF have been mapped against the national development plans outlined in Zambia's 2030 Vision.

The UNDAF stresses the role of young people in Zambia as they make up 52 percent of the country's population and will be the torchbearers of the sustainable development agenda.

### **2. Delivering together through the SOPs**

The UNCT and the Government of Zambia created a Joint Zambia–United Nations Partnership Committee to ensure that programme implementation is aligned with national priorities. With reference to the One Programme, the government and United Nations have agreed to use a 'Delivering as One' governance structure to advance DaO

implementation in Zambia. The Ministry of Development Planning, Office of the Vice President, will execute the programme nationally. Government ministries, NGOs, international non-governmental organizations, and UN agencies will implement programme activities. The partnership framework will be made operational through the development of annual joint work plans that outline specific results to be achieved, the nature of agreements between the UN and each implementing partner, and the use of resources.

For the first time, in accordance with DaO guidelines, all projects and activities undertaken by the United Nations in Zambia have been brought together under the umbrella of the partnership framework in the 'One Programme,' consisting of the Partnership Framework Results and One Joint Annual work plans. No UN activities or projects will take place outside the scope of agreed outcomes over the lifetime of the partnership framework.

### 3. Three essential pillars of the United Nations

There is a strong focus on human rights in the UNDAF:

- Technical assistance to monitor and report on human rights and the status of implementation of international human rights obligations;
- Policy advice and technical assistance to revise and harmonize statutory and customary legislation according to international human rights norms and standards;
- Policy advocacy to promote freedom of opinion, expression and access to information; and,
- Policy advice and technical support to implement legal and judicial reform.

Stakeholders will provide support to build the capacities of marginalized and vulnerable people so they are able to participate in national democratic and development processes, as well as claim their rights and seek legal recourse when they are discriminated against or experience a violation of their rights.

The UNDAF highlights UNCT work on development and human rights along with the Government of Zambia's efforts in promoting peace in the region.

### List of UNDAF outcome themes

| UNDAF Outcome Themes for Zambia (2016—2021)    |                                                     |        |                                                                |                              |     |
|------------------------------------------------|-----------------------------------------------------|--------|----------------------------------------------------------------|------------------------------|-----|
| Outcomes                                       | Inclusive Development                               | Social | Environmentally Sustainable and Inclusive Economic Development | Governance and Participation | and |
| SDGs covered in the UNDAF outcomes and outputs | UNDAF outcomes and outcomes are not mapped to SDGs. |        |                                                                |                              |     |

**Zimbabwe**  
[English]

## United Nations Development Assistance Framework (2016-2020)

### 1. UN country teams are adapting to support government efforts in implementing the 2030 Agenda

The Government of Zimbabwe and UN pledge their commitment to realizing the SDGs in a universal, human rights based and transformative manner. The priorities of the UNDAF (food and nutrition security, gender equality, HIV and AIDS, poverty reduction, public administration and governance, social services and protection) are explicitly linked to national development priorities, as outlined in the 2013—2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset).

By incorporating an integrated approach the outcomes cover the social and economic dimensions of sustainable development but focus less strongly on environmental issues. The UNDAF results groups are aligned with the architecture of ZimAsset and are closely linked to nationally led systems and structures that support national ownership. While efforts to support financing for the SDGs are not underway, the UN, government and other development partners continue to mobilize domestic and international resources in support of the national HIV response; efforts to secure sustainable financing for HIV and AIDS in Zimbabwe are reflected in the UNDAF. The UN will also continue to promote the application and implementation of international and regional standards, including the Universal Declaration of Human Rights (and related international treaties), CEDAW, RCR, ECOSOC resolutions, ILO Labour Standards, and the International Conference on Population and Development and UNESCO Cultural conventions. The UNDAF also refers to other international and regional commitments endorsed and adopted by ZimAsset through NEPAD, SADC, the African Union and other regional bodies.

## **2. Delivering together through the SOPs**

The Government of Zimbabwe and the UN are committed to the principles of ‘Delivering as One’ to enhance UN coherence for development results. To best support Zimbabwe’s development priorities, the UNDAF adopts a strategic outcome-based approach. The UNCT and government have integrated cross-cutting issues and UN programming principles to strengthen the quality and focus of the UNDAF’s response to national priorities based on UN common values, standards and comparative advantages.

The UN and government have also committed to using a joint implementation matrix as a common tool to operationalize the UNDAF at the output level. All major UNDAF processes in Zimbabwe are jointly led and chaired by the RC and the Office of the President and Cabinet, both of which are responsible for the oversight of UNDAF results. Planning, implementation, monitoring and reporting under the UNDAF is organized at the results group level and chaired/co-chaired by UN Heads of Agencies. The UNDAF and its joint implementation matrix—which captures UN agency work at the output level—are used to guide the results groups. Each year, the government, UNCT and development partners convene under the leadership of the RC and Office of the President and Cabinet to review UNDAF results and provide strategic orientation for the upcoming year(s). The results of this exercise are captured in the annual UNDAF Results Report. Annual reviews are informed by planning and mid-year review exercises held by the UNDAF results groups.

## **3. Three essential pillars of the United Nations**

In the Zimbabwean UNDAF, there is a section that mentions how the 2013 Constitution of Zimbabwe and general legislative framework of the country have been aligned with international human rights standards. To further strengthen the human rights and peace architecture, Zimbabwe has participated successfully in the UPR process, which is led by the UN Human Rights Council. The UNCT is committed to the Human Rights Up Front Agenda and will use the UN Secretary General’s Zero Hunger Challenge as an opportunity to address multisectoral issues of hunger and malnutrition.

## **List of UNDAF outcome themes**

## UNDAF Outcome Themes for Zimbabwe (2016-2010)

| Outcomes | 1.1 Targeted households in rural and urban areas have improved food and nutrition security.                                                     | 1.2 Communities are equipped to cope with climate change and build resilience for household food and nutrition security. | 2.1 Key institutions strengthened to formulate, review, implement and monitor laws and policies to Ensure gender equality and women's rights.               | 2.2 Women and girls are empowered to effectively participate in social, economic and political spheres and to utilize gender based violence services. | 3.1 All adults and children have increased HIV knowledge, use effective HIV prevention services, and are empowered to participate in inclusive and equitable social mobilization to address drivers of the epidemic. | 3.2 90% of all people living with HIV know their HIV status, at least 90% of HIV positive people receive sustained antiretroviral therapy, and 90% of those on treatment have durable viral load suppression. | 3.3 Key institutions from Government and civil society effectively and efficiently manage a multisectoral AIDS response. | 4.1 Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty of communities. |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | 4.2 Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women. | 5.1 Key public sector institutions mobilize, manage and account for resources effectively for quality service delivery.  | 5.2 Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards. | 5.3 Government and its partners generate and utilize data for development.                                                                            | 6.1 Vulnerable populations have increased access to and utilization of quality basic social services.                                                                                                                | 6.2 Key institutions provide quality and equitable basic social services.                                                                                                                                     | 6.3 Households living below the food poverty line have improved access to and utilization of social protection services. |                                                                                                                                                              |

|                                                |                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SDGs covered in the UNDAF outcomes and outputs | <p><b>Results areas:</b></p> <p>Food and Nutrition Security (1): SDG 2. Gender Equality (2): SDG 5, HIV &amp; AIDS (3): SDG 3. Poverty Reduction &amp; Value Addition (4): SDGs 1, 4, 5, 7, 8, 9, 13. Public Administration &amp; Governance (5): SDGs 16, 8. Social Services and Protection (6): 3, 4, 5, 6, 10, 11</p> |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Annex 3 – Checklist for the 2016 UNDAF Review

| Country:                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Level of Income: |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------|
| DAO country:                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | UNDAF Cycle:     |            |
| Full title of UNDAF document:                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |            |
| UNDAF is responsive in supporting governments' efforts to implement the 2030 Agenda.                                                                                                                                                                                                                                                                                                                                                                                              |                  |            |
| Questions                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Yes / No         | Comments ( |
| Q.1. Does the UNDAF make reference to support that is being provided to the country in achieving/implementing international normative standards or international commitments/recommendations (such as recommendations of regional and international human rights mechanisms (Human Rights Treaty Bodies, the Universal Periodic Review and Special Procedures); anti-corruption; ILO; etc.? (see annex 2 of the Interim UNDAF Guidance, page 47)<br>Yes/No<br>If yes, which ones? |                  |            |
| Q.2. Does the UNDAF reflect a joint UN/Government common vision to support the implementation of the 2030 Agenda and ensuring national ownership?<br>Yes/no. Explain                                                                                                                                                                                                                                                                                                              |                  |            |
| Q.3. Are the three dimensions of sustainable development (social, economic and environmental) fully addressed in the strategic priorities of the UNDAF?<br>Is there a particular focus on one or more dimensions?<br>Yes, no, explain your answer.                                                                                                                                                                                                                                |                  |            |
| Q.4. Does the UNDAF address multidimensional aspects of inequality and vulnerabilities (social, political, economic, ethnic, etc)?<br>Yes/ no, explain your answer.                                                                                                                                                                                                                                                                                                               |                  |            |
| Q.5. Does the UNDAF address multidimensional vulnerabilities caused by environmental factors, including natural disasters?<br>Yes, no, explain your answer.                                                                                                                                                                                                                                                                                                                       |                  |            |
| Q.6. Does the UNDAF results matrix define baselines, targets and indicators, including disaggregated data to track the multiple forms of discrimination on the rights of different groups? (Children, women, youth, people with disabilities, ethnic minorities, etc)?                                                                                                                                                                                                            |                  |            |
| Q.7. Are the indicators of the results matrix in line with SDGs so the UNDAF is coherent and supports the national implementation of the SDGs? Yes No. Explain.                                                                                                                                                                                                                                                                                                                   |                  |            |
| Q.8. Does the UNDAF consider the engagement, during the implementation and monitoring, of actors at the local/sub-national level, including public authorities, civil society, local academia, private sector as well as civil society organizations for the implementation of the 2030 agenda?<br>Yes, no, explain what groups are considered and how?                                                                                                                           |                  |            |
| Q.9. Do the outcomes address an integrated approach to implementation or the focus is on traditional sectoral approaches?<br><br>Yes/ no, Explain                                                                                                                                                                                                                                                                                                                                 |                  |            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Q.10. Does the UNDAF include UN support to financing the SDG agenda? (ie. not the resources the UN will mobilise, but how the UN will support the Country to mobilise the necessary resources for the SDG's.)<br><br>Yes/No, Explain                                                                                                                                                                                                                                                                                                                                               |  |  |
| Delivering together through the SOPS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |  |
| Q.11 Does the UNDAF mention the role of the government in providing strategic recommendations and oversight during the UNDAF implementation? Yes/No, Explain                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  |
| Q.12. Does the UNDAF include the signed legal annex?<br><br>Yes/No, explain If yes, is it integrated in the document or added as an annex. Please verify this question with IMS data.                                                                                                                                                                                                                                                                                                                                                                                              |  |  |
| Q.13. Does the UNDAF mention the role of the results/theme groups in the formulation, implementation and monitoring of Joint Work Plans and Joint Programmes? Yes, No, Explain?                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |
| Q.14. Common Budgetary Framework<br>Does the UNDAF have a medium-term CBF (this is the same as the costing of the UNDAF)? Yes, no – What is the estimate?<br>Does the UNDAF have the CBF broken down to outcome level or to the output level (in the results matrix)?<br>Does the UNDAF have the CBF broken down by agency?<br>How big is the funding gap (total minus available): less than 25%; between 25 and 50% and more than 50%                                                                                                                                             |  |  |
| Q.15. Does the UNDAF make reference to accountability measures to the government and partners (such as the One UN country results report) on results reporting?<br>Yes no/ Why?                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |
| Common programming practices to support national development efforts (key elements of the interim UNDAF guidance)                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |
| Q.16. Does the UNDAF indicate that a Common Country Assessment/analysis was undertaken and if so, is the CCA analysis rights based identifying underlying and roots causes of multidimensional poverty, inequalities and discrimination?<br>Q. 16. 1. What was the methodology applied, how was the CCA conducted (which data sources were used?, Did the CCA methodology include forward looking scenarios. i.e. foresight analysis?)<br>Yes, no, explain<br>Q. 16.2. Has a comparative advantage exercise been undertaken?<br>Q. 16.3 Has a capacity assessment been undertaken? |  |  |
| Q.17. Does the UNDAF indicate that a conflict analysis was undertaken?<br>Yes/ No, explain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |
| Q.18. Does the UNDAF make any reference to the use of participatory consultations with relevant stakeholders (including non-governmental actors) for the identification of the strategic priorities? In particular, is there any reference to consultations held at local level/territorial level? Is there any reference to the use of new technologies for the consultations? Yes, no. Explain.                                                                                                                                                                                  |  |  |
| Q.19. Does the UNDAF address gender-based violence and discrimination, promote equality and the empowerment of women and girls? Yes, no. Explain.                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |
| Q.20. Does the UNDAF address disaster and climate risks factors? Yes, no. Explain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |
| Q. 21. Does the UNDAF consider the development of trans-boundary partnerships at the subregional or regional level, including the promotion of South-South and Triangular Cooperation? Yes, no. Explain.                                                                                                                                                                                                                                                                                                                                                                           |  |  |



|                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Q.22. Does the UNDAF articulate a logic Theory of Change (see Interim UNDAF Guidance page 25). Yes/no, why?<br>Q.22.1. Does the UNDAF use the CCA as the evidence base and its data as baselines for the UNDAF outcomes?<br>Q.22.2. Are outputs mentioned in the UNDAF?                                                                                                                                                                |  |  |
| Q.23. Does the UNDAF M&E framework make reference to partnering with national partners around data collecting and tracking? Yes, no. Explain.                                                                                                                                                                                                                                                                                          |  |  |
| Q.24. Are human rights treaties and other international commitments/recommendations linked to indicators in the results Framework? Yes, no. Explain how.                                                                                                                                                                                                                                                                               |  |  |
| Q.25. Does the UNDAF outline a clear monitoring and evaluation plan (see interim UNDAF guidance, page 36) Yes, no, explain.                                                                                                                                                                                                                                                                                                            |  |  |
| Q.26 Is the UNDAF signed by all the UNCT members? Q.26.1. Is the UNDAF signed by the government? At which level is the UNDAF signed (President, Prime Minister, Ministerial level or lower)<br><br>Q.26.2. Did IOM sign the UNDAF?<br><br>Q.26.3. Did the RC sign on behalf of NRAs?                                                                                                                                                   |  |  |
| Emerging issues – use of data                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |
| Q.27. Does the UNDAF mention working with national statistical commissions? Does the UNDAF have a specific outcome on data?                                                                                                                                                                                                                                                                                                            |  |  |
| Q.28. Does the UNDAF results matrix integrate new sources of data, including people-generated and big data? See Interim guidance page 29.                                                                                                                                                                                                                                                                                              |  |  |
| Q.29. Does the UNDAF make reference to frequent monitoring systems/approaches to track implementation progress, i.e. quarterly, monthly, or real time monitoring systems?                                                                                                                                                                                                                                                              |  |  |
| Q.30. Does the UNDAF mention support to the government's efforts on open data, including the adoption of the IATI standards?<br><br>Q.30.1. Does the UNDAF make reference to making the M&E data publicly available?                                                                                                                                                                                                                   |  |  |
| Cross-charter integration                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |
| Q.31. Does the UNDAF cover peace consolidation issues? Yes, No / Explain                                                                                                                                                                                                                                                                                                                                                               |  |  |
| Q.32. Where a UN Mission is deployed, does the UNDAF serve also as an Integrated Strategic Framework (ISF)? Does the UNDAF reflect coordination with the Mission? Yes, no, explain.                                                                                                                                                                                                                                                    |  |  |
| Q.33. Does the UNDAF reflect humanitarian issues and/or makes reference to a humanitarian Strategic Response Plan? Yes/No/ Explain.<br>Q.33.1. Does the UNDAF contain joint outcomes of the UN's development and humanitarian support and operationalized in joint work plans? [See UNDAF Interim Guidance page 12 on Coherence across the Charter]<br>Q.33.2. Does the UNDAF reflect support to refugees/Internally Displaced People? |  |  |

