UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP

SWITCHING GEARS FOR 2030
RESULTS OF DEVELOPMENT
COORDINATION IN 2017

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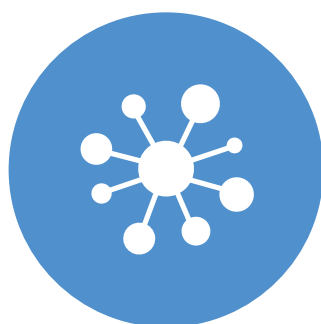official endorsement or acceptance by the
United Nations.

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INTRODUCTION

In 2017, the UN Sustainable Development Group (UNSDG)[1] responded to the needs and priorities of Member States in three critical areas. First, the UNSDG maintained its strong focus on support to governments and national partners in 165 countries and territories in their effort to accelerate the implementation of the 2030 Agenda for Sustainable Development. Second, it worked to establish baselines and agreements on the way forward based on the far-reaching mandates established by the 2016 Quadrennial Comprehensive Policy Review (QCPR), the key statement of policy direction from Member States for the United Nations operational activities for development. Third, in 2017 the UNSDG provided system-wide inputs to the Secretary-General's effort to reposition the UN development system to be fit for purpose to deliver on the 2030 Agenda. We have achieved this by providing thought leadership, data and evidence drawn from our on-the-ground experience. Finally, the UNSDG implemented a series of changes to its structure and working methods to align with the Secretary-General's vision for the UN development system.

1. The UN Sustainable Development Group (UNSDG) was previously known as the UN Development Group (UNDG). It was reconstituted as the UNSDG in May 2018. Reflecting this change, we use UNSDG throughout this report to refer to the work of UNDG in 2017.

WE WORK WITH GOVERNMENTS AND PARTNERS IN

165

COUNTRIES AND TERRITORIES FOR THE 2030 AGENDA

WE PROMOTE

INNOVATION TO STRENGTHEN COORDINATION OF UN DEVELOPMENT OPERATIONS

WE REPRESENT

40

UN AGENCIES DELIVERING RESULTS TOGETHER FOR SUSTAINABLE DEVELOPMENT

To support the implementation of the 2030 Agenda at the country level, in 2017 the UNSDG took steps to improve the way it pools expertise to deliver integrated policy support through UN Development Assistance Frameworks (UNDAFs), and to strengthen its rights-based approach and focus on "leaving no-one behind". The UNSDG helped to enhance national capacities to collect, analyse and share data, and to strengthen the partnerships needed to leverage resources, finance and knowledge for the SDGs. We continued to promote increased coherence in UN business operations and funding, while exploring the power of innovation to help us work more efficiently, to harness collective ideas for sustainable development, and to test new avenues for innovative financing.

RESPONDING TO THE 2016 QUADRENNIAL COMPREHENSIVE POLICY REVIEW

2017 was the first year of implementation of the 2016 Quadrennial Comprehensive Policy Review (QCPR), which sets the direction for the UN development system. To respond to the QCPR, and provide a collective, system-wide perspective of how to best deliver on mandates from Member States, the UNSDG engaged in intense discussion on the reform process. This work was instrumental in facilitating the participation of UNSDG members in mapping the capacities and functions of the UN development system in April-June 2017, as requested by Member States.

The UNSDG provided a steady flow of evidence, analysis and thought leadership to help inform and underpin the UN Secretary-General's vision for a repositioned UN development system. This included the preparation of key policy inputs on the funding compact, common business operations and the interlinkages between normative and operational dimensions. The UNSDG also undertook analytical work focusing on the UN's country team presence and Resident Coordinator Office capacity. While there is still work to do to put the recommendations resulting from these analyses into practice, the work of the UNSDG in 2017 supported system-wide reflection on the significant reforms needed within the UN development system.

As the United Nations system moves into the implementation of mandates for reform provided by the General Assembly in May 2018, many critical areas of work remain. Going forward, governments and other partners will need enhanced support to initiate action on SDG "accelerators" – steps that will allow countries to make rapid progress across different SDG goals and targets simultaneously. The UNSDG must ensure the right approaches and best division of labour across the UN to ensure thought

leadership is available within the United Nations development system to address national needs, priorities and challenges. UNCTs must put in place the Standard Operating Procedures (SOPs) for Delivering as One.

The SOPs are the minimum standards for well-coordinated and efficient development operations at country level, as called for by Member States. But they are not enough. To maximize the system's contributions and value to countries, progress must be accelerated in the development of shared back-office services, the pooling of UN and partner finances, and in expanding technologies and methods used in UN programmes. Where countries have explored innovations – such as in real-time data, private finance or crowd-sourcing – these need to be assessed, adapted and developed for implementation on a larger scale. The UNSDG must focus on where and how it can have the greatest impact to contribute to country results, and where partnerships are needed. The scale and complexity of the 2030 Agenda will require a higher order of both integration and coordination than seen before.

POSITIONING THE UN DEVELOPMENT SYSTEM FOR REFORM

During 2017, the UNSDG took a number of strategic actions to initiate the repositioning of the UN system under existing mandates and resources. This included initial steps towards the design of a new generation of UNDAFs which are focused on the 2030 Agenda and which integrate normative and operational mandates in support of national development plans. These efforts underpinned the call in the May 2018 General Assembly Resolution for the UNDAF to become the "single most important United Nations country planning and implementation instrument in support of the 2030 Agenda".[2]

UNCTs provided support to the development and strengthening of national capacities to achieve development results. In 2017, 120 UNCTs responded to government requests for support on the 2030 Agenda — compared with 114 in 2016. To help develop an evidence base for joint advocacy and programming that can reach the furthest behind first, 98 percent of UNCTs supported the capacity of national institutions to collect, analyse and increase the availability of reliable, disaggregated data and statistics. Eighty-four percent of UNCTs supported partner governments in integrating human rights into national development policies.

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2. "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet", Report of the UN Secretary-General, 2017, December 21.

The UNSDG supported efforts to improve the ability of the Resident Coordinator system to deliver results. The roll-out of Business Operations Strategies (BOS) at country level was accelerated . By the end of 2017, 35 percent of UNCTs had put a BOS in place, an increase of 15 percentage points since 2016. A new United Nations Country Team (UNCT) performance appraisal system to strengthen mutual accountability was introduced, the Assessment of Results and Competencies (ARC) for Resident Coordinators and UNCTs. Steps were taken to recalibrate, streamline and begin aligning the work of regional teams and bodies with the 2030 Agenda. UNSDG Regional Teams and Regional Economic Commissions (RECs) strengthened their collaboration in areas such as the delivery of integrated policy advice, normative support and technical capacity. UNCTs also increasingly engaged in partnerships, particularly with civil society, local government and parliaments. Seventy-six percent of UNCTs convened external partnerships to advance the SDGs in 2017, while 75 percent facilitated South-South cooperation with a focus on SDGs 1, 2, 5, 13, and 16. Practical tools and system-wide approaches are needed to take partnerships and South-South cooperation to scale.

THE RESIDENT COORDINATOR SYSTEM AS A CATALYST FOR CHANGE

The present report captures the 2017 results of the Resident Coordinator (RC) system — encompassing Resident Coordinators, UNCTs, Regional UNSDG Teams, and the UNSDG at global level, including its secretariat, the UN Development Operations Coordination Office (UNDOCO). The RC system brings the capacity, reach and impact of the UN development system together with the expertise of national partners to deliver sustainable development more coherently and efficiently. Where this does not happen, coordination fails: investments duplicate or contradict each other, and we can miss opportunities to create change on a larger scale.

RESULTS ACROSS THE KEY FUNCTIONS OF THE UN DEVELOPMENT SYSTEM

The results captured in this report reflect how the UNSDG has focused its efforts to harmonize its work across the UN development system, in support of the mandates outlined in the 2016 QCPR and in line with national development policies, plans and priorities[3]. This report summarizes the contributions of the RC system to the following functions of the UN development system:[4]

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3. These results have been catalyzed by the RC system, through funding provided by the UNSDG cost-sharing agreement, the human rights mainstreaming multi-donor trust fund, and the Delivering Together Facility.
4. This grouping reflects an interpretation of the functions of the UN development system as mandated by the 2016 QCPR and subsequently outlined in the 2017 "System-Wide Strategic Document". They are presented in this report as an illustration of the contribution of the Resident Coordinator system to the functions performed by the UN development system as a whole.

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- Integrated policy advice, thought leadership and capacity development, to support countries in the implementation of, follow-up and reporting on internationally agreed development goals and development-related frameworks, particularly by mainstreaming the SDGs into national plans;

- Data collection and analysis to increase the availability of high-quality, timely and reliable disaggregated data;

- Normative support in the context of operational activities for the development of the United Nations system;

- Assisting Member States to leverage partnerships as the core of SDG 17 and as a basis for delivery of large-scale change across all of the SDGs;

- Developing new ways of financing and mobilizing resources for the 2030 Agenda.

The sections in the report reflect the progress made by the UNSDG in positioning the UN development system to deliver upon these functions, focusing on the collective actions of 130 UNCTs supported by the RC system and UNSDG at the regional and global levels. The key performance indicators presented here are based on UNCT reporting in the UNSDG Information Management System.[5] The UNSDG also provided resources, guidance and direction for streamlined and coordinated UN development operations, where it is present at country level.
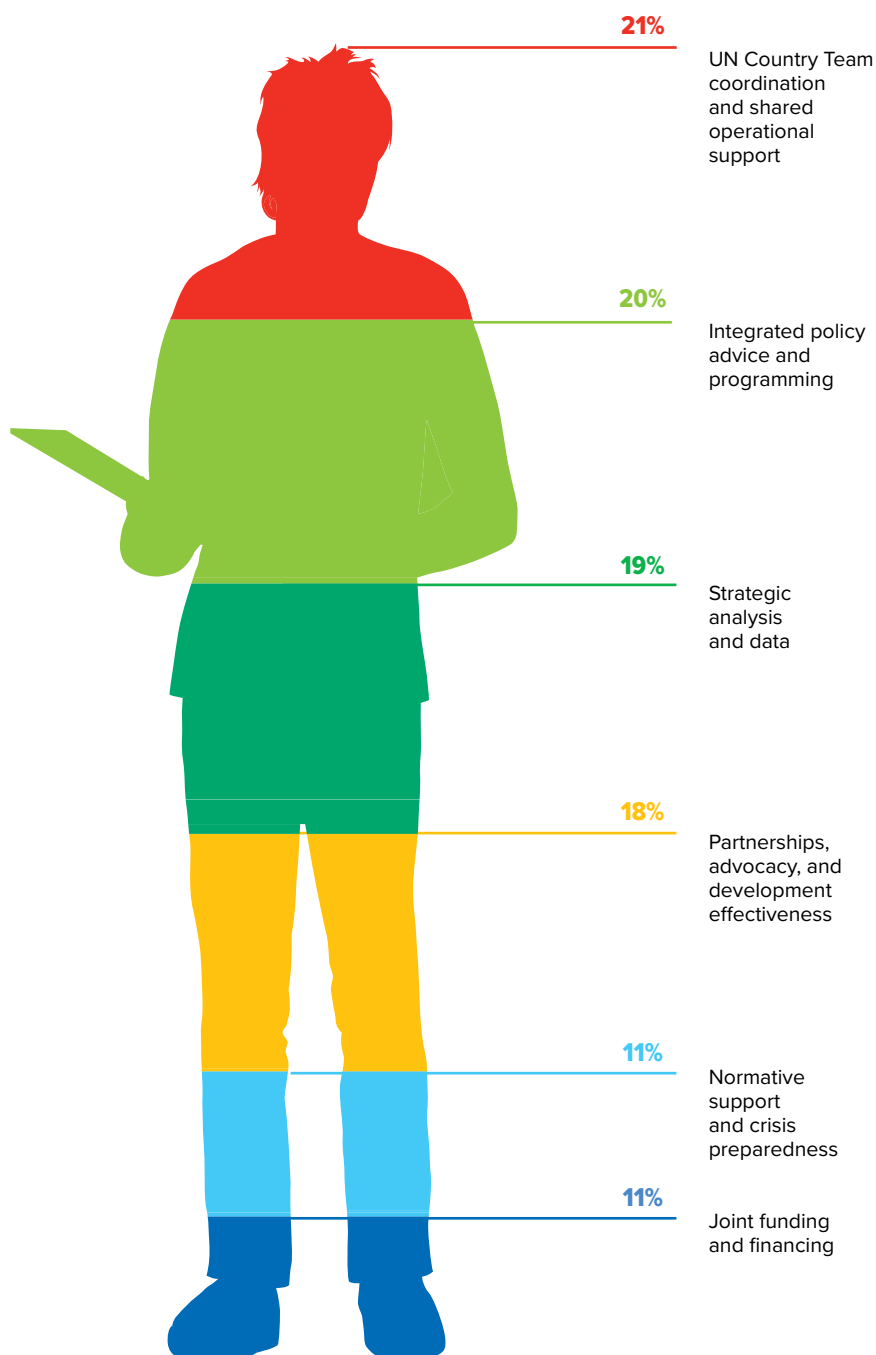
The achievements presented here have all been initiated or catalysed as a result of better UN development system coordination. While efforts to achieve UN coherence and coordination are most critical at the country level, this report also demonstrates the critical role that UN regional and global expertise can play in providing more integrated guidance, support, leadership and facilitation within regions and globally, as well as at country level.

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5. The UNSDG Information Management System (IMS) data collection process is based on perceptions and self-reporting by UNCTs. Where possible, UNSDG IMS data sets were subjected to a validation process after the completion of the data collection phase. UNDOCO led and implemented this validation process, working in close collaboration with RC Offices. While it cannot guarantee that the data is error-free, this process enabled the identification of outliers and conflicting data sources which were then checked with RC Offices as necessary.

FIGURE 1

COUNTRY COORDINATION CAPACITY REMAINS BALANCED ACROSS THE FUNCTIONS OF THE DEVELOPMENT SYSTEM

Figure 1 shows the main area of responsibilities of coordination staff at country level, based on the core coordination functions mapped to the functions of the 2016 QCPR, as captured in the System-Wide Strategic Document. The graph represents data about staff from 130 UN Resident Coordinator Offices whose roles are funded by the UNSDG cost-sharing mechanism.

21% UN Country Team coordination and shared operational support

20% Integrated policy advice and programming

19% Strategic analysis and data

18% Partnerships, advocacy, and development effectiveness

11% Normative support and crisis preparedness

11% Joint funding and financing

UNSDG COST-SHARING FOR THE RESIDENT COORDINATOR SYSTEM CONTINUES TO FALL SHORT

In 2017, the UNSDG received 76 percent of the total due in cost-sharing contributions from UNSDG member entities. These seed funds enabled Resident Coordinators and their offices to secure the minimum capacity required to ensure that the expertise of the full UN development system is available for national development efforts. Since its inception in 2014, the cost-sharing agreement continues to fall short of agency commitments every year. The gap has grown each year, with UNSDG entity non-payments resulting in an approximate US$10 million shortfall. This gap is particularly worrying in light of the increasing demands on the RC system to ensure coherent development assistance in support of national partners in implementing the 2030 Agenda. This shortfall is even more concerning in light of the ongoing UN development system reforms and Member States resolve to ensure full payment by all UNSDG entities to support an independent Resident Coordinator system beginning in 2019.

FIGURE 2

UNSDG COST-SHARING FUNDING COMPLEMENTED THE CORE SUPPORT PROVIDED BY UNDP TO THE RC SYSTEM

Figure 2 shows the distribution of contributions received from participating UNSDG members for 2017. It shows the percentage share provided by each UNSDG member. Non-payments resulted in an approximate $10 million shortfall in 2017. Launched in 2014, UNSDG cost-sharing funding complements the core or "backbone" support which UNDP provides to the RC system over and above its contribution to the cost-sharing. These resources fund specific capacity at the global, regional and country levels. The UNDP backbone, which is funded from UNDP regular resources, includes costs at the country, regional and global levels. There is no duplication between the functions funded by the UNDP backbone and the UNSDG cost-shared resources.

● UNDP backbone	75.4%
● UNDP's share of cost-sharing agreement	4.3%
● UNICEF	3.5%
● WHO	2.2%
● UNFPA	1.9%
● FAO	1.8%
● ILO	1.8%
● IOM	1.3%
● UNESCO	1.2%
● WFP	1.2%
● UNAIDS	1.1%
● UNWOMEN	1.1%
● UNHCR	1.0%
● UNIDO	0.7%
● UNOPS	0.7%
● IFAD	0.6%
● ITU	0.1%
● WMO	0.1%
● UNWTO	0%
● UN Secretariat*	0%

* The UN Secretariat represents 14 UNSDG members: OHCHR, SRSG/CAAC, UNCTAD, UNDESA, UNECA, UNECE, UNECLAC, UN Environment, UNESCAP, UNESCWA, UN Habitat, UNODC, UNOHRLLS, UNOSAA.

UNDP BACKBONE
($90 MILLION)

COST-SHARING CONTRIBUTIONS
($29.4 MILLION)

FIGURE 3
UNSDG CONTRIBUTIONS RECEIVED FOR 2017 ($)

Figure 3 shows the contribution required from each UNSDG entity, alongside the contribution which was actually received for 2017. The required contribution is based on a formula which is captured in the UNSDG cost-sharing agreement for the Resident Coordinator (RC) System — a shared funding arrangement that came into effect in 2014. This joint funding mechanism provides shared and predictable funding for the RC system, which is the central structure for UN coordination at country level. In the figure, the size of each piggy bank reflects the relative size of the required contribution for each UNSDG entity.

○ Contributions required
● Contributions received

0%	100%	100%	75%
6,785,921	5,145,681	4,160,376	3,489,055
UN SECRETARIAT*	UNDP SHARE OF COST-SHARING AGREEMENT	UNICEF	WHO

92%	100%	62%	100%	100%	100%
2,349,326	2,303,720	2,241,472	2,173,424	1,560,000	1,456,539
FAO	UNFPA	UNESCO	ILO	IOM	WFP

100%	100%	60%	100%	100%	100%
1,321,109	1,320,280	1,318,560	1,239,394	876,119	700,360
UNAIDS	UN WOMEN	UNIDO	UNHCR	UNOPS	IFAD

100%	0%	100%
100,000	100,000	100,000
ITU	UNWTO	WMO

76%

TOTAL CONTRIBUTIONS REQUIRED: 38,741,336
TOTAL CONTRIBUTIONS RECEIVED: 29,396,819

1

NATIONALLY OWNED DEVELOPMENT PLANS RECONFIGURED TO RESPOND TO THE 2030 AGENDA

In 2017, work by the UNSDG at country, regional and global levels initiated the design of a new generation of UN Development Assistance Frameworks (UNDAFs) in support of national development plans, focused on the 2030 Agenda. In most countries, the UNSDG responded to the changing nature of demands from governments and partners to mainstream the Sustainable Development Goals (SDGs) into national development plans, and to begin to establish baseline data to assess progress towards these ambitious and inter-sectoral goals. In complex country situations, UN teams also made advances towards better-coordinated humanitarian and development action, primarily through needs analysis, monitoring and evaluation undertaken by development and humanitarian experts together.

Moving forward, the UNSDG will take steps to accelerate progress towards the 2030 Agenda, including by ensuring enhanced capacities and skillsets to support comprehensive responses across all dimensions of sustainable development. A focus on implementing SDG "accelerators" will also be key to unleashing rapid progress across inter-related SDG goals and targets at the same time. A key challenge lies in decisions about how to sequence the implementation of actions across the 2030 Agenda in order to achieve synergies between different goals where possible. Prioritization within the constraints of national financial and human-resources will require strong evidence-based policy analysis and data.

Reflections on SDG acceleration and how to achieve policy integration for the economic, social and environmental pillars of the 2030 Agenda are part of the UNSDG's Mainstreaming, Acceleration, and Policy Support (MAPS) common approach, which helps countries operationalize a cross-thematic approach to SDG implementation at the country level.

80 percent

of UNDAFs are aligned with the government planning and budgeting cycle, in order to ensure that UNDAFs are responsive to the national agenda. **13 percent** are not yet aligned but are planned to align with the government planning cycle in the next UNDAF.

40 UNCT partner governments

published **country-led SDG reports** in 2017 to establish national baselines for measuring progress towards the SDGs. The UN supported the production of **36** of these reports, mostly as interagency efforts **(85 percent)**. **78 percent of reports** were inputs to national presentations at the Voluntary National Review at the High-level Political Forum, the inter-governmentally agreed follow up and review process for the 2030 Agenda.

97 percent

of UNCTs operated through a signed UN Development Assistance Framework (UNDAF) in 2017. On average, **17 UN entities** participated in these UNDAFs, equal with the average number of agencies per UNCT. This demonstrates the trend towards full UN engagement in UNDAFs as the core programming instrument at country level.

We can see progress in the changing ways in which UN development and humanitarian partners are working together. **88 percent of UNCTs** in countries experiencing a humanitarian crisis performed joint needs analysis; **78 percent** engaged in joint coordination mechanisms, and performed joint planning for collective outcomes; **67 percent** engaged in joint programming, and monitoring and evaluation; and **57 percent** performed joint conflict analysis.

FIGURE 4

UN COUNTRY TEAMS MEET THE CALL FOR SUPPORT ON THE SDGS

In 2017, more UNCT partner governments requested SDG support from the UN: 120 UNCTs received government requests for support on the 2030 Agenda (compared with 114 in 2016). In the majority of cases, UNCTs provided the requested support.

● Requests received from UNCT partner governments
● Support provided by UNCTs

FIGURE 5

GOOD HEALTH AND WELL-BEING, AND QUALITY EDUCATION ARE THE SDG AREAS WHERE GOVERNMENTS ARE MOST LIKELY TO REQUEST SUPPORT

Figure 5 shows the number of UNCT partner governments requesting targeted support for each SDG in 2017.

Mainstreaming SDGs into national development plans

103
102

General orientation on the SDGs

95   93

120
UN COUNTRY TEAMS
RECEIVED REQUESTS
FOR SUPPORT
ON THE SDGS

99   100

Support on specific SDGs

84
85

SDG measurement and reporting

NUMBER OF UNCT PARTNER GOVERNMENTS THAT REQUESTED SUPPORT

1 NO POVERTY — 42
2 ZERO HUNGER — 48
3 GOOD HEALTH AND WELL-BEING — 56
4 QUALITY EDUCATION — 51
5 GENDER EQUALITY — 48
6 CLEAN WATER AND SANITATION — 36
7 AFFORDABLE AND CLEAN ENERGY — 27
8 DECENT WORK AND ECONOMIC GROWTH — 38
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — 23
10 REDUCED INEQUALITIES — 26
11 SUSTAINABLE CITIES AND COMMUNITIES — 29
12 RESPONSIBLE CONSUMPTION AND PRODUCTION — 22
13 CLIMATE ACTION — 38
14 LIFE BELOW WATER — 17
15 LIFE ON LAND — 17
16 PEACE, JUSTICE AND STRONG INSTITUTIONS — 42
17 PARTNERSHIPS FOR THE GOALS — 27

JOINT WORK AT COUNTRY LEVEL:
A JOINED-UP RESPONSE TO THE REFUGEE CRISIS IN LEBANON

2017 was the first year of the new UN Strategic Framework in Lebanon. A major focus of the UN's approach in Lebanon is to ensure a joined-up humanitarian and development response, as the country hosts over 1.8 million refugees. UN entities on the ground worked together to develop several flagship joint programmes. The Lebanon Crisis Response Plan achieved many important results in 2017, with several activities jointly delivered by UN agencies and NGOs. The coordinated response led to results: thousands of the most vulnerable refugees and Lebanese people received legal and protection support; 1.1 million vulnerable people received food assistance, and 1.3 million gained access to safe water; around $500 million was injected into the local economy through cash assistance and cash for food programmes; school enrolment for Syrian children increased significantly; and thousands of short- and long-term job opportunities were created.

Beginning in 2017, UNDP has led inter-agency country missions[6] which help to make the thematic expertise housed in different UN entities available to countries. This can support the targeting of resources towards critical bottlenecks to sustainable development.

UNSDG AT THE REGIONAL LEVEL: PROMOTING COLLABORATION ON REGIONAL POLICY

As part of efforts to intensify UN policy influence at the regional level, in 2017 the Regional UNSDG Teams took steps to promote effective coordination and collaboration with Regional Economic Commissions (RECs). Much of this work builds on the model of cooperation established in Europe and Central Asia, which includes joint meetings of the Regional UNSDG Team and the Regional Coordination Mechanism (RCM), as well as joint advocacy and analytical work.

The Regional UNSDG Teams in Eastern and Southern Africa and in Western and Central Africa worked to build a stronger platform for collaboration with the Regional Economic Commission for Africa. Both Africa Regional UNSDG Teams and the REC jointly held the 18th Session of the Regional Coordination Mechanism in Dakar in March 2017, on the theme of "UN System Support to Harnessing the Demographic Dividend through Investments in Youth".

Similarly, the UNSDG Regional Team in Arab States, Middle East and Northern Africa established a joint working group with the RCM on the 2030 Agenda, and the UNSDG for Asia and the Pacific established a joint task team with the RCM on "Sustainable Urbanization" to assist UNCTs to develop strategic interventions in this area. These initial steps have the potential to build synergies between action at the country and regional levels, and across regional coordination mechanisms and the Regional UNSDG teams. To address gaps and ensure consistent diagnostics and advice, these steps need to be underpinned by the forthcoming review of regional coordination structures as part of the UN development system reforms.

UNSDG AT THE GLOBAL LEVEL: NEW TOOLS TO SUPPORT SDG ACCELERATION AND TRACK CONTRIBUTIONS TO THE 2030 AGENDA

In 2017, the UNSDG launched a global tool to support countries to implement and report on progress towards the SDGs. The Sustainable Development Goals Acceleration Toolkit is an online compendium of 80 tried-and-tested planning tools from across the UN system. UNCTs and others can use the toolkit to unlock bottlenecks, identify links and trade-offs between the SDGs, manage risk, and ensure that development plans will "leave no-one behind". The toolkit covers every aspect of programme development including diagnostics, financial and econometric modelling, forecasting, monitoring, conflict and peace analysis.

As a part of its role in advancing transparency and the ability to exchange and make use of data across the global UN development system, in 2017 UNDOCO focused significant efforts on the development of UN INFO. UN INFO is a platform that uses data to track the implementation of the UNDAF at country level, allowing UN teams to monitor operations and results in real-time. By segmenting programme and financial data contained in the UNDAF, UNCTs that are early adopters of UN INFO are embarking on a step change in their ability to reflect the integrated nature of the 2030 Agenda in their decision-making. This system for increased transparency of the UN's contributions towards the SDGs will be in place by the end of 2018.

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6. Seventeen MAPS missions were conducted in 2017, in Armenia, Aruba, Azerbaijan, Burkina Faso, Comoros, El Salvador, The Gambia, Jamaica, Kazakhstan, Mali, Mauritius, Moldova, Sudan, Sri Lanka, Tajikistan, Timor-Leste and Trinidad and Tobago.

FIGURE 6

AGENCIES SHARE LEADERSHIP TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS

Figure 6 shows the UN agencies, funds and programmes that currently co-chair inter-agency groups. In 2017, there were 1,050 such groups in 130 UN Country Teams. Inter-agency groups support joint action and drive greater coherence and results. The main areas of focus of these teams were driving programme results and providing integrated policy advice to national partners on gender equality, reducing inequalities, and peace, justice and strong institutions.

17 Sustainable Development Goals

No Poverty	Zero Hunger	Good Health and Well-being	Quality Education	Gender Equality
139 (Number of inter-agency groups)	**96**	**189**	**127**	**235**

Clean Water and Sanitation	Affordable and Clean Energy	Decent Work and Economic Growth	Industry, Innovation and Infrastructure	Reduced Inequalities	Sustainable Cities and Communities
64	**52**	**114**	**42**	**198**	**45**

Responsible Consumption and Production	Climate Action	Life Below Water	Life on Land	Peace, Justice and Strong Institutions	Partnerships for the Goals
49	**82**	**22**	**60**	**129**	**88**

Legend:
- UNDP
- UNICEF
- UNFPA
- UNWOMEN
- WHO
- WFP
- UNAIDS
- FAO
- RC Office
- UNHCR
- ILO
- RC
- OHCHR
- UNESCO
- UNIC
- UNIDO
- OCHA
- UNODC
- UNDSS
- UNOPS
- UN Environment
- IMO
- ESCAP
- UNECA
- UNHABITAT
- UNV
- ECLAC
- ESCWA
- UNCDF
- UNRWA
- Government counterpart

2

BRINGING TOGETHER NORMATIVE SUPPORT AND OPERATIONAL ACTIVITIES: INTEGRATING HUMAN RIGHTS AND GENDER EQUALITY

In 2017, UNCTs continued — and in some cases amplified — their work to strengthen UN support to national partners to implement international norms and standards including human rights, and their efforts to ensure that the UN's programmes mainstream human rights and gender equality.

Eighty-four percent of UNCTs supported national governments in integrating human rights into their development policies. This critical work at country level was also underpinned by Regional UNSDG Teams. For example, in Latin America a joint regional initiative was developed to help address and reduce the levels of street violence in northern Central America, where extremely high levels of endemic violence have not received a sufficient response or resources. At the global level, the UNSDG issued guidance to help UNCTs strengthen their support to national partners' engagement with international human rights mechanisms.

The UNSDG also ensured the delivery of Member State mandates for more effective and coherent mainstreaming of gender equality standards. While progress is evident in some areas, much work remains to be done, as the assessment of gender equality standards in the UN's work is not yet consistently applied by UNCTs. To address this, the UNSDG strategy to improve take-up of the gender equality scorecard includes: outreach to UNCTs that are preparing new UNDAFs;

capacity building to support implementation of the scorecards; and accountability through a reporting mechanism established in the Secretary-General's 2018 annual report, 'Mainstreaming a Gender Perspective into all Policies and Programmes in the United Nations System'.

UNSDG AT THE REGIONAL LEVEL: REDUCING VIOLENCE IN LATIN AMERICA AND THE CARIBBEAN

UNSDG Regional Teams continued to provide a critical layer of oversight and direction. The UNSDG in Latin America and the Caribbean, together with the RCs and UNCTs of El Salvador, Honduras, and Guatemala, introduced a joint initiative with the objective of reducing violence in the northern countries of Central America.

Currently, violence levels in some of these countries are comparable with – or even higher than – many countries in conflict. This has had a negative impact on human rights, development and the humanitarian situation in the region. Because these countries are classified as middle-income and are not officially defined as countries in crisis or conflict, violence within their borders has not received sufficient international attention or resources.

Through the joint initiative, the UNSDG in Latin America and the Caribbean has been able to focus attention on this problem from the highest levels of the UN. The joint initiative takes a common and comprehensive approach to addressing violence that includes the interaction between development, humanitarian and human-rights concerns, and is considering the concept of "chronic violence" as a way to define the persistently high levels of violence and insecurity affecting those countries.

It adopts a victim-centred approach and responds to the guidance from the Secretary-General that the UN should promote conflict prevention within its work on the 2030 Agenda. The initiative resulted in UN leadership taking joint action to fill the policy gap on existing UN funding mechanisms aimed at supporting violence reduction in middle-income countries; to promote increased engagement with UN Member States, donors and other partners; and to define a common goal to reduce violence, measured using a multidimensional index jointly developed with UN agencies.

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7. The percentages of UNCTs given here do not reflect their reporting cycle for the Universal Periodic Review or to treaty bodies. While some processes are dependent on the timing within the cycle for the particular mechanism, the data presented here takes into account the ongoing nature of UNCT support to, and engagement with, human rights mechanisms.

HUMAN RIGHTS

84 **percent of UNCTs** supported partner governments to integrate human rights into national development policies. This represented a slight decrease compared with 2016 **(88 percent)**.

65 percent of UNCTs

engaged with one or more UN human rights treaty bodies, **an increase of five percentage** points compared with 2016.

59 **percent of UNCTs** engaged in the preparation, reporting, or follow-up of the Universal Periodic Review (UPR) in 2017, a slight decrease compared with **61 percent** of UNCTs in 2016.[7] **68 percent** of UNCTs facilitated the follow-up of UPR recommendations by governments in 2017.

MAINSTREAMING GENDER EQUALITY

70 percent of UNDAFs

contain at least one gender-specific outcome in 2017, an **increase of nine** percentage points compared with 2016.
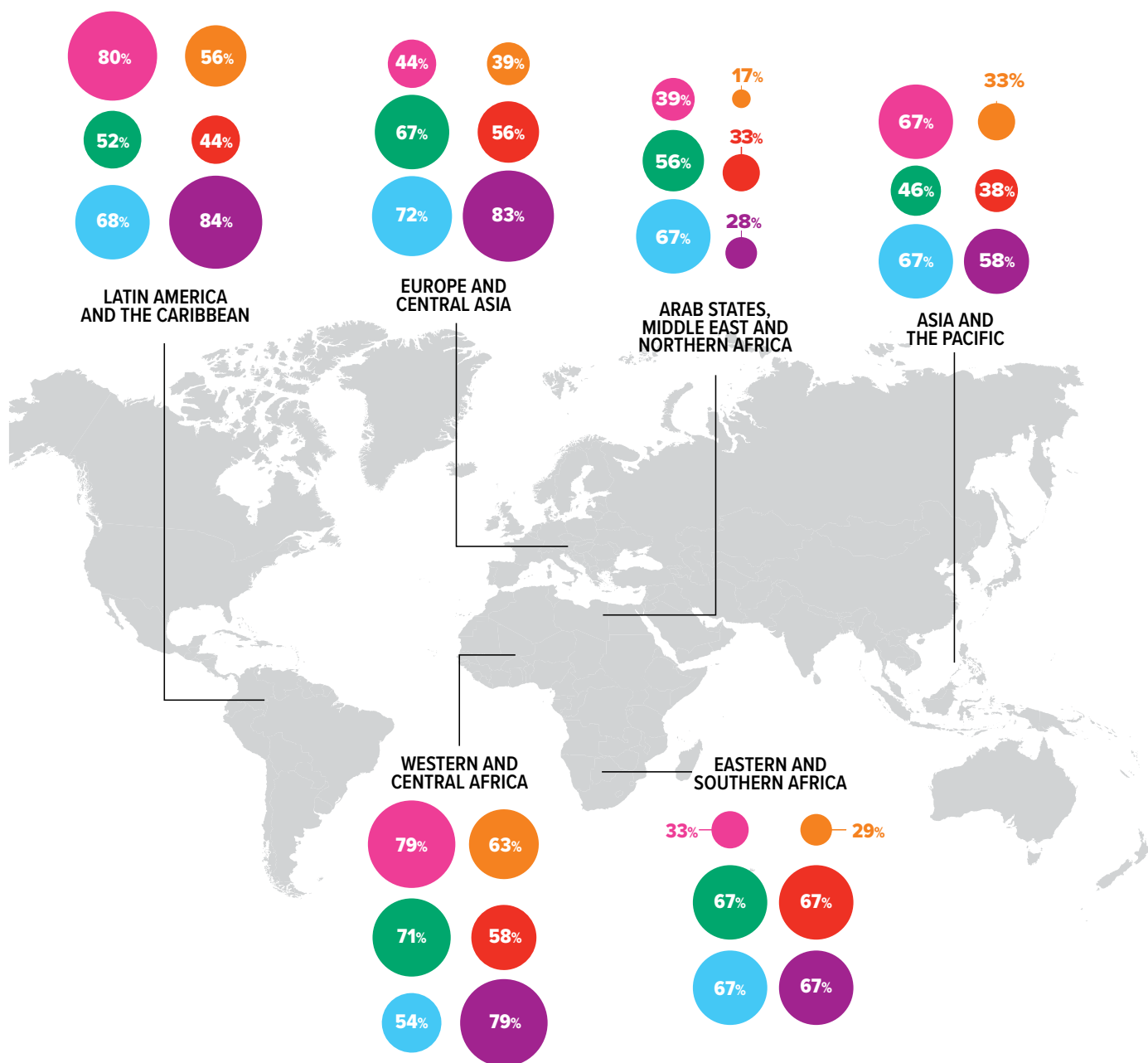
Within the past four years **33 percent of UNCTs** implemented the **UNCT-SWAP Gender Equality Scorecard** – a tool for assessing how gender equality standards are being met within the UNCT. This is an **increase of six percentage** points compared with the 2016 figure, which also reflects a four-year period.

FIGURE 7

**UN COUNTRY TEAMS ENGAGE WITH AND FOLLOW UP ON
UN HUMAN RIGHTS MECHANISMS**

Figure 7 shows the percentage of UNCTs which engaged with human rights mechanisms and facilitated follow up by governments of the recommendations of human rights mechanisms in 2017. Western and Central Africa and Latin America and the Caribbean show the highest percentage of UN Country Team engagement with the various mechanisms.

● UNCTs that engaged in the preparation, or follow up of visits by the Special Procedures.

● UNCTs that engaged in the preparation, reporting, or follow up of UPRs.

● UNCTs that engaged in the preparation, review, or follow up of human rights treaty bodies.

● UNCTs that facilitated follow up of the Special Procedures recommendations by the Government.

● UNCTs that facilitated follow up of the UPR recommendations by the Government.

● UNCTs that facilitated follow up of the human rights treaty body recommendations by the Government.

LATIN AMERICA AND THE CARIBBEAN
80% 56%
52% 44%
68% 84%

EUROPE AND CENTRAL ASIA
44% 39%
67% 56%
72% 83%

ARAB STATES, MIDDLE EAST AND NORTHERN AFRICA
39% 17%
56% 33%
67% 28%

ASIA AND THE PACIFIC
67% 33%
46% 38%
67% 58%

WESTERN AND CENTRAL AFRICA
79% 63%
71% 58%
54% 79%

EASTERN AND SOUTHERN AFRICA
33% 29%
67% 67%
67% 67%

In 2017, the UNSDG strengthened the capacity of the UN development system to engage strategically and coherently on human rights, in line with existing mandates. It also took measures to ensure compliance with the mandates set out in the QCPR for more effective and coherent gender mainstreaming. The UNSDG published a guide, 'Strengthening Engagement with the International Human Rights Machinery', to assist UNCTs to increase support to human rights mechanisms, and to help them to use human rights mechanisms to further human rights and development goals at the national level.

The UNSDG at global and regional levels provided additional technical assistance and supported communities of practice to build UNCT capacity in this area. There remains considerable scope for strengthening the integration of human rights within country programming, including the integration of human rights norms, standards and mechanisms into UNDAFs and ensuring equality and non-discrimination are at the heart of national efforts to "leave no-one behind". Currently, UNCT demand for technical support in human rights and gender equality, such as through deployment of Human Rights Advisors, far outstrips the capacity of the UNSDG at global level. As another key result in 2017, the UNSDG updated three resources to respond to the demands of the 2030 Agenda and reflect the revised UNDAF guidance. New and revised resources include the 'UNSDG Resource Book on Mainstreaming Gender Equality in UN Common Programming at the Country Level', the 'UNSDG Resource Guide for Gender Theme Groups' and the 'UNCT-SWAP Gender Equality Scorecard', a globally standardized accountability framework that promotes improved planning, coordination, programming and results for gender equality and women's empowerment at the country level. Fourteen countries implemented this revised gender mainstreaming accountability framework in 2017 to improve performance on gender-related SDG targets.

JOINT WORK AT COUNTRY LEVEL: HUMAN RIGHTS-SENSITIVE DATA ABOUT SUSTAINABLE DEVELOPMENT

In 2017, the UN Country Team in Kenya promoted joint work between the Kenyan National Commission on Human Rights and the Kenyan National Bureau of Statistics. This resulted in a Memorandum of Understanding between the two institutions that offers a pioneering framework for the integration of human rights in data collection and measurement of the SDGs. This partnership brings together the institutional and technical capacities of these two national bodies for the collection of human-rights-sensitive data on sustainable development, with a focus on transparent, disaggregated data.

The collaboration aims to establish human-rights-compliant methods for collecting data relating to populations that are being "left behind" or excluded from development processes. This includes ensuring the privacy and confidentiality of personally identifiable information, and the participation of the people about whom data is being collected. In addition, when data collection and disaggregation require defining particular groups according to personal characteristics such as ethnicity, sexual orientation or religion, the parameters for collecting such data should be set by the members of the population. Each individual should also be able to decide whether to disclose, or not disclose, their personal identity characteristics.

3

JOINT UN SUPPORT TO NATIONAL DATA CAPACITIES

Comprehensive, disaggregated and timely data is essential for tracking progress towards the SDGs. In 2017 virtually all[8] UNCTs (98 percent) supported the capacity of national institutions to collect, analyse and increase the availability of reliable, disaggregated data and statistics. Investments in data capacities across the UN are designed to create an evidence base for joint advocacy and programming to reach the furthest behind first. This work is increasingly undertaken collaboratively by UN entities, with support from Regional UNSDG Teams.

In Asia and the Pacific, the Regional UNSDG Team provided catalytic funding to drive innovation in the use of data. At the global level, the UNSDG supported UNCTs in assisting countries in their voluntary national review processes by developing a set of guidelines to support the work of UNCTs in the preparation of country-led national SDG reports. These reports support accountability and can also inform the identification of SDG "accelerators" – key policy changes with the potential to trigger improvements across multiple SDGs at once.
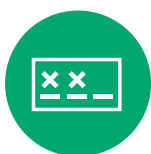
Increasingly, the UN is engaging with national statistical capacity collectively at country level, however improvements are needed in terms of disaggregated statistics and tapping into real-time information. While gender-disaggregated data is available in most countries where the UN has development operations, data disaggregated by age, income and ethnicity needs much more attention in order for development interventions to focus more clearly on "leaving no-one behind".

UN-wide data groups have been put in place in less than half of UNCTs. While data innovation is evolving in exciting ways in a core set of UNCTs across UN entities, many country teams are not yet working in fully joined-up ways, which means they may be missing opportunities to fill diagnostic gaps with new sources of data, such as mobile data, financial transaction data, or micro-surveys.

....

8. Jamaica, Turkey and the United Arab Emirates did not report providing this type of support.

98 **percent of all UNCTs** provided support to national statistical capacities. **97 percent** of UNCTs focused on the development of national capacities. **62 percent** of UNCTs provided financial support, compared with **52 percent** in 2016, while **51 percent of UNCTs** undertook direct data collection and survey administration.

UNCTs supported national statistical capacities through interagency efforts in **72 percent of partner countries**, compared with 61 percent in 2016. In these countries, **44 percent of UNCTs** had formed a formal interagency group on data and statistics, an increase of **11 percentage points** compared with 2016.

86 UNCT partner governments

had formal mechanisms to coordinate statistical development efforts with development partners, including the United Nations. Of these, **95 percent of UNCTs** participated in those mechanisms in 2017. This is a slight increase compared with 2016 when **82** UNCT partner governments had formal mechanisms, and **91 percent of UNCTs** participated in these mechanisms.

79 percent of UNCTs

report that they have access to official government data, an increase of **17 percentage points** compared with 2016. Of these UNCTs, **88 percent** had access to sex-disaggregated data; **41 percent** to age-disaggregated data; **30 percent** to data disaggregated by income level; and **21 percent** to data disaggregated by ethnicity.

13 **percent of UNCTs** report using "big data" in their programming, **14 percent** apply real-time monitoring and **11 percent** employ mobile technology for data collection.

FIGURE 8
AGENCIES PARTICIPATING IN JOINT EFFORTS TO SUPPORT NATIONAL STATISTICAL CAPACITIES

NUMBER OF
UN COUNTRY TEAMS

10 UNIDO
12 UNHCR
15 UNESCO
17 IOM
27 UNAIDS
32 ILO
35 WFP
35 UNWOMEN
47 FAO
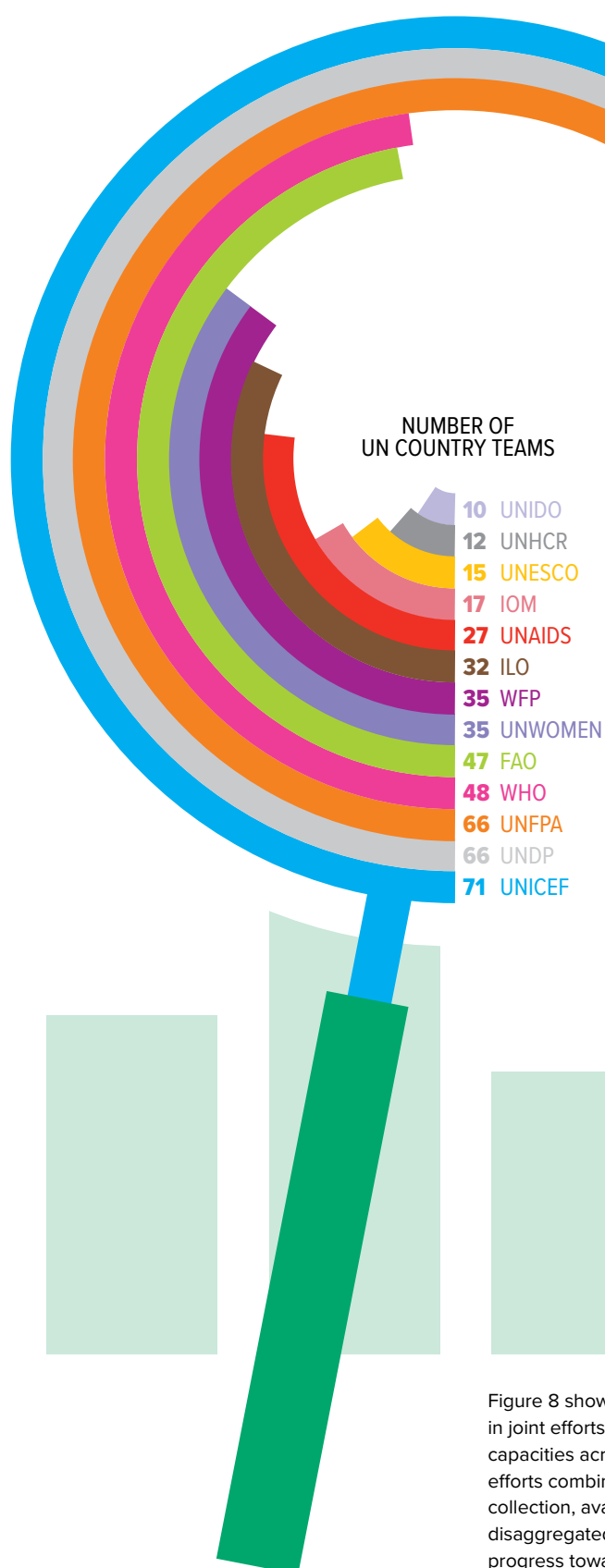48 WHO
66 UNFPA
66 UNDP
71 UNICEF

Figure 8 shows UN agencies participating in joint efforts to support national statistical capacities across UNCTs. These cross-UN efforts combine expertise to support the collection, availability and analysis of reliable, disaggregated data and statistics to assess progress towards the SDGs. The top three agencies leading these efforts are UNDP, UNFPA, and UNICEF.

UNSDG AT THE REGIONAL LEVEL: INNOVATION TO SUPPORT BETTER SDG DATA IN ASIA AND THE PACIFIC

As the frontline of support for UNCTs in their work towards the achievement of the 2030 Agenda, Regional UNSDG teams provide strategic leadership to fill SDG data gaps. As one such example, the Regional UNSDG Team for Asia and the Pacific supported country teams to bring together data from official and unofficial sources – and from a wide range of stakeholders – to give the best possible overview of the SDGs.

As part of this work, the Asia and the Pacific Team provided seed funding for investments to drive the use of data in several countries. In Sri Lanka, the UN Country Team worked in collaboration with the national Department of Census and Statistics to finalize the national SDG baseline. In the Maldives, mobile phone data was used as a proxy for the development of accurate and detailed maps of population distribution.

UNSDG AT THE GLOBAL LEVEL: SUPPORT FOR NATIONAL REVIEW PROCESSES FOR THE SDGS

Member States have clearly expressed their resolve to back the implementation of the SDGs with robust, effective, participatory, transparent, and integrated reviews of progress. To support the UN teams at country level to engage with national partners in these voluntary processes, in 2017 the UNSDG developed a set of guidelines targeting UNCTs which are supporting national partners in their preparation of country-led national SDG reports.

Forty-three countries volunteered to present their national voluntary reviews to the HLPF. These non-prescriptive guidelines are designed to support these countries in the reporting process by pinpointing the greatest needs for partnership among stakeholders at national level, and identifying country data and capacity gaps to support evidence-based reporting.

JOINT WORK AT COUNTRY LEVEL:
**COLLABORATING TO PRODUCE SDG
DATA IN EGYPT**

In 2017, in Egypt, baseline data was available from traditional sources for only around 40 percent of the SDG indicators. Recognizing the need to close this gap, the UNCT – led by UNICEF, UNFPA and UNDP – worked with the national statistical institute to make SDG data publicly available, with each agency providing specialized expertise in response to the needs of the national partner. UNFPA designed surveys to define local baselines and targets, and produced data profiles for 27 administrative regions. UNICEF provided expertise in advanced statistical techniques to analyse data; helped to design an interactive dashboard that shares data on SDGs with the public; and supported the establishment of a new SDG observatory in the national statistical institute. UNDP raised public awareness of the need for better data to monitor and report on SDG progress. SDG data mapping was conducted countrywide, and a rapid vulnerability assessment was undertaken to identify the areas with the highest numbers of poor and vulnerable people. Through a mobile application, it is hoped that Egyptian citizens will be able to access SDG data, enabling greater transparency around public expenditure.

4

PRIORITIZING PARTNERSHIPS FOR THE SDGs

Effective partnerships will be essential to the achievement of the SDGs, and the UN development system increasingly recognizes the need for a large network of public and private partnerships to support this work.

In 2017, UNCTs pursued and convened diverse partnerships to drive progress towards the SDGs and to facilitate the transfer of know-how and resources between countries and regions – including through South-South cooperation. According to the available data, joint-UN partnerships at country level concentrated on advancing SDGs 5, 13, and 16, although individual UN agencies used partnerships to advance a wider range of goals.

Regional UNSDGs also convened new partnerships, focusing on bringing stakeholders together to create regional opportunities to advance sustainable development. In Europe and Central Asia, for example, the Regional UNSDG team and the Regional Coordination Mechanism jointly convened a series of issue-based coalitions with a diverse array of partners. These coalitions focus on issues including gender equality, women's empowerment and the role of youth in conflict prevention in Central Asia, helping to raise awareness of a shared agenda and develop UN-wide responses to these issues.

At the global level, the UN Secretary-General and the World Bank Group President updated the UN-World Bank Partnership Framework for Crisis-Affected Situations, with a focus on prevention, protracted crises, post-conflict recovery and forced displacement.

More than three quarters of UNCTs convened partnerships in 2017, primarily with civil society, local government and parliaments. While this is positive, UNCTs need to do more to explore the potential for partnerships with multi-national and local businesses, research organizations and faith-based organizations among others.

The next generation of UNDAFs should ensure that the UN is able to engage in partnerships with a wider range of partners; assess the effectiveness of partnerships for development goals; and deliver on the mandates of the Quadrennial Comprehensive Policy Review to create UN-wide service offerings to support governments as they leverage multi-stakeholder partnerships.

System-wide steps in 2018 will need to further streamline due diligence procedures for private sector partnerships across the UN, and support UNCTs to champion collaborative and open dialogue with all stakeholders, including those left furthest behind.

UNSDG AT THE REGIONAL LEVEL: REGIONAL ACTORS JOIN TOGETHER TO SHARE TECHNOLOGY, KNOWLEDGE AND FINANCIAL RESOURCES

Regional UNSDG Teams also advanced the ability of the UN to work in partnerships in 2017. The Regional UNSDG Team for Europe and Central Asia, jointly with the Regional Coordination Mechanism, set up several issue-based coalitions to mobilize and share knowledge, expertise, technologies and financial resources to address shared regional challenges.

For example, the Regional UNSDG's coalition on gender equality built partnerships with regional actors, including the EU, the World Bank Group and the Organization for Security and Co-operation in Europe (OSCE), to advance and promote gender equality and women's empowerment. This alliance was then activated at the OSCE Human Dimension Implementation Meeting, leading to recommendations for OSCE states to take comprehensive measures to combat gender-based violence. The coalition on adolescents and youth organized a joint regional UN event on the "Role of Women and Youth in Conflict Prevention in Central Asia" in June 2017 in Kazakhstan, promoting the essential role of young people in peace-building, conflict prevention, and social cohesion.

76 percent of UNCTs convened external partnerships in 2017 to advance the SDGs.

30 percent of UNCT partnerships were with civil society, **27 percent** with governments, and **21 percent** with parliaments.

32 percent of partnerships involved UN-facilitated investment in the SDGs; and **18 percent** were formal commitments to SDG action. **48 percent** took the form of in-kind contributions such as knowledge and technology. Just **two percent of partnerships** involved funding of UN work.

75 percent of UNCTs facilitated South-South cooperation in 2017.

62 percent of UNCTs participated in cross-border initiatives in 2017, compared with **58 percent** in 2016. Most of these involved specific agencies with projects that covered border countries **(70 percent)**. **42 percent** of initiatives were in response to a crisis that lay outside the planned activities of the UNDAF; **25 percent** were in response to sustainable development issues outside of the planned activities of the UNDAF. Only **20 percent** of initiatives related to cross-border priorities that were covered in the UNDAF.

UNSDG AT THE GLOBAL LEVEL: GLOBAL PARTNERSHIPS FOR CONFLICT PREVENTION AND PEACE

At the global level, the UNSDG underpins partnership efforts by negotiating system-wide agreements, and undertaking joint analysis that can help to drive future partnerships. For example, the UN, the World Bank Group and the EU continued to deepen and expand institutional partnerships during 2017. In April 2017, the UN Secretary-General and the World Bank President updated the UN-World Bank Group Partnership Framework for Crisis-Affected Situations, with a focus on prevention, protracted crises, post-conflict recovery and forced displacement.

In September 2017, the UN and the World Bank Group launched a joint report, 'Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict'. The report's recommendations emphasize the need to tackle inequalities and exclusion; a focus on more inclusive institutions; and more joined-up and coherent planning across political, security, humanitarian and development boundaries. The report estimates that effective crisis prevention could save between $5 billion and $70 billion per year.

FIGURE 9
SOUTH-SOUTH COOPERATION AND PARTNERSHIPS FOCUS ON GENDER EQUALITY; PEACE, JUSTICE AND STRONG INSTITUTIONS; AND HEALTH

Figure 9 shows the thematic areas of UNCT partnerships and UNCT support for South-South cooperation. The data shows the percentage of UNCTs that said they had at least one partnership or South-South cooperation initiative in each thematic area.

● UNCT external partnerships
◉ UNCT support to South-South cooperation

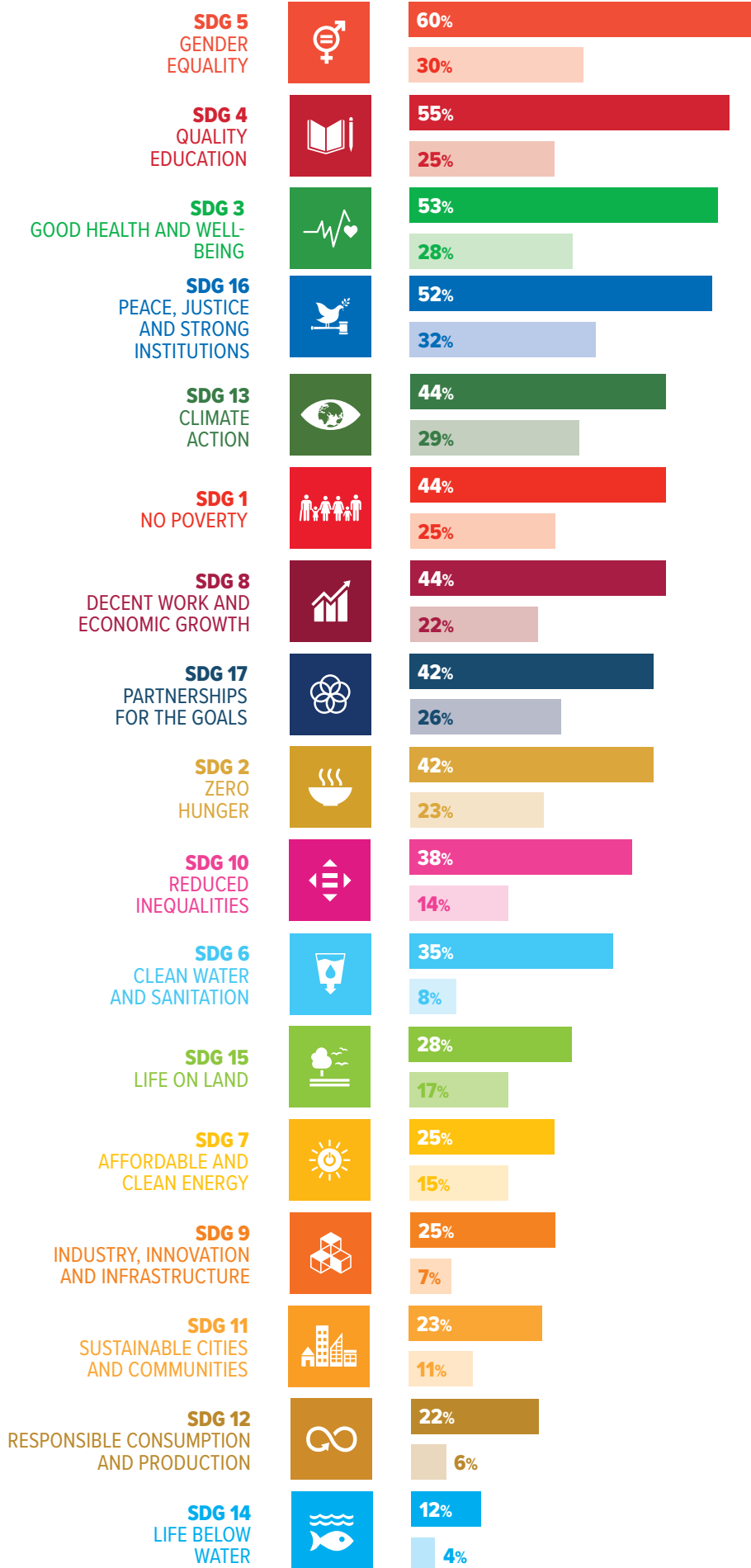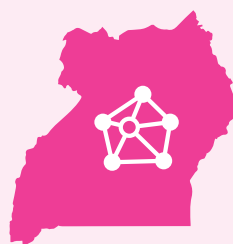| SDG	External partnerships	South-South cooperation
SDG 5 GENDER EQUALITY	60%	30%
SDG 4 QUALITY EDUCATION	55%	25%
SDG 3 GOOD HEALTH AND WELL-BEING	53%	28%
SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	52%	32%
SDG 13 CLIMATE ACTION	44%	29%
SDG 1 NO POVERTY	44%	25%
SDG 8 DECENT WORK AND ECONOMIC GROWTH	44%	22%
SDG 17 PARTNERSHIPS FOR THE GOALS	42%	26%
SDG 2 ZERO HUNGER	42%	23%
SDG 10 REDUCED INEQUALITIES	38%	14%
SDG 6 CLEAN WATER AND SANITATION	35%	8%
SDG 15 LIFE ON LAND	28%	17%
SDG 7 AFFORDABLE AND CLEAN ENERGY	25%	15%
SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	25%	7%
SDG 11 SUSTAINABLE CITIES AND COMMUNITIES	23%	11%
SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	22%	6%
SDG 14 LIFE BELOW WATER	12%	4%

FIGURE 10

UN COUNTRY TEAMS FORGING PARTNERSHIPS

Figure 10 shows the types of partnerships that UNCTs engaged with in 2017. The majority of partnerships were with civil society, local government, and parliamentarians. Most of these partnerships were through in-kind contributions and UN facilitated investments in the achievement of the SDGs.

● In-kind contributions such as knowledge and technology for UN and/ or Government

● UN-facilitated investment in national SDG achievement

● Formal commitment to SDG action

● Funding of UN work

CIVIL SOCIETY **80**

PARLIAMENTARIANS **57**

LOCAL BUSINESSES **15**

FAITH-BASED ORGANIZATIONS **4**

MULTINATIONAL BUSINESSES **4**

72 LOCAL GOVERNMENT

22 UNIVERSITIES

12 RESEARCH INSTITUTES

4 FOUNDATIONS

JOINT WORK AT COUNTRY LEVEL: USING "BIG DATA" AND MACHINE LEARNING TO FILL DATA GAPS IN UGANDA

Hosting over 1.2 million refugees, Uganda is experiencing the fastest growing refugee crisis in the world. An average of 2,000 people arrive every day from South Sudan, the Democratic Republic of the Congo and Burundi. The arrival of large numbers of refugees is straining land, firewood, water and other resources. Traditional data and statistics on sustainable development are unable to keep pace with such a fast-moving and dynamic situation. The data that is needed is hard to find and quickly out of date.

Fifty-five percent of households in Uganda rely on radio as their main source of information. The UN Country Team in Uganda, with support from UN Global Pulse in Kampala, has developed a technology that enables analysis of public radio discussions. This work makes public radio broadcasts machine-readable through the use of speech recognition technology and translation tools. This application transforms public radio content into text allowing users to search for specific topics of interest. The tool works for English, Luganda and Acholi, which are widely spoken in Uganda. Analysis of the large quantities of data that can be generated through this approach helps policy makers to gain a real-time understanding of citizens' concerns related to the SDGs.

Turning radio conversations into machine-readable data creates opportunities to have information about dynamic situations such as the refugee crisis in Uganda. The analysis provides development and humanitarian actors with real-time information that can complement traditional means for gauging public sentiment such as household surveys or focus group discussions. The radio analysis is helping the government and the UN develop actionable insights to advance sustainable development, help monitor the impact of programmes, and support programme evaluation.

5

FUNDING AND FINANCING FOR THE 2030 AGENDA

Pooled funding and joint resource mobilization saw modest advances in 2017. Over half of UNCTs undertook resource mobilization efforts together, either through the UNDAF or – most often – related to a specific joint programme. UN-administered pooled funds for development also increased between 2016 and 2017 (see Figure 12). Efforts to link the country level with the massive resources needed for the 2030 Agenda were a priority for UNSDG Regional Teams as well.

In Latin America and the Caribbean, the Regional UNSDG Team supported the move to pooled funding mechanisms to promote violence reduction in the region's middle-income countries, while in Asia and the Pacific the Regional UNSDG Team created a fund to support implementation of the 2030 Agenda.

At the global level, a Joint Fund was developed to start to catalyse the financing required for the 2030 Agenda. Joint public-private financing strategies will be key to attracting the investments needed for the SDGs. However, by the end of 2017, only four percent of UNCTs had developed an outward-looking investment-oriented strategy to help national partners close the SDG financing gap, currently estimated at trillions of dollars per year. Supporting UNCTs to address this gap will be a focus for the UN development system, working with international financial institutions and private investment.

UNSDG AT THE REGIONAL LEVEL: FUNDING FOR A JOINT APPROACH TO SUPPORT "LEAVING NO-ONE BEHIND"

Regional UNSDG Teams, which each convene 20 UN agencies on average, supported UNCTs with funding for the 2030 Agenda. In 2017 the Regional UNSDG for Asia and the Pacific created and resourced a new "2030 Agenda Implementation Fund", designed to encourage collaboration and coherence within UNCTs. For the first disbursement of $1 million, the fund called for UN joint

project proposals on the theme of "Leaving No-One Behind: From Commitment to Implementation".

The 2030 Agenda Implementation Fund supported the UNCTs in ten countries[9] to analyse national development strategies, plans and policies from the perspective of "leaving no-one behind". In Timor-Leste, the UNCT developed a joint advocacy series entitled "Leaving No Youth Behind in Timor-Leste" to increase understanding of the vulnerabilities and challenges faced by young people, and by marginalized youth in particular. The UNCT in Cambodia delivered an assessment of poverty, vulnerability and resilience as a contribution to a national dialogue on a new framework for accelerating progress towards SDG 1 and "leaving no-one behind".

UNSDG AT THE GLOBAL LEVEL: FACILITATING NEW SOURCES OF FINANCE FOR THE SDGS: THE JOINT FUND FOR THE 2030 AGENDA

A major focus for the UNSDG at the global level in 2017 was the establishment of the new Joint Fund for the 2030 Agenda. This fund will support Member States' efforts to accelerate progress towards the SDGs. It will provide access to the combined capacity and expertise of the UN development system and make it available in a streamlined and joined-up manner.

The Joint Fund will provide resources to identify and address policy barriers to sustainable development, mobilize critical partnerships and facilitate new sources of financing towards the SDGs. The Joint Fund is an integral part of the Secretary-General's proposals for the future of the UN development system, and in 2017 he called on Member States to capitalize the Joint Fund to the value of $290 million annually. In 2017, the fund received initial contributions totalling over $14 million from the German, Spanish and Swiss governments.

9. Cambodia, China, Fiji, the Maldives, Mongolia, Myanmar, Pakistan, Papua New Guinea, Sri Lanka and Timor-Leste.

52 **percent of UNCTs** jointly manage resource mobilization. Of these, **88 percen**t do so by sharing information at UNCT meetings; **53 percent** have heads of agencies inform the Resident Coordinator; and **22 percent** engage in other forms of joint management such as joint programming. Just **16 percent** of UNCTs keep a database of discussions with donors.

Only **four percent of UNCTs** have developed a strategy to contribute to the SDG financing gap.

12 percent of UNCTs have developed an integrated national financing framework to support governments to manage their financing strategies in a coordinated manner.

FIGURE 11

FEW PARTNER GOVERNMENTS HAVE ESTABLISHED FINANCING FRAMEWORKS TO IDENTIFY RESOURCES FOR THE 2030 AGENDA

The 2015 Addis Ababa Action Agenda enshrined the need for integrated national financing frameworks to support national sustainable development plans. Only 15 UNCT partner governments have these frameworks in place. And only 10 of them include a review of the full financing landscape. These reviews are helpful for identifying the financing flows needed for the achievement of the 2030 agenda.
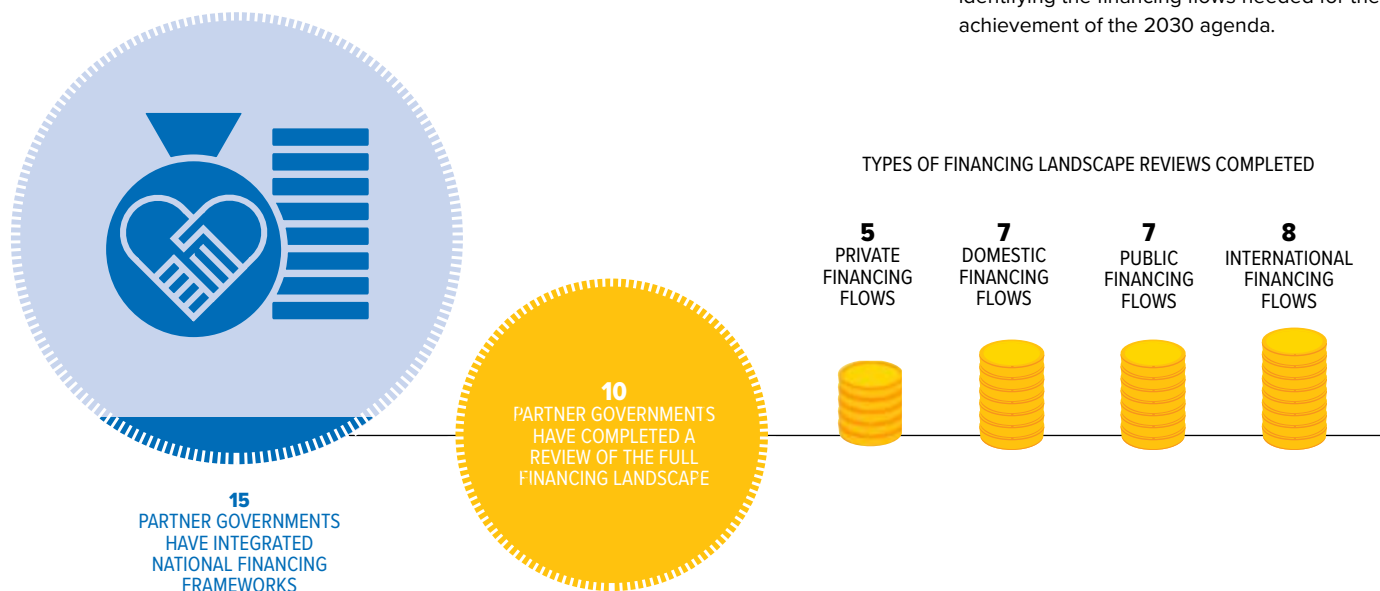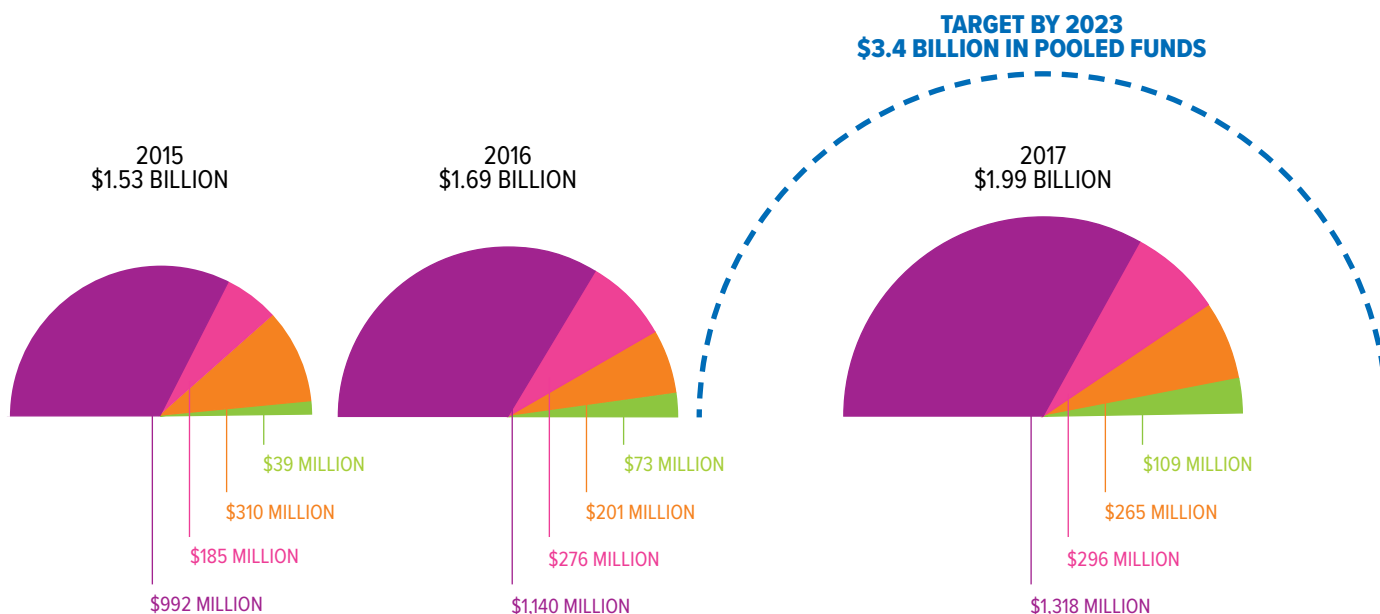
TYPES OF FINANCING LANDSCAPE REVIEWS COMPLETED

5
PRIVATE
FINANCING
FLOWS

7
DOMESTIC
FINANCING
FLOWS

7
PUBLIC
FINANCING
FLOWS

8
INTERNATIONAL
FINANCING
FLOWS

10
PARTNER GOVERNMENTS
HAVE COMPLETED A
REVIEW OF THE FULL
FINANCING LANDSCAPE

15
PARTNER GOVERNMENTS
HAVE INTEGRATED
NATIONAL FINANCING
FRAMEWORKS

FIGURE 12

INTERAGENCY POOLED FUNDS ARE MOST HEAVILY INVESTED IN THE HUMANITARIAN SECTOR

Figure 12 shows the total pooled funds and their growth over the last two years. As in previous years, the data shows an increasing investment in humanitarian pooled funds to address the increasing global humanitarian needs and funding requirements. As part of the effort to reposition the United Nations development system, the Secretary General has proposed to increase inter-agency pooled funds to a total of $3.4 billion by 2023.

● Humanitarian
● Transition
● Development
● Climate change
- - - Secretary-General's target

TARGET BY 2023
$3.4 BILLION IN POOLED FUNDS

2015
$1.53 BILLION

2016
$1.69 BILLION

2017
$1.99 BILLION

$39 MILLION
$310 MILLION
$185 MILLION
$992 MILLION

$73 MILLION
$201 MILLION
$276 MILLION
$1,140 MILLION

$109 MILLION
$265 MILLION
$296 MILLION
$1,318 MILLION

JOINT WORK AT COUNTRY LEVEL:
ASSESSING FINANCIAL FLOWS FOR DEVELOPMENT IN HONDURAS

In 2017, Honduras became one of the first countries in Latin America to undertake a Development Finance Assessment, an action-oriented diagnostic tool which is designed to

foster financial innovation, establish sustainable financial architectures for development, and incentivize partnership and collaboration. Government entities, UN agencies, cooperation partners and the private sector joined forces to make a collective assessment of current financing challenges and opportunities.

The assessment is now being used as a foundation to establish a framework aimed at strengthening government coordination – especially within the Ministry of Economy and Finance – with private sector, development partners, and civil society organizations. This will help to ensure wide buy-in, accountability and action for the SDGs. This support from the UN is designed to help Honduras tap into new sources of funding and ensure that innovative financing frameworks follow a strategic approach that brings together different government entities with the private sector.

6

LAYING THE FOUNDATIONS FOR THE FUTURE UN DEVELOPMENT SYSTEM

The RC system underpins the UN's results in every area; a well-functioning country team is central to enhancing the UN's achievements at country level. In 2017, the UNSDG continued its work to put measures in place that will improve the ability of the RC system to deliver results. This will help ensure a strong foundation on which to build the transition to a reinvigorated RC system.

To enhance leadership accountability, for example, the UNSDG introduced a major revision of the RC performance appraisal process. To align leadership more closely with the transformative nature of the 2030 agenda, the UNSDG leadership model was elaborated into a UN System Leadership Framework that was endorsed by the Chief Executives Board.

Laying the groundwork for enhanced operational efficiencies and cost savings, the UNSDG increased the number of country-level Business Operations Strategies (BOS). Actions by the UNSDG at country, regional and global levels advanced common services and harmonized business practices, including in Africa, where Regional UNSDG Teams supported the increased implementation of the BOS.

Joint communications and advocacy by UNCTs became more strategic and digitally focused. More UNCTs are using communication to advance the accountability and delivery of programme objectives in the UNDAF. Trends include the increased use of digital channels as strategic communications tools to increase transparency about the UN's activities at country level.

UNCTs reported progress in implementing the critical elements of the SOPs for Delivering as One. The SOPs were established in 2014 to help drive the programmes and operations which make up the UN's shared contribution to national development priorities, while ensuring flexibility and adaptation to specific contexts. Looking forward, alignment of systems and procedures at headquarters will be undertaken to ensure that the UN at country level is able to achieve full implementation of the SOPs, a key mandate of the 2016 QCPR.

STRENGTHENING UN LEADERSHIP TO MEET THE CHALLENGE OF THE SDGS

To achieve the 2030 Agenda, strong, visionary leadership will be essential. UN RCs and UNCTs must be empowered to carry out their respective functions and responsibilities to their full potential. Exercising impartial and inclusive team leadership, the RC must be able to leverage the UN's expertise and capacities across agencies to deliver on the promise of shared results.

As the Secretary-General stated in the 2017 'System-wide Strategy on Gender Parity', greater diversity is directly correlated with significant gains in operational effectiveness and efficiency, both in the public and private sectors. The UNSDG has taken concrete measures to increase the number of women in senior UNCT leadership positions by identifying qualified candidates, encouraging chief executives to support their nominations, and providing opportunities for cross-agency secondments and leadership learning. Going forward, the UN must adopt a similar target for UNCT heads of agency.

UNSDG at the regional level: Enhanced leadership accountability
Regional UNSDG Teams conduct the annual performance management and oversight of RCs and UNCTs. In 2017, in order to improve accountability across the UN system, the UNSDG introduced a major revision of the performance appraisal process, the Assessment of Results and Competencies (ARC).
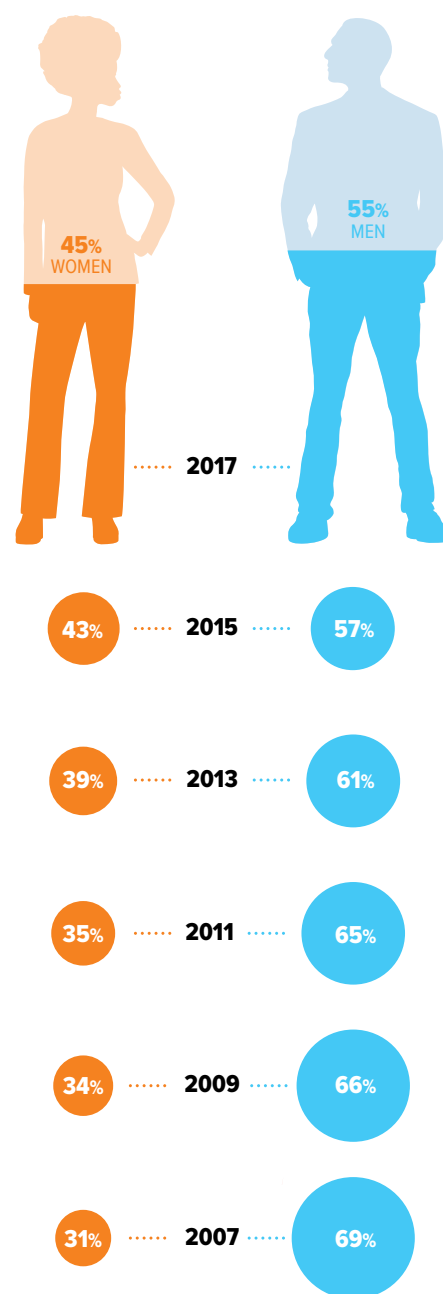
The ARC includes a 360-degree peer feedback mechanism capturing both RC and UNCT leadership contributions, based on the principles of mutual accountability and shared results. The ARC is the first system-wide UN platform for performance management, incorporating results planning and performance review. It is supported by an online platform, launched in December 2017 and which will be operationalized in 2018, with any necessary adjustments to reflect the new mandates on the repositioning of the UN development system.

UNSDG at the global level: Aligning leadership with the 2030 Agenda
At the global level, the UNSDG worked to implement a system-wide shift in country leadership culture. This recognizes that the changing global development context requires RCs and UNCTs to be adequately prepared and supported to address the complexities of the SDG agenda. In 2016, the UNSDG developed and endorsed a new UN Leadership Model, which outlines the eight key

FIGURE 13
MOVING TOWARDS GENDER PARITY AMONG RESIDENT COORDINATORS

Figure 13 shows the percentage of male and female Resident Coordinators over the past decade.

45% WOMEN

55% MEN

2017

43%	2015	57%
39%	2013	61%
35%	2011	65%
34%	2009	66%
31%	2007	69%

As of December 2017, **45** **percent** of Resident Coordinators were women, an **increase of two percentage** points compared to the same period in 2016. Ten years ago, in 2007, only 31 percent of RCs were women.

leadership principles and attributes needed for future UN leadership to advance the 2030 Agenda, such as accountability and inclusivity, among others.

The UNSDG supported efforts for the Leadership Model to be incorporated into leadership capacity development for RCs and UNCTs, and used it as the basis to update RC selection, induction and leadership development approaches. In 2017, the model was expanded into a UN System Leadership Framework endorsed by the Chief Executives Board. In his September 2017 report, 'Shifting the Management Paradigm in the United Nations: Ensuring a Better Future for All', the Secretary-General emphasized that the leadership attributes in the framework should be applied at all levels across the Secretariat in preparing and assessing UN staff. Further

investment in this area needs to be made in 2018, including to cover collaborative UNCT leadership.

BUSINESS OPERATIONS: SHARED SERVICES TO SUPPORT BACK OFFICE SERVICE QUALITY AND COST REDUCTIONS

Implementation of the 2030 Agenda requires the UN development system to deliver cost-effective and high-quality business services. Business Operations Strategies (BOS) are a key tool in this effort. The increase in BOS in 2017 was due to leadership at the regional and global levels. Regional UNSDG teams and individual agencies supported increased implementation of the strategies, recognizing how critical they are for UNCT operations. Progress was particularly notable in Africa,

where a majority of UNCTs now have a BOS in place. Guidance and technical support was provided by the UNSDG at regional level and UNDOCO at global level to assist UNCTs in developing their strategies. While UNCTs made progress in this area, there is still much more that needs to be done to reduce costs and improve the quality of back office services. In order to increase business savings, work in 2018 will advance the use of common premises where an integrated back office is able to service the operational needs of multiple UN entities more efficiently and effectively.

FIGURE 14
MORE UN COUNTRY TEAMS MOVE TOWARDS COMMON OPERATIONAL SUPPORT SERVICES

Figure 14 shows the percentage of Business Operations Strategies (BOS) adopted in each region. While some regions are making steady progress, others are lagging behind. The regions which show a higher implementation of the BOS are also those where regional UNSDG leadership has made joint business operations a priority.

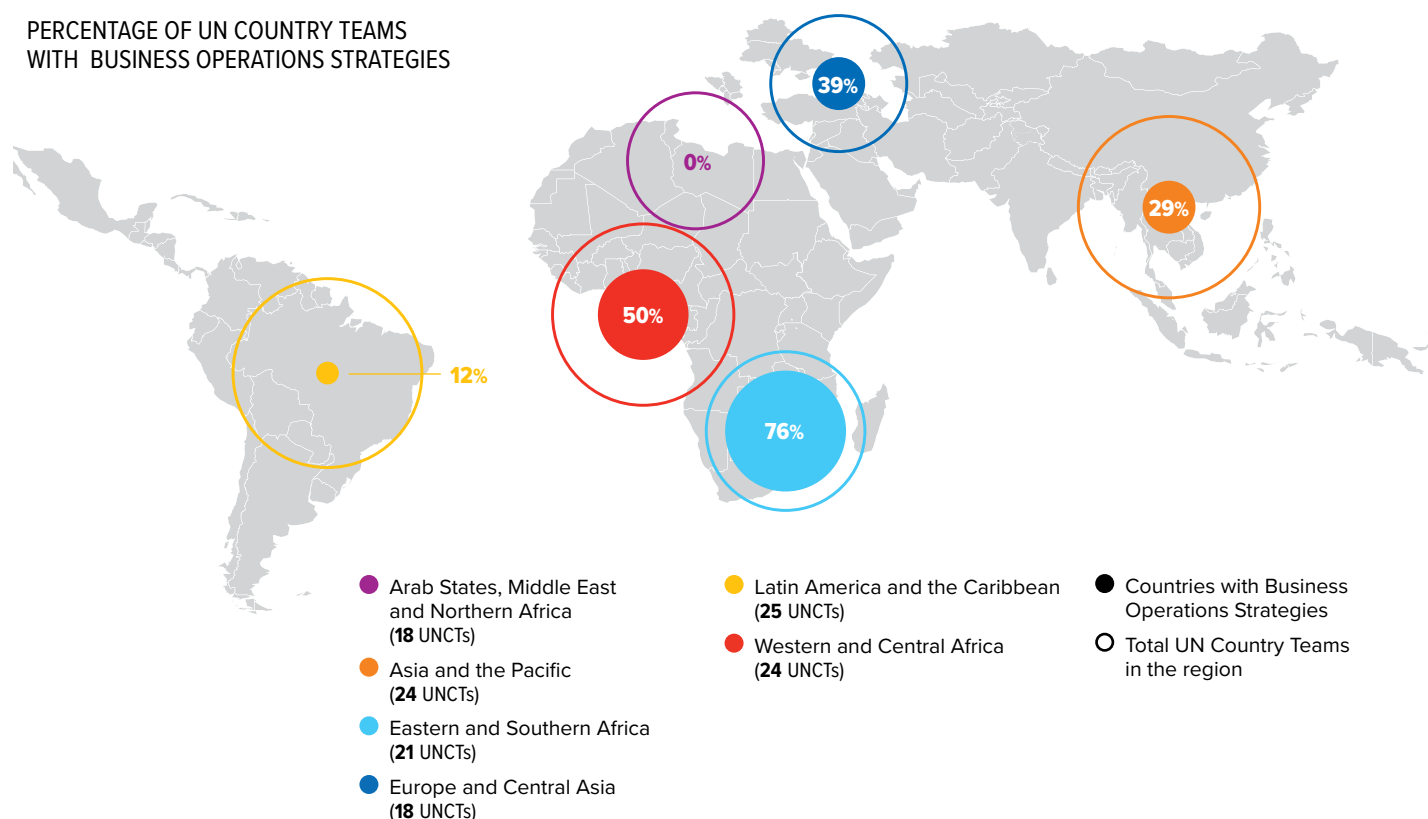PERCENTAGE OF UN COUNTRY TEAMS WITH BUSINESS OPERATIONS STRATEGIES

- ● Arab States, Middle East and Northern Africa (**18** UNCTs)
- ● Asia and the Pacific (**24** UNCTs)
- ● Eastern and Southern Africa (**21** UNCTs)
- ● Europe and Central Asia (**18** UNCTs)
- ● Latin America and the Caribbean (**25** UNCTs)
- ● Western and Central Africa (**24** UNCTs)
- ● Countries with Business Operations Strategies
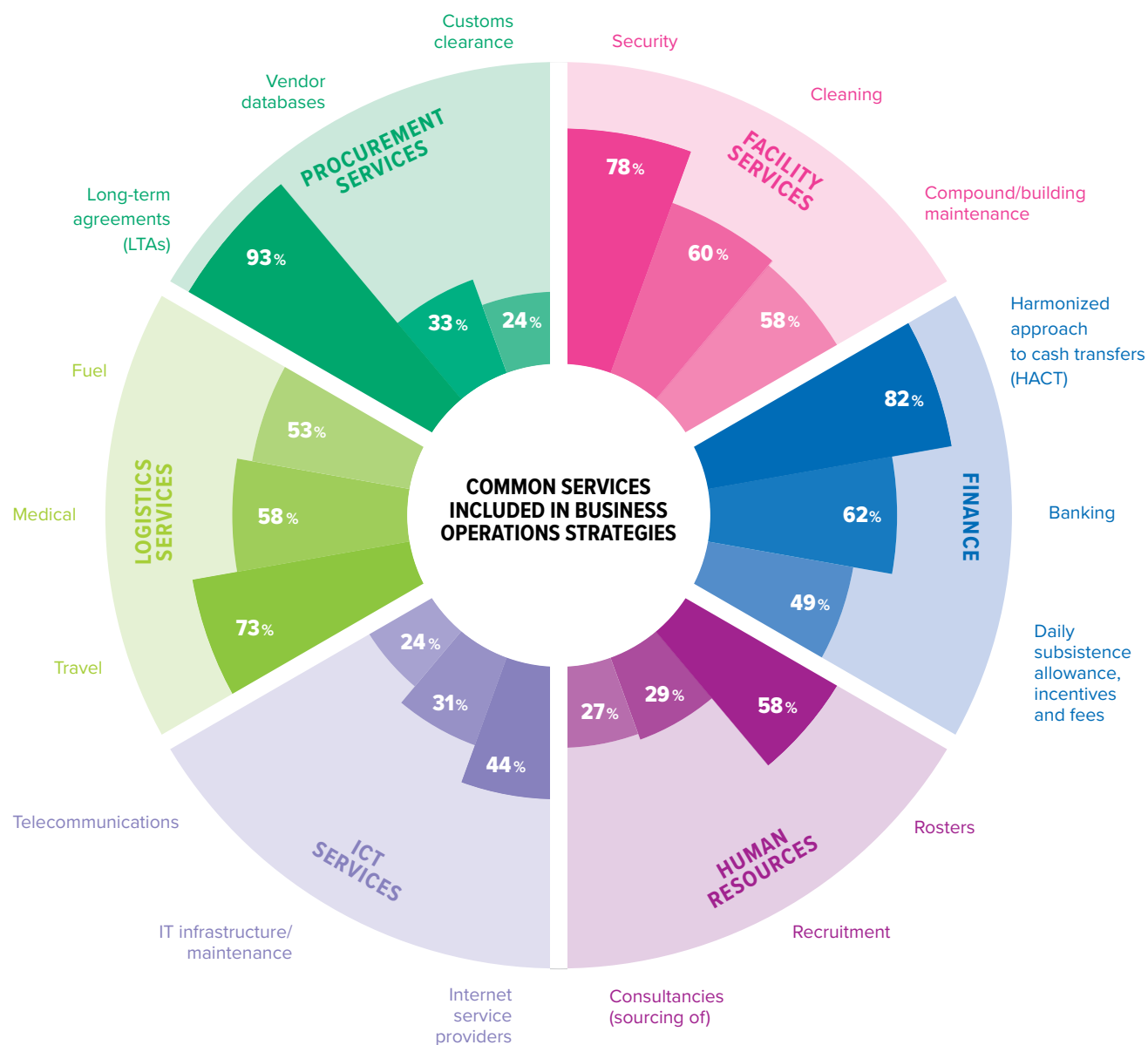- ○ Total UN Country Teams in the region

FIGURE 15

LONG-TERM AGREEMENTS AND HARMONIZED APPROACH TO CASH TRANSFERS ARE THE TOP SERVICES FOR EFFICIENCY GAINS IN BUSINESS OPERATIONS STRATEGIES

Figure 15 shows which services are most likely to be included in Business Operations Strategies (BOS), for each of the six possible BOS service lines. The services included in a BOS represent the areas that are estimated to have high efficiency gains for UNCTs. The percentages reflect the share of Business Operations Strategies that include a given service.

Only **16 percent** of UN premises are common premises.[10]

. . . .

10. "Repositioning the United Nations Development System to Deliver on the 2030 Agenda: Our Promise for Dignity, Prosperity and Peace on a Healthy Planet", Report of the UN Secretary-General, 21 December 2017.
11. The HACT reduces transaction costs for implementing partners by applying the same set of procedures for most financial processes.

By the end of 2017, **35 percent of UNCTs** had a BOS in place, an increase of **15 percentage** points since 2016.

. . . .

Logistics and procurement are the most commonly included service lines in Business Operations Strategies (BOS), with **98 percent** of strategies including at least one of these service lines.

The services most frequently included in Business Operations Strategies were long-term agreements, which enable UNCTs to reduce procurement costs **(in 93 percent of strategies)**; the harmonized approach to cash transfers[11] **(in 82 percent of strategies)**; and security services **(in 78 percent of strategies)**.

JOINT WORK AT COUNTRY LEVEL: **SHARED PREMISES FIT FOR THE FUTURE IN VIET NAM**

The UNCT in Viet Nam was one of the first countries where most UN agencies moved into shared premises, the "Green One UN House". It is also the first UNCT to have staff teams seated in programme, operational and functional clusters instead of being based within separate agencies. The final agreement for these changes was signed in May 2017. It is the first of its kind globally and will be a guide for other UNCTs as they move towards common premises and shared services. By the end of 2017, in Viet Nam, 13 UN agencies had their offices in the common premises, with UNESCO and UNHABITAT as the newest members of the house. The "Green One UN House" embodies environmentally sustainable principles, and has won awards for its innovative design.

UNSDG at the regional level: Incentivizing more efficient business operations

Regional UNSDG teams are supporting UNCTs to implement ways of working which are more efficient and integrated across different UN agencies. Incentivizing the implementation of the SOPs for "Delivering as One" was a major focus in all regions, including putting in place common business practices across UN entities in the spirit of "Operating as One". In Eastern and Southern Africa, the regional UNSDG team created a cost-benefit analysis tool which automated processes to cut the time needed for strategy development, as well as ensuring more rigorous cost estimations to guide joint planning in business operations.

Going forward, the UNSDG will take foundational steps to optimize the existing United Nations regional structures and enhance the collaboration, effectiveness and efficiency of joint work at the regional level. A detailed assessment of the options for a bolder restructuring and reprofiling of skills and capacities in the medium- and longer term will follow.

UNSDG at the global level: Ambitious new targets for shared premises

Common premises create opportunities to innovate how key business services are provided to UN organizations, and to reduce costs. Recognizing this, in 2017 the Secretary-General set a new target to increase the share of UN common premises to 50 percent by 2021. In 2017, in partnership with the UN Department on Safety and Security, the UNSDG conducted an analysis to establish the extent to which UN entities are sharing premises across all UNCTs. The analysis found that the UN has more than 2,900 premises globally, of which only 16 percent are common premises. The UNSDG followed up on this by beginning a review to determine locations where there would be operational viability and government interest to spearhead joint premises.

COMMUNICATIONS AND ADVOCACY: COMMUNICATING TOGETHER FOR RESULTS

Joint communications to advance the UN's objectives and drive better results is a growing area of focus among UNCTs. Resident Coordinators and their offices play a critical role in convening UN communications groups and facilitating the development of joint communications strategies at the country level. Under the strategic leadership of the Regional UNSDG teams, the global UNSDG and UNDOCO, communications strategies increasingly go beyond awareness-raising to focus on changing behaviours and policies as part of equitable and sustainable development.

UN teams are increasingly developing joint communications strategies, to help convey how sustainable development cuts across agencies, across themes, and across sectors. In 2017, more than three-quarters of UNCTs had joint communications strategies that were based on the UNDAF or an equivalent set of UN commitments.

Recognizing its importance, UNCTs are increasingly resourcing this work, with 34 percent of UNCTs incorporating a communications and advocacy budget into their UNDAF/Common Budgetary Framework. Taking up the challenge posed by the 2030 Agenda, the percentage of UNCTs with joint advocacy strategies to promote the SDGs and normative issues increased by nine percentage points to 34 percent.

By bringing together its advocacy and communications capacity in this way, the UN can enhance its support for national SDG ownership and accountability. More work needs to be done to be able to quantify the impact of joint communications and advocacy work in terms of increased public accountability, or increased public engagement with sustainable development issues: including among young people, women, people living in poverty, and others.

UNSDG in action at the global level: Online standards to support more effective digital communication

The UNSDG is steadily increasing its digital presence. However, investments in digital communications across the UN system are uneven. The majority of UNCTs have a UN website, and use social media to communicate their results. However, there are some which do not, effectively meaning that these UNCTs cannot be found through a web search. As part of modernization attempts, in 2017 the UNSDG approved online standards that will help UNCTs promote a more coherent image of the UN at country level, as well as supporting clearer communication of the UN's actions for the 2030 Agenda. These standards reflect a first step towards more consistent digital communications, making the UN more transparent and accountable to the people it serves.

By the end of 2017, **85 percent of UNCTs** had a joint communications strategy, an **increase of five percentage** points compared to 2016.

78 percent of UNCTs had joint communication strategies that were based on the UNDAF or equivalent.

80 percent of UNCTs had country communications groups chaired by heads of agencies in 2017, an **increase of seven percentage** points compared with 2016.

68 percent of UNCTs had an established visual identity for joint UN communications.

34 percent of UNCTs had a communications and advocacy budget incorporated into their UNDAF/Common Budgetary Framework.

80 percent of UNCTs have a common UN website. Many UNCTs use social media channels, primarily Facebook and Twitter.

THE STANDARD OPERATING PROCEDURES: CRITICAL BUILDING BLOCKS FOR DELIVERING RESULTS TOGETHER

The SOPs provide UNCTs, governments and partners with an integrated package of clear and internally-consistent guidance on programming, leadership, business operations, funding and communications for country-level development operations. The fifteen key elements in the SOPs form the fundamental and flexible building blocks which describe the UN's "Delivering as One" approach. The UN reform provides renewed impetus to look into the lessons learned to date, and take a step forward in implementing the SOPs.

Adopted in 2014, the SOPs support country-level alignment of the UN's work with national development priorities and plans, helping to make the UN development system more transparent, results-oriented, and accountable. Their uptake and diffusion are a prerequisite for the UN to serve as a coherent and cost-effective partner as well as a convener and standard setter for governments, civil society and the private sector. Increasingly, UNCTs that have implemented the SOPs are challenged to go beyond these basics, in situations where deeper collaboration is required to respond to changing technological and financing environments.

In 2017, there was significant improvement in the joint reporting of UN results in UN Country Results Reports. In response to calls for increased transparency about the UN's results and achievements, the production of joint UN Country Results Reports increased by 23 percentage points. In 2017, 55 percent of UNCTs used joint public reports to present the results of all UN entities present in country.

UNCTs made strong progress towards the establishment of results groups – teams of UN staff who drive coherence within specific development programmes, or who deliver coherent policy advice to governments. Similarly, UNCTs made progress in creating UN communications groups – joint teams of communications staff who coordinate public information, advocacy and media campaigns. Eighty percent of UNCTs had fully achieved both of these essential standards for delivering as one UN.

At the other end of the scale, just 20 percent of UNCTs reported that they had a joint resource mobilization strategy to coordinate UNCT resource mobilization efforts. This gap needs to be addressed to increase collaboration and reduce competition in the resourcing of development plans.

Some country-level resourcing strategies are beginning to look beyond public international financing, however, with a few UNCTs reporting that they provided support to help governments access a wider range of financing flows, including domestic and private sources of SDG financing. These nascent innovative finance efforts should be encouraged and mainstreamed. They also need to be underpinned by the SOPs to ensure that new financing mechanisms are leveraged in a way that is coherent and representative of the mandates of the full UN system.

FIGURE 16

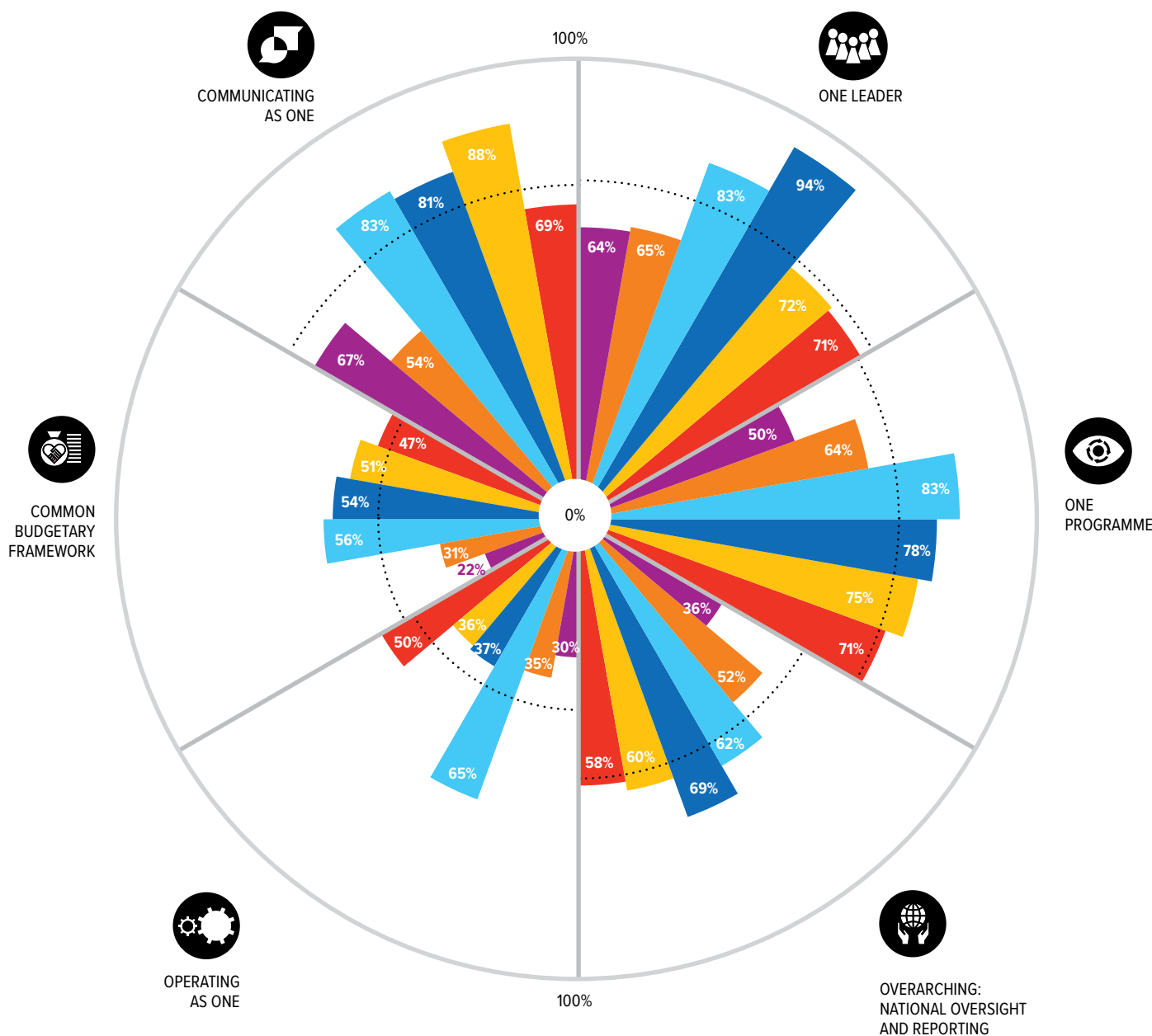**THE MAJORITY OF UN COUNTRY TEAMS HAVE A UNIFIED DIGITAL PRESENCE**

Figure 16 shows the digital channels used to send coherent messaging about the work of the UN through UN Country Team websites, Facebook and Twitter accounts.

80%

UNCT WEBSITES

76%

UNCT FACEBOOK ACCOUNTS

74%

UNCT TWITTER ACCOUNTS

FIGURE 17

REGIONS HAVE MADE DIFFERENT DEGREES OF PROGRESS TOWARDS IMPLEMENTATION OF THE STANDARD OPERATING PROCEDURES

- ● Arab States, Middle East and Northern Africa
- ● Asia and the Pacific
- ● Eastern and Southern Africa
- ● Europe and Central Asia
- ● Latin America and the Caribbean
- ● Western and Central Africa
- ····· Global average

Figure 17 shows the percentage of UNCTs in each region that have fully achieved each of the six pillars of the SOPs for Delivering as One. The dotted black line indicates the global average for each pillar. Operating as One and the Common Budgetary Framework remain the two pillars where most UNCTs are still lagging behind. Eastern and Southern Africa is the region where the UN has made the most progress on these minimum coordination standards, while more effort is needed in Arab States, Middle East and Northern Africa.

FINANCIAL REPORTING FOR 2017

1. UNSDG COST-SHARING

In 2017, the UNSDG Cost-Sharing Agreement in support of the Resident Coordinator (RC) system entered its fourth year. As illustrated in the financial report, the UNSDG funding gap persisted, primarily because the UN Secretariat did not contribute to the UNSDG cost-sharing mechanism for the fourth consecutive year. UNWTO also did not contribute and FAO, UNESCO, UNIDO and WHO did not pay their full contribution as defined in the Cost-Sharing Agreement. In these cases, the agencies in question either indicated that the funds were not available or contested the requirement to provide an annual adjustment for the costs of staff posts. Given the approximate $10 million funding gap, UNSDG had to scale back its support for coordination work, jeopardizing minimum core coordination capacity required to ensure that the UN is fit for purpose to support 165 countries and territories in their advancement of the 2030 Agenda.

Despite the funding gap, all funds provided through the UNSDG cost-sharing mechanism were delivered at very high rates at the country, regional, and global levels – illustrating the high demand for these funds. This is in keeping with the high delivery levels reported for the preceding three years. Expenditure across all levels (country, regional, and global) was 94 percent in 2017. Expenditure at country level was 99 percent and at regional level was 96 percent.

The following financial report provides disaggregated financial information (staff/personnel costs and non-staff costs), as per the 2017 review of the UNSDG Cost-Sharing Agreement. The report disaggregates 2017 expenditures at country, regional, and global level. It shows that the bulk of expenditure was allocated to personnel costs, which accounted for 75 percent of total expenditures. At the country and regional levels, the staff/personnel expenditure line includes all personnel regardless of the type of contract being used (i.e. the line includes expenditure relating to staff on fixed-term contracts, temporary appointments, service contracts, individual contracts, and UN volunteers). The non-staff expenditure lines for the country and regional levels include costs such as travel, vendor contracts, supplies and equipment. At the global level, the staff expenditure line refers to UNDOCO staff, and the non-staff expenditure line includes all expenditures for UNSDG programme activities.

TABLE 1. **OVERALL BUDGET – 2017 ($ MILLION)**

Country level	111.5
Regional level	3.5
Global level	9.0
	124.0

TABLE 2. **2017 RESOURCE OVERVIEW ($ MILLION) – UNDP BACKBONE EXCLUDING THE FUNDS MANAGED THROUGH UNDOCO**

Contributions	75.9
Expenditures	72.3
Delivery rate	95.3%

TABLE 3. **2017 RESOURCE OVERVIEW ($ MILLION) – UNSDG COST-SHARING PLUS PORTION OF UNDP BACKBONE MANAGED THROUGH UNDOCO**

Contributions	48.1
Expenditures - staff/personnel	34.1
Expenditures - non-staff	11.5
Total expenditure	45.6
Delivery rate	94.7%

TABLE 4. **2017 RESOURCE OVERVIEW ($ MILLION) – UNSDG COST-SHARING PLUS PORTION OF UNDP BACKBONE MANAGED THROUGH UNDOCO**

	UNCCF[i]	Portion of UNDP Backbone managed by UNDOCO	UNSDG[ii]	Total
Contributions	4.6	14.1	29.4	48.1
Total expenditure	1.5	14.1	29.9	45.6
Delivery rate	33.3%	100.0%	101.7%[iii]	94.7%
Percentage contribution of each fund to the total	9.6%	29.4%	61.1%	

[i] UNCCF utilized as an interim measure to fill gap in UNSDG resources for the UNSDG cost sharing

[ii] This includes the UNDP share of cost-sharing ($5.1 million).

[iii] This includes $915,509 previously provided by UNDP backbone, here covered by UNSDG cost-sharing funds ($345,862) and XB resources ($569,647).

TABLE 5. 2017 EXPENDITURE OF FUNDS – (BY COUNTRY, REGIONAL, AND GLOBAL LEVELS) (US$ MILLION)

Total country	**35.4**
Staff/personnel[iv]	27.1
Non Staff	8.3
Total regional	**1.9**
Staff/personnel[v]	1.3
Non Staff	0.6
Total global	**8.3**
Staff [vi]	5.7
Non Staff	2.6
Grand Total	**45.6**

TABLE 6. 2017 EXPENDITURES BY TYPE[vii]

# of countries	Type	$ (million)
28[viii]	**Total crisis countries**	**14.8**
	Staff/personnel	12.1
	Non-staff	2.7
36	**Total low-income countries**	**8.0**
	Staff/personnel	5.5
	Non-staff	2.5
47	**Total lower-middle-Income countries**	**9.6**
	Staff/personnel	7.2
	Non-staff	2.4
14	**Total upper-middle-income countries**	**2.2**
	Staff/personnel	1.8
	Non-staff	0.4
6	**Total net contributing countries**	**0.8**
	Staff/personnel	0.6
	Non-staff	0.2
6	**Total regional UNSDG**	**1.9**
	Staff/personnel	1.3
	Non-staff	0.6
1	**Total global UNSDG**	**8.3**
	Staff	5.7
	Non-staff	2.6
Grand Total		**45.6**

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iv Excludes salaries of Resident Coordinators as funded directly by UNDP through the UNDP backbone.

v Excludes six P4 staff funded directly by UNDP through the UNDP backbone.

vi Reduced delivery against budget due to staffing gaps/movements.

vii The footnotes for Table 5 apply throughout Table 6.

viii Includes 24 countries with 90 percent of a crisis country allocation (equivalent to 21 full allocations), and four countries with 50 percent of a crisis country allocation (equivalent to two full allocations), which equals the equivalent of 23 full crisis country allocations.

2. THE DELIVERING TOGETHER FACILITY

The Delivering Together Facility (DTF) was launched in 2017 with the objective of supporting UNCTs to identify and employ integrated and innovative solutions to development challenges, in support of the implementation of the 2030 Agenda. Progress is evident: in 2017, there was a 20 percent increase in the number of UN Country Teams that implemented innovations within their programming activities, from 68 UNCTs in 2016 to 81 in 2017. As another indication of progress towards integrated solutions, 2017 saw a 53 percent increase in the number of UN Country Teams that have fully achieved most of the benchmarks set by the Standard Operating Procedures for Delivering as One (see page 31 for more information).

The DTF has enabled UNCTs to experiment with different approaches, and to find creative solutions that in turn can help inform development policy. Concrete examples that have been funded through the innovation provision or "window" of the DTF include using SMS and radio to enable citizens to give feedback on public services in Somalia; setting up an SDG data lab in the Dominican Republic to fill gaps in the data needed to monitor progress in the SDGs; and using data science to target resources in Indonesia. In Uganda, DTF funds supported the development of technology to transform public radio discussions into text (page 21); in Egypt an interactive dashboard and an SDG observatory allow the public to obtain and follow SDG data (page 18); and in Honduras, DTF funds supported the testing of new tools to map finance flows to assist the government in planning SDG financing (page 24). More information about UNCT innovations, including those financed through the DTF, can be found at the UNSDG Silofighters blog.[12]

The DTF supports critical coordination functions to ensure the development system is "fit for purpose" to support countries in achieving the 2030 Agenda. It includes a "window" for "cross-charter coherence" that is designed to provide RC Offices operating in complex crisis and post-crisis contexts with additional capacity and expertise to strengthen the linkages between humanitarian work, development and peace. In Nigeria, for example, the facility supported the strengthening of the UN's technical capacity to enhance resilience, and it enabled the development of a risk analysis and a risk management strategy in Syria.

The DTF Human Rights "window" underpinned the inter-agency human rights mainstreaming work (supplementing support under the UNDG Human Rights Mainstreaming Multi-Donor Trust Fund). In 2017, DTF funds were provided to ensure continuity of the services of four Human Rights Advisers in Jamaica, Nigeria, Dominican Republic and Malawi who support RCs and UNCTs in integrating human rights-based approaches in development work.

Under the "Fit for Purpose" leadership "window", the DTF enabled the design and launch of a Leadership Exchange (LEADX) series to bring global ideas, new discoveries, and innovations into RC system leadership capabilities and beyond. Funds enabled the design of the LEADX approach and set the groundwork to test the SDG Leadership Lab concept of collaborative leadership using systems thinking and scaling mechanisms. Based on the principles of the new RC system leadership capabilities model "adapt, collaborate, transform", the LEADX approach was introduced as an advanced leadership learning methodology with 15 newly appointed Resident Coordinators in 2017.

Six donors continued to provide the essential investments in 2017 that made the DTF results possible – Switzerland, Norway, Sweden, the United Kingdom, Finland and Luxembourg. These funds laid the groundwork for a new generation of UNDAFs, joint programmes, shared business innovations, improved leadership capabilities, and better integrated normative support and advisory services by the UN.

12. https://undg.org/silofighters/

FIGURE 18

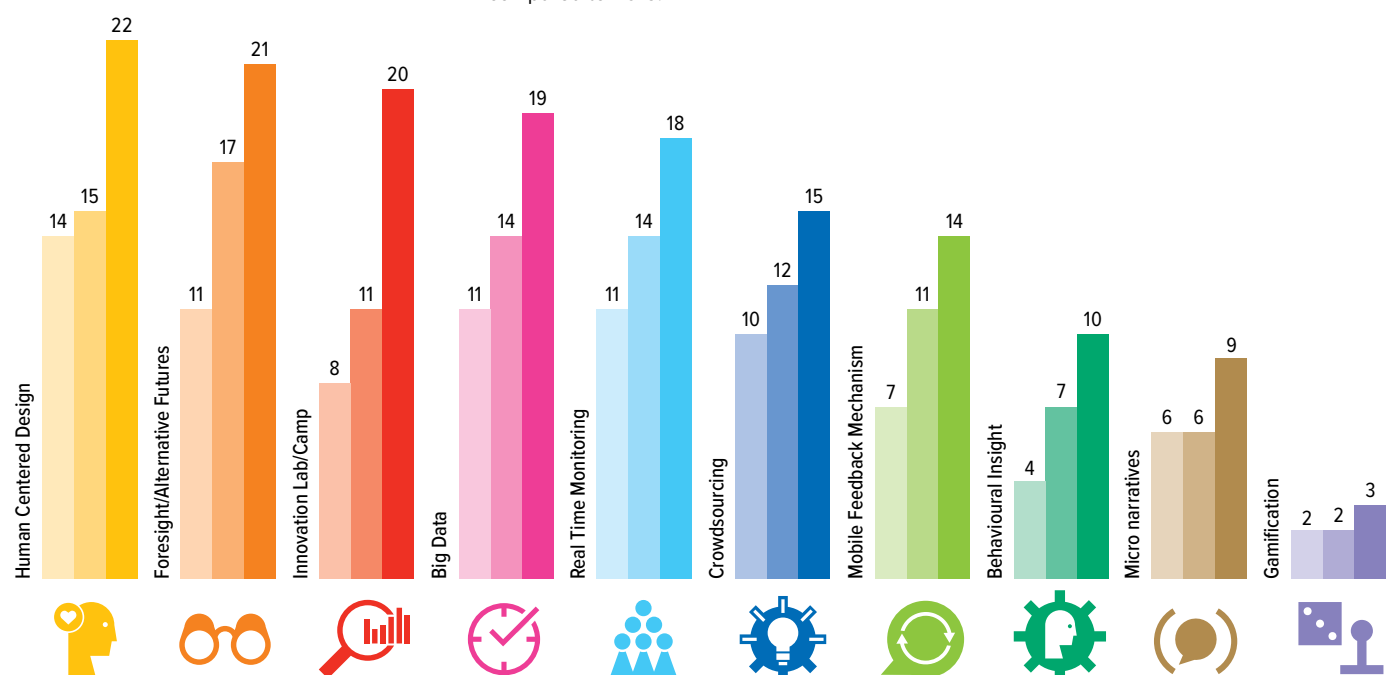**UN COUNTRY TEAMS INCREASE THE USE OF INNOVATION IN THEIR COUNTRY PROGRAMMING**

Figure 18 shows the number of UNCTs implementing various types of innovations within their programming activities. A total of 81 UNCTs reported testing new forms of innovation in 2017, an increase of 20 percent compared to 2016.

● 2015
● 2016
● 2017

2017 RESOURCE OVERVIEW ($ MILLION)
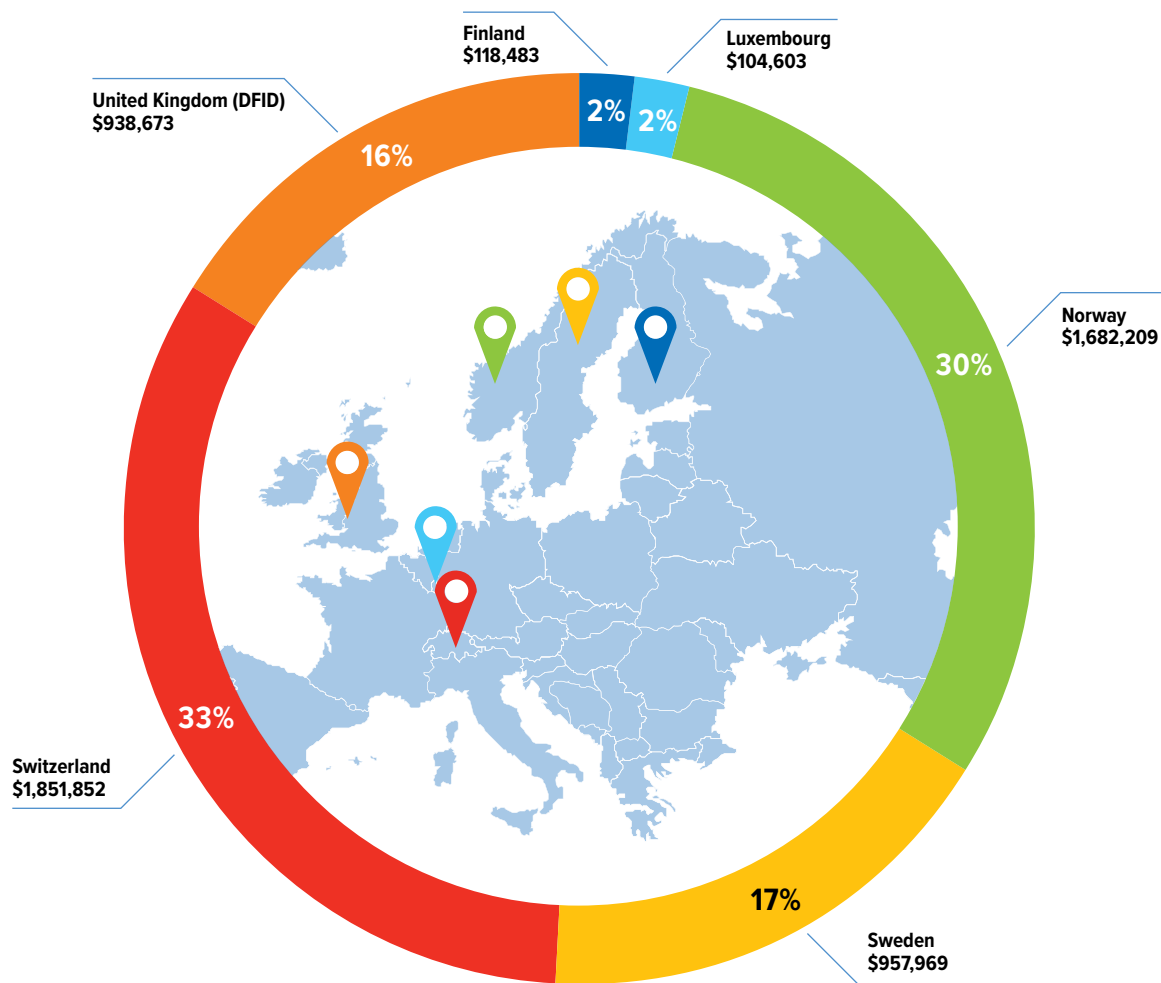
Contributions received by the end of 2017	5.7
Contributions received by June 2017	1.5
2017 expenditure and commitment	1.6
2017 delivery rate against contributions received as of June 2017	103.7%

CONTRIBUTIONS TO THE DTF 2016–2017

Month of receipt	Total cumulative
Dec–16	467,290
Jan–17	571,892
Apr–17	1,510,566
Nov–17	3,362,417
Dec–17	5,653,789

FIGURE 19

DONOR CONTRIBUTIONS TO THE DELIVERING TOGETHER FACILITY IN 2016 -2017

Figure 19 shows the distribution of contributions received for the Delivering Together Facility. By the end of 2017, the cumulative total was $5,653,789.

Finland $118,483 — 2%

Luxembourg $104,603 — 2%

United Kingdom (DFID) $938,673 — 16%

Norway $1,682,209 — 30%

Switzerland $1,851,852 — 33%

Sweden $957,969 — 17%

LIST OF ACRONYMS

ARC	Assessment of Results and Competencies
BOS	Business Operations Strategies
CSA	Cost-Sharing Agreement
DSG	Deputy Secretary-General
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
HACT	Harmonized approach to cash transfers
HLPF	High-level Political Forum
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITU	International Telecommunication Union
LTA	Long-term agreement
MAPS	Mainstreaming, Acceleration and Policy Support
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSCE	Organization for Security and Co-operation in Europe
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator
RCM	Regional Coordination Mechanism
REC	Regional Economic Commission
SDG	Sustainable Development Goal
SOPs	Standard Operating Procedures
SRSG/CAAC	Special Representative of the Secretary-General for Children and Armed Conflict
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNESCAP	Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCWA	United Nations Economic and Social Commission for Western Asia
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNOPS	United Nations Office for Project Services
UNOSAA	United Nations Office of the Special Adviser on Africa
UNSDG	UN Sustainable Development Group
UNWTO	World Tourism Organization
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization

**UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP**

The United Nations Sustainable Development Group (UNSDG) unites the 40 UN funds, programmes, specialized agencies, departments and offices that play a role in development.

At the regional level, six Regional UNSDG Teams play a critical role in driving UNSDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice. At the country level, 130 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.

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

For further information or queries, please contact kit.doco@undg.org