

# LIFT OFF: AGENDA 2030

## SHARED RESULTS OF THE UNDG IN 2016



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UNITED  
NATIONS  
DEVELOPMENT  
GROUP

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**LIFT OFF: AGENDA 2030**

SHARED RESULTS OF THE UNDG IN 2016

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The United Nations Development Group (UNDG)  
unites the 32 UN funds, programmes, specialized  
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Coordination Office is the secretariat of the UNDG,  
bringing together the UN development system to  
promote change and innovation to deliver together  
on sustainable development.

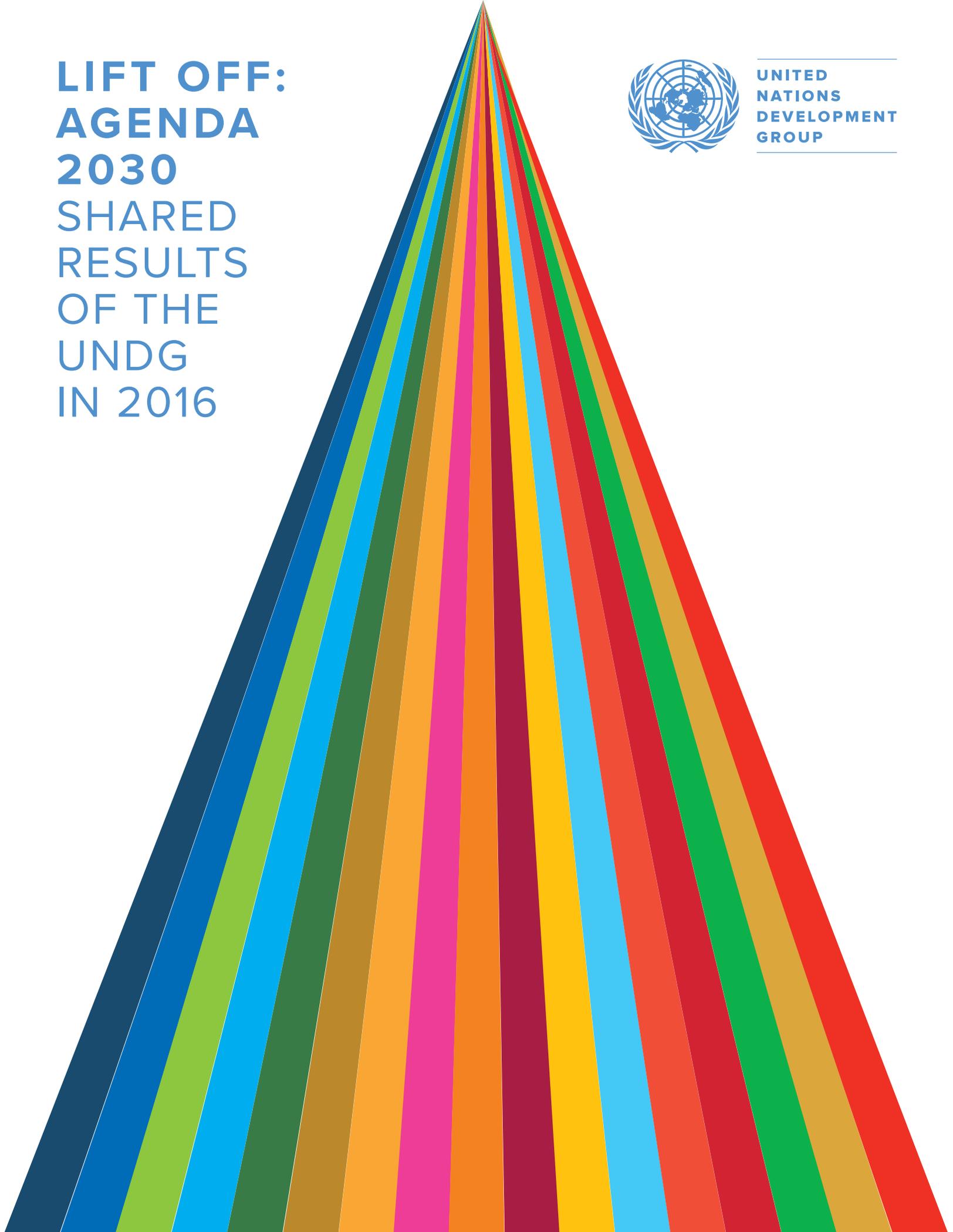
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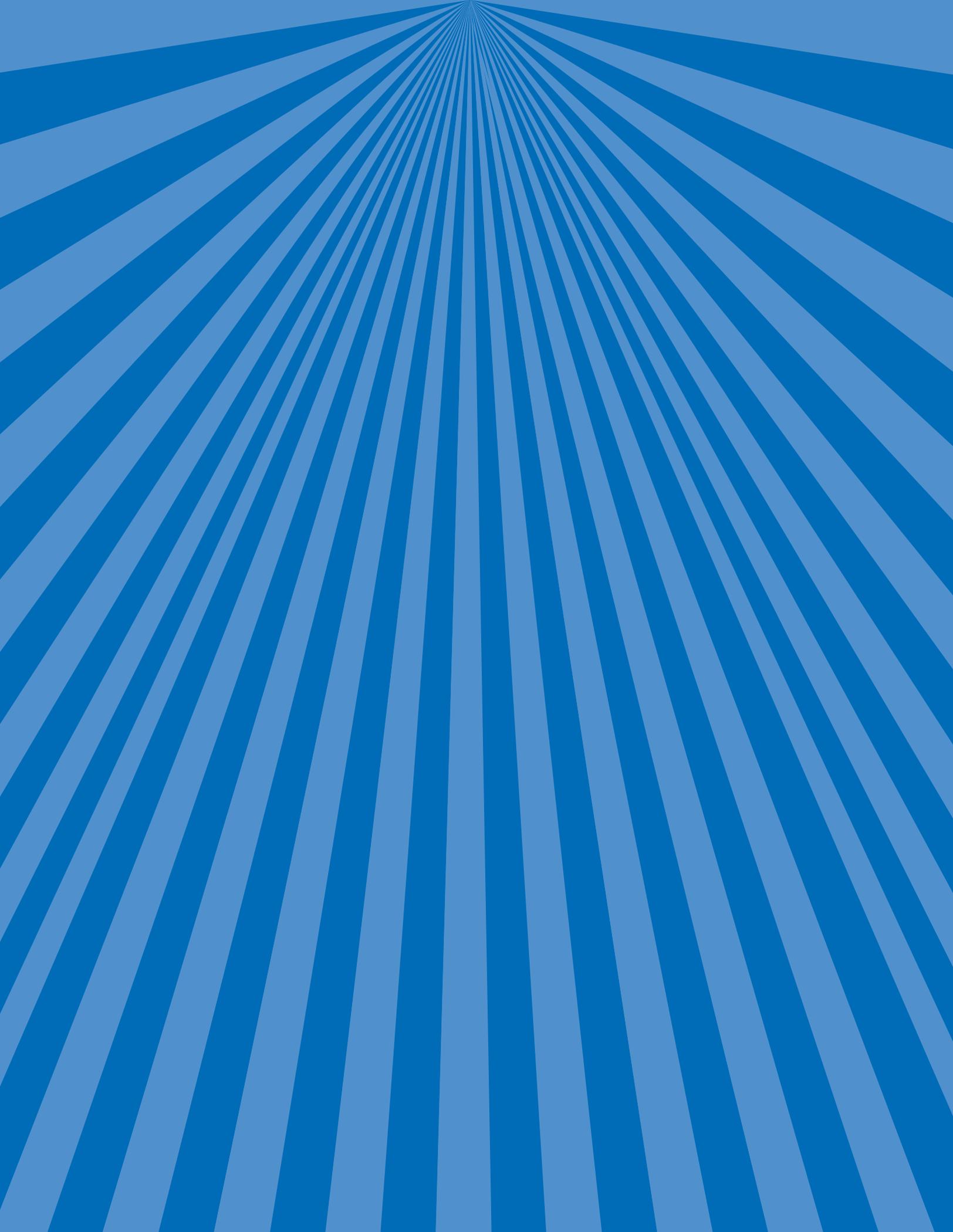
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**LIFT OFF:  
AGENDA  
2030  
SHARED  
RESULTS  
OF THE  
UNDG  
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GROUP**





# FOREWORD



2016 was the year for “lift off”, as Member States, the public, business and the United Nations began an ambitious, collective effort to realize the 2030 Agenda and its Sustainable Development Goals (SDGs) — global commitments that together promise to be transformative for people and planet.

At the same time, with the adoption of the 2016 Quadrennial Comprehensive Policy Review (QCPR) resolution in December 2016, a clear direction has been set for the UN development system to reform and renew its own ways of working, to ensure it is fit for purpose to deliver on the 2030 Agenda. The UNDG is fully committed to heeding this call, and to optimizing the way in which we work together to help countries deliver sustainable development results for all.

We see the threats to global peace and to our climate. And to multilateralism. By putting in place foundations for SDG achievement from the very start, the UN and its partners can target the root causes of instability, strengthen resilience, and prevent future crises. The three pillars of the UN — peace and security, development, and human rights — are all central to these foundations. Tackling poverty and inequalities, unequal access to resources, the damage to our environment, fragile public institutions, human rights abuses and insecurity can all help to reduce conflict, and build more peaceful, inclusive and prosperous societies. *Lift Off: Agenda 2030* shows how the UN Development Group — through its 32 members serving 165 countries — is supporting countries to do just that.

The report highlights the results of our joint efforts over the course of 2016, demonstrating how, through joint advocacy, strategic leadership and financing, innovations in policy and business operations, and other means, we have worked to deliver better and more results together. It shows how our joint work has strengthened the linkages between the UN’s development, humanitarian, human rights and sustaining peace efforts. Priority areas included support to SDG planning, inclusive stakeholder outreach for the SDGs, gender and human rights mainstreaming of

joint policies and programmes, and capacity development for national data.

While progress has been substantial, bottlenecks still remain, preventing us from working optimally together. UN country teams need clearer incentives, more accountable leadership, greater spaces for innovation, and increased joint financing to support collaboration and coherence. This report, while demonstrating the value of the funds invested in UN development coordination, also calls for full funding of the UNDG cost-sharing system that supports the Resident Coordinator system. These are not optional extras.

Overall, we hope that this report serves as an inspiration for all UN leaders and staff members to rise above programmatic, operational and policy obstacles, and deliver together for the SDGs. By working together, we can deliver more, and better, for those we serve.

A handwritten signature in blue ink, appearing to read 'Achim Steiner'.

**Achim Steiner**  
Chair of the United Nations  
Development Group

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# EXECUTIVE SUMMARY

This report highlights the collective results of UN development operations carried out by 131 UN country teams covering 165 countries and territories. UN coordination is central to the results presented here. These achievements have been catalysed by the Resident Coordinator system — the cornerstone of coordination within the UN — and funded by the UN Development Group (UNDG) Cost-Sharing Agreement, a shared funding arrangement, as well as through the UNDP backbone. The UNDG has supported and guided these results at the country, regional and global levels. They demonstrate the considerable progress that the UN development system has made in working in more coordinated and joined-up ways, as well as highlighting the changes that are still needed for the UN to meet the ambition of the 2030 Agenda.



## SUPPORTING COORDINATION AT THE COUNTRY LEVEL

- 1  STRATEGIC ANALYSIS AND PLANNING
- 2  OVERSIGHT OF THE UN COUNTRY PROGRAMMING CYCLE
- 3  REPRESENTATION OF AND SUPPORT TO THE UN SECRETARIAT AND NON-RESIDENT AGENCIES (NRAS)
- 4  SUPPORT TO NATIONAL COORDINATION SYSTEMS AND PROCESSES
- 5  DEVELOPMENT AND MANAGEMENT OF SHARED OPERATIONAL SUPPORT SERVICES
- 6  CRISIS MANAGEMENT PREPAREDNESS AND RESPONSE
- 7  EXTERNAL COMMUNICATIONS AND ADVOCACY
- 8  HUMAN RIGHTS AND DEVELOPMENT
- 9  JOINT RESOURCE MOBILIZATION AND FUND MANAGEMENT
- 10  GENERAL UNCT OVERSIGHT AND COORDINATION

### STREAMLINED AND SDG-COMPLIANT STRATEGIC PLANNING

UN Development Assistance Frameworks (UNDAFs) are the strategic plans which describe the collective response of the UN system to national development priorities. By the end of 2016, 126 UNDAFs (or equivalent frameworks) were in place. These unified strategic plans bring together the in-country results of 17 UN agencies on average. Common Country Analyses (CCAs) are an important way for the UN to share data and undertake joint analysis, working across agencies and with national governments. They typically provide the diagnostic analysis that underpins the UNDAF, and helps to set UN priorities for its work in-country. In 2016, 70 percent of UN country teams (UNCTs) reported that they had undertaken a CCA for the present UNDAF, an increase of nine percentage points from 2015.

New UNDAFs are beginning to reflect the SDGs, moving towards greater integration across sectors and bringing together development and humanitarian responses in protracted crisis situations. A promising sign for the data revolution needed to target solutions for the 2030 Agenda, 60 percent of UNDAFs beginning in 2016 included strategies to support national statistical capacities, while more than 50 percent of UNCTs are undertaking some form of open innovation including real-time monitoring, foresight, use of “big data” and crowdsourcing.

### BEYOND JOINT PLANNING TOWARDS NATIONAL OWNERSHIP OF RESULTS

Ensuring that UNDAFs are aligned with national planning cycles is one way for the UN system to ensure synergy and stakeholder engagement between national plans and UN priorities. In 2016, 75 percent of UNCTs supported national development planning in some form. While some progress is visible in the production of publicly available UN results reports, only about one third of UNCTs reported that they conducted annual reviews of their UNDAFs. This is an

area which needs improvement to ensure that national stakeholders are able to monitor progress on the promises the UNDAF makes.

### A WORLD OF EXPERTISE BACKS NATIONAL SDG AGENDAS

By providing representation and support to the UN Secretariat and to non-resident agencies (NRAs), the Resident Coordinator system is able to harness the full potential of the UN's expertise to support national development agendas. Nearly half of UNCTs now have NRAs as members, an increase of 11 percentage points from the previous year. Almost all Resident Coordinators' Offices (97 percent) supported NRAs as UNCT members, while 66 percent facilitated regional engagement in country programming and external representation. Demands on the RC system to leverage and mobilize UN expertise in response to national priorities are expected to continue, and possibly increase given the integrated nature of the 2030 Agenda.

### NATIONAL COORDINATION FOR GLOBAL PARTNERSHIPS

To achieve the 2030 Agenda, it will be essential to work together effectively with a wide range of traditional and non-traditional partners for development. Coordination has an important role to play in underpinning and leveraging effective partnerships at global, regional and national levels. Countries need strong national systems to plan development coherently, manage aid partnerships, and get the most out of South-South and triangular exchange. 76 percent of UN country teams worked with external partners on a range of SDGs in 2016. Most partnerships were forged with civil society (87 percent), local government (72 percent), parliamentarians (63 percent), the private sector (59 percent), donors/development partners and academia (four percent), religious partners and international NGOs (three percent). Top issues addressed by these partnerships were gender equality (by 12 percent of partners), education (nine percent), health (eight percent), peace, justice and strong

institutions (eight percent) and employment/ decent work (eight percent).

### TOWARDS LOWER COSTS AND SHARED BACK-OFFICE SERVICES

In 2016, UNCTs continued to develop common services and harmonized business practices. By doing so, UNCTs can reduce costs, deliver better quality services, and enable agencies to focus more of their resources on delivery of their programme work. Despite these advantages, progress in this area has been slow. Only 18 percent of UNCTs have full-scale Business Operations Strategies — strategies which outline the steps that they intend to take to deliver common services and harmonized operations. Around two-thirds of UNCTs are located in shared premises. Eighty-seven percent have implemented the Harmonized Approach to Cash Transfers, which reduces transaction costs for implementing partners by unifying formats for transfers. Results from 2016 include some promising efforts by UNCTs to work with governments to develop UN premises with lower annual rents and with lower carbon footprints — but these efforts are not yet being implemented on a global scale.

### FROM RESPONSE TO PREPAREDNESS

UN country teams increasingly plan together to respond to contingencies and coordinate disaster management teams. However, more efforts are needed to support emergency preparedness and pooled risk assessment, and to develop crisis-assistance partnerships with Bretton Woods institutions. By 2016, 34 percent of teams had formalized agreements or arrangements with key partners, including the World Bank, to deliver immediate, effective and coordinated crisis assistance. Just under a third had undertaken joint risk management assessments with such partners. Eighty-nine percent of UNCTs provided support to governments for disaster management, but only thirty-seven percent of UNCTs have their own updated disaster risk reduction strategies to cope with sudden-onset disasters.

### COMMUNICATIONS AND ADVOCACY FOR RESULTS

Joint communications underpin coherent messaging and advocacy about UN norms and operational activities. The infrastructure needed to support joined-up communications and advocacy at the country level is widely in place. Ninety-seven percent of UN country teams had joint UN Communications Groups in 2016, up from 83 percent in 2015. Similarly, 79 percent had a Joint Communications Strategy, up from 70 percent in 2015. Eighty-eight percent manage common social media platforms. Some UNCTs are moving beyond messaging and informational approaches towards more strategic use of communications and advocacy to drive programmatic results. Learning from experiences of using joint communications and advocacy to support programme outcomes will be increasingly important, since the 2030 Agenda demands public engagement on an unprecedented scale.

### HUMAN RIGHTS AND THE SDGs: UNITING THE UN TO LEAVE NO-ONE BEHIND

Integrating human rights into development work connects the pillars of the UN system, and underpins national capacities to meet human rights obligations. UN country teams work with governments to support the integration of human rights norms into national policy. In 2016, 61 percent of UNCTs supported Universal Periodic Review processes<sup>1</sup> and 73 percent facilitated government follow-up on the recommendations of human rights treaty bodies to States on human rights issues. Emerging practices, not yet evenly distributed across UNCTs, include using data more effectively to monitor human rights violations and aligning UNDAFs with the recommendations of international human rights mechanisms. Some UNCTs have begun collecting disaggregated data within SDG monitoring processes, to try to enhance understanding of the experiences of diverse vulnerable populations, and the extent to which they are benefiting or being excluded from development gains.

### MOBILIZING RESOURCES TO MEET THE CHALLENGE OF THE SDGs

Joint resource-mobilization strategies have helped UNCTs maintain adequate funding flows and promote joint inter-sectoral responses to development and humanitarian challenges. Unfortunately, funding for UN-administered pooled funds for development decreased between 2015 and 2016. In 2016, only 37 percent of UNCTs had joint resource mobilization strategies. This was an increase from 30 percent in 2015, but is still too low — especially since pooled funds will be of increasing importance as a basis for leveraging external private and domestic finance for the SDGs.

### THE STANDARD OPERATING PROCEDURES: PROGRESS BUT NOT FULLY ACHIEVED

In 2014, the UN Development Group agreed to standard operating procedures (SOPs) to increase the coherence and effectiveness of its operations, applying what is referred to as the “Delivering as One” approach. The SOPs describe the operational changes that UN country teams need to make in order to be able to move towards Delivering as One. Data from 2016 show that the SOPs are being progressively put in place in certain areas, such as national oversight and programming mechanisms, leadership and communications. However, take-up is still relatively low in areas such as business operations and common budgetary frameworks. Where the SOPs are in place, UNCTs can see results in terms of better policy targeting, greater national ownership of joint efforts and common results, more effective SDG advocacy, and lower transaction costs for governments and partners.

1. The Universal Periodic Review (UPR) reviews the human rights records of all UN Member States. The UPR is a State-driven process, under the auspices of the Human Rights Council. It provides the opportunity for each State to declare what actions they have taken to improve the human rights situation in their countries and to fulfil their human rights obligations.

## OVERSIGHT AT THE REGIONAL LEVEL



Regional UNDG Teams support UNCTs as they align with and roll out globally agreed goals at country level. They provide leadership, oversight and technical expertise linking global policy with country operations. On average, Regional UNDG Teams include 20 UN agencies. They are able to mobilize rapidly in response to crisis or opportunities. They assess the performance of UN RCs and UNCTs, and lead on the progressive implementation of the SOPs which support the UN system to “deliver as one”. Regional UNDG Teams also provide quality assurance for the development of robust and strategic UNDAFs as frameworks of cooperation between the UN, governments and partners.

To improve regional coordination, 2016 saw the first year of implementation of a Statement of Collaboration between the Regional UNDG Teams and the Regional Economic Commissions. Initial results of this collaboration included sharing of information on country demands for support to implement the 2030 Agenda, pooling of data and analytical resources, and joint advocacy for shared policy messages.

### **POOLED STRATEGIES TO SUPPORT DEVELOPMENT OPERATIONS WITH A CROSS-BORDER FOCUS**

Beyond their core functions, each Regional UNDG Team prioritizes work on the most pressing current issues for their respective region, as opportunities and challenges arise. In Africa and Arab States, for example, the Regional UNDG Teams brought the UN system together to address cross-border poverty and insecurity that undermine

development operations in affected countries. In Africa, the Regional UNDG Team for West and Central Africa developed the first United Nations Integrated Strategy for the Sahel. This strategy pulls together previously scattered plans, assessments and initiatives as a step towards a joined-up approach to address cross-border problems of malnourishment, civil conflict, food insecurity and disease affecting 14 countries in the region. In Arab States, Middle East and Northern Africa, the Regional UNDG Team took a joint approach to analysis and advocacy on job creation for Syrian refugees and their host communities. Africa and Arab States regions worked with the relevant Regional Economic Commissions to harmonize the policy and data support they provide to country teams and governments.

### **SUPPORTING COUNTRY TEAMS TO IMPLEMENT AGENDA 2030**

In Latin America and the Caribbean, Europe and Central Asia, and Asia Pacific, the Regional UNDG Teams prioritized support for UNCTs to work with partners in support of the 2030 Agenda. First steps included UN-wide assessments and the development of tracking tools to map national needs in Asia Pacific and Europe and Central Asia. The three Regional UNDG Teams delivered several important results in 2016, including the development of shared policy support tools tailored to specific regional needs; shared plans for acceleration for the SDGs; and diagnostics to improve data and statistics. Additional areas of focus included the development of a conceptual framework to tackle the discriminatory effects of extremism against women in Asia Pacific; advocacy on the legal age of marriage and property rights of women in Latin America; and support for joined-up operations in Europe and Central Asia in transit and host countries for refugees and migrants fleeing conflict-torn Syria, Afghanistan and Iraq.

## LEADERSHIP AND SUPPORT FROM THE UNDG AT THE GLOBAL LEVEL



2016 saw the conclusion of the most recent Quadrennial Comprehensive Policy Review (Q CPR). The resulting resolution by the UN General Assembly carries an unambiguous message: Member States expect a strong UN development system that delivers coherent and integrated support for SDG achievement. Moreover, progress towards the SDGs should “leave no-one behind” — in other words, it should prioritize meeting the needs of the most vulnerable and excluded populations. In 2016, in response to this direction, the UNDG engaged in a collective process to reposition the UN development system to meet the demands of the 2030 Agenda.

### **PUTTING IN PLACE THE TOOLS FOR AGENDA 2030**

This more unified direction at the global level in 2016 allowed the UNDG to provide better targeted and more effective support to UNCTs. The UNDG developed and curated tools to support UNCTs in mainstreaming the 2030 Agenda. Priorities included tools to support risk-informed planning, and tools that will help UN country teams and governments to ensure that “no-one is left behind”. These tools are now available to underpin integrated policy advice. Support for the integration of human rights (normative support) is being delivered through a common analysis and vision for rights-based implementation of the SDGs. The UNDG has convened “frontier dialogues” addressing emerging human rights concerns including the prevention of violent extremism; the shrinking of civil society space; and the need to adopt a rights-based approach to environmental preservation.

## UNDG COST-SHARING: FUNDING GAPS PERSIST

To trigger system-wide support for national statistical institutions, the UNDG has created guidelines to support country reporting on the SDGs. The UNDG also joined forces with UN Global Pulse and its Privacy Advisory Group to design common principles for data privacy and protection in order to make optimal and safe use of “big data” to target efforts to achieve the 2030 Agenda.

### ALIGNING AND IMPROVING UNDAFs FOR INTEGRATED RESPONSES

Achieving system-wide agreement on how to align UN programming at country level to the 2030 Agenda was a major achievement during 2016, resulting in updated guidance for UN country teams. The QCPR resolution included a mandate for gender mainstreaming, with the result that 90 percent of UNDAFs that were launched in 2016 featured a gender-specific outcome result, while six UNCTs piloted a revised gender scorecard.

Greater coherence across UN strategic planning processes is improving support for countries afflicted by conflict, displacement and/or natural disaster. UNDG has developed an action plan to promote more connected methods of planning and analysis that bring together development, humanitarian and peacebuilding partners at country level. The UN-World Bank Fragility and Conflict Partnership Trust Fund provided catalytic funding to demonstrate new ways of collaboration around conflict and disaster prevention, and the reduction of needs, risks and vulnerabilities.

### PARTNERSHIPS AND FINANCING FOR AGENDA 2030

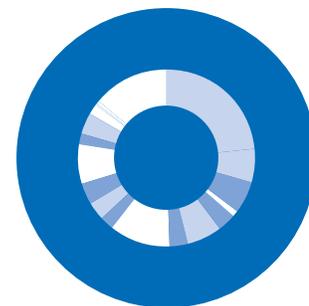
Recognizing that achieving the 2030 Agenda will require the support and engagement of a very wide range of partners, UNDG is investing in developing tools and frameworks to support strong and effective country-level partnerships. In 2016, the UNDG led a country-based learning process with a practical guide to joint advocacy for

the SDGs. A joint approach to recovery and peacebuilding needs assessment was developed with the World Bank and the European Commission. Recognizing that there is greater scope for partnerships between countries to share learning or resources, the UNDG has documented and shared good practices and learning emerging from recent experiences of South-South and triangular exchange and cooperation. These global collective efforts are designed to have practical impact on the design of UNDAFs and support for national institutions. As part of a push for pooled funding arrangements, the UNDG brokered an agreement to create a Joint Fund to Advance the SDGs. This fund specifically targets interventions at the policy level, directly linked to government priorities and decision-making.

### TRANSFORMATIVE LEADERSHIP AND EFFICIENT OPERATIONS

2016 saw a UNDG-wide agreement of a new leadership model, tailored to the demands that UN leaders face in implementing the 2030 Agenda. The model reflects the UN's core mandates to promote peace and security, protect human rights, address humanitarian needs, and advance economic, environmental and social progress. Continued support for the roll-out of Business Operations Strategies has led to increased focus on service and quality of back-office functions. The UNDG developed updated guidance and tools for developing common office premises, ensuring these are secure, cost-effective and eco-friendly.

The UNDG, in close collaboration with the High-Level Committee on Management (HLCM), is currently updating its Headquarters Plan of Action to address organizational bottlenecks at headquarters that make it more difficult to work together effectively across agencies at the country level. Progress towards removal of these bottlenecks will be embedded in agency-level management and accountability structures.



It is essential to sustain investment in a United Nations development system that works together effectively, ensuring that efforts to support greater coherence and coordination are generating significant results. In 2016, the UNDG Cost-Sharing Agreement for the Resident Coordinator system entered its third year, with a persistent funding gap for the third year running. Illustrating the high demand for predictable funding for coordination, the cost-sharing funds that were provided to the RC system were fully utilized, with delivery rates of over 95 percent at the country, regional, and global levels. The 2030 Agenda highlights the central importance of strong coordination, and the increasing demands on the RC system to deliver this. Full and predictable funding is essential to enable the RC system to ensure the effective delivery of UN support across programmes, operations and policy advice to Member States.



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# INTRODUCTION

## AGENDA 2030: THE UN SYSTEM RESPONDS

If 2015 was the year of adoption and launch of the Sustainable Development Goals (SDGs), then 2016 has been the year where the UN system has begun to implement its response to the new agenda. UNCTs and countries around the world are working together to begin the process of delivering on this comprehensive, far-reaching and people-centred set of universal and transformative goals and targets.

This report summarizes the collective results of the UN Development Group's efforts to get the SDGs off the ground at country, regional and global levels in 2016. It demonstrates the level of ambition and contributions that the UN development system needs to be fit for purpose to support the successful implementation of the 2030 Agenda.

By the end of 2016, 114 governments had requested UN support to begin their implementation of various aspects of the 2030 Agenda. UNCTs worked with governments to begin the challenging process of mainstreaming the SDGs into national development plans and policies. This work has involved wide outreach to different stakeholder groups and organizations in many countries. It brings into focus the importance of joined-up approaches for developing better capacities to collect and share data; the importance of partnerships for mobilization of expertise and resources; and the need to adopt genuinely multidimensional and multi-stakeholder approaches to tackle poverty, inequality, and other complex challenges.

## RESPONDING TO THE 2016 QUADRENNIAL COMPREHENSIVE POLICY REVIEW

Every four years, the UN General Assembly reviews and sets the direction for the UN development system through the Quadrennial Comprehensive Policy Review (QCPR). In 2016, the General Assembly concluded the most recent QCPR. The resulting 2016 QCPR resolution guides the UN development system towards supporting the implementation of the 2030 Agenda. The resolution builds on the direction set in the 2012 QCPR, towards an effective, efficient and coherent UN development system. It gives the clear message that Member States expect a strong UN development system that delivers coherent and integrated support for SDG achievement. Moreover, progress towards the SDGs should “leave no-one behind” — the UN should prioritize meeting the needs of the most vulnerable and excluded citizens.

The agenda for the coordination of the UN development system has gradually shifted from one focused on process and coherence, to one that is increasingly integrated, transparent and results-driven. This shift is demonstrated by the achievement of a series of milestones. The UN Development Group (UNDG) Cost-Sharing Agreement came into effect in 2014. This joint funding mechanism provides shared and predictable funding for the Resident Coordinator (RC) system, which is the central structure for UN coordination at country level. The standard operating procedures (SOPs) for the “Delivering as One” approach were also issued that year. These offer an integrated package of clear, straightforward and internally consistent guidance on programming, leadership, business operations, funding and communications, with the aim of enhancing efficiencies and reducing costs. The 2030 Agenda was adopted in 2015. It cuts across sectoral and thematic silos, recognizing that complex development challenges demand solutions that integrate the environmental, social, economic and institutional dimensions for a more effective long-term response.

Through the 2016 QCPR resolution, Member States<sup>2</sup> prioritized five functions for the UN development system:

- 1 Providing evidence-based and integrated policy advice;
- 2 Assisting countries through normative support;
- 3 Strengthening support to national institutions in planning, management and evaluation;
- 4 Assisting governments in leveraging partnerships; and
- 5 Supporting North-South, South-South and triangular cooperation.

These functions and the mandates of the QCPR call for higher standards of accountability, transparency, efficiency and impact on the part of individual agencies, and the UN development system working together for results.

## THE NEED FOR SUSTAINABLE FINANCING FOR THE RESIDENT COORDINATOR SYSTEM

As representatives of the UN Secretary-General at the country level, Resident Coordinators are the cornerstone of the UN development system. Recognizing that development, peace, security and human rights are connected, the RC system leverages the various parts of the UN to respond to country needs, priorities and challenges.

Reiterating calls made since 2007, Member States stressed in the 2016 QCPR resolution the need for appropriate and sustainable funding support for the RC system, including through an effective and fair cost-sharing arrangement among United Nations development system entities.

2016 marks the third year of the UNDG Cost-Sharing Agreement which delivers basic financing for the RC system. It remains underfunded. Of the 18 member entities of the UNDG which are responsible for contributing to the cost-sharing modality, only 12 have contributed fully.<sup>3</sup> This rate of full contribution has held steady since the cost-sharing approach started in 2014, with minor exceptions. Five UNDG entities only partially fulfilled their cost-sharing

requirements in 2016.<sup>4</sup> Two entities did not make any contribution. This included, for the third consecutive year, the UN Secretariat which spans 19 UNDG member and observer entities. This persistent shortfall in investment in the RC system continues to undermine the collective impact of the UN development system.

This has resulted in an underfunded RC system for the third year of the UNDG Cost-Sharing Agreement. Out of the expected \$35.9 million in cost-sharing contributions from UNDG member entities, only \$27.5 million was received, resulting in a funding gap of \$8.4 million in 2016. As in 2014 and 2015, the detrimental impact of this UNDG funding shortage was mitigated in 2016 by deploying the strategic reserves of the donor-funded UN Country Coordination Fund. However, this is no longer a viable option for future years. Continued underfunding and any further cuts will seriously jeopardize the minimum core coordination capacity required to ensure that the UN system is fit for purpose to support 165 countries in their advancement of the 2030 Agenda.

3. IFAD, ILO, ITU, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UN Women, WFP, WMO.

4. These agencies indicated either that the funds were not available, or that they disagreed with the requirement to provide an annual adjustment for the costs of staff posts.

### BOX 1 | UNDG REVIEW: PREDICTABLE AND ADEQUATE FUNDING FOR COORDINATION

In 2016, UNDG commissioned an independent review to assess the financing of the RC system and the UNDG cost-sharing agreement. The review sought to enhance understanding of how the agreement can best meet the needs of the UN development system as it begins to face the new challenges of the 2030 Agenda for Sustainable Development.

Since 2014, cost-sharing has enabled UNDG member entities to provide joint funding for

10 country-level core coordination functions of the RC system, supported by Regional UNDG Teams and UN DOCO. UNDG cost-sharing complements backbone support to the RC system provided by UNDP which totalled over \$88.8 million in 2016. Cost-sharing contributions from UNDG members, which equalled \$36 million in 2016, are indicators of a commonly owned and valued development coordination system.

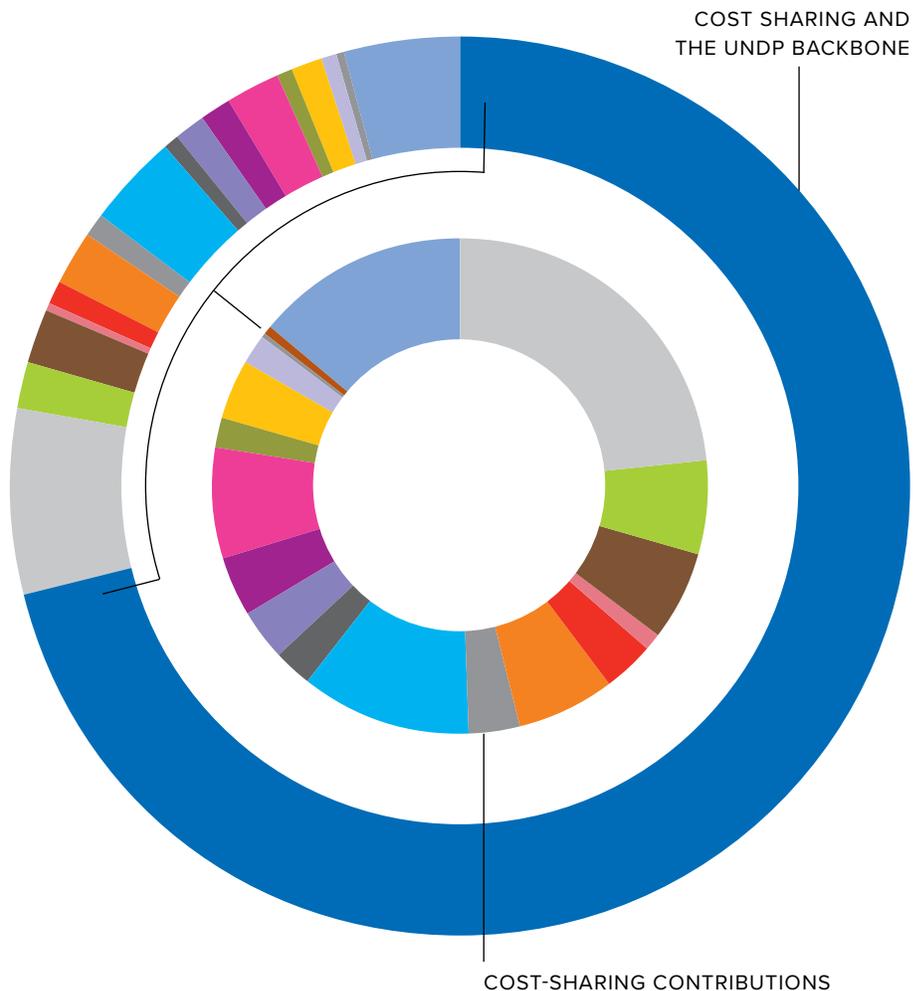
To shape proposals for a funding model that will be sustainable, transparent, accountable, predictable and cost-efficient, as called for by Member States, the review focused on three topics: the overall coordination budget; formulae for cost-sharing and allocating

funds; and processes and reporting on the cost-sharing agreement. It combined a rigorous review of reports and data with interviews with all UNDG members, regional UNDG Chairs, two regional UNDG Teams, RCs and UNCTs in 14 countries.

The review concluded in August 2017. Its recommendations will form the basis for action by the UNDG to ensure predictable and adequate financing for future coordination functions.

**FIGURE 1 | DISTRIBUTION OF THE UNDG COST-SHARING AMONGST PARTICIPATING MEMBERS FOR 2016**

FAO	\$ 2,150,000
ILO	\$ 2,102,518
IOM*	\$ 378,000
UNAIDS	\$ 1,276,541
UNFPA	\$ 2,227,747
UNHCR	\$ 1,204,809
UNICEF	\$ 4,012,205
UNOPS	\$ 855,661
UNWOMEN	\$ 1,275,744
WFP	\$ 1,413,510
WHO	\$ 2,600,000
IFAD	\$ 679,931
UNESCO	\$ 1,400,000
UNIDO	\$ 763,181
WMO	\$ 100,000
ITU	\$ 100,000
UNWTO	\$ 0
UN Secretariat **	\$ 0
UNDP's share of cost-sharing	\$ 4,959,195
UNCCF (Donor funds) to fill UNDG Gap***	\$ 8,425,053
UNDP backbone	\$ 88,855,958
<b>Total contributions needed</b>	<b>\$ 124,780,053</b>



\* IOM started contributing to the UNDG cost-sharing when it became a member of the UNDG in September 2016. Its contributions were therefore not part of the original cost-sharing calculations for 2016-2017.

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

\*\*\*UNDG Gap allocation for 2016 limited to \$7.2 million. (See Table 4 on page 66.)



# JOINT RESULTS AT THE COUNTRY LEVEL



2016 was the first full year of global action to begin the formal and full implementation of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs). UNCTs around the world helped governments, civil society and private sector partners to develop the plans, data and partnerships that are needed to get this transformative agenda off the ground.

The following section showcases interim results across the 10 core UN coordination functions in 2016. These functions capture the roles and responsibilities of staff in the Resident Coordinators' Offices. Results are based on reporting by 131 UNCTs in the UNDG Information Management System. For each function, key performance indicators show broad trends, a selection of country examples from 2016, and indicate possible future directions.

The results presented here have been catalysed, convened and accelerated through the work of UN coordination mechanisms. While country-level coordination through the UN RC system is instrumental to these results, they are part of wider collaboration and delivery of UN agency expertise. The data and stories in this section describe results of the ripple effect which happens when the capacity, reach and impact of the UN development system work together with government and other actors at country level.

FIGURE 2 | MAIN AREAS OF RESPONSIBILITY FOR UN DEVELOPMENT COORDINATION STAFF IN 2016

Figure 2 shows the main areas of responsibility of UN development coordination personnel in 131 UN country teams whose roles are funded by the UNDG cost-sharing mechanism.<sup>5</sup>



5. Note that although monitoring and evaluation was not one of the 10 core coordination functions in 2016, it is included here to reflect the fact that a significant amount of time is being allocated to this important function, above and beyond agreed-upon functions as per the UNDG Cost-Sharing Agreement. Data reported here allows for multiple responses in the choice of areas of responsibility.

This data shows the main areas of responsibility of coordination staff funded through the UNDG cost-sharing mechanism as reported in the UNDG IMS. The top five functions shown here are aligned with comparable results reported in the 2011 *MSI Report on RC System Funding Modalities*, and the 2017 assessment of a smaller sample of RC offices, both cited on page 16 of the *Independent Review of the 2017 UNDG-Wide Cost-Sharing Agreement in Support of the UN RC System*. This coherence in findings among different surveys is an indication that data points align regarding the relative focus of RC office staff on various aspects of coordination.

## 10 CORE COORDINATION FUNCTIONS

Resident Coordinators' Offices support 131 UN country teams to deliver results in the following programmatic and operational functions, as stipulated in the UNDG Cost-Sharing Agreement.

1



**STRATEGIC  
ANALYSIS AND  
PLANNING**

6



**CRISIS  
MANAGEMENT  
PREPAREDNESS  
AND RESPONSE**

2



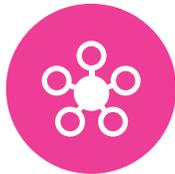
**OVERSIGHT OF  
THE UN COUNTRY  
PROGRAMMING  
CYCLE**

7



**EXTERNAL  
COMMUNICATIONS  
AND ADVOCACY**

3



**REPRESENTATION  
OF AND SUPPORT  
TO THE UN  
SECRETARIAT AND  
NON-RESIDENT  
AGENCIES (NRAS)**

8



**HUMAN RIGHTS  
AND  
DEVELOPMENT**

4



**SUPPORT TO  
NATIONAL  
COORDINATION  
SYSTEMS AND  
PROCESSES**

9



**JOINT RESOURCE  
MOBILIZATION  
AND FUND  
MANAGEMENT**

5



**DEVELOPMENT  
AND MANAGEMENT  
OF SHARED  
OPERATIONAL  
SUPPORT SERVICES**

10



**GENERAL UNCT  
OVERSIGHT AND  
COORDINATION**

## 1 STRATEGIC ANALYSIS AND PLANNING

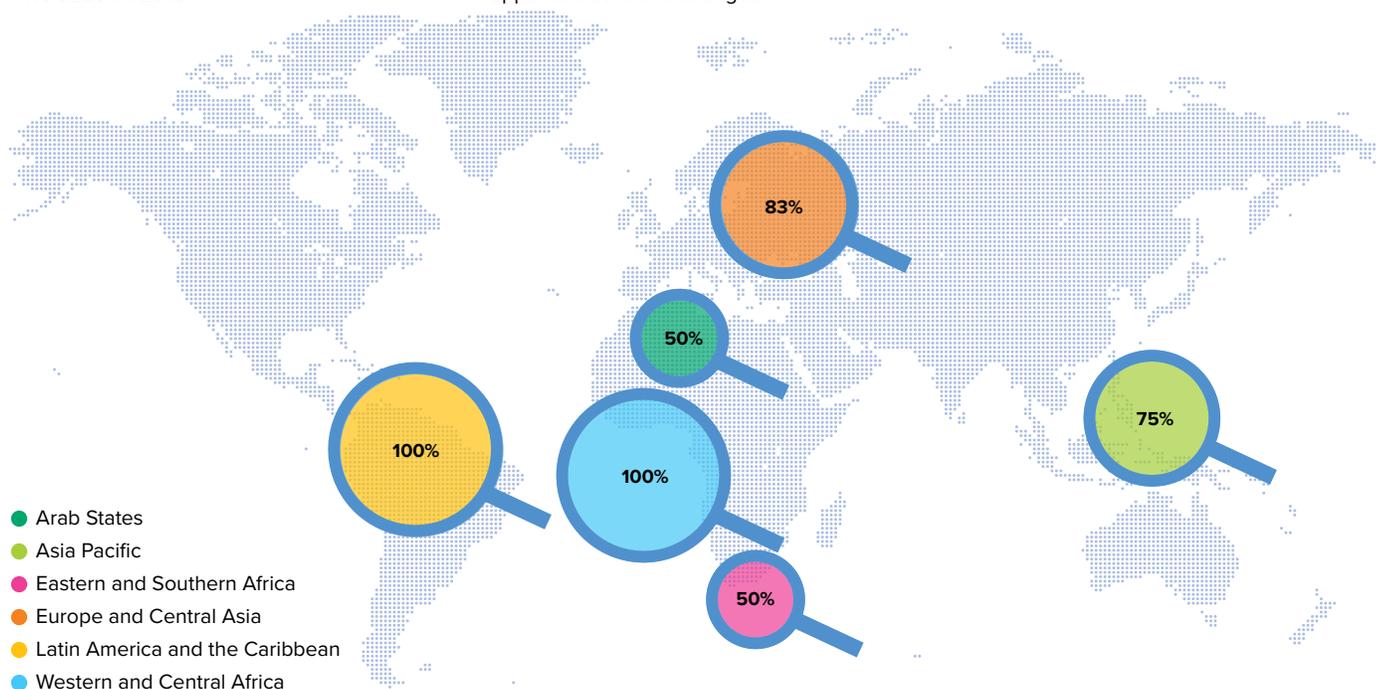
Strategic analysis and planning, as part of the common country programming work of UNCTs, are essential aspects of delivering results together as a UN system. Analysis and planning processes coalesce around the development of a UN Development Assistance Framework (UNDAF) or equivalent document. An UNDAF is a strategic plan which describes the collective response of the UN system to national development priorities. It sets out the strategic commitments, results and implementation plan for the UN as a whole in each country. Support from RC Offices to UNCTs for strategic analysis and planning aims to ensure that development programme planning is forward-looking, participatory, informed by baseline analysis and aligned with global norms and standards and national development goals — as defined by Member States in the Quadrennial Comprehensive Policy Review (QCPR).

### KEY PERFORMANCE INDICATORS

- In 2016 there were **126 UNDAFs** in place. Of these, 12 also served as Integrated Strategic Frameworks and 34 were UNDAFs by another name (compared with 33 in 2015).<sup>6</sup>
- **30 percent** of UNCTs were in the process of developing an UNDAF in 2016, and 27 UNDAFs commenced in 2016.
- On average **17 UN agencies** participated in any given country UNDAF in 2016 (an increase from 16 in 2015). Initial reporting suggests that it took an average of 14 months to develop an UNDAF from roadmap to final draft.<sup>7</sup>
- As part of strategic planning, **70 percent<sup>8</sup>** of UNCTs reported having conducted a Common Country Analysis (CCA) for the present UNDAF, an increase of nine percentage points since 2015. CCAs provide an impartial UN perspective on the country context, opportunities and challenges, and encompass human rights and gender equality, sustainability and peace and security.
- **35 percent** of UNCTs used the UNDG Mainstreaming, Acceleration and Policy Support (MAPS) guidance to support Member States and national stakeholders in their efforts to tailor the new agenda to national contexts. This was an increase of **13 percentage points** since last year.
- **100 percent of UNCTs** included outputs related to strategic analysis, planning and oversight of the UN programming cycle in their UNCT Annual Coordination Frameworks<sup>9</sup> in 2016 — an increase of **nine percentage points** since 2015. Of these planned outputs, **98 percent** were achieved, **73 percent fully**, and **25 percent** partially.

FIGURE 3 | MOST UN COUNTRY TEAMS EMPLOYED A COMMON COUNTRY ANALYSIS AS PART OF THE UNDAF DESIGN PROCESS IN 2016

Figure 3 shows the percentage, by region, of UNCTs which employed a CCA in 2016. Of the 27 countries beginning the design phase of their UNDAFs, 21 UNCTs led their own analysis. The CCA serves as the UN's perspective on the country context, opportunities and challenges.

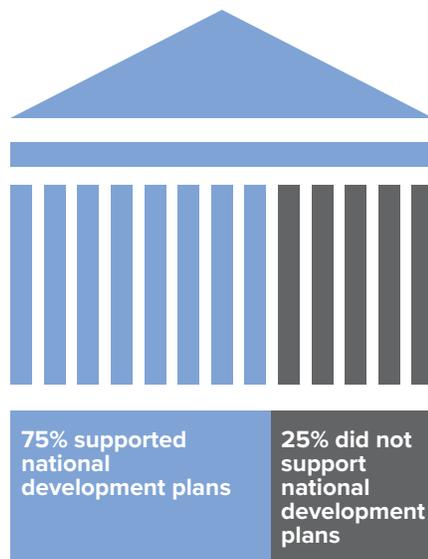


## STREAMLINED AND SDG-COMPLIANT STRATEGIC PLANNING



### FIGURE 4 | UN COUNTRY TEAMS SUPPORT GOVERNMENTS IN THE DESIGN OF THEIR NATIONAL PLANS

UNDAFs are aligned to national planning cycles, and the UN's analyses and inputs are available on request to governments and partners throughout the process. In 2016, 86 UNCTs reported that as part of the planning cycle, support was delivered to governments during the crafting of their national development plans.



6. Thirty-four UNCTs refer to their strategic plans as One Plan, One Programme or Frameworks for Partnerships, Cooperation and/or Development.
7. This estimate includes the period between the signing of the UNDAF and the time required for approval of country programme documents by the respective UN agency governing bodies.
8. UNCTs that did not undertake Common Country Analyses complemented existing national analyses with analysis from other sources (20 percent), or relied on existing national analysis (nine percent). Both alternatives were options available under the 2010 version of the UNDAF guidance. Data for 2017 will be aligned to changes in the 2017 United Nations Development Assistance Framework Guidance which has narrowed the available exemptions from undertaking a Common Country Analysis.
9. Annual Coordination Frameworks, formerly referred to as UNCT workplans, are the tools used by UNCTs for annual planning of actions that help improve coordination of the UN's work in country.
10. These conclusions are based on a UN DOCO review of UNDAFs which looked at 27 country UNDAFs commencing in 2016 and to be implemented over the next five years.
11. The International Aid Transparency Initiative data standard is a format and framework for publishing data on development cooperation activities. It is used by 500 organizations in development, including government donors, private sector organizations, and national and international NGOs. See <http://open.undg.org/> for more information.

As countries start to align their development plans with the Sustainable Development Goals, UNCTs are responding by developing UNDAFs that reflect the shift away from narrow sectoral or thematic approaches towards more integrated and multidimensional results. Early progress on this has been reported in a recent review of UNDAFs undertaken by the UN Development Operations Coordination Office (UN DOCO),<sup>10</sup> which showed that over half of the UNDAFs reviewed reflect more integrated and collaborative approaches across UN agencies.

### JOINT ANALYSES THAT DEMONSTRATE WHO AND WHAT WE STAND FOR

The priorities articulated in the UNDAF are based on an initial CCA — an assessment of national development needs. Current trends suggest that CCAs are moving towards SDG compliance, and are taking steps to ensure that development gains reach the most vulnerable or excluded groups, leaving no-one behind. Viet Nam's CCA analyses all 17 SDGs, including a summary of progress and challenges, as well as looking for connections, interdependencies, and key bottlenecks impeding progress. Rather than adopting a traditional thematic approach, the CCA for Palestine considers development priorities through the lens of 20 vulnerable and disadvantaged groups. More than 30 UNCTs are assessing financing possibilities for the SDGs, using the Development Finance Assessment methodology, among other methods.

Some UNCTs, such as in Rwanda, are capitalizing on forward-looking diagnostics and formative evaluation by undertaking these types of exercises simultaneously. This practice, although not yet being implemented at scale, creates moments for data-related reflection and learning within the UNDAF cycle, and allows evaluation results to feed directly into programme diagnostics and planning.

### BEYOND SECTORS

UNDAFs increasingly reflect the challenge of the SDGs, with an emphasis on moving beyond sectoral approaches towards greater integration across sectors. The Botswana UNDAF has replaced a thematic focus with three succinct strategic policies: (1) policy and programme design; (2) implementation of policies and programmes; and (3) data for planning, monitoring, evaluation and decision-making.

Planning for how the UN will work together to assist governments to collect, analyse and use quality disaggregated data is emerging as a theme in many UNDAFs: the 2016 assessment found that 60 percent of UNDAFs included strategies to support better national statistical capacities. "Leave no-one behind" is another important emerging focus for UNDAFs. The UNDAF for the former Yugoslav Republic of Macedonia clearly targets most vulnerable groups; demonstrates strong links between the SDGs and national priorities such as the EU accession agenda; and has a strong gender dimension.

UNDAFs from several countries emphasize the importance of bringing together humanitarian and development responses. These include countries in Europe and Central Asia which are hosting large numbers of refugees; and countries in Africa facing long-term challenges, such as CAR and Cameroon.

### FUTURE DIRECTIONS

Simplification and increased transparency of UN strategic analysis and planning, as mandated by UN Member States in the current and previous QCPRs, will demand increasing attention in coming years. As a start, CCAs will need to fully reflect patterns of inequalities and the root causes of persistent discrimination. UNDAFs or their equivalent strategic plans will move towards capturing the full UN development contribution in a country within one framework. Reducing the average number of months between the beginning of planning and the development of the final UNDAF will create a shorter, tighter planning process which can respond to countries' dynamic needs.

In terms of the transparency of UNDAF planning, gains are already evident through the increased use of the International Aid Transparency Initiative (IATI)<sup>11</sup> data standard, whereby 12 UNDG members and two UNDG observers publish their planned budgets and actual expenditures, in addition to other initiatives to promote transparency across the UN development system. However, IATI and other sources of open operational data are not yet fully utilized for country-level planning.

## 2 OVERSIGHT OF THE UN COUNTRY PROGRAMMING CYCLE

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

### KEY PERFORMANCE INDICATORS

- **34 percent** of UNCTs conducted an UNDAF Annual Review, an increase of **five percentage points** since 2015.
- 990 inter-agency groups (on average eight per country) supported the delivery of UN results in 2016. Of these, more than half were Results Groups (535) which means that they actively coordinate UN programming as part of national coordination mechanisms.<sup>12</sup>
- **73 percent** of UNCTs produced UN Country Results Reports in 2016 (an increase of **five percentage points** since 2015). These reports provide national governments with “one-stop-shop” updates on the spectrum of support provided by UN agencies.<sup>13</sup>
- The number of joint programmes increased by **six percentage points** to a total of 371 (on average three per UNCT), compared with 365 in 2015. There was a continued positive trend in developing joint programmes towards SDG goals 2, 5, 8, 9, 10, 15, 16, and 17; and in supporting human rights programmes overall.

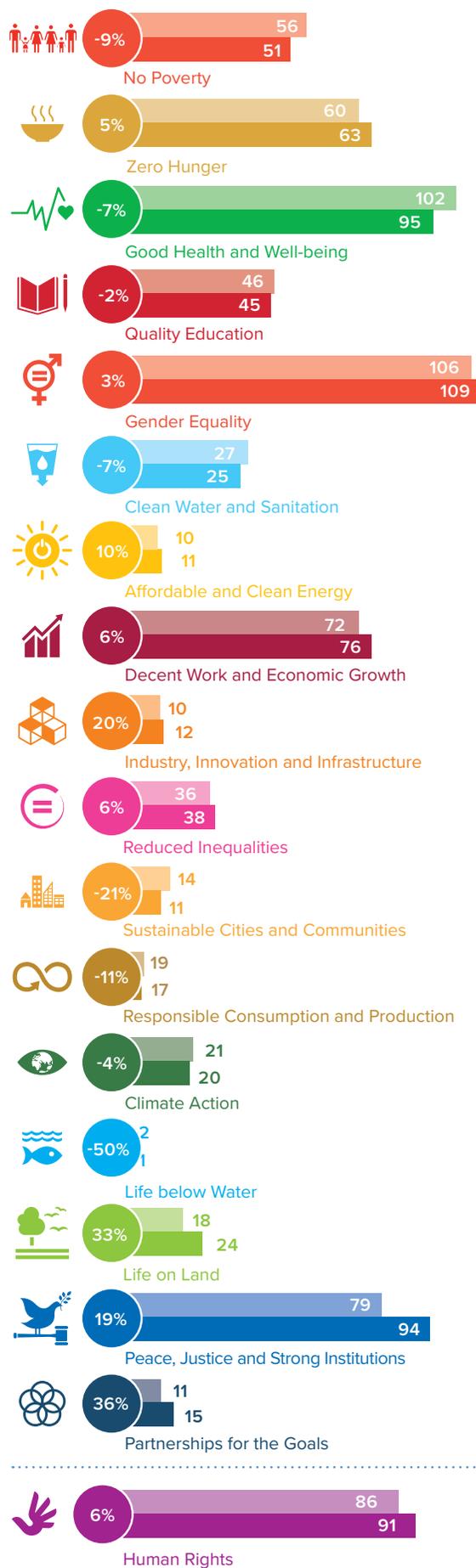
12. As set out in the SOPs for the Delivering as One approach, Results Groups should be chaired by heads of agencies and focus on strategic policy and programme content established and aligned with national coordination mechanisms. Inter-agency groups serve similar functions but do not meet the definition of Results Groups as per the SOPs.

13. Also included in this figure are countries in which UN Country Results Reports were developed but where they either do not cover all aspects of the SOPs, or are pending endorsement by some members of the UNCT.

FIGURE 5 | JOINT PROGRAMMES:  
CONCENTRATED ON A  
SMALL NUMBER OF SDGs  
BUT GROWING IN RANGE

- 2015
- 2016

In total, 371 joint programmes were reported in 2016. Over a three-year period, the number of joint programmes in specific SDG-related areas rose, with joint programmes in global partnerships rising by 36 percent, in innovation and infrastructure by 20 percent, and joint programmes addressing gender equality growing by 28 percent. The figure also shows the number of joint programmes devoted to human rights.





## BEYOND JOINT PLANNING TOWARDS NATIONAL OWNERSHIP OF RESULTS

Reflecting public accountability standards, the results promised in UNDAFs should be monitored by the UN together with governments, people and civil society. Joint national/UN steering committees, co-chaired by government and the UN RC, review performance against the UN's plans and provide strategic guidance on priorities for the year ahead. For example, reviews of UNDAF cooperation areas were organized in Benin under the co-leadership of line ministries and UN agencies, while the joint committee reviewed implementation as a whole over the year.

An increasing number of CCAs are using crowd-sourcing to inform the UN country programming process with citizens' views and ideas. The objective of this is to ensure an independent UN analysis that integrates the concept of "leaving no-one behind" within

the strategic planning exercise, and gives it a shape and voice. In Lesotho, the UNCT launched a nationwide SMS-based public perception survey allowing people to vote on the most pressing challenges they face in terms of the SDGs. The UNCT used this feedback to inform the UN's subsequent programme priorities directly.

Some countries are also making efforts to ensure that there is a high level of national ownership in the planning and implementation stage of the UNDAF. In 2016, the preparation of Peru's UNDAF 2017-2021 involved 500 participants from the public sector, the private sector, civil society, academic institutions, political parties and the UN system. All UNDAF outcomes were aligned with national priorities, international human rights standards and the SDGs.

### FUTURE DIRECTIONS

Around the world, UNCTs are committed to progressively strengthening national ownership of the UNDAF, and to increasing public input into the analysis of national development issues and the prioritization of responses. Public engagement in the UNDAF planning and monitoring process is growing in all regions. Innovations that enable the crowdsourcing of ideas and solutions for how to implement the SDGs will help to ensure that the UN's work is rooted in a vision for the country that is shared by governments and citizens alike.

FIGURE 6 | OVER HALF OF UN COUNTRY TEAMS USE INNOVATION IN THEIR COUNTRY PROGRAMMING

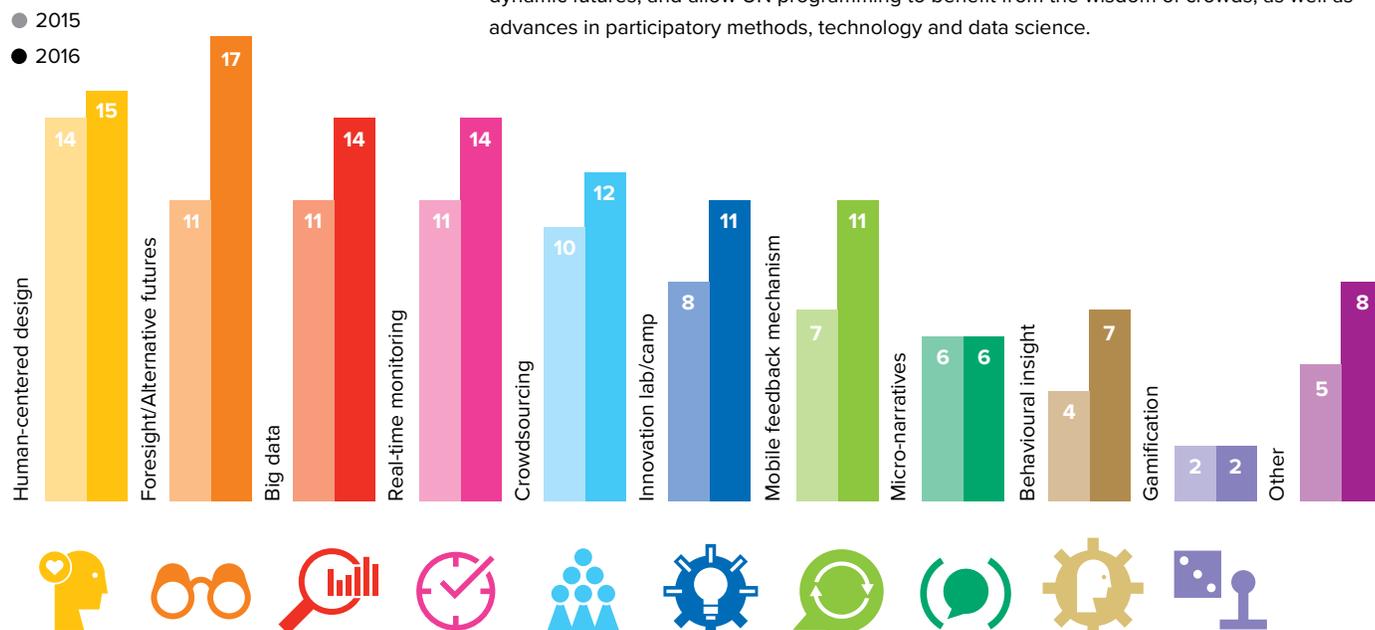


Figure 6 shows numbers of UNCTs implementing various types of innovation within their programming activities. A total of 68 UNCTs reported undertaking some form of innovation in 2016, an increase from 57 in 2015. These new methods and approaches feed into UNDG policy and practice. They invite public participation into the UN's work, help stakeholders plan for dynamic futures, and allow UN programming to benefit from the wisdom of crowds, as well as advances in participatory methods, technology and data science.

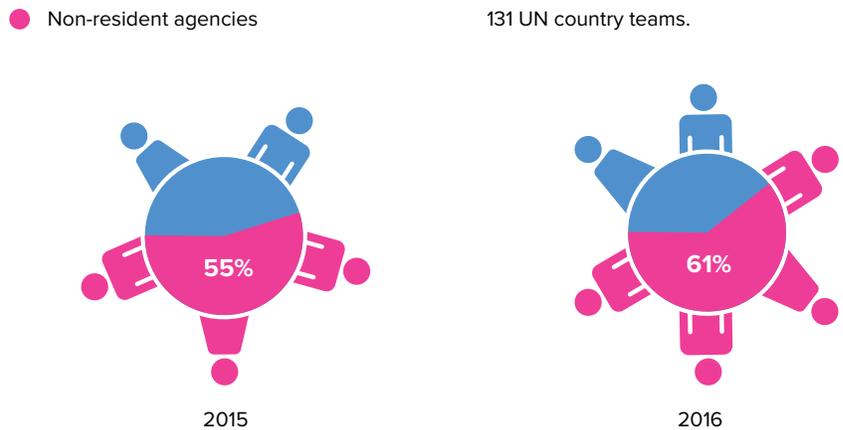
### 3 REPRESENTATION OF AND SUPPORT TO THE UN SECRETARIAT AND NON-RESIDENT AGENCIES

To ensure that programme countries can benefit from the array of expertise available within the UN, country-level representation of non-resident agencies (NRAs)<sup>14</sup> and the entities of the UN Secretariat is essential. This core coordination function facilitates the participation and representation of these entities at country level, including the liaison between UN Secretariat departments, the Executive Office of the Secretary-General and the highest levels of national government. This core function also supports the coordination of country missions such as those of Special Rapporteurs, Working Groups and Independent Experts.

#### KEY PERFORMANCE INDICATORS

- **47 percent** of UNCTs have up to four non-resident agencies as members (compared with 58 percent in 2015); a further **47 percent** have between 5-10 NRAs (an increase of **11 percentage points** on 2015), and **seven percent** have more than 10 NRAs as members.
- More Resident Coordinators' Offices provided support to the external representation of NRAs (**59 percent** compared with 58 percent in 2015), and supported NRAs to make their expertise available to national counterparts (**53 percent**, compared with 51 percent in 2015).
- More RCs' Offices supported NRAs as UNCT members (**97 percent**, up from 94 percent in 2015); facilitated their engagement in country programming and external representation (**59 percent** compared with 58 percent in 2015), and supported them to make their expertise available to national counterparts (**53 percent** up from 50 percent in 2015).
- Non-resident agencies chaired four percent of all inter-agency groups.
- **91 percent** of UNCTs included outputs relating to the representation of, and support to, the UN Secretariat and NRAs in their UNCT Annual Coordination Framework in 2016 (an increase of **nine percent** since 2015). Of these outputs, **98 percent** were achieved, **84 percent** fully and **14 percent** partially. Compared with the results in 2015, this was an overall increase of **nine percentage points** in fully-achieved outputs and a **three percentage points** drop in partially-achieved outputs.

FIGURE 7 | MORE THAN HALF OF NON-RESIDENT AGENCIES PARTICIPATE IN INTER-AGENCY GROUPS AS PART OF UN COUNTRY TEAMS



More than half of UN country team members categorized as NRAs participate in inter-agency groups, set up to support joint action and results on thematic areas. In 2016, 61 percent of UNCT members which were categorized as “non-resident” participated in at least one inter-agency group across 131 UN country teams.

FIGURE 8 | RESIDENT COORDINATORS' OFFICES PROVIDE INCREASING SUPPORT TO NON-RESIDENT AGENCIES

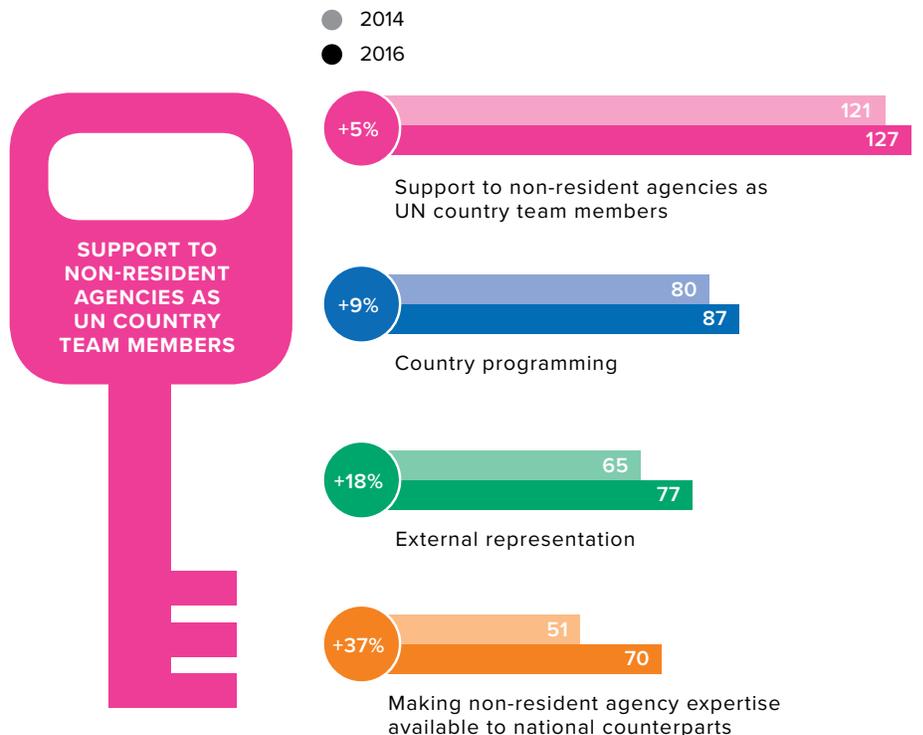


Figure 8 shows the types of support provided by RC Offices to ensure that non-resident agency expertise is available to national counterparts. Support has increased in all areas since 2014.

## A WORLD OF EXPERTISE SUPPORTS NATIONAL SDG AGENDAS



The UN system offers expertise and advice on all aspects of sustainable development. Whether based in-country or bringing expertise into a country at critical moments, UN agencies work together to respond to the full spectrum of national development and humanitarian priorities. Almost all countries report that they facilitate the country-level representation of NRAs, and more than 50 percent of RC Offices report that they help make NRA expertise available to support national partners.

Tapping into this expertise helps countries to accelerate their progress towards the SDGs. In Honduras, resident agencies and NRAs combined technical expertise with on-the-ground practical experience in national SDG efforts to assist the Government to strengthen planning, budgeting and monitoring links across sectors and between different levels of public administration. Ongoing programmes managed by non-resident agencies have supported the integration of SDG indicators into national and local development platforms and processes, and assisted in preparations for the first national report to the global High-Level Political Forum. Similar activities have backed national SDG report preparations in Belize.

In Mauritius, resident agencies and NRAs have worked together on the country's transformative Marshall Plan Against Poverty. This plan tackles the root causes of poverty and exclusion through a community-based approach to service delivery, supporting the SDGs on poverty, gender equality, inclusive and sustainable growth, and inequality. For the draft Vision 2030 Blueprint, the UNCT delivered specialized expertise supporting national decisions to emphasize inclusive green businesses, eco-entrepreneurship, and sustainable consumption and production processes.

In Mongolia, the Partnership for Action on the Green Economy is a joint initiative of resident and non-resident agencies to support a comprehensive national green development agenda. The Partnership has helped to develop evidence based on

system dynamics modelling and other analytical tools. This has informed policy development and reform in sectors such as green construction, sustainable public procurement, the green economy and sustainable finance.

Increasingly, responses to humanitarian crises build on coordinated UN inputs to deliver immediate relief and to coordinate diverse expertise to support longer-term recovery, stability and development. In the wake of severe flooding and landslides in Sri Lanka in 2016, 11 resident and non-resident agencies contributed specialized support to the post-disaster needs assessment, using a methodology developed jointly by the United Nations, the World Bank and the European Union. The assessment covered nine sectors and four cross-cutting themes, and looked at the overall impact of the disaster. UN advisory support included the development of a forward-looking plan to strengthen preparedness and reduce the risks of future disasters and extreme weather events in Sri Lanka.

### FUTURE DIRECTIONS

Although more countries are experiencing overall macro-economic growth, many still face significant environmental challenges, large inequalities and gaps in institutional capacity. The UN development system will increasingly be called upon to provide integrated and well-coordinated support covering various dimensions of sustainable development. The continued refinement of specialized expertise and data and modelling tools will help to define and respond to the challenges ahead. A new generation of UNCTs, bringing more knowledge and capacity relating to the SDGs, can respond more quickly to country needs. Demands from national governments, partners and UN leadership for the coordination, leveraging and mobilizing of UN expertise in response to national priorities is likely to remain high and even increase, given the integrated nature of the 2030 Agenda.

14. Non-resident agencies are UN agencies that have no representation or a limited presence in countries. They are sometimes known as "regionally based agencies".

## 4 SUPPORT TO NATIONAL COORDINATION SYSTEMS AND PROCESSES

With the support of RCs, UNCTs play a key role in ensuring that the UN's contribution at country level is coherent and well-coordinated. UNCTs invest in strengthening national systems for development coordination by ensuring alignment and complementarity between national aid effectiveness mechanisms and UN activities.

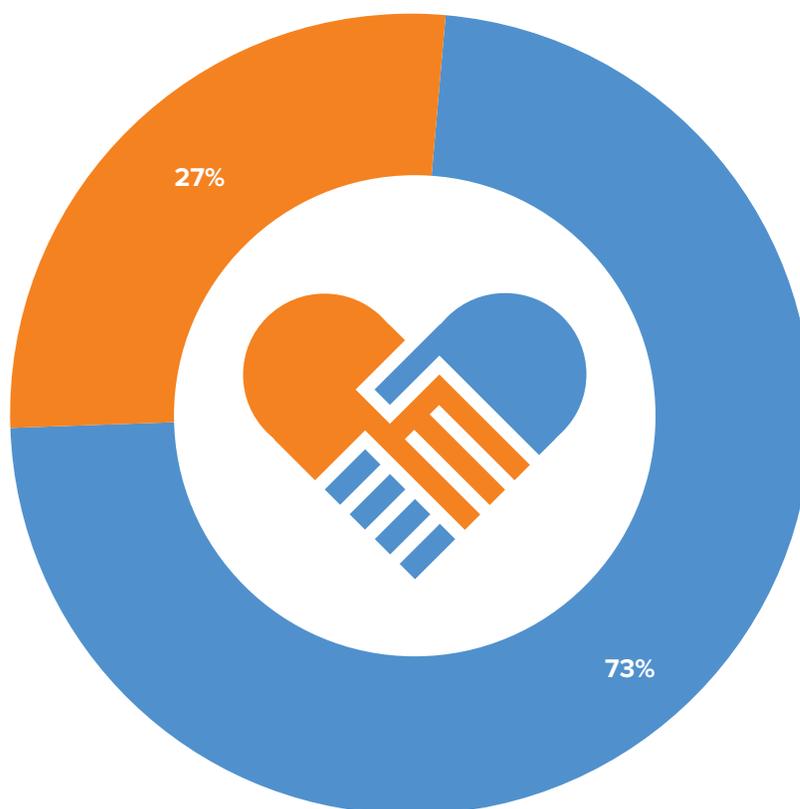
### KEY PERFORMANCE INDICATORS

- **57 percent** of UNCTs supported the development of national capacities to make more effective use of different types of aid funding and to manage aid in 2016, an increase from **52 percent** in 2015.
- **49 percent** of UNCTs played a role in sector-wide approaches to development aimed at bringing together governments, donors and other stakeholders within a given sector. This was an increase of **three percentage points** since 2015.
- **76 percent** of UN country teams worked with external partners on a range of SDGs in 2016. Most partnerships were forged with civil society (87 percent), local government (72 percent), parliamentarians (63 percent), the private sector (59 percent), donors/development partners and academia (four percent), religious partners and INGOs (three percent). Top issues addressed by these partnerships were gender equality (by 12 percent of partners), education (nine percent), health (eight percent), peace, justice and strong institutions (eight percent) and employment/decent work (eight percent).
- **83 percent** of UNCTs provided support to South-South cooperation, an increase of **six percentage points** since 2015.
- **87 percent** of UNCTs reported that their countries have a National Development Plan. Of these, the UN supported **75 percent** of countries in the development of their plan.
- **55 percent** of UNCTs included outputs on support to national coordination systems and processes in their UNCT Annual Coordination Frameworks in 2016, a notable increase of **18 percentage points** since 2015. Of these outputs **95 percent** were achieved (**67 percent** fully and **28 percent** partially).

FIGURE 9 | THE MAJORITY OF JOINT UN/NATIONAL STEERING COMMITTEES ARE CO-CHAired BY NATIONAL GOVERNMENTS

Figure 9 shows that in the majority (73 percent) of countries with UN development operations, government representatives chair Joint UN/National Steering Committees to guide and oversee UN programmes, ensuring that they are aligned with existing national coordination mechanisms. In the remaining 27 percent of countries, governments serve as members in these Joint UN/National Steering Committees.

27% countries where governments are members of Joint UN/National Steering Committees



73% countries where governments chair Joint UN/National Steering Committees

## NATIONAL COORDINATION FOR GLOBAL PARTNERSHIP



Achieving the 2030 Agenda will largely depend on the effectiveness of national systems to coordinate development actions. This underpins the notion of global partnership embodied in SDG 17. Genuine partnerships for the new agenda demand ambitious national SDG plans, effective institutions and inclusive decision-making, backed by well-aligned support from a spectrum of development partners.

In 2016, UNCTs helped countries strengthen their national coordination systems, across government ministries and across levels of public administration. In Cambodia, the UN and other development partners assisted the Government to put in place cross-sectoral reforms of public financial management and public administration, embedding democratic practices within local governance, and increasing budget transparency. Fourteen line ministries, including four social sectoral ministries, applied programme-based budgeting. The UNCT partnered with the Ministry of Economy and Finance to support budget formulation, execution and monitoring.

UN efforts have also helped to shape sustainable development responses which integrate economic, environmental and social concerns. The UNCT in Moldova supported the Government to establish an institutional foundation to accelerate and coordinate the national integration of the SDGs. This central Council for Sustainable Development is chaired by the Prime Minister, placing it at the highest level of government. One of its first tasks is to revise the National Development Strategy 2020 in line with the 2030 Agenda. The UN also supported the restructuring of the State Chancellery to create a leaner, more results-oriented organization that can drive the implementation of key reforms that will influence progress towards the SDGs, such as those related to public administration, decentralization and territorial issues.

National coordination also entails a concerted drive to use national systems for procurement, data collection and service delivery. In response to a crisis in the provision of essential medicines in Ukraine, a consortium of UN

agencies was formed to help the Ministry of Health procure medicines and medical supplies immediately for five national programmes. More than \$7 million was saved through the application of transparent, open and competitive tendering processes. Although this programme was initiated as an emergency response, it forms part of broader reforms to the healthcare system in Ukraine. Coordinated capacity support from the UNCT has helped to build a more effective national health procurement system which will reduce waste and corruption.

### FUTURE DIRECTIONS

As implementation of the 2030 Agenda unfolds, UNCTs will continue to assist countries to drive national development policies and processes, strengthening national systems as they deepen and re-direct their efforts towards sustainable development. In line with SDG 17, and with commitments under the Addis Ababa Action Agenda, coordinated efforts will help countries to leverage the full array of public and private financing that is needed to achieve transformative change. Wider support for South-South and triangular cooperation, in partnership with governments and the private sector, will require the UN to tailor partnerships to diverse national needs.

## 5 DEVELOPMENT AND MANAGEMENT OF SHARED OPERATIONAL SUPPORT SERVICES

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

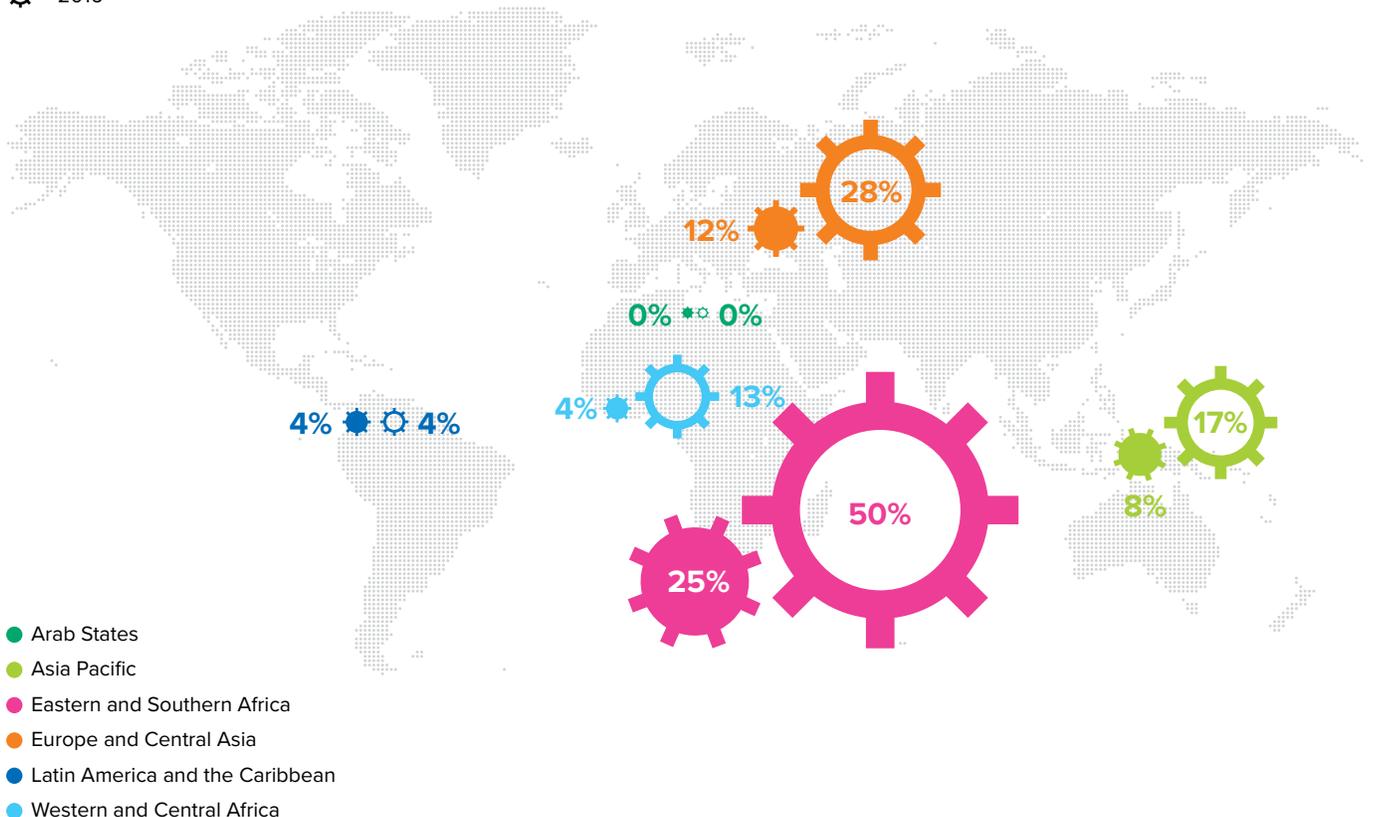
### KEY PERFORMANCE INDICATORS

- **18 percent** of UNCTs implemented a Business Operations Strategy, a tool designed to improve the cost-effectiveness and quality of country-level UNDAF operations in 2016. This was an increase of **six percentage points** since 2015.<sup>15</sup>
- In 2016, the most prevalent common services shared between UN agencies at country level were travel at **66 percent**; followed by security at **63 percent**; and cleaning at **48 percent**.
- **67 percent** of UNCTs share UN common premises in order to harmonize common operations at the country level.<sup>16</sup>
- **87 percent** of UNCTs were in various stages of using the Harmonized Approach to Cash Transfers (HACT), a process which reduces transaction costs for implementing partners by applying the same set of procedures for most financial processes. This was an increase from **81 percent** in 2015.
- **93 percent** of UNCTs included outputs relating to the development and management of shared operational support services in their UNCT Annual Coordination Frameworks in 2016; of these outputs, **97 percent** were achieved (**63 percent** fully and **34 percent** partially).

FIGURE 10 | JOINED-UP BUSINESS OPERATIONS ARE GROWING, BUT VARY BY REGION

 2014  
 2016

Business Operations Strategies are designed to reduce costs by harmonizing and pooling back-office functions as well as to increase the quality of the services provided. Since 2014, increasing numbers of countries have put a Business Operations Strategy in place, although this varies significantly between regions. A step change is needed at country level as well as at headquarters, where procedures are defined to deliver savings and joined-up services at scale.





## 6 CRISIS MANAGEMENT, PREPAREDNESS AND RESPONSE

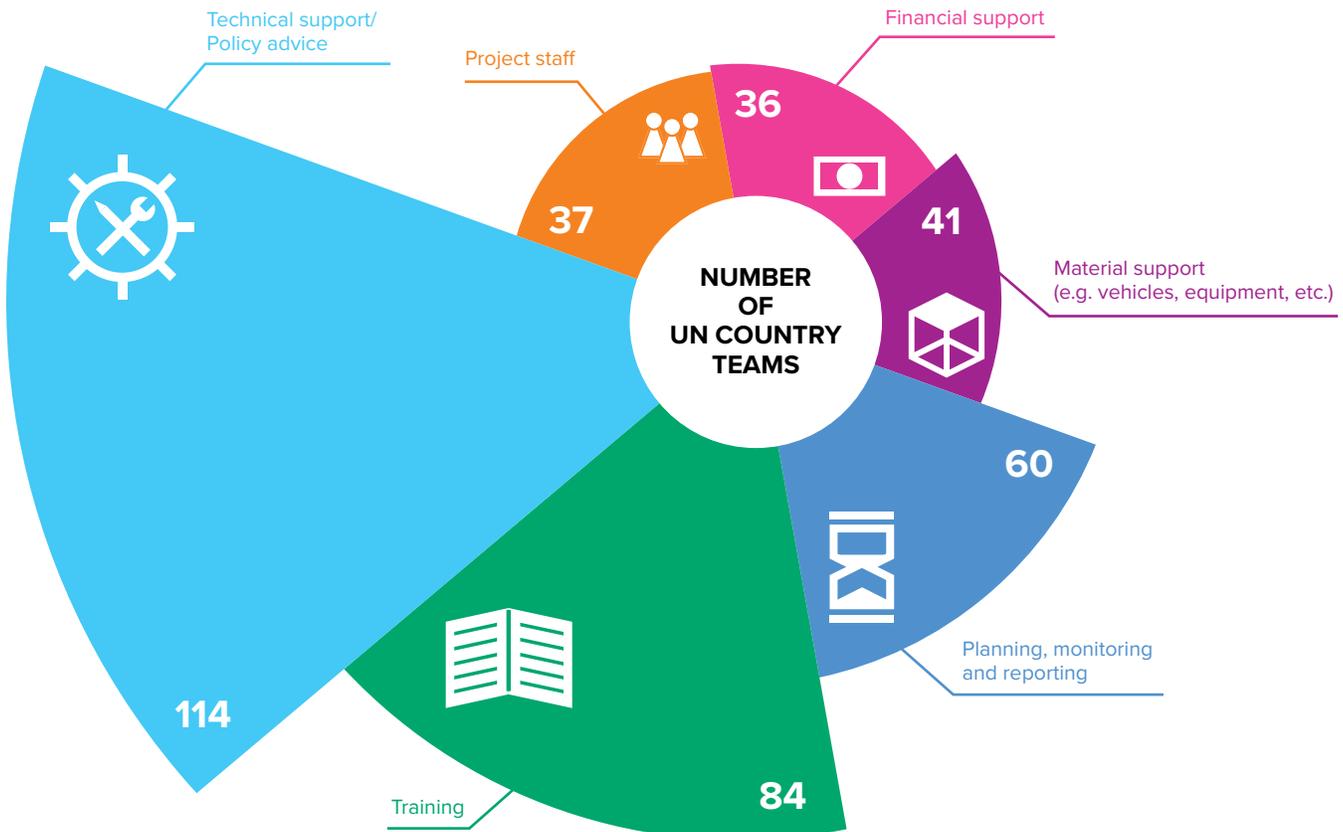
Crisis situations typically require a rapid scale-up of humanitarian interventions by several different agencies. This demands very high levels of coordination. The UN's crisis-related activities captured under this core coordination function include supporting UNCTs with the capacity to undertake contingency planning and coordinate inter-agency disaster management teams. Coordination of disaster risk reduction, post-crisis plans and assessments, and pursuit of synergies between different agencies' humanitarian responses are achieved through collaboration with the UN Office for Disaster Risk Reduction (UNISDR), the Office for the Coordination of Humanitarian Affairs (OCHA), the UN Department of Political Affairs (DPA), the UN Department of Peacekeeping Operations (DPKO), the World Bank and other relevant agencies.

### KEY PERFORMANCE INDICATORS

- **89 percent** of UNCTs provide support to governments on disaster management (see Figure 12).
- **34 percent** of UNCTs have developed formalized agreements or arrangements with key partners for crisis response, in order to deliver immediate, effective and coordinated assistance to affected governments and populations — a slight increase from 33 percent in 2015.
- **29 percent** of UNCTs reported that they had undertaken joint risk management assessments, down from 32 percent in 2015.
- **37 percent** of UNCTs had current and operational Disaster Risk Reduction Strategies in order to cope with the sudden onset of natural and other disasters, an increase from 32 percent in 2015.
- **42 percent** of UNCTs included outputs on crisis management, preparedness and response in their UNCT Annual Coordination Frameworks in 2016; of these outputs, **96 percent** were achieved (**71 percent** fully and **25 percent** partially).

FIGURE 12 | THE MAJORITY OF UN COUNTRY TEAMS PROVIDE DISASTER MANAGEMENT SUPPORT TO GOVERNMENTS

In total, 117 UNCTs provided support to governments on disaster management in 2016, compared with 112 UNCTs in 2015. One hundred and fourteen UNCTs provided the government with policy advice and technical support. Other support areas included training, and planning, monitoring and reporting on disaster management.



## CRISIS SITUATIONS: FROM RESPONSE TO PREVENTION AND PREPAREDNESS



In a world of increasing vulnerability, enhanced resilience and preparedness are more important than ever before. UNCTs need to manage inter-agency teams that are fully equipped to prepare for, prevent and respond to crises. UNCTs often coordinate disaster risk reduction efforts as well as post-crisis plans and assessments.

During 2016, UNCTs coordinated fast, large-scale responses to diverse crises. When a 7.8 magnitude earthquake struck Ecuador, the Humanitarian Country Team was activated immediately, and began its response the day after the quake. Regional mechanisms deployed search and rescue teams, and experts to support rapid needs assessments and early coordination measures. Nine thematic sectors in the capital city complemented three local coordination hubs, helping to ensure that emergency food vouchers reached over 140,000 people, and safe water supplies were provided to 200,000 people, among other essential relief.

In 2016, Viet Nam suffered its worst drought and saltwater intrusion emergency in 50 years. The UNCT supported the Government in devising an emergency response plan that galvanized national and international attention, mobilized additional resources and improved national coordination. Building on earlier investments in crisis preparedness, government institutions worked side-by-side with UN agencies, other international partners and NGOs to provide assistance to more than 500,000 people. A system of adequate, fair and transparent targeting of the most vulnerable groups ensured that women-headed households, ethnic minorities and the poorest households received targeted assistance. A standing inter-agency UN Disaster Risk Management Team reporting to the RC supported the UNCT with analysis and with prevention, preparedness and response planning.

In Angola, the UNCT helped halt a yellow fever outbreak by closely coordinating all the key actions needed to stop the spread of the deadly disease. This included surveillance, laboratory and data management, vaccination, social mobilization and risk communication,

case management and vector control. The vaccination campaign reached 84 out of 166 districts, with coverage exceeding 90 percent. Angola declared the end of the yellow fever outbreak in December 2016.

Vulnerable to natural disasters such as flooding, Bosnia and Herzegovina has received UN assistance on disaster preparedness and risk reduction measures, in line with the landmark 2015 Sendai Framework for Disaster Risk Reduction. Coordination mechanisms now connect different government institutions involved in disaster preparedness and response, while open source GIS-software links development data with the spatial distribution of hazards, allowing targeted, risk-informed planning.

### FUTURE DIRECTIONS

Moving forward, measures to prevent natural and manmade crisis and disasters will be at the forefront of the UN's efforts in both highly vulnerable situations and those prone to setbacks. For UNCTs, this will require the strengthening of joint coordination structures, risk analysis, management and programming between humanitarian, development and peace actors towards shared results in the field. The development of flexible financing modalities in support of joint objectives and stronger institutional and staff capacities, will be essential to support these new ways of working.

## 7 EXTERNAL COMMUNICATIONS AND ADVOCACY

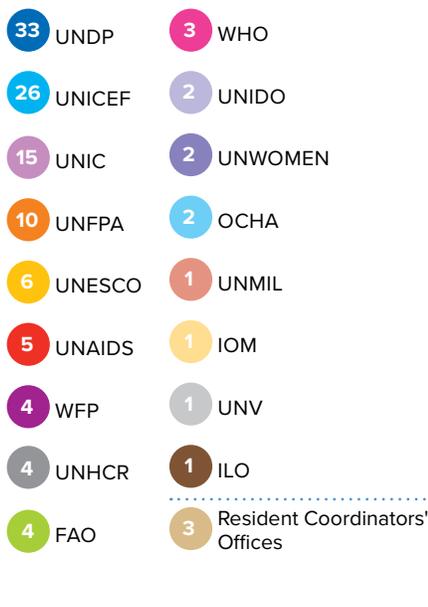
Resident Coordinators' Offices support UN Communications Groups to form, develop and implement joint UN communications strategies at the country level. Communications at country level are important for supporting coherent messaging and advocacy on normative and operational matters, in order to ensure a consistent strategic dialogue with host countries. This has become particularly important as countries begin to implement the 2030 Agenda, which requires broad communication and outreach across many different platforms to build political will and encourage popular ownership of the transformative new agenda.

### KEY PERFORMANCE INDICATORS

- **97 percent** of UNCTs have joint UN Communications Groups that coordinate and share communication resources at the country level. This represents a notable **14 percentage points** increase on 2015, when 84 percent of UNCTs had a joint group. This work aims to increase the visibility of the UN, and focus attention on national and international development objectives and global normative frameworks. Of these UNCTs, **75 percent** meet the standard for this core element of the SOPs, with **25 percent** only partially meeting the global standards.<sup>18</sup>
- **79 percent** of UNCTs have a Joint Communications Strategy. This was a notable increase of **nine percentage points** from 2015, when 70 percent of UNCTs had one. Of these, **56 percent** report a fully developed strategy, whereas **22 percent** had strategies which were pending approval or in various stages of development.
- **88 percent** of UNCTs (up from **86 percent** in 2015) have common communications social media platforms: **81 percent** of UNCTs have a common UN website; **71 percent** use UN Facebook pages; and **63 percent** communicate via UN Twitter accounts (compared with 86, 61 and 49 percent respectively in 2015).
- **96 percent** of UNCTs included outputs on external communications and advocacy in their UNCT Annual Coordination Frameworks in 2016. This was an increase of **20 percentage points** since 2015. Of these outputs, **97 percent** were reported as having been achieved (**77 percent** fully and **20 percent** partially).

FIGURE 13 | SHARED LEADERSHIP OF JOINT COMMUNICATION AND ADVOCACY

Joint UN Communications Groups pool communication resources and expertise, coordinate public information, advocacy and media campaigns, and promote coherent messaging. They are co-chaired by UN entities on a rotating basis, an important part of ensuring system-wide coherence in outreach and listening to the people the UN serves. Figure 13 shows which UN entities co-chaired 123 UN Communications Groups in 2016.



## COMMUNICATING FOR RESULTS: HOW JOINT UN COMMUNICATIONS ARE DRIVING CHANGE



Joint communications and advocacy is a growing area of collaboration in the UN system, with almost all UNCTs pooling communications resources within UN Communications Groups, and 79 percent implementing joint communications strategies.

In 2016, several UNCTs ran high-profile joint communications campaigns to support the launch of the SDGs. The focus on the UN priority to “leave no-one behind” encouraged joint campaigning and advocacy on specific issues such as youth, violence against women, LGBTI people,<sup>18</sup> and disability. From film-making to flashmobs, UNCTs are using increasingly diverse communication platforms and tools to create and share messages and drive support for advocacy interventions. This work is essential for building public support for action on the SDGs.

### STRATEGIC COMMUNICATIONS ARE DRIVING PROGRAMME RESULTS

Beyond awareness-raising and advocacy, UNCTs are making increasing strategic use of communications to drive programme results.

In Costa Rica, the UN led public communication to promote agreements and national action on LGBTI rights, and to ensure that there would be a national social budget for the institutions in charge of childhood and adolescent priorities.

In Fiji, UN agencies jointly delivered the “Increasing the Political Participation of Women in Samoa” project, aimed at strengthening the leadership skills of women seeking to run for office and raising awareness about the importance of having more women in parliament. Workshops targeting political parties, potential candidates, journalists, NGOs and trainers paved the way for extensive community outreach and advocacy through traditional and emerging channels. Live talkback shows and a seven-part radio drama series following a first-time woman candidate created specifically for the Samoan context were broadcast widely. As a result, 24 women ran for office (compared with eight in 2011) and more than

15,000 new voters registered to vote in the 2016 general election. Four women were elected directly, with a 2013 constitutional amendment on gender balance in parliament being invoked to bring this to a total of five women MPs in a parliament of 50.

Social media and other communications tools are increasingly being used to support broader engagement by citizens and others, for example encouraging feedback on programmes or gathering inputs for programme design. These approaches typically use mobile data collection and crowdsourcing of ideas or information, and often target remote or marginalized groups. They have the potential to be implemented on a large scale. The Inter-Agency Common Feedback project in Nepal is an innovative service which synthesizes perception data from citizens in districts which were affected by the 2015 earthquake. By bringing together data from multiple sources into a single platform, it analyses how communities perceive the reconstruction support, and can help make corrective policy interventions. The information collected is disaggregated by gender, geography and social groups.

### FUTURE DIRECTIONS

The SDGs require public engagement on a larger scale than has ever been achieved before. Looking forward, we expect to see UNCTs making increasing use of communications platforms and technologies to gain citizen support for advocacy initiatives; to crowdsource programme ideas; to support changing attitudes and practices; and to underpin accountability for promises made at global level. Communications and public advocacy are no longer only a means to promote results: increasingly, they are a way to ensure the delivery of sustainable development results.

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

19. LGBTI stands for lesbian, gay, bisexual, transgender and intersex.

## 8 HUMAN RIGHTS AND DEVELOPMENT

The principle that human rights should be respected, protected and promoted throughout every aspect of the UN system's work is enshrined in the UN Charter. Resident Coordinators' Offices provide support to UNCTs to help them address human rights issues in their development work. They do this by making knowledge and expertise about human rights available within the UN system; by ensuring greater linkages between the normative and operational aspects of UN programming; and by reinforcing the capacity of national actors to implement human rights obligations.

### KEY PERFORMANCE INDICATORS

#### Human rights

- **47 percent** of UNCTs conducted a human rights analysis in 2016, compared with **46 percent** in 2015.
- **61 percent** of UNCTs engaged in the preparation, reporting or follow-up of the Universal Periodic Reviews in 2016.
- **88 percent** of UNCTs mainstreamed human rights into national development policies and programmes during 2016, through training, technical support and funding, working with civil society, government, and national human rights institutions.
- **73 percent** of UNCTs reported to have facilitated government follow-up of recommendations of treaty bodies.
- **38 percent** of UNCTs reported to have facilitated government follow-up of Special Procedures<sup>20</sup> recommendations.
- **86 percent** of UNCTs included outputs on human rights mainstreaming in their UNCT Annual Coordination Frameworks in 2016. This was a notable increase from 62 percent in 2015. Of these outputs **96 percent** were achieved (**73 percent**

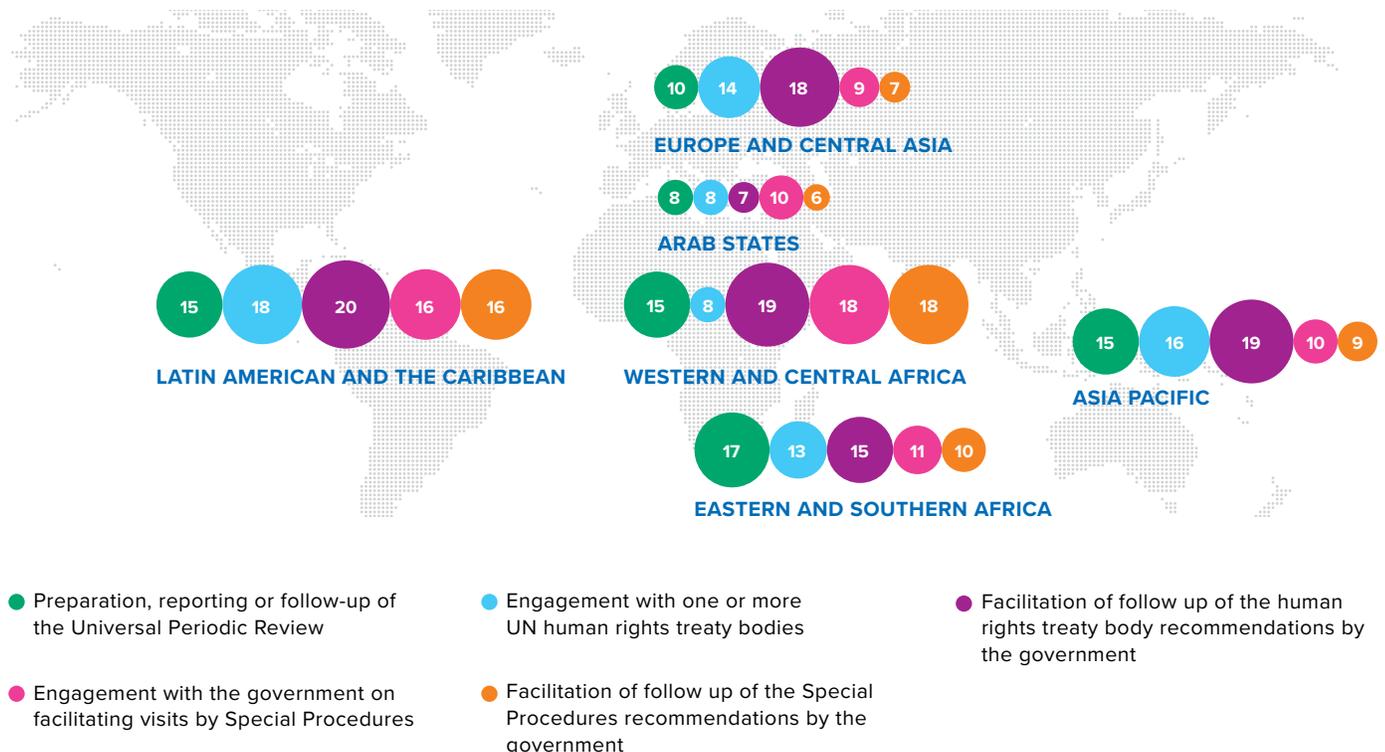
fully and **23 percent** partially).

#### Gender equality

- **26 percent** of UNCTs had a gender adviser,<sup>21</sup> a reduction from 30 percent in 2015.
- **61 percent** of UNDAFs specified gender results at the outcome level, a slight increase from **60 percent** in 2016.
- **27 percent** of UNCTs reported having implemented a Gender Equality Scorecard within the past four years. The scorecard provides an assessment of how the UNCT contributes to gender mainstreaming. This was a rise of **three percentage points** from 24 percent in 2015.
- **77 percent** of UNCTs included outputs on gender mainstreaming in their UNCT Annual Coordination Frameworks, a considerable increase of **29 percent** from 2015, when just **49 percent** of UNCTs met this target. Of these **98 percent** were achieved (**61 percent** fully and **37 percent** partially).

FIGURE 14 | UN COUNTRY TEAMS' ENGAGEMENT WITH THE UN HUMAN RIGHTS MECHANISMS

Figure 14 shows the number of UNCTs that engaged with human rights mechanisms in 2016, and the types of initiatives that they undertook. The follow up of human rights treaty body recommendations, engagement with government to facilitate visits by Special Procedures, and follow-up of Special Procedures all saw increases this year.



## HUMAN RIGHTS AND THE SDGs: UNITING THE UN TO LEAVE NO-ONE BEHIND



Increasingly, UNCTs are promoting human rights as a common UN value. They are upholding international norms and standards through advocacy and awareness-raising. They are strengthening national capacities and institutions for the promotion and protection of human rights. And they are supporting national partners in their engagement with international human rights mechanisms and the integration of their recommendations in national development plans.

In Somalia, the UNCT developed a Gender Accountability Framework to support the United Nations Integrated Mission to improve synergies and collaboration in the areas of leadership, advocacy, programming and reporting for gender equality. It also ensured the systematic integration of gender in the new National Development Plan.

In the former Yugoslav Republic of Macedonia, the UNCT worked to advocate and address the human rights challenges and protection gaps faced by refugees and migrants. In March 2016, human rights concerns grew following the coordinated closure of two border transit centres which left several hundred refugees and migrants stranded, in conditions amounting to detention. The UNCT responded quickly, issuing a UN-wide position statement, supported by regular interventions by UN agency heads with relevant government counterparts.

In Kenya, in preparation for the 2017 elections and within the framework of the UN Secretary-General's "Human Rights up Front" initiative,<sup>22</sup> the UNCT developed an information management system to integrate and analyse information on the risks of political violence and human rights violations. The system, established with the expertise

of the Human Rights Adviser and the Peace and Development Adviser, is supported by 11 UN entities and has been critical for coordinating action and programmes in support of free, fair and peaceful elections.

In Tunisia, the UNCT supported the Tunisian national human rights institution and the National Statistical Institute to apply a human rights-based approach in its data collection and indicator development for the monitoring and evaluation of the SDGs, in line with the recommendations made by the UN Statistical Commission. In 2016, a UN task force was established to support the Government's implementation of the SDGs and to ensure the integration of human rights principles and standards. The project gave particular attention to the principle of "no-one left behind" and the need for disaggregated data that shows the situation for groups within the overall population.

### FUTURE DIRECTIONS

Building on the foundations of human rights values and norms within the 2030 Agenda, UNCTs are working with Member States to understand how to respond effectively to people and communities who have previously been excluded from the benefits of development.

A growing engagement with human rights mechanisms and joint efforts to strengthen the capacity of national human rights institutions will be essential. Principled and transformative leadership at all levels is needed in order to deliver this.

20. The Special Procedures of the Human Rights Council are independent human rights experts with mandates to report and advise on human rights from a thematic or country-specific perspective.

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

22. For more information see <https://www.un.org/sg/en/content/ban-ki-moon/human-rights-front-initiative>.

## 9 JOINT RESOURCE MOBILIZATION AND FUND MANAGEMENT

As part of this core coordination function, UNCTs identify funding gaps in their multi-year plans and develop joint resource mobilization strategies to ensure adequate funding while preventing duplication and competition for donor resources. Joint resource mobilization also includes raising funds for pooled funding mechanisms, such as Multi-Donor Trust Funds,<sup>23</sup> One Funds and Joint Programmes. For UNCTs with One Funds, the coordination function requires the management of One Fund allocations through a Steering Committee where national governments are represented alongside the UN system. UNCTs also coordinate annual reporting against the Common Budgetary Framework and the One Fund through the Country Results Report.

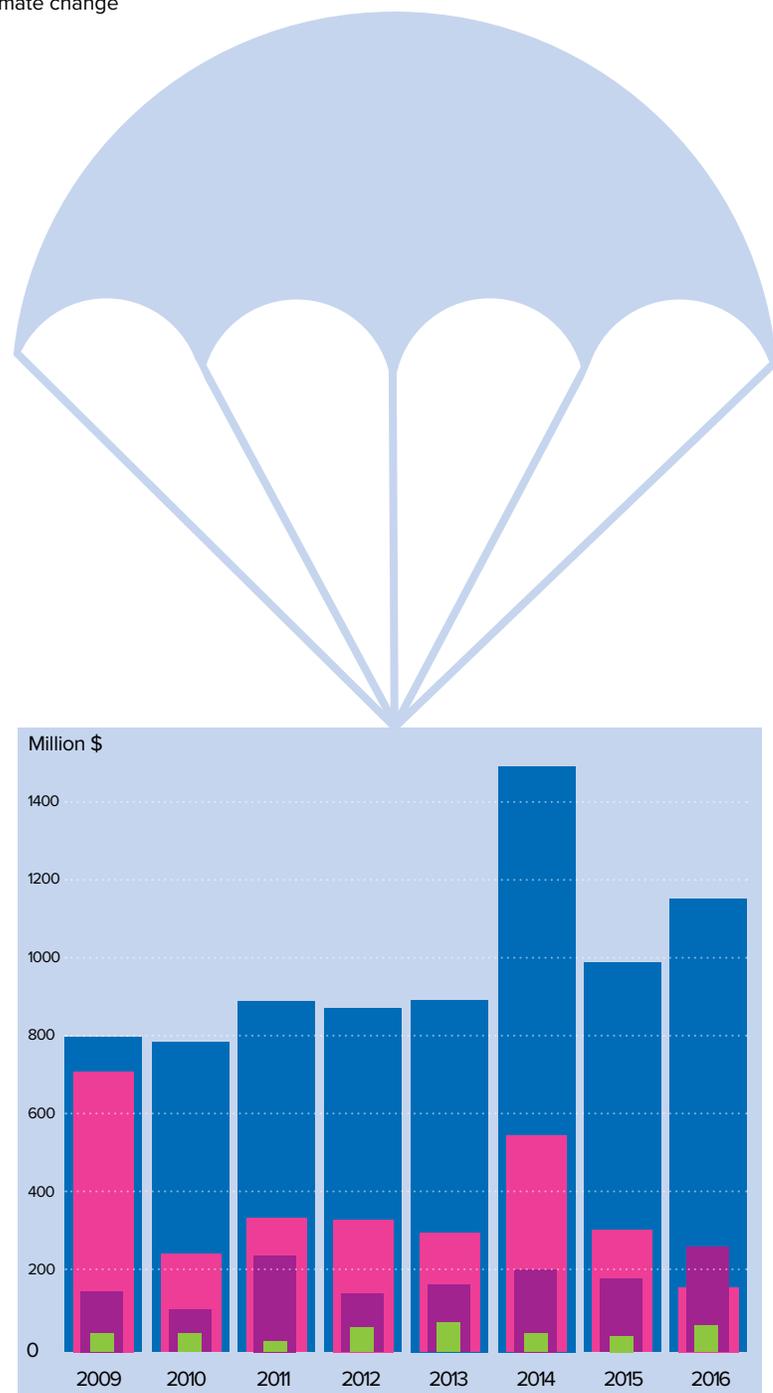
### KEY PERFORMANCE INDICATORS

- **37 percent** of UNCTs have One Funds or Multi-Donor Trust Funds, supporting coherent resource mobilization, allocation and disbursement of resources at the country level. This was a slight decrease on the 2015 level of 38 percent.<sup>24</sup>
- **37 percent** of UNCTs have Joint Resource Mobilization Strategies, which aim to fund cross-sectoral integrated development challenges and coordinate all UNCT resource mobilization efforts.<sup>25</sup> This was a notable increase of **seven percentage points** from **30 percent** in 2015.
- **13 percent** of UNCTs reported that they have open data/transparency portals.<sup>26</sup>
- **59 percent** of UNCTs included outputs on joint resource mobilization and fund management in their UNCT Annual Coordination Frameworks for 2016. This was a notable increase of **32 percentage points** since 2015. Of these outputs, **88 percent** were achieved (**41 percent** fully and **47 percent** partially).

FIGURE 15 | INTER-AGENCY POOLED FUNDS WERE INVESTED MOST HEAVILY IN THE HUMANITARIAN SECTOR<sup>27</sup>

- Humanitarian
- Development
- Transition
- Climate change

Figure 15 shows that total inter-agency pooled funds increased from 2015 to 2016. The pattern of investment emphasizes humanitarian and post-crisis efforts, while the use of pooled funds for development programmes decreased in 2016.



## FUNDING AND FINANCING: MOBILIZING RESOURCES TO MEET THE CHALLENGE OF THE SDGs



Collective action for resourcing is key to ensuring that scarce funds are allocated with maximum efficiency. It reduces duplication of funding efforts, and acknowledges that complex development or humanitarian goals require pooled funding to drive well-coordinated actions.

While there is still significant room for growth in this area, there was some promising progress in joint resource mobilization in 2016. For example, the UN in Armenia developed its first ever joint resource mobilization strategy. This will help guide efforts to present a coherent and joined-up case to attract more funding from the “traditional” funding architecture while also supporting more creative approaches to resource mobilization.

For countries facing humanitarian crises or dynamic conflict situations, joint resource mobilization and management are essential to ensuring the best use of rapid inflows of funds. The UN response in Colombia in 2016 was a good example of the UN working as one to ensure the best possible use of funds to secure the peace. The UN Post-Conflict Multi-Partner Trust Fund was established in February 2016 and was quickly operationalized. By the end of 2016, a total of 24 projects had been funded in support of government stabilization and early peace implementation priorities. During its first year, the fund had mobilized \$56 million from nine donors and received 27 project proposals from UN agencies. In 2017, the fund aims to increase the number of joint projects and to diversify the involvement of UN agencies in project implementation.

### FUTURE DIRECTIONS

While there is significant work ahead to ensure that UNCTs undertake resource mobilization jointly, the future lies also in leveraging external finances for sustainable development. Part of the challenge is the persistence of earmarked funding which tends to incentivize agencies to undertake individual or sectoral approaches rather than working with others or across sectors. Providing targets for joint funds, for the UN development system and for individual entities, will help to foster more joint interventions.

Countries need to find new ways to mobilize and leverage finance for development goals. Developing the capacity to influence different sources of public, private, domestic and international finance to achieve transformative and sustainable results, both nationally and across the UN, will be key.

23. One Funds are funds at country level designed to support the implementation of the UNDAF.
24. Note: This result is surprisingly low and is being validated with the Pooled Funds Database. However, the decrease resonates with trends data on deposits to UN-administered Pooled Funds, which also show a decrease between 2015 and 2016.
25. Twelve percent of UNCTs have a fully implemented Resource Mobilization Strategy, while 25 percent have drafted one that has either not yet been approved by the UNCT or has not consistently been implemented by all UNCT members.
26. Correction: The number of UNCTs with open data transparency portals was erroneously reported as 86 percent in the 2015 *UNDG Results Report*. The data was erroneously reversed and the correct number for 2015 was 14 percent of UNCTs with open data/transparency portals.
27. Source: *2016 Annual Report of the UN Multi-Partner Trust Fund Office*. The report details the Trust Fund's portfolio, and outlines the progress, partnerships and promise of UN pooled funds to deliver on commitments to advance peace, humanitarian and development goals.

# 10 GENERAL UNCT OVERSIGHT AND COORDINATION

General oversight and coordination refers to efforts undertaken by UN country teams to lay the foundation for substantive collaboration by building consensus around critical UNCT processes. This includes progress towards the SOPs for “Delivering as One”; preparing and validating annual reporting; and overseeing troubleshooting and dispute resolution, where applicable.

### KEY PERFORMANCE INDICATORS

■ In 2016, **57 percent** of UNCTs had a Code of Conduct, defining working principles for members, rules of behaviour, decision-making processes and reporting and accountability. This reflected a notable increase of **12 percentage points**, from 45 percent in 2015.

- **33 percent** of UNCTs had an agreed UNCT Terms of Reference covering inter-agency coordination and joint decision-making regarding all aspects of the UN system at the country level, up from **30 percent** in 2015.
- **35 percent** had functional working arrangements to ensure that the RC’s Office and UNCT roles and responsibilities are clearly defined. This was an increase of **11 percentage points** since 2015, when just 24 percent of UNCTs had these arrangements in place.
- **24 percent** of UNCTs reported having conflict resolution mechanisms (CRMs) in place. These mechanisms aim to ensure that disputes associated with UNCT common processes can be resolved at

country level. This was a notable increase of **seven percentage points** since 2015, when **17 percent** of UNCTs had CRMs.

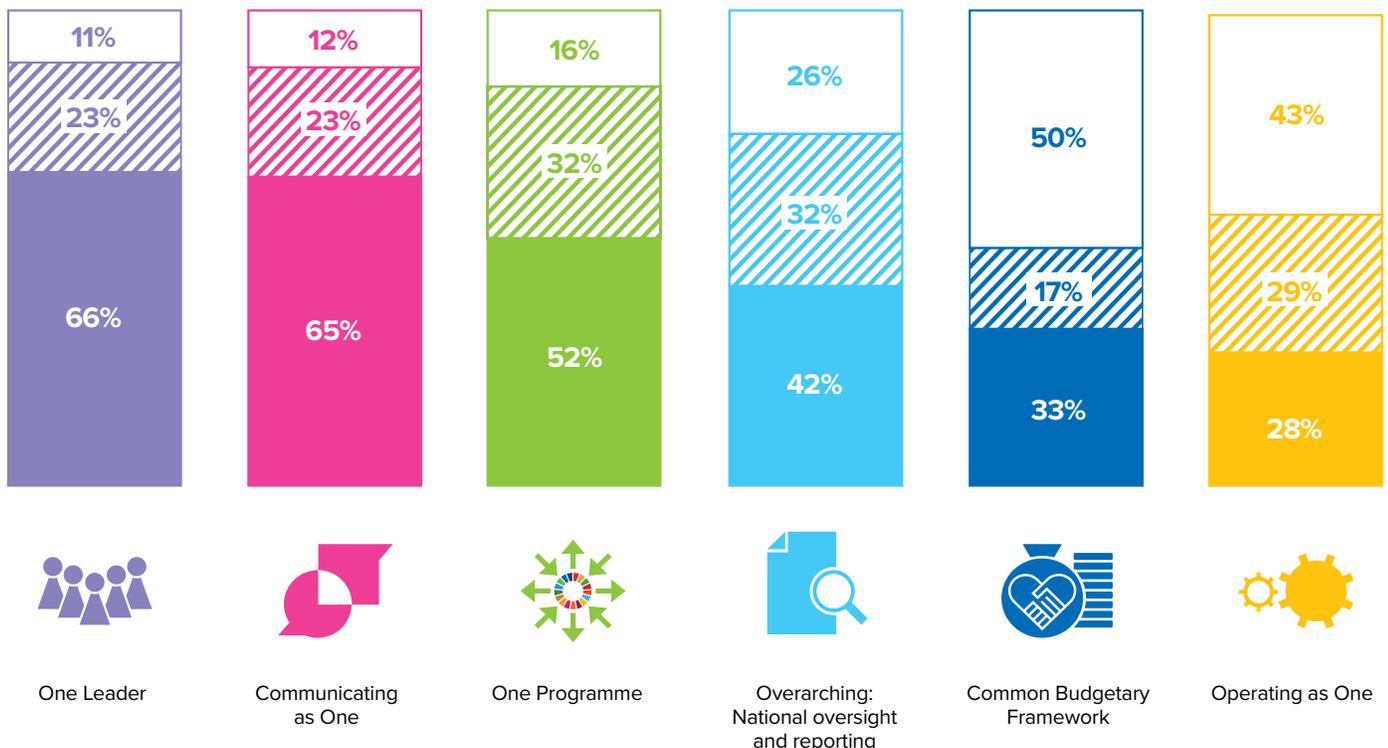
- **37 percent** of UNCTs included outputs on general UNCT oversight and coordination in their UNCT Annual Coordination Frameworks in 2016. This was an increase of **18 percentage points** compared with 2015. Of these outputs, **95 percent** were achieved (**65 percent** fully and **30 percent** partially), compared with **89 percent** in 2015.

FIGURE 16 | PROGRESS ACROSS THE SIX ORGANIZING PILLARS OF THE STANDARD OPERATING PROCEDURES

Figure 16 depicts progress in 2016 across the six pillars of the standard operating procedures. Most progress was achieved across the One Leader and Communicating as One pillars, while the Operating as One and Common Budgetary Framework pillars were lagging behind.

### PERCENTAGE OF UN COUNTRY TEAMS

● Fully Implemented    ◌ Partially implemented    ○ Not implemented



## STANDARD OPERATING PROCEDURES: MAKING PROGRESS BUT NOT YET FULLY ACHIEVED



### BUILDING STRONG FOUNDATIONS TO SUPPORT INTEGRATION

General oversight and coordination are essential processes to enable UNCTs to collaborate on sustainable development. The UNDG's SOPs for "Delivering as One" enable operational coordination, policy and programme effectiveness for the achievement of strategic results at the country level.<sup>28</sup> Around the world, UNCTs are making significant progress in adopting the SOPs. The 15 core elements of the SOPs guide coordination in the interconnected pillars of programming, funding, leadership, business operations and communications.

The oversight area of the SOPs relates to national oversight and joint reporting. Currently, 98 countries have operationalized this pillar through joint national UN steering committees, which are intended to ensure robust lines of accountability for the UN and a close alignment of UN programming with national planning cycles. Uzbekistan is one of many countries where the UNCT held consultations with national partners and stakeholders to finalize UNDAF biennial joint work plans in the framework of their new UNDAF cycle for 2016-2020.

Under the programme pillar of the SOPs, progress continues towards full achievement. Core elements of this pillar are a signed UNDAF at the outcome level with a legal annex, joint workplans aligned with the UNDAF, and Results Groups focused on strategic policy and programme content established and aligned with national coordination mechanisms. A decline in the number of signed UNDAFs in 2015 can be explained by a more stringent reporting process for countries, whereby the existence of a signed UNDAF complies with the SOPs only if it is accompanied by its signed legal annex.

In some cases, UNCTs are moving beyond the core elements. In the case of Tanzania, the UNCT is collaborating on area-based joint programmes and sub-national coordination mechanisms, including linking humanitarian and development concerns. These activities are part

of a joined-up push to reach most Tanzanians in rural areas in an effort to leave no-one behind.

The complete roll-out of the Common Budgetary Framework, key to the funding pillar, has seen limited progress. A growing number of country teams are using UNDAFs and joint work plans to share common budgetary plans on a multi-year and annual basis, but this needs to significantly increase. Joint resource mobilization strategies also have limited take-up, which could signal continued competition between agencies and/or lack of predictable funding. The UNDG's 2017 guidance on funding and financing may help to invigorate progress in this area by broadening the scope beyond funds accessed through UN channels to include other flows of finance which can be accessed or leveraged for national implementation of global goals.

The operations pillar rests on the development of Business Operations Strategies at country level, and on leadership from Operations Management Teams who analyse how pooling back-office functions can save money and improve services. The percentage of UNCTs with a Business Operations Strategy in place was 18 percent at the end of 2016, which is too low. Thirty-six teams have reported partially implementing a strategy; others are currently developing or finalizing these. Leadership from the regional UNDG Teams encouraging country teams to set targets for shared operations is critical to drive progress in this area, as was done in Africa in 2016.

Common rules of engagement that support mutual accountability between UNCT members and the Resident Coordinator are all essential building blocks for collaboration within the leadership pillar of the SOPs. Higher standards for accountability are expected once the new performance appraisal system for UN RCs and UNCTs is fully underway. The "Assessment of Results and Competencies" has been developed by the UNDG and is being piloted in 2017. (For more information see page 54 of this report, on the UNDG's work at the global level.)

28. UNDG (2014) UNDG SOPs for Countries Adopting the Delivering as One Approach, p. 46.

There has been significant uptake by UNCTs of both elements of the Communicating as One pillar of the SOPs. This requires UNCTs to put Joint Communications Strategies and UN Communications Groups in place. Advancements have been catalysed by efforts at the global level. The UNDG Communications and Advocacy Working Group has been able to target particular countries which are further behind in this area with the support they needed to put essential communications and advocacy teams and strategies in place.

### FUTURE DIRECTIONS

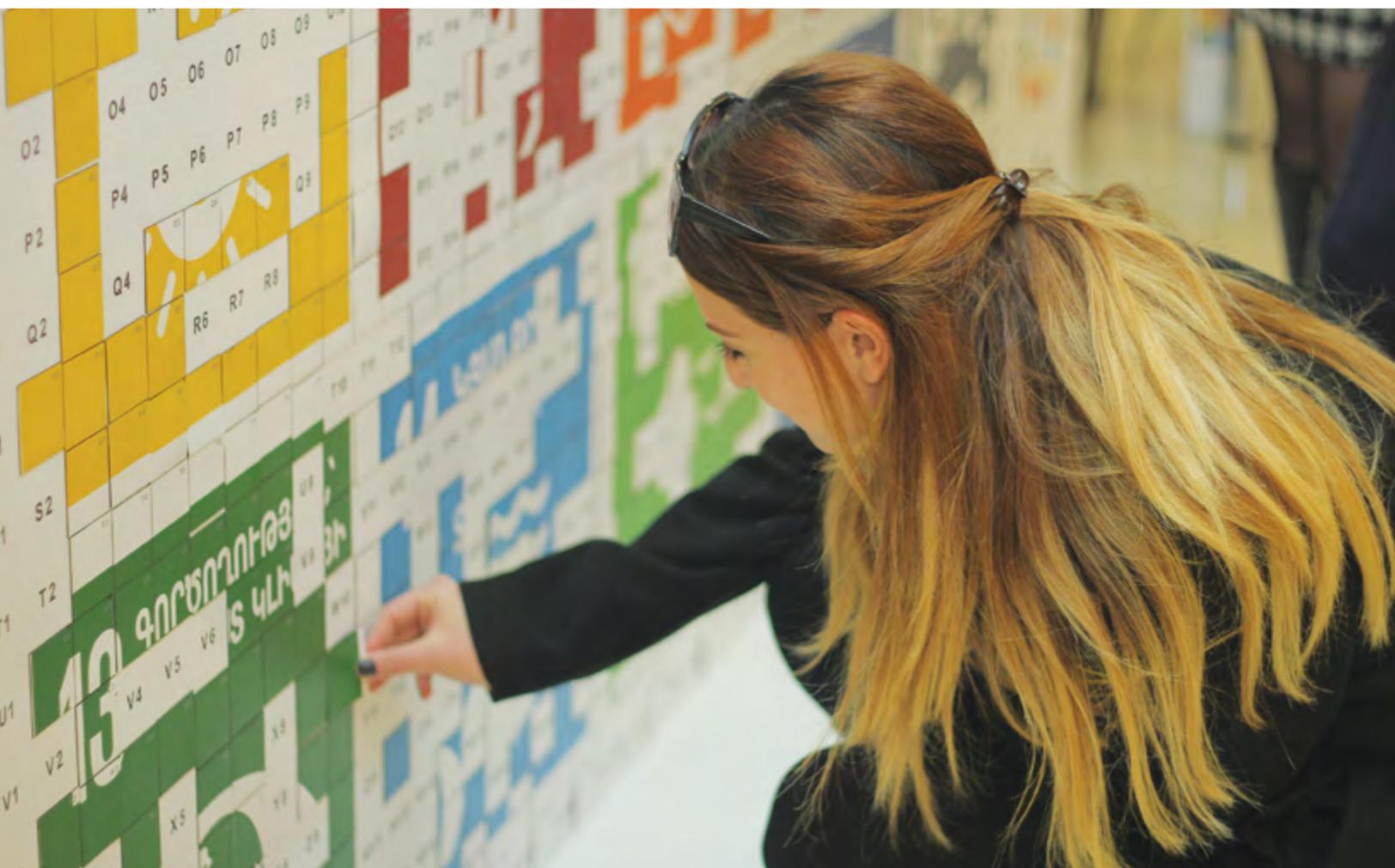
UNCTs need to accelerate their adoption of the SOPs, because these are an essential foundation which will support better-integrated UN results. The SOPs are no longer seen as only intended for countries whose governments have made a formal request for the UN to

Deliver as One: they are internal measures to be applied progressively. Uptake and diffusion of these basic ingredients for internal coordination are often a prerequisite for the UN to serve as a coherent and cost-effective partner for governments, civil society and the private sector.

Regional and global UN leadership has an important role to play in setting targets and developing data-driven oversight and incentives for UNCTs, in order to achieve full implementation of the SOPs. The UNDG, in close collaboration with the High-Level Committee on Management, is currently updating its Headquarters Plan of Action to address organizational bottlenecks at agency headquarters that make it more difficult to work effectively together across agencies at the country level.

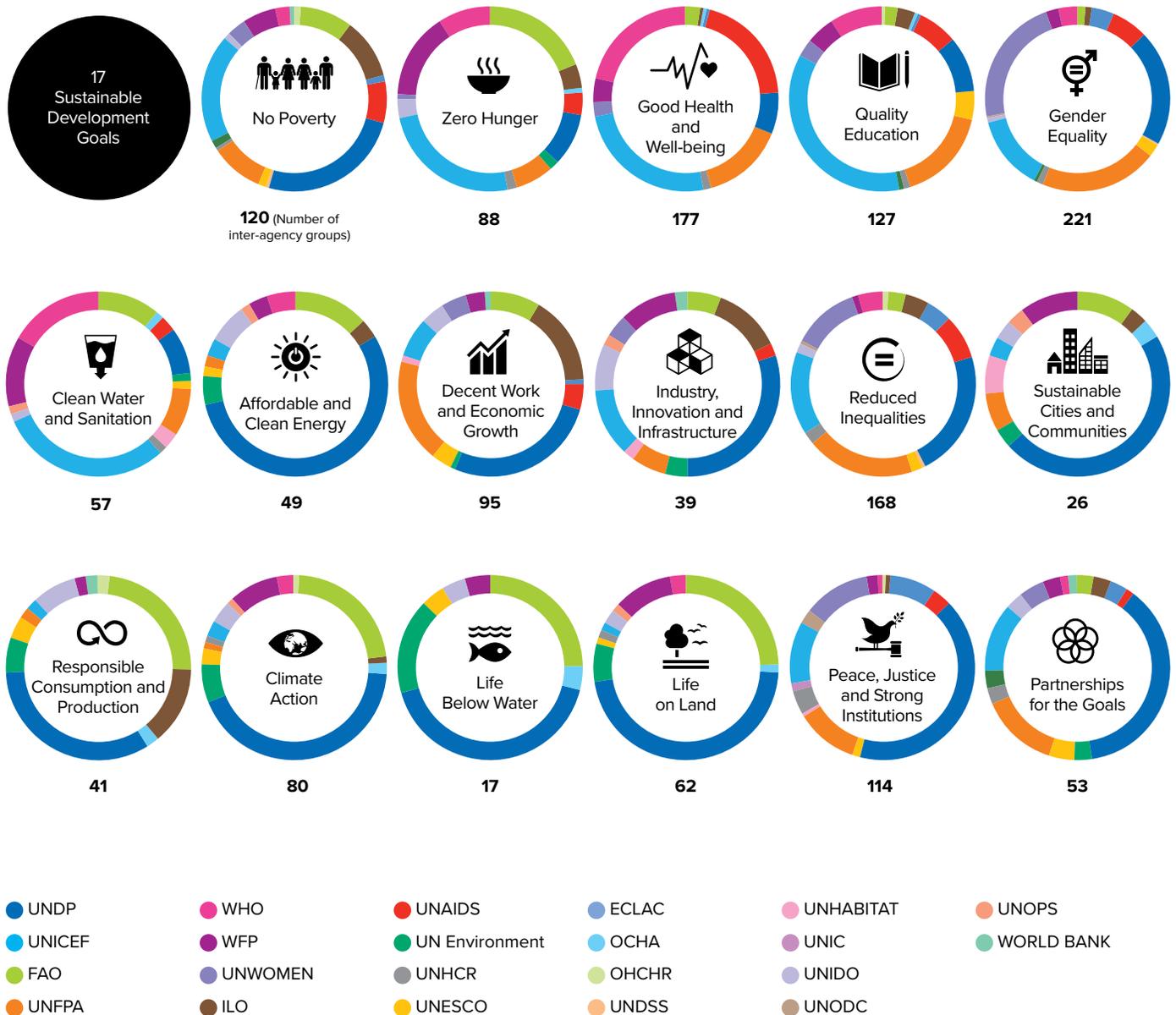
The plan of action is now being updated to incorporate key provisions found in the 2016 QCPR resolution mandate to “further simplify and harmonize agency-specific programming instruments, business practices, processes and reporting [...] by taking necessary steps at the headquarters level”.<sup>29</sup>

Among other innovations, the new Headquarters Plan of Action will include several measures to be incorporated into agency-specific strategic plans. The plan seeks to ensure that action on proposed measures is part of UNDG members’ regular reporting to their governing bodies, and thus is fully embedded in agency-level management and accountability structures and processes.



**FIGURE 17 | SHARED UN COUNTRY TEAM LEADERSHIP TO ACHIEVE THE SDGS**

Figure 17 shows the share of agencies that currently chair or co-chair inter-agency groups. These have been set up to support UN country teams to drive greater coherence and results within their programmes and policy advice. Globally 990 inter-agency groups are in place to support joint action, compared with 893 in 2015. The groups mostly address more than one SDG in their activities.<sup>30</sup>



29. Operational paragraph 51 of the 2016 QCPR Resolution (A/RES/71/243).

30. In the data presented here, each inter-agency group addresses up to five Sustainable Development Goals.



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## UNDG IN ACTION AT THE REGIONAL LEVEL

Regional UNDG Teams are the frontline of support for UNCTs in their work towards the achievement of the 2030 Agenda. They provide a critical layer of oversight and direction linking global policies with country operations. Through providing management oversight, learning and programme support to UNCTs, Regional UNDG Teams are an essential bridge to the implementation of UNDG priorities at the country level. They can be mobilized rapidly to troubleshoot, resolve disputes and mobilize rapid response to crisis situations. In addition to providing cross-agency strategic leadership on the UN's positioning and advocacy efforts, they are appreciated and acknowledged by RCs and UNCTs for providing quality assurance for UNDAFs, Business Operations Strategies, and joint programming. Annually, Regional UNDG Teams assess the performance of UN RCs and UNCTs, and lead on the progressive implementation of the SOPs for the UN's Delivering as One approach.

## KEY DATA

- On average, each Regional UNDG Team convenes 20 UN agencies to support joined-up UNCTs for the achievement of national development results. All Regional UNDG Teams include Regional Economic Commissions as members, and work with them to coordinate priorities.
- The demand for the application of the Delivering as One approach by governments varies by region. The number of governments in each region that have formally requested the UN system to adopt the approach are as follows:
  - Africa: 34 out of 45 countries
  - Arab States, Middle East and Northern Africa: One out of 18 countries
  - Europe and Central Asia: Six out of 18 countries
  - Asia Pacific: Eight out of 24 countries
  - Latin America and the Caribbean: Seven out of 26 countries

In all countries where the UN has development operations, the Regional UNDG Teams provide strategic leadership to advance the implementation of the SOPs. These are relevant across all countries where the UN system is present, and can be implemented by all UNCTs without further approval or action required from agency headquarters.<sup>31</sup>

Europe and Central Asia leads in compliance on the SOPs, followed by Eastern and Southern Africa. In contrast, the Arab States, Middle East and Northern Africa Region has seen limited progress in implementation. A positive example of leadership in this direction is the target set by the Regional UNDG Teams for Africa whereby all UN agencies active in the region have agreed to reach full compliance with the SOPs, and ensure that all countries have Business Operations Strategies, by the end of 2017.

This section summarizes a selection of the key results delivered by Regional UNDG Teams in 2016, beyond their core functions of strategic leadership and oversight of UN development operations in each region. 2016 saw specific advances in the implementation of cross-

border strategies in Africa and Arab States, while Regional UNDG Teams in Europe and Central Asia, Asia Pacific and Latin America and the Caribbean focused on advancing the SOPs, and putting in place critical mechanisms for UN support to partners to accelerate lift off for the 2030 Agenda.

## REGIONAL UNDG TEAMS FOR AFRICA

The Regional UNDG Teams for Africa brought the UN system together to address one of the continent's most critical cross-border challenges: poverty and insecurity in Africa's Sahel Region. Stretching from the Atlantic Ocean to the Red Sea, and spanning 14 countries, the Sahel faces a range of challenges including conflict and insecurity, food and livelihoods insecurity, malnourishment and disease. Many of these challenges have a cross-border dimension, making regional approaches essential for achieving lasting solutions.

In 2016, the Regional UNDG Team for West and Central Africa developed the first United Nations Integrated Strategy for the Sahel. The strategy aims to strengthen effective and inclusive governance; to enable national and regional security bodies to address cross-border threats; and to integrate humanitarian and development interventions to ensure that immediate needs are met, while building the resilience of people and communities.

The development of the Sahel Strategy led to action in several key areas. As a result of regional UNDG efforts, data is now available for nine countries (Burkina Faso, Cameroon, Chad, Mali, Mauritania, Niger, Nigeria, Central African Republic and Senegal) to strengthen the control of small arms and light weapons in the Sahel, and to combat their proliferation in West and Central Africa. To help bolster human security, Mali, Burkina Faso and Chad received support to initiate national border management strategies.

Recognizing that resilience is a key theme for countries struggling to deliver sustainable development results in the Sahel, the Regional UNDG Teams for Africa developed a new "Strategic Framework for Resilient Development". This framework aims to support UNCTs in adapting their programme tools and staff capacity to the Sahel context, and provides guidance to countries seeking to apply principles of resilient development as they begin to implement the SDGs.

There remains much to be done to fully implement the Sahel Strategy, but this is a very significant change when compared with the multitude of scattered visions, plans and unrelated initiatives that were in place previously. Reflection on the impacts, lessons learned and future directions of this strategy will be needed in future years.

The Regional UNDG Teams for Africa also put increased focus on joint missions, pooling resources and promoting convergence between humanitarian and development approaches during 2016. The Central African Republic faced challenges including a major political crisis and more than two million people in need of development and humanitarian assistance. In 2016, the Regional UNDG Team and the Emergency Directors Group undertook a joint mission to the country, in order to improve their shared analysis of current needs and to develop a joint response to the crisis situation.

31. UNDG (2014) UNDG SOPs for Countries Adopting the Delivering as One Approach, p. 46.

FIGURE 18 | RELATIVELY EQUAL SPREAD OF JOINT PROGRAMMES ACROSS THE REGIONS

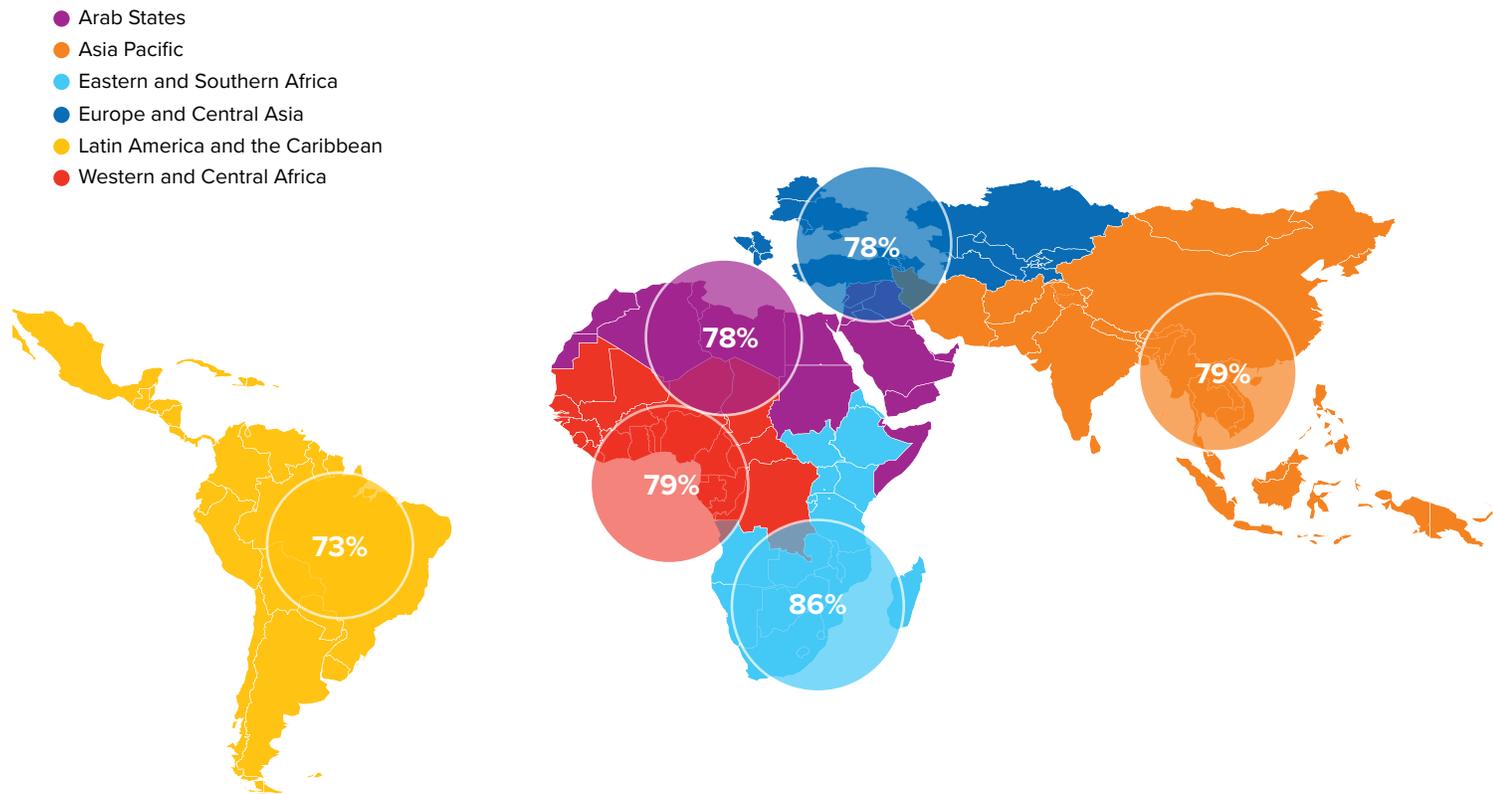


Figure 18 shows the 2016 percentage of countries in each region which pool resources through joint programmes to advance the SDGs.

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

The ongoing conflict in Syria continued to be the major focus for the work of the Regional UNDG Team for Arab States, Middle East and Northern Africa in 2016. The Regional UNDG Team worked to transform what was initially a humanitarian approach into a more comprehensive resilience-based response.

A donor conference in London in January 2016 raised over \$12 billion and led to major advances in resilience programming in the Regional Refugee Resilience Plan, including support to job creation through access to external markets, and increased financing for public and private sector services in the affected countries. Based on consultations with the host governments and the private sector, the Regional UNDG Team produced a report, “Jobs Make the Difference: Expanding Economic Opportunities for Syrian Refugees and Host Communities”, providing pragmatic

and empirically-grounded evidence that can be used to enhance and scale up livelihoods opportunities. UN agencies in the region also agreed to an integrated UN partnership for employment generation and livelihoods across six countries — Egypt, Iraq, Jordan, Lebanon, Syria and Turkey. The Governments of Jordan, Lebanon and Turkey, which are hosting millions of Syrian refugees, made commitments to open their labour markets and improve their regulatory environment to promote work opportunities for refugees. As a result, significant numbers of refugees in both Jordan and Turkey were issued work permits.

A priority for the Regional UNDG Team in Arab States in 2016 was bringing the UN together to help address the challenges faced by young people in the region. Young people and adolescents in the region number 128 million people — 28 percent of the total population — and growing. Reorienting development operations to address this young population was a key focus for the Regional UNDG Team in 2016. Evidence generated by the Regional UNDG Team, in

partnership with marginalized adolescents and youth, shows that there is a deep sense of frustration among young people — and an equally strong desire to work together to address issues of concern. A Regional UNDG Team Flagship Consultation and High-Level Dialogue on Youth, Peace and Security in the Arab States Region was held to promote the engagement of young people in peacebuilding. This resulted in the establishment of a new regional network of young peacebuilders. Actions by the Regional UNDG Team helped to secure a commitment across countries, national partners and regional partners to scale up adolescent- and youth-led civic, social and economic engagement in the Regional Refugee Resilience Plan and the Humanitarian Response Plans. This resulted in increased allocations and budgets for adolescent and youth programmes across sectors.

## REGIONAL UNDG TEAM FOR EUROPE AND CENTRAL ASIA

In 2016, the Regional UNDG Team for Europe and Central Asia prioritized the pooling of support for the implementation of the 2030 Agenda; the response to the migration crisis in the region; and the enhancement of robust and strategic UNDAFs as frameworks for cooperation between the United Nations and host governments on the ground.

The Regional UNDG Team provided strategic guidance and analytical support to UNCTs in their work to embed and implement the 2030 Agenda at country level. The Regional UNDG Team tailored its support to national realities and needs, as identified through surveys with RCs, UNCTs and Member States. In Turkmenistan, joint UN advocacy under the guidance of the Regional UNDG Team led to the integration of the SDGs within the National Programme of the President of Turkmenistan. In Albania, Bosnia and Herzegovina, Montenegro and Serbia, the Regional UNDG Team supported UNCTs to build synergies between the 2030 Agenda and EU accession processes. In Ukraine, support focused on advocacy and the 2030

Agenda through local consultations in the capital and in 10 regions across the country. In Belarus, the Regional UNDG Team supported the UNCT to deliver a six-week campaign on the SDGs in general, with a focus on reducing inequalities. More than 25,000 national stakeholders participated in 215 different events, and contributed to in-depth discussions on the 2030 Agenda.

The Regional UNDG Team prioritized support to three countries — Serbia, Turkey and the former Yugoslav Republic of Macedonia — which are transit and/or host countries for refugees fleeing from the conflicts in Syria, Afghanistan, and Iraq. In Turkey, one of the countries hosting large numbers of refugees, the Regional UNDG Team supported the UN country team to respond to the needs of refugees and their host communities through the 2016 National Refugee and Resilience Plan.

In 2016, the Regional UNDG Team provided focused support to UNCTs in Kyrgyzstan, Moldova and Ukraine for the development of their new UNDAFs. The three UNDAFs integrate the SDGs, target vulnerable groups in each country, build on the UN's comparative advantages, and promote close collaboration with all development actors and partners. In the case of Ukraine, the UNDAF focuses strongly on the connections between the humanitarian, recovery and development agendas.

## REGIONAL UNDG TEAM FOR ASIA AND THE PACIFIC

In 2016, the Regional UNDG Team for Asia and the Pacific prioritized the provision of strategic and effective policy advice for country-level implementation of the 2030 Agenda. The Regional UNDG Team undertook two exercises to map 2030 Agenda-related requests from national partners. The results of the mapping led to a consolidation of tools, methodologies and practices for use by UNCTs in the region. These focused particularly on the areas of data and statistics for tracking the 2030 Agenda; SDG acceleration; and financing the 2030 Agenda. Analysis of the mapping also spurred an inter-agency technical mission to help the Viet Nam UNCT deepen integration of the 2030 Agenda into its programming.

Extremism and its impacts on women's and girls' human rights was an important thematic focus for the work of the Regional UNDG Team in 2016. The Team produced a shared analysis to support greater understanding of the scope of the problem. The analysis includes a conceptual framework which provides suggested indicators for distinguishing the impact of extremism from other forms of discrimination; a catalogue of the range of impacts of extremism on women's human rights; and a set of early indicators of extremism against women and girls, which can potentially be used for early warning. This project is a good example of regional expertise being used to support coherent advocacy and policy approaches at the country level.



## BOX 2 | PROGRESS ON COLLABORATION: REGIONAL SUPPORT FOR THE 2030 AGENDA

To ensure systematic joint actions and responses, Regional UNDG Teams are committed to coordinating with the Regional Economic Commissions including through the Regional Coordination Mechanisms.\*

Responding to the need for enhanced policy coherence for the 2030 Agenda, a “Statement of Collaboration” was approved in January 2016, committing Regional Economic Commissions, Regional UNDG Teams, UN RCs and UNCTs to stronger cooperation. The 12-point statement outlines several core areas of cooperation. In 2016, the following results were achieved:

### 1 Share information on country demands for support in implementation of the 2030 Agenda, and draw on the Regional Commissions’ normative and policy support work

In the Arab States, collaboration resulted in a tracking tool to map national and UN country team needs for SDG implementation, in order to harmonize the support the UN provides to country teams and governments.

In Europe and Central Asia, the regional partnership led to a joint survey to understand governments’ plans for integrating the SDGs in their development strategies. This helped the regional UN system assess countries’ expectations for support in the implementation of the SDGs.

To deepen collaboration in Africa, the Regional UNDG and the Regional Coordination Mechanism agreed to hold

joint policy debates on priority issues; to utilize the resources of the Regional Coordination Mechanism for UNDAF roll-out processes; and to enhance collaboration on knowledge management.

### 2 Use common data and indicators where appropriate, and share data and other analytical resources

In Europe and Central Asia, over 20 UN entities worked together to develop the publication “Building More Inclusive, Sustainable and Prosperous Societies in Europe and Central Asia: From Vision to Achievement of the SDGs — Call for Action from the Regional UN system”. Harnessing the power of data, the paper provides recommendations in 14 areas to support governments to overcome development bottlenecks and boost implementation of the 2030 Agenda.

In Asia Pacific, the UN system has given significant attention to the role of data and statistics in tracking the 2030 Agenda and supporting evidence-based decision-making. The regional collaboration resulted in a Data Literacy Training Programme for UN RCs and UNCTs, a platform for exchange of country-level knowledge and practice in managing data and statistics to promote the 2030 Agenda.

### 3 Draw on the UNCTs’ programmatic expertise and coordination mechanisms, including Results Groups

In Europe and Central Asia, the regional partnership established issue-based coalitions on gender, health, youth and adolescents, migration and resilience, and social protection. The aim was to encourage agencies to establish new ways of working together, beyond their traditional thematic “silos”. In 2016, the issue-based coalition on gender analysed 12 UNDAFs as a baseline to develop

guidance on gender mainstreaming within the SDGs.

### 4 Strengthen cooperation to assist governments in the implementation of the 2030 Agenda at country level including, where appropriate, through joint programmes and other shared programming mechanisms

The Regional UNDG Team and the United Nations Economic and Social Commission for Latin America and the Caribbean (ECLAC) prepared a Regional Progress Report on the SDGs, and mapped UNCTs’ support to governments in the region. These initiatives were presented at the Forum of the Countries of Latin America and the Caribbean on Sustainable Development in 2017.

In Europe and Central Asia, the Regional UNDG Team and the UN Economic Commission for Europe held a series of dialogues with Member States to strengthen cooperation in assisting governments to implement the 2030 Agenda. The first dialogue took place at the 2016 High-Level Political Forum, where participants discussed the new joint regional report “Looking Back, Leaping Forward: Moving from MDGs to SDGs in Europe and Central Asia”. The second dialogue provided a forum for the regional UN system to discuss with Member States their needs in terms of support for SDG roll-out, implementation, follow-up, review, data and monitoring.

### 5 Communicate and advocate for shared sustainable development policy messages

In Europe and Central Asia, the Regional UNDG Team and Regional Coordination Mechanism developed a joint position paper outlining joint action plans to support Member States with SDG implementation at the country level.

\*See General Assembly resolution 32/197 (paragraph 20) of 20 December 1977.



## UNDG IN ACTION AT THE GLOBAL LEVEL

The UNDG guides, supports, tracks and oversees the coordination of development operations in 165 countries and territories. This section describes the global-level results that the UNDG achieved in 2016, with the overarching goal of delivering effective support to countries for sustainable development under national ownership and leadership.

This section describes the highlights of the collective work of the UNDG at the global level to establish incentives, guidance and direction for streamlined development operations in 165 countries. The results of the UNDG are organized according to the five functions of the UN development system as laid out in the UN development system's key statement of direction, the Quadrennial Comprehensive Policy Review (QCPR). We also review the status of the necessary global investments to enable the system to perform these functions. Taken together, these provide a lens through which to view the UNDG's work at the global level to position the UN development system as fit for purpose to deliver on the 2030 Agenda.

## FUNCTION 1

### PROVIDING EVIDENCE-BASED AND INTEGRATED POLICY ADVICE TO ADVANCE THE 2030 AGENDA

**In 2016, the UNDG provided evidence-based policy advice to support countries in the implementation of the Sustainable Development Goals. In particular, the UNDG offered frameworks for mainstreaming the SDGs into national plans.**

**During the 2016 QCPR, the UNDG produced a series of analytical notes to assist Member States in their common positioning:**

- “Universality and the 2030 Agenda for Sustainable Development” sets out how UN Member States should come together on issues including: monitoring of the SDGs; “leaving no-one behind”; and differentiated models of support that are designed to respond more effectively to different country settings.
- “The Role of UN Pooled Financing Mechanisms to deliver the 2030 Sustainable Development Agenda” concluded that inter-agency pooled funding mechanisms can play an important role in financing the UN, and that the UN system should invest in its capacity to design and manage a consolidated portfolio of pooled funds at the global, regional and country levels.
- “A ‘Theory of Change’ for the UN Development System to Function ‘As a System’ for Relevance, Strategic Positioning and Results” highlights the need for continual experimentation and innovation, and identifies several critical areas for greater investment. These include leadership, staff capacity and mobility, strategic change management, and shared metrics and evidence.
- A vision paper on “The Role of Business Operations Enhancing Programme Delivery under the Sustainable Development Goals” provides a key input for Member States, outlining a future where integrated support services will be delivered through joint service centres at country, regional and global levels. Instead of each in-country agency establishing its own back-office support functions, the paper argues that some functions can be shared, and agencies could make more effective use of each

other’s different infrastructure and capacities. This paper offers a roadmap outlining how UN support services can become more agile and able to deliver faster, better and more flexible services at lower costs.

#### **POLICY TOOLS TO INTEGRATE THE 2030 AGENDA INTO NATIONAL FRAMEWORKS**

To support national partners in adapting the 2030 Agenda to national, subnational and local contexts, the UNDG provided a series of policy tools, developed based on field experience, to strengthen the integration of the 2030 Agenda into national planning frameworks. The Mainstreaming, Acceleration and Policy Support (MAPS) common approach broadly captures this effort.

In response to requests from UNCTs, the UNDG updated its “Mainstreaming the 2030 Agenda Reference Guide for UNCTs”. The guide lays out the key steps to ensuring national ownership and participation and policy coherence across the 2030 Agenda, SDGs financing, and risk assessment. Work on the reference guide was co-led by UNDP, UNICEF and WFP. The publication of the guide provided the basis for high-demand learning events and technical support provided by UN DESA, UNDP, UNITAR, and UNSSC, among others.

### BOX 3 | BEYOND SILOS: BUILDING COHERENT POLICY SUPPORT FOR THE SDGS

Evidence-based and integrated policy support by UN agencies is more important than ever in the context of the SDGs, which are multidimensional and multi-sectoral in nature. The UN is uniquely positioned to capitalize on its comprehensive overview of all aspects of sustainable development. Whole-of-UN and whole-of-government approaches to policy support are essential for fostering policy coherence on cross-cutting issues.

#### JOINT POLICY SUPPORT FOR THE SDGS: COUNTRY EXAMPLES

The following country examples show how UNCTs are providing joint support to country teams in all phases of the policy cycle: policy analysis and research; development and provision of policy advice; and support for the monitoring and reporting of results.

With the support of the Partnership for Action on the Green Economy (PAGE) (a joint initiative of ILO, UNDP, UN Environment, UNIDO, and UNITAR), the Government of Mongolia approved an ambitious and cross-cutting National Green Development Policy (GDP) in 2014. The policy aims to maintain economic growth by advancing green development to create income and jobs, reduce poverty and inequality, and strengthen the ecological foundations of the economy. In 2016, PAGE enabled

an inter-agency approach for continued support to Mongolia in advancing this agenda. The support included evidence-based policy appraisal; analysis of bottlenecks and different options for implementation of the GDP; support for policy development and reform in specific sectors and thematic areas such as green construction, sustainable public procurement, green economy learning and sustainable finance; and support for the development of indicators to support monitoring of results.

#### JOINT UN SUPPORT FOR BETTER DATA AND EVIDENCE FOR POLICY-MAKING

Many UNCTs are also placing emphasis on the importance of joint work for the development of the evidence base that underpins policy-making, with shared investments in better data management or analysis. In Armenia, the UN supports an in-house innovation unit, Kolba Lab, which is promoting the use of open data for development, and the engagement of citizens in providing data and crowdsourced ideas to support development policy. Kolba has mapped state data resources and made these open to the public. The Kolba team also organized and held the country's first open data "hackathon", where IT teams used government data to design prototypes for potential government services and products. These steps are part of a larger vision to institutionalize a lab-like structure within government, using cutting-edge technologies and citizen-centric design methodologies to support policy design, implementation and reporting.



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

As an outcome of joint work with a range of Secretariat partners, the undg enabled a common understanding and shared messaging on issues related to post-crisis transition and crisis contexts, particularly with respect to the linkages between humanitarian work, development and peace (the “humanitarian-development-peace nexus”). This has resulted in significant advances in cross-system coherence at the country level.

The UN Working Group on Transitions<sup>32</sup> served as the key forum at headquarters for bringing together the UN’s humanitarian, development and peace-building partners to discuss and agree on practical steps to support and operationalize the humanitarian-development-peace nexus, as a follow up to the May 2016 World Humanitarian Summit.

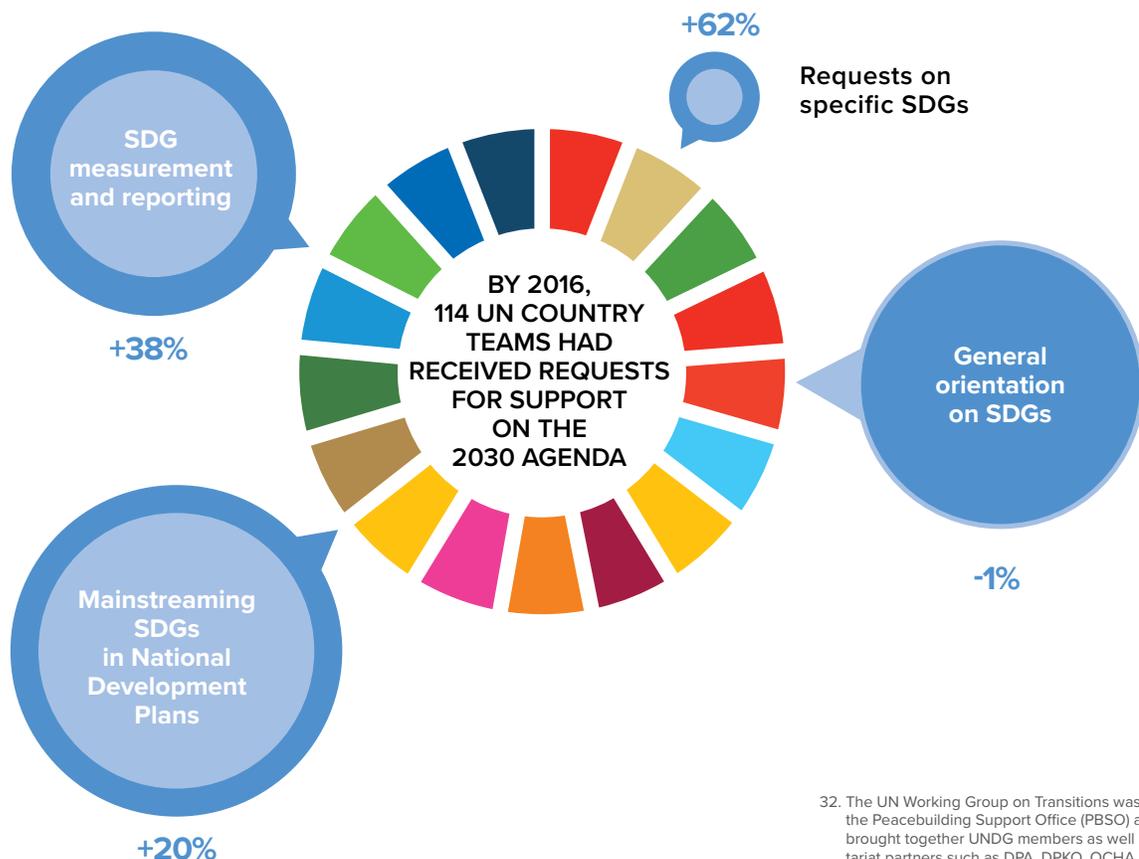
Some of the advances by the UN Working Group on Transitions include: the development of an action plan for joint efforts between the undg and the Inter-Agency Standing Committee (IASC) to operationalize stronger linkages between humanitarian, development

and peace-building activities; the provision of direct support to Resident Coordinators, Humanitarian Coordinators (HCs) and UNCTs for joint analysis and multi-year planning processes; and increased emphasis on articulating collective outcomes to reduce needs and to reach the most marginalized in UNDAFs and Humanitarian Response Plans. This has led to greater acceptance at the country level, especially in protracted crises, of the need to adopt new ways of working between development and humanitarian partners, and to promote more joined-up action and coherent programming.

**FIGURE 20 | UN COUNTRY TEAMS WORLDWIDE ARE A KEY RESOURCE FOR SDG PLANNING**

- 2014
- 2016

By the end of 2016, 114 UNCTs had received government requests for support on the 2030 Agenda (compared with 95 in 2015). The greatest increase in requests was for support with SDG measurement and reporting (requested by 66 UNCTs, compared with 44 in 2015). The next most-rapidly increasing support requests were for mainstreaming SDGs in National Development Plans (77 UNCTs, compared with 64 UNCTs in 2015). Requests for support on specific SDGs also rose in 2016 (requested by 21 UNCTs compared with 13 in 2015), and for general orientation (75 UNCTs in 2016 compared with 67 in 2015).



32. The UN Working Group on Transitions was co-chaired by the Peacebuilding Support Office (PBSO) and UNDP and brought together undg members as well as UN Secretariat partners such as DPA, DPKO, OCHA and PBSO.



#### BOX 4 | PLANNING TOGETHER: HOW THE UN IS SUPPORTING INTEGRATION OF SDGS INTO NATIONAL PLANS

In 2016, many countries around the world invested considerable efforts into integrating and mainstreaming the SDGs into their national plans and processes. The UNDG supports this through the Mainstreaming, Acceleration and Policy Support (MAPS) common approach.

Countries have taken a variety of approaches to localizing the 2030 Agenda within their national context, and UNCTs are building on their strengths and partnerships to assist these processes. UNCTs have used the UNDG Mainstreaming Reference Guide to direct their support activities. In many countries, the UN has focused on consultation and outreach work to try to build awareness of the SDGs among key stakeholders. Other UNCTs have worked extensively with governments to map the SDGs to existing national plans, identify gaps, and embed new targets where appropriate. Other countries are enhancing their own policy coherence and institutional frameworks for SDG implementation, supported by UNCTs through capacity building of institutions, design of coordination frameworks across sectors and institutions, and strengthening frameworks for monitoring, evaluation and reporting.

Many governments requested UN engagement in ambitious planning processes which map and integrate the SDGs into national plans. These were often accompanied by extensive consultation and outreach processes with stakeholders, creating new spaces

for dialogue and public engagement, and emphasizing the importance of inclusion and “leaving no-one behind”.

#### MAINSTREAMING SDGS INTO NATIONAL PLANNING: COUNTRY EXAMPLES

The UN system in Turkmenistan advocated for a “whole of government approach” to the SDGs and for the establishment of an overall coordination mechanism that would oversee and guide SDG implementation. This has resulted in the establishment of an inter-ministerial Working Group which includes 47 national agencies and is chaired by the Ministry of Economy and Development.

The Zambia-UN Sustainable Development Partnership Framework has been acknowledged as innovative, strongly rights-based and reflecting the complex desired outcomes of the SDGs. The joint process for developing it and wrestling with the complexity of the SDG agenda have informed the Government’s approach to designing Zambia’s seventh National Development Plan (7NDP). The 7NDP will be multi-sectoral and will require commitment from all branches of Government and the civil service as well as strong coordination with cross-ministry results groups. The 7NDP also reaches out to a wider set of stakeholders, as it emphasizes working in partnership with the private sector, development actors and communities. The UN is supporting this through designing a new way of planning and Delivering as One. This is based on a “matrix of transformation” approach which clusters agencies into collaborative results groups around interlinked theories of change.

## FUNCTION 2

### ASSISTING COUNTRIES THROUGH NORMATIVE SUPPORT IN THE CONTEXT OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT

**The UNDG played an instrumental role in providing leadership to strengthen policy coherence on human rights in the implementation of the 2030 Sustainable Development Agenda, led by the UNDG Human Rights Working Group, which is co-chaired by OHCHR and UNHCR. This work included convening a major inter-agency forum to address human rights within the 2030 Agenda, and emerging or “frontier” human rights issues; strategic integration of human rights in the planning tools and policies of the UNDG and its members; providing expert human rights support to UNCTs; and strengthening engagement between UNCTs and the UN human rights mechanisms.**

The Human Rights Frontiers 2030 Forum, organized by the UNDG, convened more than 50 UN leaders, Resident Coordinators, human rights experts and representatives from across the UNDG and UNCTs. The Forum created space for innovation and thought-leadership around “Frontier Dialogues” on emerging human rights issues (see Box 5). The forum resulted in the “Human Rights Vision 2030+” and initiated common action in areas of leadership, common messaging, capacity support for human rights leadership, and “communities of effort” to provide a framework to UNCTs for integrating human rights into SDG implementation.

The UNDG supported UNCTs to strengthen their human rights capacities and to engage strategically and coherently on human rights, most prominently through the deployment of Human Rights Advisers (HRAs).<sup>33</sup> Under the leadership of OHCHR, Human Rights Advisers continued to be deployed in nine UNCTs (in Bangladesh, Dominican Republic, Jamaica, Malawi, Mozambique, Nigeria, Philippines, Sierra Leone and Tanzania), and in two Regional UNDG Teams (Asia Pacific and Latin America and the Caribbean). Key results of the HRAs included: the integration of human rights into UN programmes and activities, UNDAFs and other key strategic planning tools; support for building and strengthening of national capacities and institutions for strengthening

the promotion and protection of human rights; support in promoting human rights as a common UN value and upholding international norms and standards through advocacy and awareness-raising; advice on integrating human rights into humanitarian response and post-crisis recovery programmes; and support to the UN and national partners in their specific engagements with international human rights mechanisms.

A key priority of the UNDG in 2016 was to strengthen RCs’ and UNCTs’ engagement with international human rights mechanisms. In 2016, OHCHR provided information to all RCs outlining upcoming opportunities for engagement with human rights mechanisms in their respective countries. This facilitated their efforts to advance the human rights agenda, to support countries in Universal Periodic Review and treaty body reporting, and in their implementation and follow-up of recommendations of the human rights mechanisms. As a follow-up, the UNDG Human Rights Working Group facilitated a learning exchange with Special Procedures of the Human Rights Council for UNCTs. More than 60 colleagues from 30 UNCTs took part. The dialogue provided a platform for peer-to-peer exchange on how UNCTs can engage with the UN Special Procedures.

#### SCORECARDS AND EXPERT POOLS TO PROMOTE GENDER EQUALITY AT THE COUNTRY LEVEL

In ensuring the equal and active participation of women at all levels of the UN system, the UN has a responsibility to lead by example as a standard-setting organization. Through its Gender Equality Task Team, co-chaired by UN Women and UNDP, the UNDG made progress in implementing the mandates set out in the QCPR for more effective and coherent gender mainstreaming across the UN system. Ninety percent of UNDAFs launched in 2016 featured a gender-specific outcome result, while gender equality and the empowerment of women continue to be the most frequent focus area for UN joint programmes. The UNCT gender scorecard was revised, updated and piloted by six country teams (Egypt, India, Iraq, Uganda, Ukraine and Viet Nam). The

tool now aligns with the corporate UN-SWAP (a system-wide action plan on gender equality) while allowing UNCTs to reflect their actual contributions to achieving SDG 5 and other gender-related targets in the SDGs. The underlying methodology was strengthened to promote greater ownership and participation by UNCTs, including through self-assessment of progress.

#### MODERN, EFFICIENT, JOINED-UP BUSINESS OPERATIONS

The SDGs demand close operational integration, delivering more efficient and cost-effective UN system support. The SOPs provide a clear framework for harmonizing business practices across UN entities in the spirit of “Operating as One”.

The UNDG Business Operations Working Group, led by UNDP and UNESCO, has worked to promote the implementation of Business Operations Strategies by more UNCTs. This can reduce costs and increase quality of service provision by pooling back-office capacities.

In 2016, the UNDG updated its guidelines for Business Operations Strategies to provide better support to UNCTs and to integrate an increased focus on quality of services — reflecting the need for back-office services to be timely, consistent and solutions-oriented. UNDG also published “Constraints Analysis of Obstacles to Common Business Operations at the Country Level”, a “think piece” that examines policy, technology, and structural obstacles to common business operations, and recommends actions for the UN development system to overcome these obstacles. Recommendations included increasing focus on the quality of services, increasing HQ support for country-level Business Operations Strategies, giving RCs and UNCTs incentives to increase efficiency, and the need to identify lessons learned from experiences of developing shared service centres.

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

The UNDG developed new guidance and tools for the renovation, construction and relocation of office premises. The aim is to support the UN to come together in shared premises that are more environmentally-friendly, reduce costs, meet increased security requirements, and facilitate closer cooperation and consolidation of back-office functions.

**TRANSFORMATIVE, EMPOWERED LEADERSHIP**

To achieve the SDGs, strong visionary leadership will be essential. UN Resident Coordinators and UNCTs need to be empowered to carry out their respective functions and responsibilities to their full potential. Exercising impartial and inclusive team leadership, the RC should be able to leverage the expertise of all resident and non-resident agencies to contribute to the UN system’s shared results.

**THE UN DEVELOPMENT SYSTEM LEADERSHIP MODEL**

In 2016 the UNDG Working Group on Leadership<sup>34</sup> developed the first comprehensive UN Leadership Model which was later endorsed by the UNDG. The model aims to strengthen UN leadership at country level so that it can respond to the multi-sectoral demands of the 2030 Agenda. It outlines seven principles of emerging leadership for the UN development system. Leadership should be norm-based, principled,

inclusive, accountable, multidimensional, transformational, collaborative and self-applied. The model is grounded in the United Nations Charter and the norms and standards of the organization as contained in its treaties and declarations. It reflects the type of leadership profile that is needed to be able to deliver on the imperatives of the 2030 Agenda. The model has been adopted by the UN Chief Executives Board.

**STRENGTHENING TRANSFORMATIONAL LEADERSHIP**

To promote leadership with the skills to lead in a transformational era, the UNDG revised and updated the UN Resident Coordinator Competency Framework, which was integrated into the UN RC Assessment Centre (RCAC) in 2016.

The UNDG also provides an induction programme to newly appointed UN RCs to support their work at country level. This comprehensive induction ensures that new RCs receive an orientation in each of the five key responsibilities of the RC function: development, human rights, security, humanitarian and political affairs, as well as country-level implementation and UNCT positioning on the 2030 Agenda. The induction programme includes the newly-emerging focus on transformational and collaborative leadership.

The UNDG Working Group on Leadership also assessed progress towards diversity in RC appointments, with a specific focus on gender, agency and regional distribution. A number of follow-up actions were agreed. For example, the Regional UNDG Team for Arab States, Middle East and Northern Africa has prioritized fostering leadership among Arab women in the UN system. The Regional UNDG Team will focus on training, coaching and mentoring of women candidates for UN leadership positions.

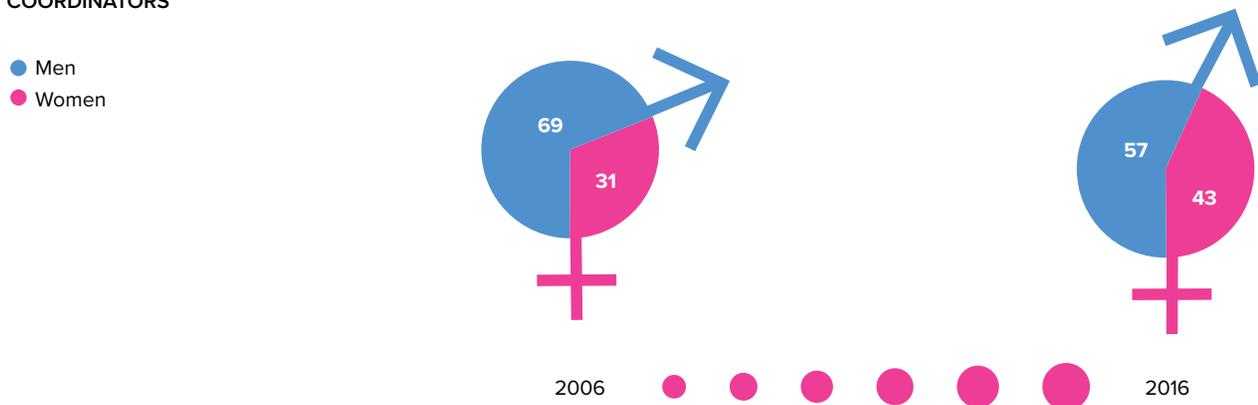
**NEW RESIDENT COORDINATOR AND UN COUNTRY TEAM APPRAISAL SYSTEM FOR HIGHER STANDARDS OF ACCOUNTABILITY**

Through the design and review efforts of the UNDG Working Group on Leadership, the UNDG adopted a new performance appraisal system for UN RCs and UNCTs — the Assessment of Results and Competencies (ARC). This new performance appraisal system will be piloted in 2017, and will assess both the competencies and results of the RC and UNCT. The ARC is based on the principle of mutual accountability between the UN RC and UNCT, and their shared contributions to the achievement of UN results in support of the national agenda.

34. The Working Group on Leadership is co-chaired by OHCHR with support from the Senior Coordinator, UN “Fit for Purpose” for the 2030 Agenda for Sustainable Development.

**FIGURE 21 | MOVING TOWARDS GENDER PARITY AMONG UN RESIDENT COORDINATORS**

By the end of 2016, 43 percent of UN Resident Coordinators were women and 57 percent men.





**BOX 5 | UNDG  
THOUGHT-LEADERSHIP  
ON FRONTIER HUMAN  
RIGHTS ISSUES**

In early 2016, the UNDG Human Rights Working Group launched a series of Frontier Dialogues<sup>i</sup> to help develop thought-leadership on the human rights implications of key challenges facing the international community. The dialogues were designed to highlight the value of human rights as a strategic driver in the articulation of a system-wide response across the pillars of the UN. The aim was to explore how human rights can: place the dignity of the human person at the centre of the UN system's efforts; help facilitate strategic solutions; and expand partnerships with the humanitarian, peace and security, and political arms of the UN. Outputs from the "Frontier Dialogues" fed into the July 2016 Human Rights Frontiers 2030 Forum, and key messages have been incorporated into the web-version of the "UNDG Guidance Note on Human Rights for RCs and UNCTs".<sup>ii</sup>

Human rights and the prevention of violent extremism, expanding civil society space, and the environment were the focus of these dialogues.

i. The full list of "Frontier Dialogues" with their respective UNDG-HRWG member leads is: Expanding Civil Society Space (OHCHR and UN-Women); Human Rights and the Prevention of Violent Extremism (UN-Women and UNDP); Statelessness (UNHCR and UNICEF); Human Rights and Urbanization (UN-Habitat and OHCHR); Zero Discrimination in Health Care (UNAIDS and WHO); Environment and Human Rights (UN Environment and OHCHR).

ii. To read the entire compilation of messages and a full list of the key points please go to the web version of the UNDG Guidance Note on Human Rights for RCs and UNCTs (<https://undg.org/human-rights/undg-guidance-note-on-human-rights/specific-human-rights-issues/>). Each topic also provides the relevant international standards related to that issue, the role that the RC and UNCT can play in promoting the issue, and the support and tools available within the UN system.

### FUNCTION 3 GREATER SUPPORT TO NATIONAL DATA, PLANNING, MANAGEMENT AND EVALUATION

The UNDG provided greater support to the capacities of national institutions to collect, analyse and increase the availability of reliable, disaggregated data and statistics. The UNDG also took steps to harness the potential of the “data revolution” as a complement to traditional data collection. “Big data” has the potential to help in identifying and addressing the needs of marginal or “left behind” groups, and has a role to play in the effective monitoring of SDG implementation and the provision of evidence-based policy advice.

By the end of 2016, 114 UNCTs had been approached by governments requesting support for the implementation of the 2030 Agenda. Around 57 percent of these requests related specifically to data and reporting. While UNCTs already provide extensive support for national statistical and reporting capacities, the new challenge of the SDGs is also an opportunity for the UN to reinvigorate and update the support that it provides.

#### POOLED POLICY SUPPORT FOR SDG FOLLOW-UP AND REVIEW

To assist UNCTs in fulfilling the requests of Member States for follow-up and review of the of the 2030 Agenda for Sustainable Development, the UNDG has developed “Guidelines to Support Country Reporting on the Sustainable Development Goals”. These guidelines provide UNCTs with the tools and methodologies that they need to assist governments in conducting their regular national reviews of progress towards the SDGs. They include advice on how to identify country data and capacity gaps, and how to ensure that national reviews are inclusive and people-centred. The guidelines were produced by the UNDG’s Sustainable Development Working Group (led by UNDP, UNICEF and WFP).

FIGURE 22 | SUPPORT FOR NATIONAL STATISTICAL CAPACITIES: A GROWING AREA FOR THE UN AT COUNTRY LEVEL

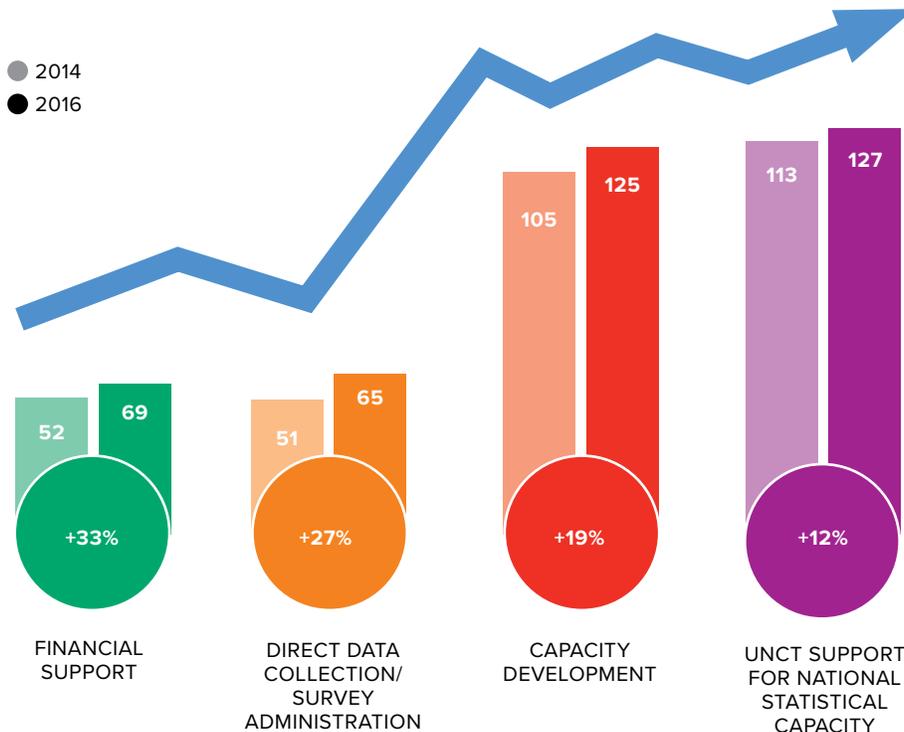


Figure 22 depicts the volume and type of support provided by UN country teams to strengthen national statistical capacities.

### **BIG DATA FOR THE ACHIEVEMENT OF THE 2030 AGENDA: DATA PRIVACY, ETHICS AND DATA PROTECTION**

“Big data” (distinguished by its higher volume, variety and velocity, and the fact that it is usually collected in real time by private sector entities) has an important role to play in supporting the achievement of the SDGs. In 2016, the UNDG Data and Transparency Task Team developed a guidance note to support UNDG member agencies and UNCTs in managing the risks associated with the use of big data for development. The task team was led by UN Global Pulse, under the auspices of the UNDG Business Operations Working Group. The guidelines establish common principles across the UNDG to support the operational use of big data for the achievement of the SDGs. They can be used as a risk management tool for ensuring that the use of data does not compromise human rights; and they provide principles for obtaining, retention, use and quality control of data from the private sector. This is the first update on the use of data since the *UN Guidelines for the Regulation of Computerized Data Files GA Resolution 45/95*. The guidance represents a critical system-wide step towards enabling the UN development system to make optimal use of the benefits of emergent technologies for sustainable development.

### **INTEGRATED PLANNING AND ANALYSIS ACROSS THE UN CHARTER PILLARS**

In 2016, the UNDG Programme Working Group — co-chaired by UN Women and UN Environment — issued the final version of the UNDAF Guidance. The guidance is intended to help UNCTs support Member States to achieve the SDGs by 2030. This was the culmination of a highly participative process involving five rounds of consultations with 18 UN entities, and the participation more than 250 UN staff from many different regions and countries.

The new UNDAF guidance speaks directly to the 2030 Agenda. It encompasses human rights, conflict-sensitive risk assessment

and resilience, gender equality, women’s empowerment, sustainable development, resilience, the principle that development should “leave no-one behind”, and accountability. It sets criteria for UNDAF design, implementation, and quality assurance, and parameters that can be adopted by independent evaluations. In contrast with its predecessor, the new guidance recognizes the primacy of conflict prevention and a UN system-wide approach to building and sustaining peace in fragile and conflict-prone settings. It helps frame a UN contribution fit for the 2030 Agenda at country level.

The UNDG also facilitated the development of eight “companion pieces” which sit alongside the new UNDAF guidance. These provide additional guidance on: programming principles, Common Country Analysis, UN Vision 2030, theory of change, capacity development, monitoring and evaluation, funding-to-financing, and communications and advocacy. The system-wide emphasis to be given to national capacity development and to monitoring and evaluation efforts, as reiterated in the QCPR, is reflected here.

## FUNCTION 4 LEVERAGING PARTNERSHIPS

### EQUIPPING UNCTS TO CONVENE MULTI-STAKEHOLDER COALITIONS FOR CHANGE

The challenge of the SDGs requires global partnerships that focus resources, knowledge and good practice towards achieving the SDGs. This means working in new ways and with new partners. Responding to the call of the General Assembly for a “revitalized Global Partnership for Sustainable Development ... with the participation of all countries, all stakeholders and all people”, the UNDG Communications and Advocacy Working Group, led by UN Women, produced two pieces of critical guidance for how to effectively communicate and advocate together for the SDGs. The first, a UNDG advocacy guidance note based on three

case studies about advocacy collaboration in Colombia, Montenegro, and the Pacific, lays out a strategic framework for how to build coalitions for change. The second is a companion piece to the new UNDAF guidance. It demonstrates how communications and public advocacy are no longer only a means to promote results; increasingly, they are a key means to deliver results.

To increase compliance with the “Communicating as One” standard operating procedures, the Working Group implemented a targeted strategy to increase the share of UNCTs which have UN Communications Groups and joint communications strategies — the two core elements of “Communicating as One”. The percentage of UNCTs with communications groups rose from 68 percent

in January 2016 to 90 percent by the end of the year, while the percentage of UNCTs with joint communications strategies rose from 53 percent to 72 percent. UNCTs are now better equipped to communicate and advocate as one.

### THE UN, WORLD BANK AND EU PARTNERSHIP FOR PEACEBUILDING ASSESSMENTS

In 2016, the UN, World Bank and European Union collaborated to refine a joint approach for the recovery and peacebuilding needs assessment. This is part of the UNDG’s efforts to strengthen collaboration between the UN, the World Bank and other multilateral partners in post-crisis situations. The approach is designed to help identify and address short-

FIGURE 23 | MOST UN PARTNERSHIPS ARE WITH CIVIL SOCIETY AND LOCAL GOVERNMENTS

Focus area of partnerships in order of frequency:

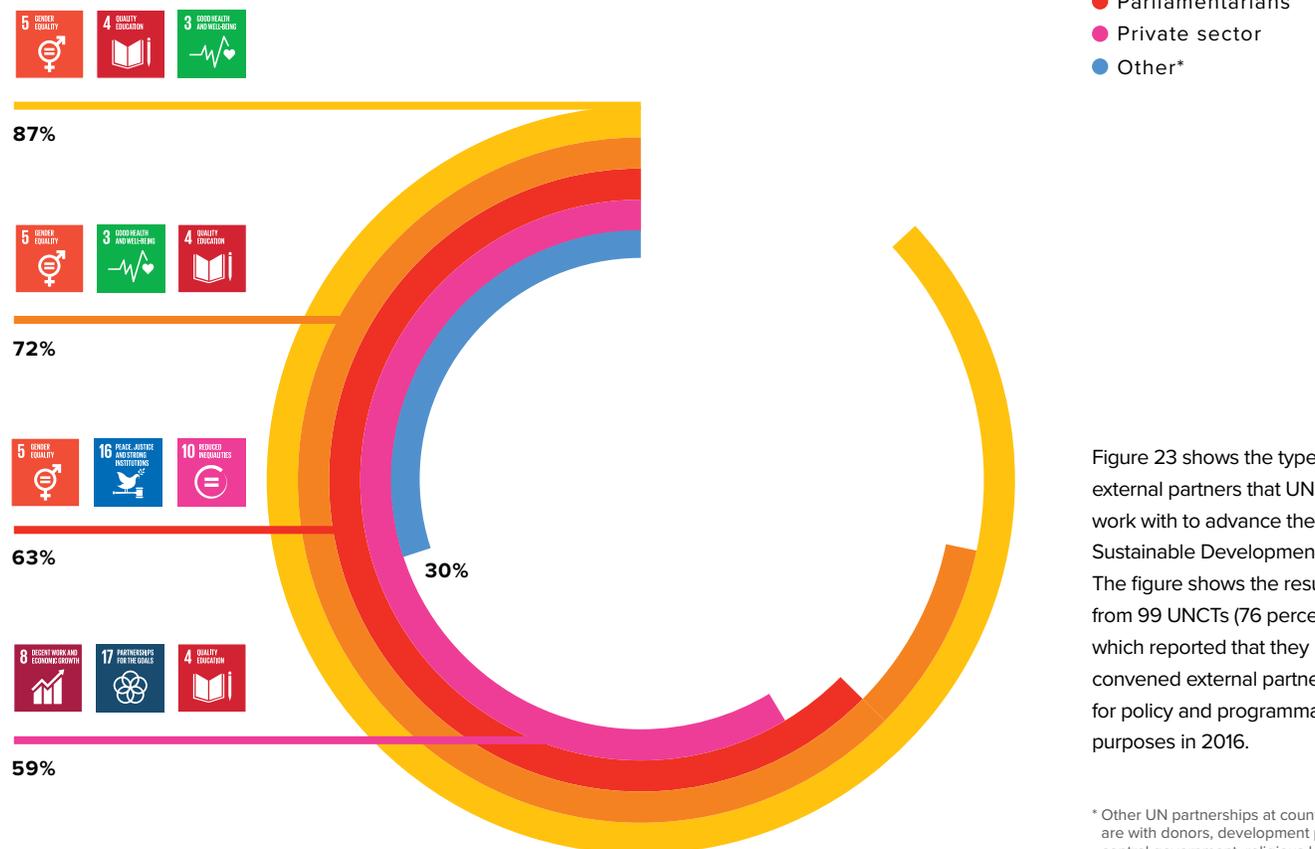


Figure 23 shows the types of external partners that UNCTs work with to advance the Sustainable Development Goals. The figure shows the results from 99 UNCTs (76 percent) which reported that they convened external partnerships for policy and programmatic purposes in 2016.

\* Other UN partnerships at country level are with donors, development partners, central government, religious leaders, international NGOs and academia.

## BOX 6 | ESTABLISHING THE STARTING POINT: UN SUPPORT TO COUNTRY REPORTING OF PROGRESS TOWARDS THE SDGS

In 2016, countries embarked on a process to establish robust review mechanisms for progress against the SDGs. Twenty-two countries committed to presenting voluntary national SDG reviews at the High-Level Political Forum at UN headquarters in New York. Whilst UNCTs are already providing extensive support to national statistical and reporting capacities, the challenge of the SDGs is also an opportunity for the UN to reinvigorate and update the support that it provides for statistics and reporting. Joint work across UN agencies and governments is essential to enable coherence of methodologies and approaches and to ensure that robust, disaggregated, and comparable data will be available globally, tracking progress towards the SDGs in all countries.

### UN SUPPORT TO NATIONAL SDG REPORTING: COUNTRY EXAMPLES

Some countries have begun by undertaking gap analysis of data availability against the SDG indicators. For example, the UN system in Trinidad and Tobago has collectively supported the Central Statistics Office in the establishment of an SDG database. Trinidad and Tobago was also selected as one of eight countries to participate in a Data Revolution Ecosystems Mapping Project, supported by the UNCT. The project evaluates existing data availability to measure the SDGs, and assesses the capacity and institutional upgrading required to track the new agenda.

In some countries, the UN, government and others are exploring ways to harness opportunities from new technologies and the large-scale availability of “big data” from diverse sources. Pulse Lab Kampala is a data innovation centre established with inter-agency UN support in Uganda. It brings together data scientists, data engineers, partnership specialists, academics

and technical experts to generate high-impact data analysis tools to address development challenges. In 2016, Pulse Lab Kampala, WHO, UNAIDS, UNICEF and ILO provided support to the Uganda Bureau of Statistics to enhance data availability and access for individual SDGs. Pulse Lab Kampala also organized a multi-stakeholder workshop to explore the digital data sources available to achieve the SDGs.

## BOX 7 | THE POWER OF PARTNERSHIPS: PRIVATE SECTOR AND SOUTH-SOUTH COOPERATION IN SUPPORT OF THE SDGS

The challenge of the SDGs requires a global partnership that focuses resources, knowledge and good practice towards achieving the SDGs. This means working in new ways and with new partners. Many UNCTs reported that they are reaching out to try to involve the private sector in supporting implementation of the SDGs. Similarly, there are examples of South-South and triangular cooperation aimed at sharing good practices, knowledge and resources between countries, and building regional capacity.

### WORKING WITH THE PRIVATE SECTOR TO SUPPORT SDG IMPLEMENTATION AND DISSEMINATION: COUNTRY EXAMPLES

The private sector plays a critical role in advancing sustainable development, through business activity, investment and innovation. In Benin the UN is collaborating with MTN Benin Mobile, the largest mobile network operator. The UNCDF Mobile Money for the Poor (MM4P) project provides support to digital financial services in a group of LDCs including Benin to demonstrate how the correct mix of financial, technical and policy support can build a robust digital financial services ecosystem that reaches low-income people.

### SUPPORTING SOUTH-SOUTH COOPERATION: NOTABLE COUNTRY PRACTICES IN 2016

South-South cooperation is another element of international cooperation for sustainable development, based on

shared experiences and objectives. UN-supported South-South cooperation efforts include financial flows such as investments channelled between developing countries; the flow of technical assistance, know-how and learning from one country to another; and the strengthening of regional capacities.

South-South cooperation is an integral part of all UN agencies' programmes in China. At the UN General Assembly Summit for Refugees and Migrants in September 2016, Premier Li announced China's pledges of \$100 million under the UN Peace and Development Fund and a further \$300 million over three years under the South-South Cooperation Assistance Fund. The UN's support to China's South-South cooperation programme includes support for information exchange, external engagement and agenda-setting; and support to strengthen the effectiveness of China's development cooperation through technical support and policy advice.

and medium-term recovery and peacebuilding needs, while also supporting the development of longer-term recovery and peacebuilding strategies in conflict and post-conflict countries. Formerly known as the Post-Conflict Needs Assessment, now called the Recovery and Peacebuilding Assessment, the approach involves joint analysis and planning aimed at supporting national and international recovery and peacebuilding efforts. In 2016, the RPBA methodology and partnership was implemented in support of the Government of Nigeria as it was finalizing the Recovery and Peacebuilding Assessment for the North-East. Also in 2016, the partnership supported the development of a National Recovery and Peacebuilding Plan in the Central African Republic. This was approved by the parliament and has since become the central Government's plan. The National Recovery and Peacebuilding Plan was tabled at a donor conference in Brussels on 17 November 2016 at which \$2.2 billion was pledged. The UN Working Group on Transitions supported the development of an updated guidance note for supporting countries to undertake such assessments.

### UNITED NATIONS-WORLD BANK PARTNERSHIP FRAMEWORK FOR CRISIS AND POST-CRISIS SITUATIONS

In 2016, the UNDG continued to invest in improved collaboration between the UN and the World Bank through the United Nations-World Bank Partnership Framework for Crisis and Post-Crisis Situations. Since the framework was signed in 2008, the UN and the World Bank have worked to strengthen collaboration in a broad range of areas including communication, policies and procedures, assessment, planning, and operational frameworks, in crisis-affected contexts. In 2016 the 2008 Framework was updated. This was signed by the UN Secretary-General and the World Bank President in April 2017. It sets out a clear partnership agreement for UN-World Bank collaboration aimed at further institutionalizing and scaling up results in crisis-affected countries.

Under the umbrella of the UN-World Bank partnership framework, the UNDG initiated a global study, "The Use of Development for

the Prevention of Violent Conflict" in 2016. The study uses sustainable development and sustaining peace as lenses through which to provide data analytics and evidence to inform future development engagement. Further, the UN-World Bank Fragility and Conflict Partnership Trust Fund provided \$4.2 million of catalytic funding to a select number of crisis countries. UN DOCO managed the UN component ("window") of this funding, which promoted greater UN-World Bank collaboration on the ground in 2016. Projects funded through this approach included support for data collection and analysis on humanitarian, development and peace issues in Yemen; support for joint aid coordination in Somalia; joint assessment of peacebuilding and recovery needs in Cameroon; and integrated support for populations experiencing protracted displacement in Sudan. Such pilot efforts demonstrate the complementary support that the UN and World Bank can provide in crisis contexts, and illustrate the benefits of working together on prevention and reducing needs, risks and vulnerabilities.

### POOLED FUNDING ARRANGEMENTS

The UN development system needs predictable, sustainable, flexible and multi-year funding, if it is to provide the most effective possible support to the 2030 Agenda. The UNDG prioritized moving towards a sustainable, predictable multi-year funding model that brings in a broad range of partners. More emphasis was placed on pooled funding at global, regional and country levels to help complement agency funding and incentivize integrated programmatic approaches.

Responding to requests by Member States for coherent and integrated support for the implementation of the 2030 Agenda — in particular, to give priority to pooled, thematic and joint funding mechanisms — the UNDG agreed to a framework proposal for a Joint Fund for the 2030 Agenda which is geared towards providing integrated policy support to advance the Sustainable Development Goals at country level. This global pooled funding instrument has been developed by the Sustainable Development Working Group

in coordination with the Multi-Partner Trust Fund Office.

The UNDG was instrumental in strengthening and simplifying funding agreements for working with the World Bank in 2016. The UNDG's Fiduciary Management and Oversight Group (FMOG), co-chaired by UNICEF, UNAIDS and UNFPA, approved legal instruments under the "procurement track" for UN implementation support to national governments. Together with the World Bank, the Fiduciary Management Oversight Group agreed on basic terms and conditions and precise legal language to be used in funding agreements for procurement contracts and for the engagement of advisory services. These funding agreements will significantly simplify UN access to World Bank funds. Some agencies such as UNIDO have signed contracts under this modality.

Through the work of the Fiduciary Management Oversight Group, for the first time, the UN has also published all data on UN pooled-funds using the International Aid Transparency Initiative Standard (IATI). The data has been provided by eight different UN organizations administering the pooled funds.

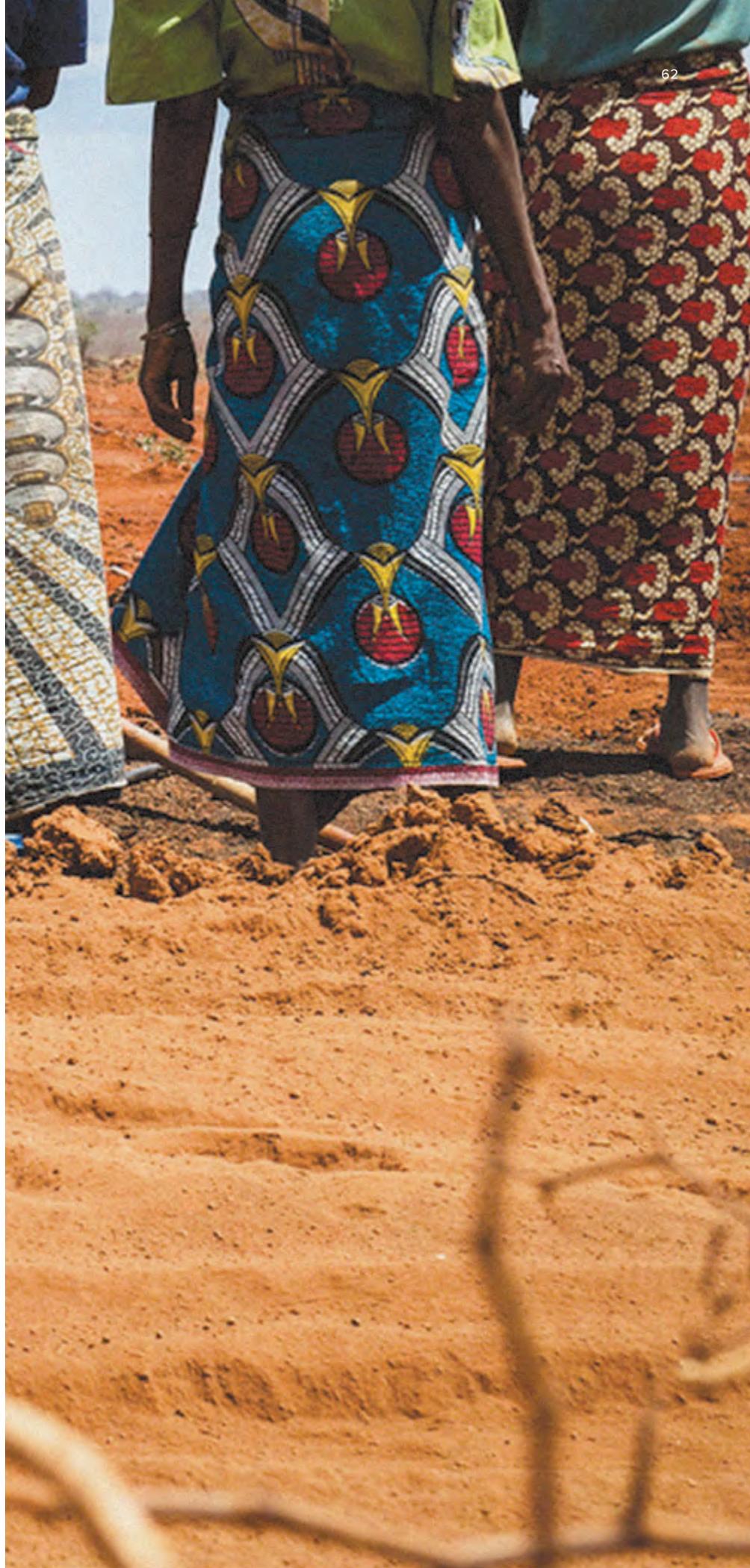
The UNDG also signed an agreement to advance legal instruments for channeling funding from UN Multi-Partner Trust Funds (MPTFs) to the World Bank. From September 2016 this agreement has been used by the MPTF Office within the framework of the Central African Forest Initiative. The final legal agreement, where the World Bank as Trustee can pass funds to a UN MPTF, was signed in December 2016. This is also being piloted by the MPTF Office within the framework of the Global Concessional Financing Facility.

## FUNCTION 5 SUPPORTING NORTH- SOUTH, SOUTH-SOUTH AND TRIANGULAR COOPERATION

The **UNDG supported North-South, South-South and triangular cooperation<sup>34</sup> on access to science, technology, innovation and knowledge-sharing to support results at the country level in line with national development policies, plans and priorities. Member States have identified that supporting South-South and triangular cooperation should be a key function of the UN. There are many examples of South-South and triangular cooperation aimed at sharing good practices, knowledge and resources between countries, and at building regional capacity. The next step is to find ways to take such innovations to scale.**

Based on the work of the UNDG South-South Task Team, led by the UN Office for South-South Cooperation and the ILO, the UNDG has developed a compilation of “Good Practices in South-South and Triangular Cooperation for Sustainable Development”. This resource is a key input for UN RCs and UNCTs when advising governments on how South-South cooperation can support implementation of the 2030 Agenda. It highlights the role of South-South and triangular cooperation in the dissemination of several good practices, such as learning and support for the design and implementation of social protection floors; of school feeding programmes; and of road safety and energy efficiency standards.

35. The UN defines South-South cooperation (SSC) to be “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation”. The UN’s working definition for triangular cooperation is “Southern-driven partnerships between two or more developing countries, supported by a developed country(ies) or multilateral organization(s), to implement development cooperation programmes and projects.”



## CROSS-CUTTING SUPPORT FROM THE UN DEVELOPMENT OPERATIONS COORDINATION OFFICE FOR THE RESIDENT COORDINATOR SYSTEM

As the coordination focal point for the UN development system, and the secretariat of the UNDG, the core functions of UN DOCO include:

- Bringing together the UN development system to promote change and innovation to deliver together on sustainable development;
- Providing substantive support for policy, programme and operational coherence;
- Managing data and platforms for sharing of good practices;
- Collecting field evidence and lessons learned to inform policy;
- Facilitating the achievement of shared results;
- Managing the UNDG cost-sharing arrangement for the Resident Coordinator system;
- Supporting the assessment, selection, learning, and performance review processes for UN field leadership.

In 2016, UN DOCO's primary role was to support the UNDG, Regional UNDG Teams and 131 UNCTs to develop integrated policy support and common solutions to advance the 2030 Agenda.

UN DOCO's work in 2016 supported the UNDG's ability to capture know-how and best practices; to use data to make and track policy decision and investments; to utilize technical capacity to drive strategic priorities; to plan for the programme and operational implications of the 2030 Agenda; to capture emerging country practices for learning; and to manage joint investment in the RC system.

### AN EVIDENCE BASE FOR DEVELOPMENT OPERATIONS

Supporting the UNDG's engagement in the QCPR process was an important focus of UN DOCO's work in 2016. UN DOCO supported Member State negotiations by providing data about how the UN development system works at the country level. This was used to inform decisions on how the UN should adapt to be able to provide the best possible support to

Member States' efforts to implement the 2030 Agenda for Sustainable Development.

### BETTER DATA TO TRACK PROGRESS AND RESULTS

The UNDG Information Management System was established in 2015 to capture data from 131 UNCTs. In 2016, the UNDG made this data more open and accessible by providing all UNDG members with access to the UNDG Information Management System as well as making key sets of data public on the UNDG website. In light of the QCPR, and as more governing boards request individual entities to monitor and report on system-wide contributions and results, "open data" will be a key lever of transformation going forward.

### DELIVERING TRANSPARENCY IN UN RESULTS AND EXPENDITURES

In order to boost the number of UNDG members and observers that are now publishing data as part of the International Aid Transparency Initiative (IATI), UN DOCO — with support from UNDP in its capacity as the secretariat of IATI — managed the development of the UNDG's first open data platform, [open.undg.org](http://open.undg.org). The platform promotes a common approach to the application of transparency standards amongst UNDG members by pooling the financial and activity data of all UNDG members currently publishing data as per the IATI standard.

### A SPACE FOR JOINT UN INNOVATIONS

UN DOCO worked with UNCTs in 41 countries to develop new and innovative ways of working. These included innovations intended to increase multi-stakeholder engagement and participation; to make better use of data and take advantage of new sources of data; to plan in a way that makes sense for sustainable development; and to integrate technology and other innovations in business operations. The innovations that were tested, documented and shared in 2015-2016 informed the 2016 revamp of the UNDG's global programming guidance. They illustrated

new methods for situation analysis; ways to engage the general public in development planning and monitoring; and techniques to plan for future sustainability challenges.

### KNOWLEDGE MANAGEMENT FOR BETTER POLICY FEEDBACK LOOPS

To foster peer-to-peer learning and enhance the feedback loop between policy and practice, UN DOCO — with support from UNDP — launched an online knowledge-sharing platform, the "One UN Knowledge Exchange", which had more than 500 users by the end of 2016.

The Joint Inspection Unit referred to this platform in its 2016 report, "Knowledge Management in the United Nations System", noting that the One UN Knowledge Exchange could become the primary system-wide online collaborative platform. In one of its key recommendations, it urged "executive heads of the United Nations system organizations to encourage knowledge brokers in their respective organizations to migrate to the One UN Knowledge Exchange Network, to utilize the platform and to report back on its strengths and weaknesses as well as on its potential to become a system-wide collaborative platform."

UN DOCO hosted thirty-eight webinars that reached 4,500 colleagues from more than 100 countries, on topics including UNDAF guidance, business operations, communications and advocacy, and UN reform. Webinars provide a low-cost way to connect field colleagues with global expertise, and create a forum for "field testing" new ideas, approaches and guidance.

UN DOCO also utilized knowledge-sharing opportunities to help UNDG Regional Teams position themselves to meet country needs more effectively. UN DOCO led a global workshop to equip Regional UNDG Teams to support UNCTs with their UNDAFs, and help them respond to the 2030 Agenda. More than 50 colleagues from six regions participated in the workshop, which resulted in a higher level of quality control over UNDAFs.

UN DOCO continued its efforts to provide a forum for UN staff and partners who are working beyond institutional, departmental and functional silos to test new ideas and share work in progress. In 2016, UN DOCO published 26 blog posts on “Silo Fighters” the UNDG public blog. Sparking online discussions on collective intelligence, innovative forms of stakeholder engagement, and new understandings of poverty based on national contexts, the blog attracted a regular following of 3,000 people in 2016. It continued to serve as a jargon-free repository of knowledge related to innovation in UN programming and operations.

UN DOCO also coordinated a process to update the UNDG’s branding architecture in order to align it more closely with the visual identity of the 2030 Agenda. The UNDG website was upgraded to promote a better user experience. This may have contributed to a 70 percent increase in visits to the site from 2015.

#### MANAGEMENT AND IMPLEMENTATION OF THE UNDG COST-SHARING MODALITY

Implementation of UNDG cost-sharing for the Resident Coordinator system continues to require fund management via the monitoring, reporting and quality assurance of funding allocations at the global, regional and country levels. UN DOCO manages the delivery of technical advisory support on how to administer and report on the funds, and troubleshoot technical issues.

Given that some funding commitments are partial and others require advisory support to facilitate internal approval processes from UNDG agency governing bodies, the cost-sharing modality requires a significant investment of staff resources throughout the year.

#### FACILITATING AN INDEPENDENT REVIEW OF THE UNDG COST-SHARING AGREEMENT

In 2016, UNDG commissioned an independent review to assess the financing of the Resident Coordinator system and the UNDG Cost-Sharing Agreement. The review proposed ways to make the RC system more effective through a sustainable, accountable, and cost-efficient funding model designed to address the needs of the system as it supports the implementation of the 2030 Agenda.

UN DOCO supported the review with data and analysis from the UNDG Information Management System. It facilitated extensive stakeholder engagement in the review to ensure that its findings and recommendations would be firmly grounded in country-level realities as well as the perspectives of all UNDG member entity headquarters, the Regional UNDG Teams, RCs and UN country teams. The review was designed to inform a refined proposal for how the RC system can be made more effective and efficient through a sustainable, predictable and more accountable funding model. It will be finalized and considered by the UNDG in 2017.



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# UNDG COST-SHARING 2016 FINANCIAL REPORTING

In 2016, the UNDG Cost-Sharing Agreement which supports the RC system entered its third year.

The funds provided through the UNDG cost-sharing mechanism were delivered at very high rates at the country, regional, and global levels, which illustrates the high demand for these funds. (This is in keeping with the high delivery levels reported for 2014 and 2015.) Expenditure across all levels (country, regional, and global) was 94 percent in 2016. Expenditure at both the global and regional levels was almost 100 percent, with only staff vacancy rates impacting full delivery.

As requested by UNDG member agencies, the 2017 review of the UNDG Cost-Sharing Agreement recommended disaggregated financial information for staff/personnel costs and non-staff costs. The financial report provides this disaggregation. For the country and regional levels, the staff/personnel expenditure line includes all human capacity regardless of the type of contract that is being used (i.e. the expenditure includes staff on fixed-term contracts, temporary appointments, service contracts, individual contracts, UN volunteers, etc). The non-staff expenditure lines for the country and regional levels cover activities such as travel, vendor contracts, supplies and equipment. For the global level, the staff expenditure line refers only to UN DOCO staff, and the non-staff expenditure line includes all expenditures for programme activities for the UNDG. This disaggregation illustrates 2016 expenditures at the country, regional, and global levels, and shows that the bulk of expenditure was allocated to staff/personnel costs, which accounted for 72 percent of overall expenditures.

As illustrated in the financial report, the funding gap continued in 2016, primarily because the UN Secretariat did not contribute to the UNDG cost-sharing mechanism for the third consecutive year. UNWTO also did not contribute its share and FAO, UNESCO, UNIDO and WHO did not pay the full amount that they were assigned to pay under 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. The resulting funding gap was bridged by relying on the UN DOCO-administered UN Country Coordination Fund (UNCCF), for which contributions will end in 2017. Given the large size of the funding gap — \$8.4 million in 2016 — and given the limited resources available to make up for this gap, the funds made available and allocated from the UNCCF were kept at \$7.2 million.

**TABLE 1 | OVERALL BUDGET | 2016 (\$ MILLION)**

Country level	110.1
Regional level	3.5
Global level	10.0
<b>Total</b>	<b>123.6</b>

**TABLE 2 | 2016 RESOURCE OVERVIEW (\$ MILLION)**

UNDP BACKBONE EXCLUDING THE FUNDS MANAGED THROUGH UN DOCO

Contributions	74.2
Expenditures	73.2
Delivery rate	<b>98.7%</b>

**TABLE 3 | 2016 RESOURCE OVERVIEW (\$ MILLION)**

UNDG COST SHARING PLUS THE PORTION OF UNDP BACKBONE MANAGED THROUGH UN DOCO

Contributions	49.4
Expenditures - staff/personnel	33.3
Expenditures - non staff	13.1
Total expenditures	46.5
Delivery rate	<b>94.0%</b>

**TABLE 4 | 2016 RESOURCE OVERVIEW (\$ MILLION)**

UNDG COST SHARING PLUS THE PORTION OF UNDP BACKBONE MANAGED THROUGH UN DOCO (BY SOURCE OF FUNDING)

	UNCCF*	Portion of UNDP backbone managed by UN DOCO	UNDG**	Total
Contributions	7.2	14.7	27.5	49.4
Total expenditure	4.3	14.7	27.5	46.5
Delivery rate	59.0%	100.0%	100.0%	94.0%
% contribution of each fund to the total	14.6%	29.8%	55.7%	

**TABLE 5 | 2016 EXPENDITURE OF FUNDS — (BY COUNTRY, REGIONAL AND GLOBAL LEVELS) (\$ MILLION)**

<b>Total country expenditure</b>	35.1
Staff*/personnel	26.3
Non-staff	8.8
<b>Total regional expenditure</b>	1.6
Staff**/personnel	1.0
Non-staff	0.6
<b>Total global expenditure</b>	9.8
Staff***	6.0
Non-staff	3.75
<b>Grand total</b>	<b>46.5</b>

\* UNCCF was utilized as an interim measure to fill the gap in UNDG resources for the UNDG cost sharing.

\*\* Includes \$4.9 million UNDP share of the UNDG cost sharing.

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

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

\*\*\* Reduced delivery against budget due to staffing gaps/movement.

**TABLE 6 | EXPENDITURES BY TYPE – 2016\***

Number of countries	Type of expenditure	\$ (million)
26**	<b>Total crisis countries</b>	13.4
	Staff/personnel	10.6
	Non-staff	2.8
37	<b>Total low-income countries</b>	8.2
	Staff/personnel	5.9
	Non-staff	2.4
47	<b>Total lower middle income countries</b>	9.8
	Staff/personnel	7.2
	Non-staff	2.6
15	<b>Total upper middle income countries</b>	2.9
	Staff/personnel	2.1
	Non-staff	0.8
6	<b>Total net contributing countries</b>	0.8
	Staff/personnel	0.6
	Non-staff	0.2
6	<b>Total regional UNDG</b>	1.6
	Staff/personnel	1.0
	Non-staff	0.6
1	<b>Total global UNDG</b>	9.8
	Staff	6.0
	Non-staff	3.75
	<b>Grand total</b>	<b>46.5</b>

\* Footnotes for Table 5 also apply to Table 6.

\*\* Includes 22 countries with a 90 percent crisis-country allocation (equivalent to 21 full allocations) and four countries with a 50 percent crisis-country allocation (equivalent to two full allocations), for a total of 23 crisis-country allocations.

**TABLE 7 | UNDG CONTRIBUTIONS RECEIVED FOR 2016**

Contributing entity	Actual Share	Received	Shortfall
FAO	2,271,580	2,150,000	(121,580)
ILO	2,102,518	2,102,518	0
IOM*	0	378,000	378,000
UNAIDS	1,276,541	1,276,541	0
UNFPA	2,227,747	2,227,747	0
UNHCR	1,204,809	1,204,809	0
UNICEF	4,012,205	4,012,205	0
UNOPS	855,661	855,661	0
UN Women	1,275,744	1,275,744	0
WFP	1,413,510	1,413,510	0
WHO	3,366,989	2,600,000	(766,989)
IFAD	679,931	679,931	0
UNESCO	2,167,920	1,400,000	(767,920)
UNIDO	1,274,092	763,181	(510,911)
WMO	100,000	100,000	0
ITU	100,000	100,000	0
UNWTO	100,000	0	(100,000)
UNDP share of cost-sharing agreement	4,959,195	4,959,195	0
UN Secretariat**	6,535,653	0	(6,535,653)
<b>Total cost-sharing contributions</b>	<b>35,924,095</b>	<b>27,499,042</b>	<b>(8,425,053)</b>
UNDP backbone		88,855,958	
UNCCF (Donor funds) to fill the UNDG gap ***		8,425,053	
<b>Total needed</b>		<b>124,780,053</b>	

\* IOM started contributing to the UNDG cost-sharing when it became a member of the UNDG in September 2016. Its contributions were therefore not part of the original cost-sharing calculations for 2016-2017.

\*\* The UN Secretariat represents 14 UNDG members: OHCHR, UNCTAD, UNDESA, UNECA, UNECE, UNECLAC, UN Environment, UNESCAP, UNESCWA, UN Habitat, UNODC, UNOHRLS, UNOSAA, SRS/CAAC.

\*\*\* UNDG gap allocation for 2016 limited to \$7.2 million (see Table 4).

## BOX 8 | EXPLANATORY NOTE ON THE UNDP “BACKBONE” FOR THE RESIDENT COORDINATOR SYSTEM

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

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

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

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

UNDP’s 2016 contribution of approximately \$5 million to the UNDG Cost Sharing comes in addition to UNDP’s core (“backbone”) funding of the Resident Coordinator system, which is approximately \$88 million annually. Consequently, the UNDP total financial contribution to the RC System for 2016 was approximately \$93 million.



## ANNEX 1: DATA METHODS AND VALIDITY

The UNDG Information Management System (IMS), captures data from 131 UNCTs, covering 165 countries and territories, to assess progress on UN coherence and coordination at the country level. The IMS has been in place for three years now, with the maintenance of consistent data points enabling comparative data analysis from year to year.

UNDG IMS data is the main source of data for this report, with any exceptions noted in the footnotes. Data displayed here for 2015 was collected in the first quarter of 2016 and data presented for 2016 was collected in the first quarter of 2017.

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

The UNDG IMS system uses the following categories to tag outputs in the UNCT Annual Coordination Frameworks: Common Country Programming; Common Services and Harmonized Business Practices; Common Premises; Joint Communication; Joint Funding; Joint Leadership and Management; Transition; Delivering as One; Development Effectiveness; Human Rights Mainstreaming; and Gender Mainstreaming.

The 10 core coordination functions are mapped to these 11 categories within the IMS. This means, for example, that data presented for coordination Functions 1 and 2 (Strategic Analysis and Planning, and Oversight of the UN Country Programming Cycle respectively) are reported together. Similarly, Function 4 (Representation of and Support to UN Secretariat and UN agencies/NRAs) is reported under the heading: Joint Leadership and Management. Information and analysis of outputs related to the 10 core coordination functions are based on data inputted as part of the UNCT Annual Coordination Framework during the planning and reporting phases.

**Data collection methods:** The UNDG IMS data collection process is based on perceptions and self-reporting by UNCTs. The qualitative data used to compile the notable practices was drawn from the 2016 UNCT Annual Coordination Framework and narrative reports, as inputted by RC Offices on behalf of UNCTs.

**Data validity:** Where possible, UNDG IMS data sets were subjected to a validation process after the completion of the data collection phase. UN DOCO 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 could then be checked with RC Offices as necessary.

## ANNEX 2: LIST OF ACRONYMS

ASG	Assistant Secretary-General	PBSO	Peace Building Support Office
CCA	Common Country Analysis	PCNA	Post-Conflict Needs Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	QCPR	Quadrennial Comprehensive Policy Review
DOCO	UN Development Operations Coordination Office	RC	Resident Coordinator
DPA	UN Department of Political Affairs	SDG	Sustainable Development Goal
DPKO	UN Department of Peacekeeping Operations	SOPs	standard operating procedures
DRT-F	Delivering Results Together Fund	UN MSDF	Multi-Country Sustainable Development Framework
DSRSG	Deputy Special Representative of the Secretary-General	UNAIDS	Joint United Nations Programme on HIV/AIDS
ECOSOC	UN Economic and Social Council	UNCG	United Nations Communication Group
ESCWA	UN Economic and Social Commission for Western Asia	UNCT	United Nations Country Team
FAO	Food and Agriculture Organization of the United Nations	UNDAF	United Nations Development Assistance Framework
FMOG	Fiduciary Management Oversight Group	UN-DESA	United Nations Department of Economic and Social Affairs
HC	Humanitarian Coordinator	UNDG	United Nations Development Group
HLCM	High-Level Committee on Management	UNDP	United Nations Development Programme
HRA	Human Rights Advisers	UNESCO	United Nations Educational, Scientific, and Cultural Organization
HRuF	Human Rights up Front	UNFPA	United Nations Population Fund
IASC	Inter-Agency Standing Committee	UNHCR	United Nations High Commissioner for Refugees
IATI	International Aid Transparency Initiative	UNICEF	United Nations Children's Fund
ICT	information and communications technology	UNIDO	United Nations Industrial Development Organization
IFAD	International Fund for Agricultural Development	UNODC	United Nations Office on Drugs and Crime
ILO	International Labour Organization	UNOPS	United Nations Office for Project Services
IMS	information management system	UNWGT	United Nations Working Group on Transitions
LGBTI	lesbian, gay, bisexual, transgender and intersex	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
MAPS	Mainstreaming, Acceleration and Policy Support	UNWTO	United Nations World Tourism Organization
MENA	Middle East and Northern African countries	UPR	Universal Periodic Review
MPTF	Multi-Partner Trust Fund	WFP	UN World Food Programme
NHRI	National Human Rights Institution	WHO	World Health Organization
NRA	non-resident agency	WMO	UN World Meteorological Organization
OCHA	UN Office for the Coordination of Humanitarian Affairs		
OHCHR	Office of the United Nations High Commissioner for Human Rights		

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**UNITED  
NATIONS  
DEVELOPMENT  
GROUP**

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

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

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

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