

INNOVATING AND TRANSFORMING THE UN DEVELOPMENT SYSTEM FOR THE 2030 AGENDA: THE DELIVERING TOGETHER FACILITY IN 2019



UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP



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2019 was a watershed year for the UN development system. It was the first full year of efforts to fundamentally transform the system under the reform set in motion by the Member States in 2018. The reform aimed to shift the UN development system towards a more integrated, effective and efficient approach to support countries' progress for the 2030 Agenda, led by a newly reinvigorated Resident Coordinator system. Over the course of 2019, such a shift has been visible. And the Delivering Together Facility (DTF) has played its part in it.

Throughout its support since 2017, the DTF has contributed to promote a joint, system-wide approach by the UN development system in support of governments' efforts to achieve the SDGs. The DTF funding windows dedicated to promoting innovation, leadership, human rights mainstreaming and cross-Charter coherence have helped to advance integrated and innovative solutions to development challenges, normative policy support and advice to national governments, and synergies across United Nations activities.

In 2019, the DTF contributed to translate the vision for reform into concrete results through its support to the roll-out and digitization of the new UN Sustainable Development Cooperation Framework, the building of a new Resident Coordinator cadre with the profiles and skillset required to lead a new generation of UN Country Teams, and its support to the activities of Human Rights Advisors in strengthened Resident Coordinator Offices and a new generation of UN Country Teams (UNCTs).

The DTF has also contributed to set an example and prove the importance of pooled funding. A UN development system that is fit to deliver on the integrated nature of the 2030 Agenda requires funding space that encourages joint action. The reform, including through the establishment of the Funding Compact, boosted such smart funding. Yet, more remains to be done. The DTF has served both as foresight and proof of concept.



DTF FUNDING WINDOWS IN 2019

The DTF envisions four funding windows to support activities for (1) innovation, (2) cross-Charter coherence, (3) human rights and (4) leadership. According to the agreed work plan for 2019, the DTF has focused on the following three funding windows:



INNOVATION

This funding window supports innovations in joint policy, programming and UN operations by enabling UN Country Teams to test 'proofs of concept' and continue to advance activities for shared results and increased efficiencies of UN interventions at country level.



LEADERSHIP

This funding window supports activities aimed at strengthening collaborative and transformative leadership capabilities and ensuring evidence-based decision making, contributing to the development of a transformative cadre of UN leaders in the wake of the reinvigorated Resident Coordinator system and the UN development system repositioning.



HUMAN RIGHTS

This funding window supports UN activities for the promotion and protection of human rights, including by strengthening the capacities of the Resident Coordinator system and UN Country Teams for system-wide policy coherence in the integration of human rights while implementing the SDGs, and the provision of strategic advice, support on human rights and capacity-building for national governments.

COUNTRIES THAT RECEIVED SUPPORT FROM THE DTF IN 2019



HUMAN RIGHTS

Argentina
Bangladesh
Barbados
Belarus
Brazil
Ecuador
Jamaica
Jordan
Madagascar
Malaysia
Malawi
Moldova
Mongolia
Montenegro
Nigeria
Papua New Guinea
Peru
Rwanda
Timor Leste
Uruguay
Zimbabwe



INNOVATION

Albania
Armenia
Colombia
Dominican Republic
Iraq
Lebanon
Lesotho
Moldova
Nepal
Papua New Guinea
Panama
Somalia
Suriname
Trinidad and Tobago
Uganda
Viet Nam



LEADERSHIP

Activities supported by the DTF Leadership window were directed to the repositioning of the Resident Coordinator system Leadership globally.



INNOVATION

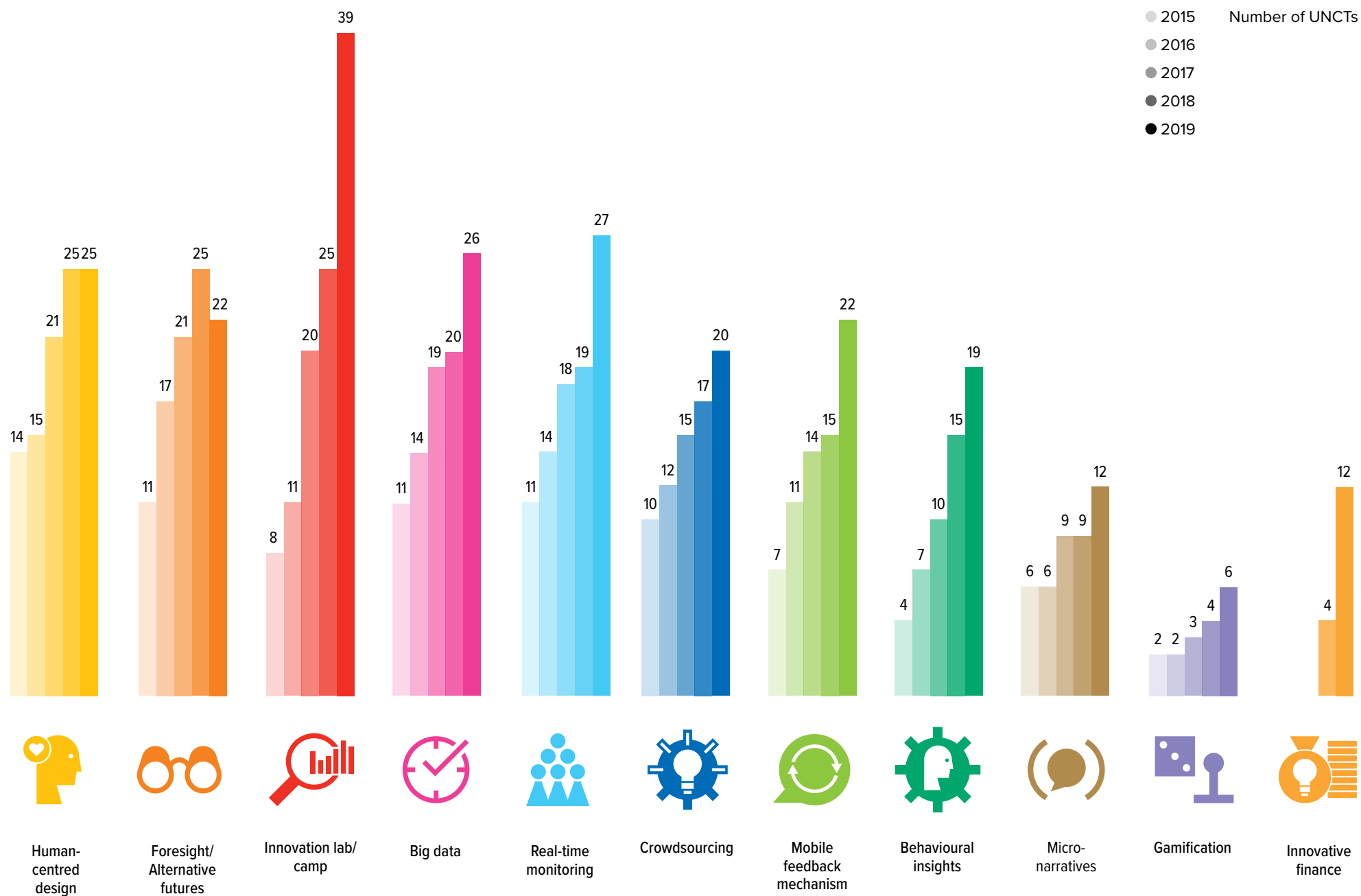
The DTF window on innovation has served to support some of the most innovative efforts by UN Country Teams to advance the 2030 Agenda.

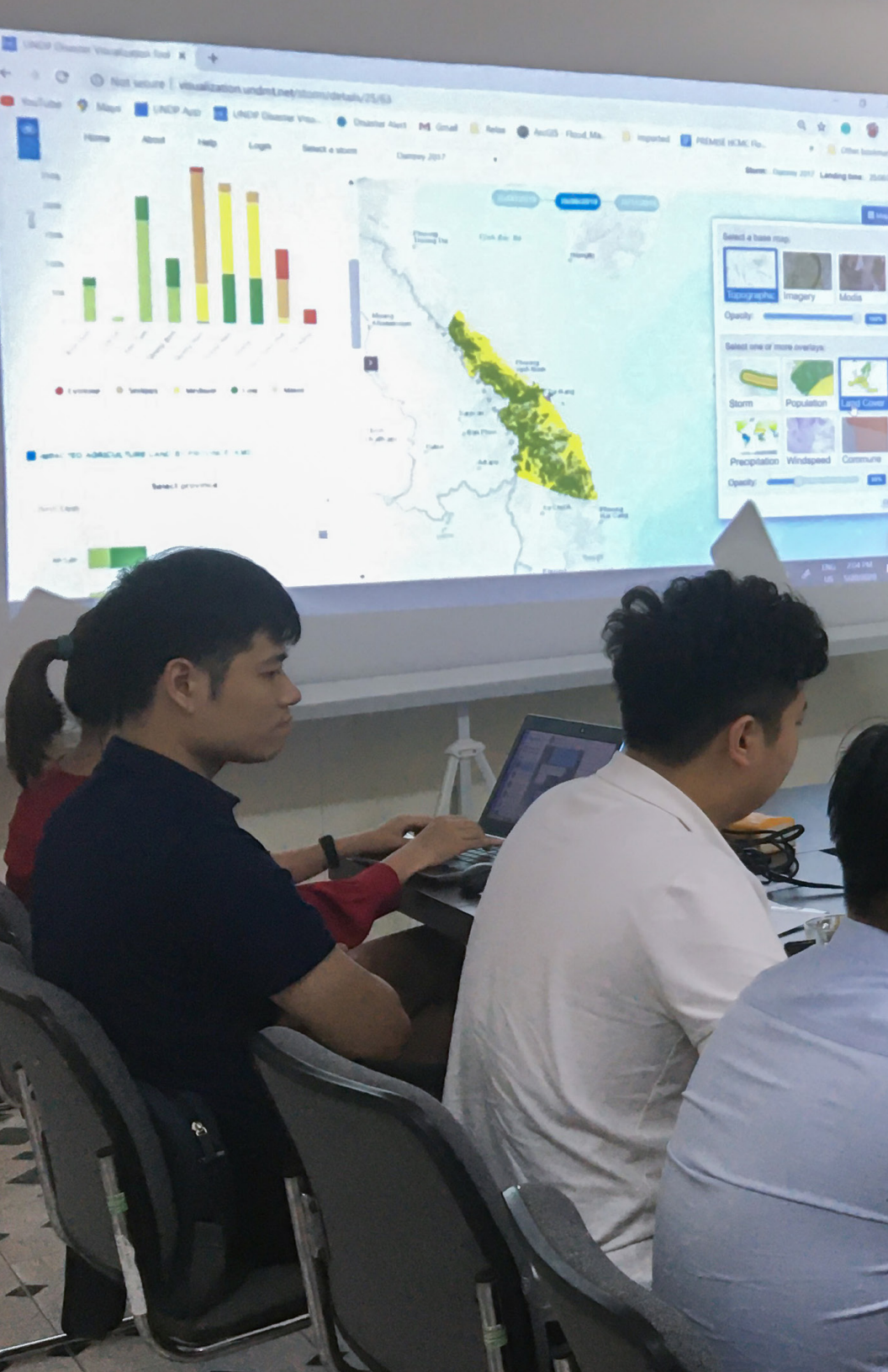
In the spirit of the UN development system repositioning, the new UN Sustainable Development Cooperation Framework offers a system-wide planning tool to define the UN offer in countries, with full leadership and ownership by national governments. The new Cooperation Framework Guidelines were launched in 2019 through a series of global webinars and virtual briefings to UN Country Teams, with dedicated attention to the 15 countries set to begin their new Cooperation Framework cycles in 2020 and the 37 countries set to begin in 2021. To ensure that the new Frameworks were aligned with the new Guidelines to the fullest extent possible, an initial series of workshops was undertaken to train trainers and UN Country Teams. Regional training workshops were also held in Bangkok, Addis Ababa, Istanbul and Panama. Overall, 275 staff from 32 UN agencies were trained, creating an initial cadre of resource people and trainers to support Cooperation Framework processes going forward.

UN INFO digitizes the Cooperation Frameworks and their joint workplans at country level, thus showcasing which SDGs are being targeted, by which agencies, where in the country, and with which source of funding and implementing partner. The new global UNSDG (unsdg.un.org) and UNCT websites are being linked to it, allowing to feature real-time data pulled automatically from UN INFO. In 2019, UN INFO was adopted by 68 UN Country Teams. UN INFO is an innovative online planning, monitoring and reporting tool that allows to easily grasp the work of UN Country Teams to advance the SDGs. With 2019 being a take-off year for DCO, with many different priorities and unforeseen turns, the DTF funding allocated in support of UN INFO is being used in 2020 to boost the redesign, development and full roll out of this critical tool.

The DTF has also continued to enable UN Country Teams to experiment with different innovation approaches, and to find creative solutions that can help inform development policy. The stories that follow are concrete examples in this regard, funded through the innovation window of the DTF.

TYPES OF INNOVATION APPROACHES USED BY UNCTS IN THEIR PROGRAMMING





DATA FOR DISASTER RESPONSE: A NEW TOOL INSPIRES THE GOVERNMENT OF VIET NAM TO GO FURTHER

Viet Nam has a coastline of over 3000 km. It is therefore highly vulnerable to seasonal typhoons and the resulting floods, particularly in the Central and Southern regions. For example, when Typhoon Damrey struck the country, it left 300 people dead and 400,000 in need of humanitarian assistance.

The UN in Viet Nam helps the government to continually improve its preparedness and response to disaster. Data is critical to that effort. That is why, in 2019, the UN in Viet Nam piloted four prototype tools, one of which called Disaster Impact Visualization Tool, building on work done with national partners with funding from the Delivering Together Facility. UNICEF, UNDP, UN Women and FAO contributed to the conceptualization, data collection and prototyping phases.

The tool is a web-based mapping application that overlays official government storm data with existing vulnerability data to generate maps and provide officials information to take evidence-based decisions to mount the best response. When a typhoon forms and heads towards Viet Nam, the app grabs data on direction, windspeed, and rainfall

from the national weather forecasting agency. Using sophisticated software, the tool then generates interactive maps that show detailed information on storm tracking and which areas are most vulnerable, with data on housing, land use, and population disaggregated by sex and age. In other words, the maps show which areas are likely to be struck first and worst and when.

This information helps the UN and the government's disaster management agency plan for their relief, response, and recovery work. With the success of the first iteration of this tool, the government aims to incorporate it into its comprehensive national disaster information management system.

HEARING THE VOICES OF UGANDA: USING ARTIFICIAL INTELLIGENCE TO BRING THE SDGs TO LIFE

Better data on public opinion makes for better policy, governance, and public programmes. That's the idea behind [Qatalog](#), a tool that uses speech recognition technology to gather and analyze the views of the people in Uganda on radio broadcasts as well as social media, such as Facebook posts and Twitter feeds.

With nearly 3,000 FM radio stations nationwide – 60% of which have call-in shows – radio is an essential means for Ugandans to learn, discuss, and debate current issues. The tool offers users the option to analyze data from 39 different local languages and to create data visualization. Qatalog helps put the voices of Ugandans to use in programming, to advance the SDGs and leave no one behind.

Qatalog is a project of Pulse Lab Kampala, part of the [UN Global Pulse Initiative](#), an effort that promotes the use of big data, artificial intelligence, and emerging technologies for the public good. Qatalog was tested by the UN Country Team in Uganda, with support from UNCDF, UNFPA, UNICEF, UNDP, OHCHR, UN Women, UNAIDS and UNDSS. Today, UN agencies, NGOs, and citizens can use the Qatalog platform to view and analyze data in service of the SDGs.

As Uganda embarks on its third National Development Plan and its first UN Sustainable Development Cooperation Framework (2021-2025), Qatalog will assist the UN Country Team to monitor people's perceptions on programme implementation to ensure that the UN remains on track in contributing to achieving the SDGs.





INNOVATION IN POST-DISASTER DATA COLLECTION: FROM THE CARIBBEAN TO THE WORLD

In the past thirty years, the number and strength of tropical storms and hurricanes in the Caribbean has tripled. The UN family has been helping countries in the region to withstand storms, and, when even the best defenses aren't enough, build back better connecting humanitarian efforts to activities that put communities back on track for sustainable development.

In the past, data collection in the aftermath of a disaster was a paper-based process. It would take months to collect and analyze data on disaster damage. Now it takes just a few days, thanks to a new tool called the [Household and Building Damage Assessment \(HBDA\)](#). Developed by the UN Multi-County Office for Barbados and the Eastern Caribbean, with UNDP in the lead and the support of WFP, UNICEF, PAHO/WHO and UN Women, the mobile tool enables to capture gender-disaggregated data on families, children, and the elderly, and about the impact on houses, health facilities, schools or other buildings. Then, with just a few clicks, authorities can navigate maps, charts, and visualizations to monitor progress, identify where resources are needed, and make informed policy decisions.

In 2019, this innovative tool helped governments across the Caribbean and beyond. For example, it was used in Albania [after the earthquake in November](#). UNDP has now adopted it as a corporate tool to be used globally.

For the next iteration, agencies are incorporating the use of drones, crowdsourcing, and artificial intelligence to also step up preventive measures. One goal is to develop a “preparedness forecast formula,” so that the HBDA can be used not only to record data on past disasters but also to assess vulnerabilities and help countries prepare for future hazards. With ever- more-sophisticated tools like the HBDA, countries can be readier for the long term.

IN ALBANIA, USING ‘BIG DATA’ TO DRIVE PROGRAMMES FOR YOUTH

With a median age of just over 36 years, Albania’s population is the youngest in Europe. Young people face the toughest job prospects in the country. Nearly a third of Albanians age 15-29 – that’s 200,000 people – are not in education, employment, or training.

The [Government of Albania](#) decided to invest into its youth, prioritizing their employment, gender equality, young women’s empowerment, and poverty eradication. A project sponsored by UNDP, UNICEF, UN Women, UNFPA, FAO, and ILO is using big data to design, deliver, and monitor public service programmes for youth, especially in rural areas that are often ignored. This effort relies on the [U-Report platform](#), which gathered and aggregated the opinions of about 6,000 young people in five municipalities through Facebook, WhatsApp, and Viber. Through hackathons and online surveys, this project:

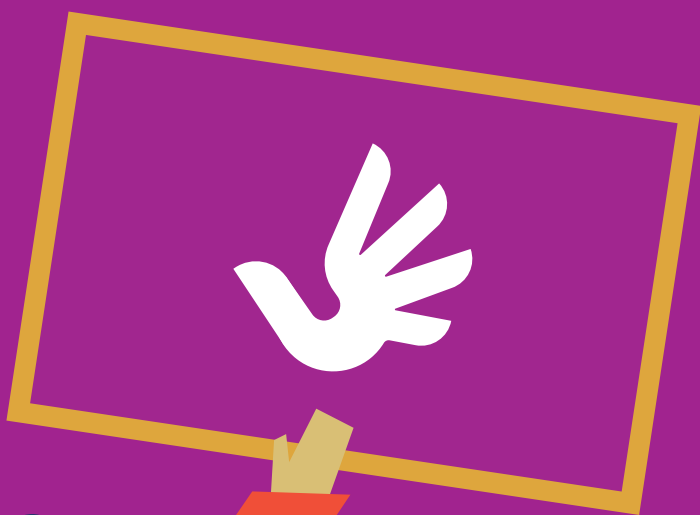
- Surveyed young people in [Korça](#) and [Fier](#) municipalities on sexual and reproductive health, job programmes, and other topics – and created fact sheets to address areas where help was needed.

- Conducted 500 in-depth interviews in Shkodra and Korça, revealing sexual harassment and gender-based violence, and [recommended ways to make cities safer](#).
- Published the first-ever statistical profile of Albanian youth not in education, employment, or training – such as young women busy with unpaid work caring for their young children and elderly parents, and young men opting to leave the country in search of better prospects.
- Released an Albanian-language version of the European Data Portal’s [Open Data Goldbook](#), helping government ministries and NGOs to [create public programmes based on data](#).

These and other data projects are providing knowledge that policymakers need to improve prospects for young people. In the next phase of the project, the five best ideas will be given technical support to develop a full business plan and launch their start-ups, rewarding those that promote youth engagement in decision-making.



HUMAN RIGHTS



The DTF Human Rights window contributed to the inter-agency human rights mainstreaming work through support to the Human Rights Advisors (HRA) programme. In 2019, Human Rights Advisors supported by the DTF were a total of 21, either fully or partially covered. Other contributors included OHCHR as well as the UNSDG Human Rights Mainstreaming Multi-Donor Trust Fund, along with some contributions at local level.

As the reform of the UN development system was rolled out, the unique expertise and skillset of Human Rights Advisors enabled newly empowered and independent Resident Coordinators to strengthen their leadership and better enable UN Country Teams in their efforts to support the implementation of the 2030 Agenda in accordance with international law. Working closely with Resident Coordinators and UN Country Teams, Human Rights Advisors strengthened the integration of human rights in system-wide policy and programming processes at the country level, including in the roll-out of new Common Country Analyses and UN Sustainable Development Cooperation Frameworks, promoting human rights as a common UN value, and upholding international norms and standards through advocacy and awareness-raising. The technical engagement of Human Rights Advisors also strengthened UN Country Teams' efforts to implement UN system-wide strategies on gender equality, youth, disability inclusion and indigenous persons. Human Rights Advisors also provided advice on integration of human rights into the humanitarian response and post-crisis recovery under the direction of Resident Coordinators/ Humanitarian Coordinators.

Human Rights Advisors also worked to enhance the capacities of UN Country Teams, governments, civil society organizations, National Human Rights Institutions and other national stakeholders for the promotion and protection of human rights, including through strengthened strategic engagement and use of international human rights mechanisms.



UPHOLDING INTERNAL NORMS AND STANDARDS FOR DRUG OFFENDERS IN BELARUS

Throughout 2019, the Human Rights Advisor in Belarus supported coordinated Resident Coordinator and UN Country Team advocacy to bring drug policy and legislation in line with international human rights standards, removing some of the structural factors that put people who use drugs and their families at risk of being left behind.

Under a UN Country Team advocacy strategy on drug policy that was used systematically, the Resident Coordinator – with technical and legal advice from the Human Rights Advisor – sent two formal communications to the Parliament, met with civil society representatives and convened a joint UN briefing for the diplomatic community to enhance common, rights-based messaging and coordination of efforts.

Following advocacy that was undertaken by the UN and civil society, drug offenders were included in the Amnesty Law and, as a result, the terms of imprisonment were reduced by one and two years for adults and minors respectively.

INTEGRATION OF HUMAN RIGHTS INTO UN PROGRAMMES AND ACTIVITIES IN LATIN AMERICA

Human Rights Advisors from Argentina and Uruguay spearheaded a joint effort to support the UN Country Teams to implement the guiding principles on a human rights-based approach, leaving no-one behind and in support of gender equality and women's empowerment.

Human Rights Advisors used the UNSDG Operational Guide on Leaving No-One Behind (LNOB) for UN Country Teams as a key resource to support the UN Country Teams' reflection on their LNOB strategies and identification of possible areas of joint future cooperation to address common issues impacting on the most marginalized groups.

In a two-day meeting supported by regional and headquarter experts from DCO, OHCHR, UN Women and UNDP, Resident Coordinator Offices, Heads of Agencies and senior programme colleagues from both countries discussed and exchanged how to approach and put into practice the mandate to leave no-one behind in High and High-Middle Income Countries.





BUILDING NATIONAL CAPACITIES FOR THE PROTECTION OF HUMAN RIGHTS IN MADAGASCAR

The UN Country Team in Madagascar supports the government to consolidate the rule of law, respect for human rights and the culture of accountability of institutions, including through strengthening the national mechanism for the promotion and protection of human rights.

Following continuous technical support from the Human Rights Advisor to strengthen the capacity of members and compliance with the Paris Principles, the Independent National Human Rights Commission (INHRC) was finally accredited with “A” status by the Global Alliance of National Human Rights Institutions (GANHRI) in March 2019.

Technical support and guidance from the Human Rights Advisor enabled the INHRC to establish a database and a manual on the handling of complaints, which are now being systematically used by the Commission. Additionally, following the Resident Coordinator’s intensive advocacy supported by the Human Rights Advisor, the 2014 Law establishing the INHRC was amended designating the INHRC as National Preventive Mechanism under the Optional Protocol of the Convention Against Torture. The Human Rights Advisor is strengthening the capacity of the INHRC Commissioners in fulfilling this new additional mandate.

INTEGRATING HUMAN RIGHTS INTO THE REFUGEE CRISIS RESPONSE IN JORDAN

In Jordan, the Human Rights Advisor contributed regularly to the work and discussions of the United Nations Protection Working Group and related structures coordinating the UN response to the refugee crises resulting from the armed conflict in Syria, bringing a stronger human right focus and enhancing coherence between humanitarian and development operations. These contributions covered a range of human rights issues, including prevention of gender-based violence and the integration of the rights of persons with disabilities and older persons.

The Human Rights Advisor participated in the negotiation, development and implementation of humanitarian support to the population of the Rukban camp on the border between Syria and Jordan, strengthening the human rights dimensions of the response.

The Human Rights Advisor also facilitated the implementation of the recommendations emanating from a visit of the United Nations Victims' Rights Advocate, aimed at strengthening the UN prevention and response to sexual exploitation and abuse, by providing victims with adequate protection, appropriate assistance, and recourse to justice in line with human rights standards and principles.



A photograph of a woman with dark hair tied back, wearing a green and white striped shirt, carrying a young child on her back. The child is wearing a grey t-shirt and white socks with a red stripe. The woman has a large, dark, textured bag slung over her shoulder. In the background, another person in a blue shirt is partially visible, and a desk with papers is in the foreground.

SUPPORTING INTERNATIONAL ENGAGEMENT AND BENEFITING FROM GLOBAL HUMAN RIGHTS MECHANISMS TO ADVANCE THE SDGs IN TIMOR LESTE

In Timor Leste, the UN Country Team is supporting State institutions to be more responsive, inclusive, accountable and decentralized for improved service delivery and realization of human rights, particularly of the most excluded groups.

Timor-Leste's first report under the Voluntary National Review (VNR) on the implementation of the SDGs for the High-level Political Forum identifies five priority steps to advance the implementation of the SDGs, one of which is to consider piloting integrated reporting to various UN bodies, including on the human rights treaties, to strengthen follow up on recommendations of human rights mechanisms and ensure maximum impact of reporting efforts. This was achieved through technical assistance in the development of the report, with the support of the Human Rights Advisor, raising the Government's awareness of the benefits of the use of human rights mechanisms to contribute to SDG monitoring and implementation.

The Timor Leste VNR also shows good practices in the use of human rights standards and recommendations in the assessment of the country's progress and gaps towards the SDGs. For example, the VNR report cites the recommendations on LGBTI rights, issued through the 2016 UPR and accepted by Timor-Leste, paving the way for increased efforts and accountability at the national level to improve the human rights situation of LGBTI populations in the context of efforts towards sustainable development.

LEADERSHIP



In the wake of the repositioning of the UN development system, building the leadership of the Resident Coordinator system has been a key activity over the course of 2019.

Thanks to the support of the DTF, a Resident Coordinator Assessment Centre screened 42 candidates in May 2019. 16 of them passed the assessment; 50% are female and 50% are male, while 56% are from programme countries and 44% from non-programme countries. Drawing from the candidates in the pool established through the Assessment Centre, 25 new Resident Coordinators were placed in 2019 through two inter-agency appointment processes. Work is ongoing to entirely re-design the Resident Coordinator Profile as well as the Resident Coordinator Assessment Centre and the selection process.

A four-day face-to-face induction event took place for first-time Resident Coordinators, alongside the Resident Coordinator global meeting convened by the Secretary-General in November 2019. The number of first-time Resident Coordinators who had not attended the 2018 Resident Coordinator Induction was small, an internal UN system venue was used and costs were kept low. Because of this, no charges were made against the DTF for this activity in 2019. A multi-step induction and orientation process was put in place in 2020 and the annual face-to-face event will be redesigned for virtual delivery more frequently, with a shorter face-to-face gathering alongside future Resident Coordinator global meetings when these resume.

The SDG Primer document was completed in [full](#), [summary](#) and [e-course](#) versions. The [Primer certification platform](#) was also completed in 2019. All Resident Coordinators are expected to take the certification by the end of 2020. This project was a partnership of the UN System Staff College, together with the Sustainable Development Solutions Network and UNITAR, supported by DCO and UNDP, and guided by an inter-agency Learning Advisory Council chaired by UNU. Much of the effort was on a pro bono basis, hence the lack of expenditures against the DTF in 2019.

The pilot versions of the SDG Leadership Lab were completed in early 2019. Feedback from the two Resident Coordinators in Uganda and Cambodia, the two countries that benefited from the pilots, was that the Lab significantly enables a smooth transition in the context of the UN development system reform. With numerous and at times shifting priorities of the first year of implementation of the repositioning of the Resident Coordinator system, plans to scale up the use of this approach were made in late 2019, with the aim to begin implementation the following year. Plans have been disrupted by COVID-19 and discussions have now a planning horizon of 2021.

THE DELIVERING TOGETHER FACILITY IN 2020



The DTF will wind down over the course of 2020. Since its inception in 2017, it has constituted an important resource to build the leadership required to advance the 2030 Agenda, experiment and spearhead some of the most innovative activities in countries, build bridges across development, humanitarian and peacebuilding activities, and mainstream human rights and the normative agenda to leave no-one behind.

The DTF played an important role at a critical time for the UN development system. The reform of the system, and the shift of Resident Coordinators under the leadership of the Secretary-General with strengthened prerogatives and capacities, upgraded the ability of the UN family to support national governments in their efforts to achieve the SDGs. The reform – one of the most ambitious in decades – presented the UN development system with both challenges and opportunities. The availability and the flexibility of the DTF allowed to support some of the key priorities in the path towards reform.

Over the course of 2020, the DTF will provide the possibility to further advance in building an integrated, effective and accountable UN development system, in line with Member States' expectations. UN Country Teams will continue to advance the innovative approaches that

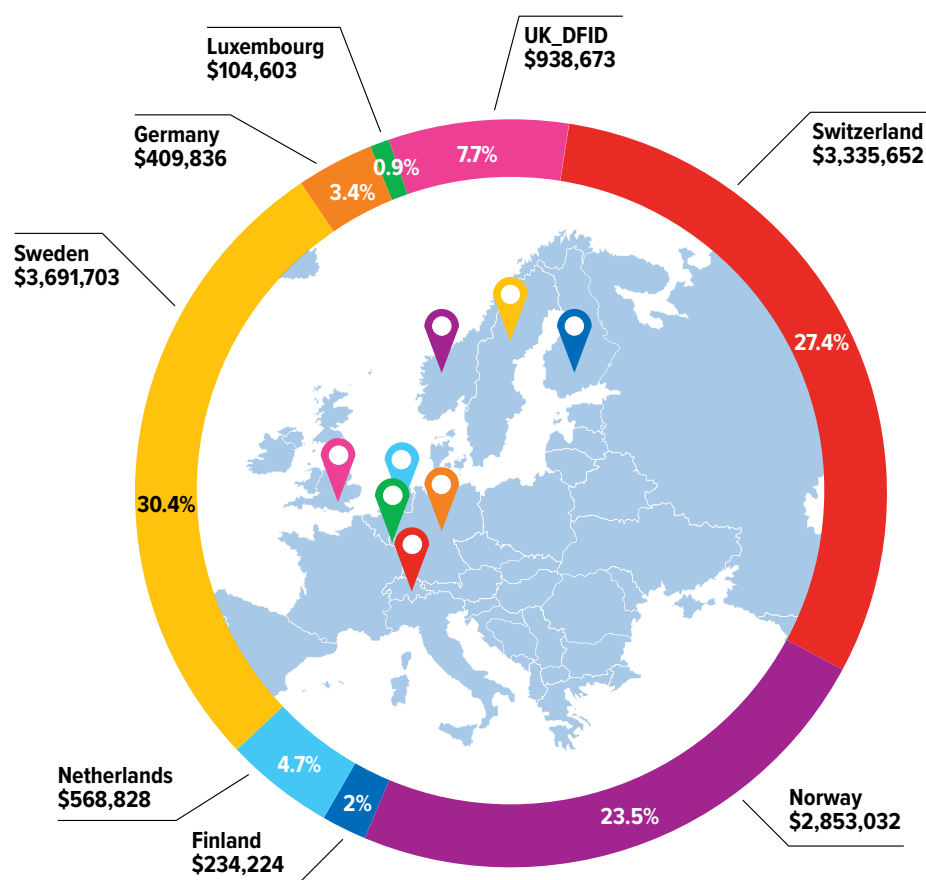
have been made possible by the DTF so far. In 2020 and beyond, Human Rights Advisors will continue to play a key role in supporting countries to respond to the immediate and longer-term impacts of COVID-19. A UNSDG Task Force is already at work to re-design the Resident Coordinator recruitment process, also building on a Resident Coordinator Assessment Centre that took place in early 2020. The aim is to ensure a broader and deeper “Resident Coordinator pipeline” of candidates who can benefit from a structured path of preparation for their role, even before they undergo through the Assessment Centre, along with a redefined multi-step induction and orientation process. In addition, UN INFO will be upgraded and rolled out in full, along with the SDG and the COVID Dashboards.

The DTF may conclude in 2020, but its legacy will carry over for years to come.

FUNDING OVERVIEW

Eight donors have been contributing to the DTF since its inception in 2017: Finland, Germany, Luxembourg, the Netherlands, Norway, Sweden, Switzerland and the United Kingdom. As the DTF will conclude its activities in 2020, and has therefore started winding down, the only new contribution received in 2019 was from Switzerland. These funds were important in supporting activities of a reinvigorated UN development system – from supporting the groundwork for the new UN Sustainable Development Cooperation Framework and a new cadre of Resident Coordinators to continuing to advance joint programmes, shared business innovations, and better integrated normative support and advisory services by the United Nations.

DONOR CONTRIBUTIONS TO THE DTF UP TO 2019



2019 RESOURCE OVERVIEW (\$ MILLION)

Opening Balance	7.0
Contributions received in 2019	1.1
Total Available Resources	8.1
Expenses	4.1
Future expenses: Un-depreciated assets and Commitments	0.1
Total expenses & Un-depreciated assests and Commitments	4.2
Delivery rate against total available resources	51.5%

CONTRIBUTIONS TO THE DTF 2019 (\$)

Month of receipt	Total cumulative
Aug-19	1,131,687

CONTRIBUTIONS IN 2016–2019 (\$)

Contributing donors	Contributions received in 2019	Contributions received in 2018	Contributions received in 2016/2017	Total
Finland	0	115,741	118,483	234,224
Luxembourg	0	0	104,603	104,603
Germany	0	409,836	0	409,836
Netherlands	0	568,828	0	568,828
Norway	0	1,170,823	1,682,209	2,853,032
Sweden	0	2,733,734	957,969	3,691,703
Switzerland	1,131,687	352,113	1,851,852	3,335,652
UK_DFID	0	0	938,673	938,673
Total contributions	1,131,687	5,351,075	5,653,789	12,163,551



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The United Nations Sustainable Development Group (UNSDG) serves as a high-level forum for joint policy formation and decision-making. It guides, supports, tracks and oversees the coordination of development operations in 162 countries and territories. It unites 40 UN funds, programmes, specialized agencies, departments and offices that play a role for sustainable development

The UN Development Coordination Office (DCO) serves as the secretariat for the UNSDG and provides managerial and oversight functions for the Resident Coordinator system. Its activities are advanced through collective ownership by the UNSDG. DCO acts as a key conduit for supporting UN activities for sustainable development, by developing, informing and supporting policies, programmes and operations on the ground.

At country level, 131 UN Country Teams work under the leadership of Resident Coordinators to support government's efforts to advance the 2030 Agenda and achieve the SDGs, through a joint approach that leverages the capabilities of the UN development system as a whole, including at regional and global levels.