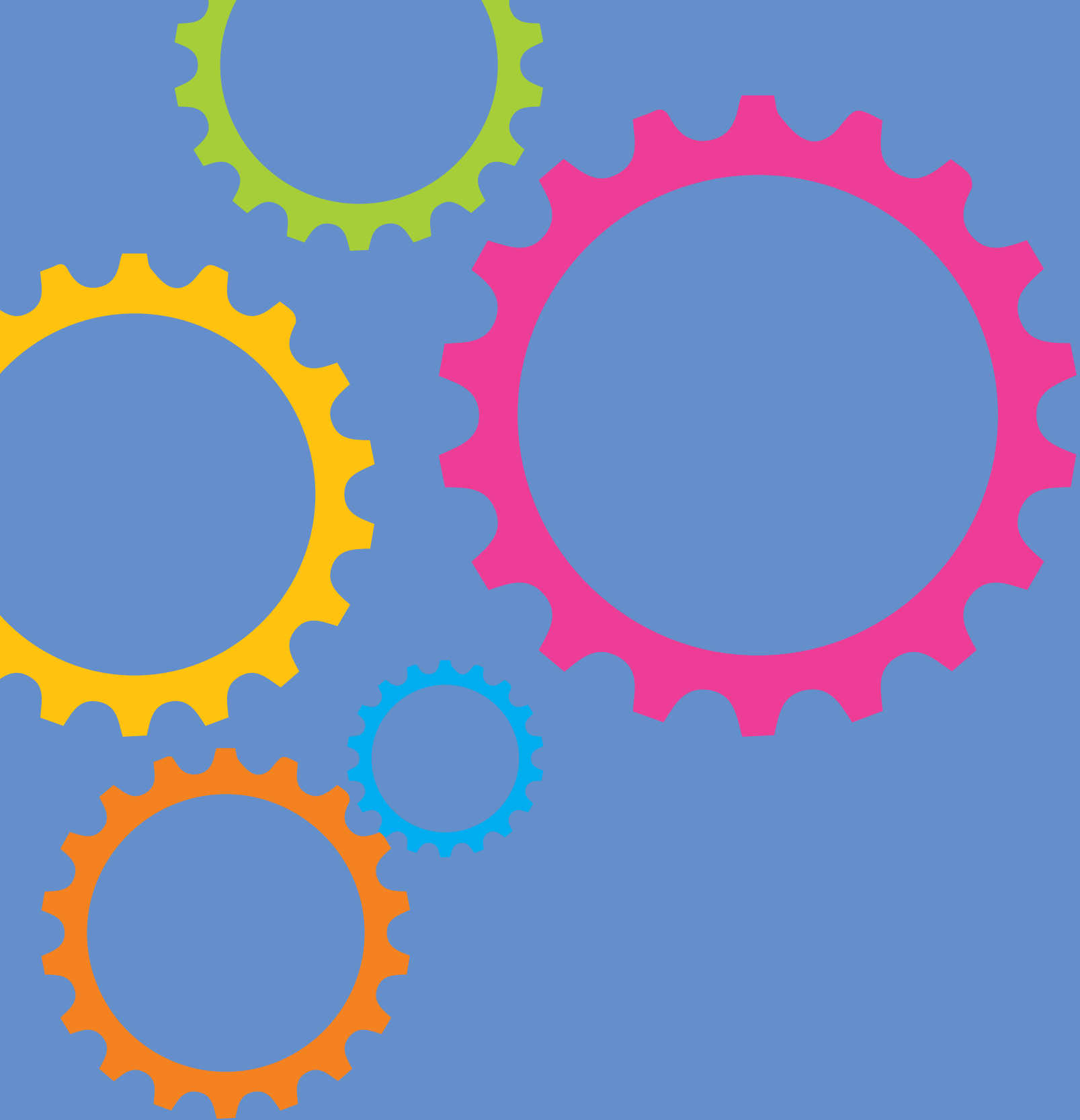


**BUILDING BLOCKS
TOWARDS 2030**

**UNDG STANDARD
OPERATING
PROCEDURES FOR
'DELIVERING AS ONE'
2015 PROGRESS
REPORT**



**UNITED NATIONS
DEVELOPMENT
OPERATIONS
COORDINATION
OFFICE**



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UN DOCO

The United Nations Development Group (UNDG) unites the 32 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. The United Nations 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.

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ACRONYMS

BOS	Business Operation Strategies
CCA	Common Country Assessment
DAO	Delivering as One
DRT-F	Delivering Results Together-Fund
HLCM	High Level Committee on Management
HLCP	High Level Committee on Programmes
HQ	Headquarters
IMS	Information Management System
MDTF	Multi-Donor Trust Funds
OMT	Operations Management Teams
PMT	Programme Management Teams
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator
SDGS	Sustainable Development Goals
SDG-F	Sustainable Development Goals Fund
SOPs	Standard Operating Procedures
UN	United Nations
UNCT	United Nations Country Teams
UNDAF	United Nations Development Assistance Framework
UN DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UN DOCO	United Nations Development Operations Coordination Office
UNDS	United Nations development system
UNGM	United Nations Global Marketplace
UNPT	United Nations Policy Teams

FOREWORD

Guided by a vision and promise that no one should be left behind, the 2030 Agenda rings in a new era of sustainable development that requires new ways of thinking and innovative approaches of working together. The Standard Operating Procedures (SOPs) for countries adopting the 'Delivering as One' approach were designed in response to the request by Member States that we should learn from the best practices of UN Country Teams over the past ten years and create a reform package that captures the finest ways we work together. The United Nations General Assembly was clear about this request in the 2012 Quadrennial Comprehensive Policy Review (QCPR) and the United Nations Development Group responded.

The SOPs were introduced in 2014 to remove institutional bottlenecks that prevent coherence, improve common operating standards and systems, support UN leadership on the ground and motivate 'sharing behaviour' on data, policy analytics and advocacy in support of integrated development solutions. The UNDG has since taken it a step further, with UN leadership calling to take the SOPs to scale and implement them in all countries—to ensure greater impact and efficiency in the UN's delivery as it strives to achieve sustainable development results.

The introduction of the 2030 Agenda—and the interconnected nature of the SDGs—demands a higher level of intensity of UN coordination than ever seen before. The sustainable development agenda focuses on the three dimensions of economic, social and environmental sustainability. To provide relevant responses means whole-of-government and societal responses to the global challenges we face. It also means a whole-of-UN system response is required from our end, and the SOPs aim to achieve just that.

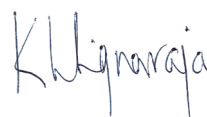
The UNDG introduced the SOPs two years ago to lay the foundation for a collective UN response to the new universal agenda. In practical terms, the SOPs highlight the UN development system's organizational behaviour on shared data and integrated policy, centering the normative agenda across what we do, shared programme outcomes and common business operations, to

name a few. The thing is, we still have a long way to go before all UN Country Teams fully implement the SOPs. Thankfully, those leading the way can show how the SOPs help us to think differently and achieve better results. That is what this report provides—a capture of early progress made. We should finish what we started, and ensure the full implementation of the SOPs in all countries where the UN is present.

As the next reach, the following can be considered: the SOPs can be adapted and applied across varying country contexts. With a universal agenda, they could also be implemented in high-income countries where we have a differentiated reach and presence. Furthermore, they are as relevant for adaptation in crisis situations and can bring in the other parts of the UN system, and also be extended to how we collaborate with external partners. The 2016 QCPR can call for full SOPs application and also consider these next levels.

The full force of such reforms will require leadership from governments that want the UN in their countries to be organized and behaving in this way. It will take leadership among Member States to ensure financing that incentivizes this type of collaborative work. Success also demands leadership from all UN entities so that the HQ reforms needed to support the SOPs happen across the UN system. The latter will require leadership at the global, country and regional levels to make it happen the way it should.

This first report of progress on the Standard Operating Procedures in practice shows how evolutionary change can also be revolutionary change as long as it keeps pace with a bold new vision and agenda.



Kanni Wignaraja
Director, UN Development Operations
Coordination Office (UN DOCO)

EXECUTIVE SUMMARY

The 2030 Agenda calls for a strong United Nations development system (UNDS) that addresses the challenge of doing business differently and delivers joined-up support, which is essential for advancing sustainable development. Embracing the vision of a UNDS that delivers together across mandates, sectors, and institutional boundaries, the United Nations Development Group (UNDG) launched the Standard Operating Procedures (SOPs) for countries adopting the 'Delivering as One' approach in 2014.

The SOPs are based on lessons learned and good practices of the Delivering as One pilot phase that was established in 2007. As called for by the General Assembly Resolution 67/226 on the Quadrennial Comprehensive Policy Review (QCP) and the Secretary-General's Five-Year Action Agenda, the SOPs seek to ensure this second phase of 'Delivering as One' is focused on results and builds on strengthened accountability, enhanced monitoring and evaluation, and improved outcomes. In other words, good practices are scaled up, which help the UNDS get its internal house in order and render it a more effective, efficient and impactful ally to governments, partners and beneficiaries.

In the joint cover letter that accompanied the launch of the SOPs, the UNDG executive heads "call for all of the UN system to work better together" and expressed they "look forward to seeing UN Country Teams (UNCTs) taking steps towards the progressive implementation of the SOPs in their country." The SOPs can be flexibly adapted to any country context and progressively implemented by all UNCTs without further approval or action from headquarters.

Throughout the past two years, the UNDG at the global and regional levels has undertaken strategic actions to ensure the progressive implementation of the SOPs by all UNCTs. Activities have included roll-out measures at headquarter, regional and country levels.

Governments have continued to formally request the UN to deliver as one. These requests embody the political commitment

of governments to utilize 'Delivering as One' as their preferred business model for the UN at the national level. As of September 2016, 55 Member States have officially requested the UN adopt the 'Delivering as One' approach in their countries.¹ An overwhelming majority of these formal 'Delivering as One' countries (94 percent) state that 'Delivering as One' helps the UN better align with country development needs and priorities. Fifty-six percent of governments reported that the introduction of 'Delivering as One' made it "much easier" or "somewhat easier" to deal with the UN system in their country.² This growing demand demonstrates the need for UNDS to deliver together in more countries.

The SOPs have contributed greatly to improved inter-agency collaboration and enhanced the strategic positioning and relevance of the UNDS at the country level. A growing number of UNCTs are now organized around results groups and the most advanced ones focus their policy capacities around joint policy products and joint work plans. Around one third of UNCTs are implementing, or are in the process of preparing, common Business Operations Strategies in support of their United Nations Development Assistance Framework (UNDAF). Sixty-five percent of programme governments strongly agree or somewhat agree that joint funding mechanisms (e.g. Multi-Donor Trust Funds, One UN Funds) have led to greater UN coherence while 62 percent strongly agree or somewhat agree that joint funding has led to greater UN efficiency.³

UNCTs can only work together effectively if they receive dedicated support from UN Headquarters. Through the Headquarters Plan of Action, which came into effect in 2014, some progress has been made in addressing the headquarter-level bottlenecks that prevented UNCTs from fully realizing efficiency gains under the 'Delivering as One' approach. The plan, for example, led to harmonized UN programming and greater government ownership by removing existing differences between agency-specific planning instruments. The approach has also improved upon common policies and procedures in the area of business operations, particularly regarding procurement, common finance,

transport and logistics and human resources. Reform within the UNDG is an ongoing process and in June 2016, the UNDG introduced the “HQ Plan of Action 2.0” to address bottlenecks at the headquarter level. This action plan prioritizes enhanced vertical and horizontal accountability across all levels (including headquarters and the regional level), progress in joint funding and innovative financing, and supplementary tools to promote common analysis across all pillars of the UN Charter, etc.

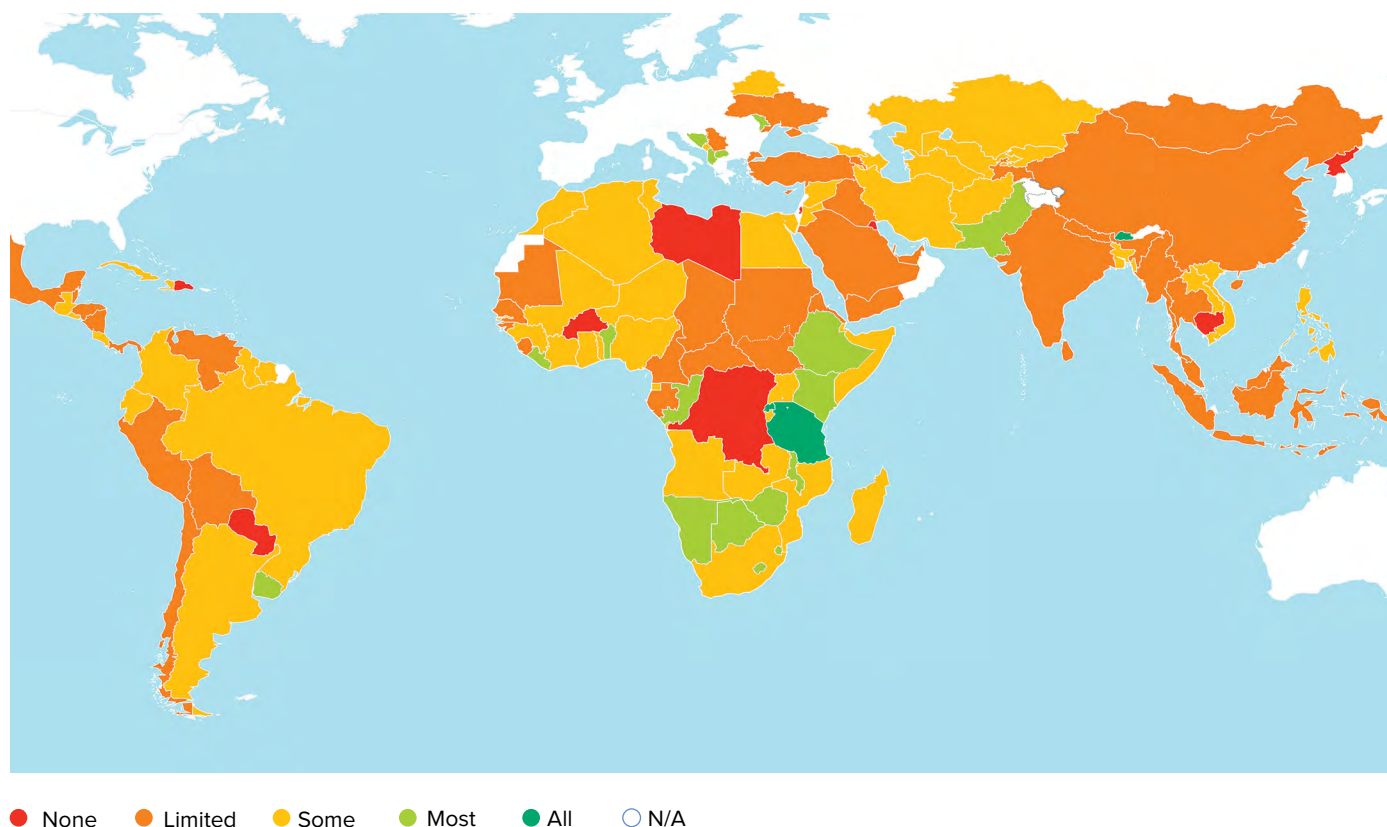
The SOPs extend cross-agency accountability to the work of the UN at the country level. This is demonstrated by the interactive SOPs tracker (available on the UNDG website), a tool that provides a snapshot of real-time progress on the core elements of the SOPs achieved by 131 UNCTs.

While progress has been achieved in many areas since the SOPs were adopted in 2014, stakeholders still face challenges in maximizing their potential for greater coherence and effectiveness at the country level. Central agency procedures and products, such as programme and operations-specific policies, are not yet fully aligned with the SOPs. The respective governing boards of UN organizations require agency specific planning and reporting, which hinders the use of more coherent and simplified planning and reporting processes that utilize harmonized instruments each board could review, and that draws out agency specific contributions.

However, despite the challenges, a great deal has happened in the span of two years. With increased senior-level UN leadership commitment to change—including the internal adjustment of agency procedures—much more is possible now than ever before. It is an issue the UN Secretary General has urged leadership to carry forward, “the SOPs should be rolled out and implemented in all countries, while being adapted to country contexts and organizational arrangements. Agency programme and operational guidelines should be aligned to the SOPs. [...] At the same time, the SOPs should be further developed to match ways of working with the new requirements of the 2030 development Agenda.”⁴

- 1 As of September 2016, 55 Governments formally requested the UN System adopt the ‘Delivering as One’ approach in their countries. See Annex 1 for a list of these countries. A regularly updated list of countries can be found on the UNDG website (Link).
- 2 See UN Department of Economic and Social Affairs (UN DESA) Report on the QCPR Monitoring Survey of Programme Country Governments in 2015 (January 2016, Link).
- 3 See UN DESA Report on the QCPR Monitoring Survey of Programme Country Governments in 2015 (January 2016).
- 4 See the “Report of the Secretary General on the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system: Recommendations” (27 September 2016, Link).

FIGURE 1 THE INTERACTIVE SOPS TRACKER ON THE UNDG WEBSITE PROVIDES A SNAPSHOT OF REAL-TIME PROGRESS ON THE 15 CORE ELEMENTS



INTRODUCTION

BACKGROUND AND OBJECTIVES OF THE STANDARD OPERATING PROCEDURES

The United Nations (UN) Secretary General and 18 Heads of UN agencies⁵ signed the Standard Operating Procedures for countries adopting the ‘Delivering as One’ approach (SOPs) in August 2014.⁶ With the SOPs, the United Nations Development Group (UNDG) has responded to the General Assembly resolution 67/226 on the Quadrennial Comprehensive Policy Review (QCPR) from December 2012.

As called for in the 2012 QCPR, the UNDG defined fifteen core elements that are required for the ‘Delivering as One’ approach. They represent areas that promise biggest impact and potential for change. The implementation of these core elements enables the in-country UNDS to better address the 2030 Agenda through increased policy and programme coherence, while also supporting the tracking of shared results and measuring the impact of UNDS coherence at the country level (inclusive of collaborative efforts that can be measured and monitored). This in turn creates a concrete and practical basis for gathering evidence and sharing UN results. These core elements reinforce each other when they are implemented as an integrated package. Together they promise a step change in the effectiveness and impact of the UNDS at the country level.

A second appeal in the 2012 QCPR was for, “UNDS to identify and address challenges and bottlenecks, in particular at the headquarters level, which have prevented UNCTs in ‘Delivering as One’ countries from fully realizing the efficiency gains under the ‘Delivering as One’ approach and to report thereon as part of the annual reporting on the implementation of the present resolution.” To meet this appeal, the UNDG developed a Headquarters Plan of Action to accompany the SOPs. Actions addressing headquarters were developed in close collaboration with the system structures, including Chief Executive Board committees, the High Level Committee on Management (HLCM) and the High Level Committee on Programmes (HLCP).

With the lessons from the Post-2015 consultations and negotiations for the new 2030 Agenda in mind, the SOPs were designed to provide UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) with an integrated package of clear, straightforward and internally-consistent guidance on programming, leadership, business operations, funding and communications for country-level development operations. The SOPs shift the UN’s focus from planning together to delivering together; with a clear focus on simplification and streamlining of processes and instruments. It also accelerates reform in business practices in support of a focused results agenda. The SOPs can enable UN Results Groups at the country level to make better use of shared data, policy analysis and advocacy to provide integrated solutions in support of the 2030 Agenda.

Use of the SOPs goes beyond enabling the UN to make more focused and responsive contributions in sustainable development by also ensuring more strategic results and impacts. These results often come with reduced transaction costs for governments, greater business efficiencies, and lower overhead costs for the UN and its partners. As a set of organizing principles for the UN development system, the SOPs are relevant in all countries where the United Nations development system (UNDS) has a presence. From the design stage the SOPs were envisaged as an implementation modality that could be flexible enough to respond to the dynamic 2030 Agenda. The SOPs strike a balance between flexibility and standardization in order to be applicable in a wide variety of country contexts, particularly in low-income, least developed and middle-income countries. There is little that cannot be done based on the current rules and procedures adopted by the agencies, funds and programmes of the UNDS.

THE ROLE OF THE REGIONAL UNDГ AS AN IMPORTANT PLAYER IN ADVANCING THE SOPs

Since its launch in mid-2015, the UNDГ Information Management System (IMS) has provided data on the implementation of SOPs by all 131 UNCTs. This information has reinforced outreach activities across, and within, different regions and increased the awareness, leadership and commitment of the Regional UNDГ Teams to advance the implementation of the SOPs. The Regional UNDГ Teams have played a crucial role in supporting the implementation of the SOPs through technical support, advocacy, communication and quality control. Good practice examples for accelerated SOPs implementation highlight the role of Regional UNDГ Teams as critical players in improving coherence and promoting UNCT performance. Examples include:

- The Regional UNDГ Team for Eastern, Southern, Western and Central Africa set a target of reaching a 100 percent Business Operation Strategies (BOS) implementation rate in the 45 countries in the region by the end of 2017. To support this initiative the Regional UNDГ Team is putting in place communications and capacity development support for countries in the region.
- The Regional UNDГ Team for Latin America and the Caribbean accelerated the implementation of the SOPs in 2015 with the creation of a strategy that consisted of communications, mapping and analysis, training, and policy advice for UNCTs. The support strategy includes regular status reports on SOPs implementation from each UNCT, as well as information on timelines and milestones for accelerated SOPs implementation at the country level. To this end, the UNDГ in Latin America and the Caribbean has strengthened its support to UNCTs on the SOPs, for example by empowering the Peer Support Group and establishing a new Regional Operations Management Teams to support country-level BOS efforts.
- The Regional UNDГ Team for Europe and Central Asia conducted a SOPs Implementation Survey as a stock-taking exercise aimed at identifying challenges UNCTs face, as well as their plans with regard to the implementation of the SOPs 15 core elements.⁸

5 In the context of this report, the term 'agencies' refers to specialized agencies as well as UN funds and programmes.

6 Of the UNDГ Membership to date, the International Fund for Agricultural Development, United Nations Conference on Trade and Development, International Telecommunication Union, World Tourism Organization, and World Meteorological Organization as well as the five Regional Economic Commissions have not signed the SOPs.

7 'Delivering as One' is based upon the four pillars of 'oneness': having One Programme jointly signed between the UN and the host government; One Leader and Team via the UN Resident Coordinator and the UN Country Team; One Budgetary Framework to monitor the UN expenditures and fund-raising within the country; and One Office, sharing the same premises to cut on costs and foster inter-agency cooperation.

8 See references at the end of this report.



THE SOPs IN TANZANIA JOINT UN ACTION FOR PEOPLE WITH ALBINISM

Across Sub-Saharan Africa people with albinism face extreme human rights violations. Victims to physical attacks fueled by the false belief their body parts can be used in witchcraft practices, the majority of victims are women and children. People with albinism also face entrenched discrimination and stigmatization extending to family members particularly mothers of children with albinism. Confronted with these challenges, many civil society organizations, people with albinism, and state institutions are designing new ways to address the issue and adopt successful practices. Tanzania has the largest proportion of people with albinism in Africa.

“We saw that the cycle of attacks and discrimination against people with albinism must be broken. So, with the involvement of the UN Communications Group and the UN Human Rights Group, we started an awareness and advocacy campaign with civil society, government and the National Human Rights Commission, combining the resources of the UN and our dialogue mechanisms in different forums. As a result, after two years the rates of physical violence against, and murders of, people with albinism in Tanzania have decreased. There is less stigma concerning the issue. In conjunction with the government and led by the UN Independent Expert on people with albinism, we convened the first-ever regional forum for Action on Albinism in Africa. The forum developed specific measures to tackle the attacks and discrimination faced by persons with albinism in several countries in the region.”

UN Coordination Adviser, Tanzania

TWO YEARS LATER: WHERE DO WE STAND ON IMPLEMENTING THE SOPs?

The SOPs fall under the pillars of the 'Delivering as One' framework. The **One Programme** unifies the UN system under a single national development strategy, underpinned by integrated policy positions and services, and real-time monitoring through joint work plans. The **Common Budgetary Framework/One Fund**, with all planned and costed UN programme activities transparently presented in one place, provides a shared overview of the entire UN's contribution to a country. The optional One UN Fund provides performance-based support to the UN's integrated policy approaches. Under the **One Leader**, the RC and the UNCT act as one leadership. **Operating as One** provides options for more cost-effective common operations and service support, while **Communicating as One** facilitates coherent messaging and advocacy on normative issues.

As called for in the 2012 QCPR, the UNDG defined fifteen core elements that are required for the 'Delivering as One' approach. They represent areas that promise biggest impact and potential for change. The implementation of these core elements enables the in-country UNDS to better address the 2030 Agenda through increased policy and programme coherence, while also supporting the tracking of shared results and measuring the impact of UNDS coherence at the country level (inclusive of collaborative efforts that can be measured and monitored). This in turn creates a concrete and practical basis for gathering evidence and sharing UN results. These core elements reinforce each other when they are implemented as an integrated package. Together they promise a step change in the effectiveness and impact of the UNDS at the country level.

Implementation progress of the 15 standard operating procedure core elements is tracked by monitoring trends and comparing UNDG IMS data from 2015 and 2016.¹⁰ This enables stakeholders to identify the early benefits of the SOPs (for greater coherence, efficiency, transparency and accountability of the UNDG at the country level) and also respond to the indicators of the Monitoring and Evaluation Framework for 'Delivering as One'¹¹ where the information is available.¹²

All 131 UNCTs have made significant progress towards the progressive implementation of the 'Delivering as One' pillars since the

launch of the SOPs in August 2014. Figure 2 depicts below progress on the 15 core elements of the SOPs according to 'Delivering as One' pillar. In four pillars there has been a full or partial implementation (65 percent or more). The lowest levels of implementation take place in the Common Budgetary Framework and Operating as One pillars.

When comparing data from 2015 and 2016, significant progress is noticeable across all 15 core elements (Figure 3 below) except for Core Element 3 (signed UNDAF at the outcome level with the legal annex).¹³ Feedback received from the country level confirms that aspects of this core element were not entirely clear to UNCTs, while several UNCTs have not yet integrated the legal annex. Noticeable progress is visible for Core Element 6 of the Common Budgetary Framework, which improved partly due to a better understanding of what this core element entails (although it generally remains on the low side). Some of the challenges UN agencies face include projecting funding estimates, as financial data is not shared by all UN agencies, and not all UN agencies have aligned their programming instruments with the SOPs. Core Element 8, the Joint Resource Mobilization Strategy, has seen slow progress between 2015 and 2016. This is partly explained by the agencies that do their own individual resource mobilization rather than abiding by a fully-fledged UNCT strategy. Individual activities are not captured in this data.

9 Joint programmes continue to be a valid mechanism in this context.

10 The analysis in this section of the report builds on data from the UNDG IMS, which was established in 2015. Data was collected between December 2015 and June 2016, and provides a comprehensive overview of the implementation status of the SOPs in 2015. Data reflects IMS information from 28 July 2016.

11 The Monitoring and Evaluation Framework for 'Delivering as One' can be found in the SOPs guidance document, available on the UNDG website (pp. 40–45).

12 The analysis draws on various sources of information and data, including the UNDG IMS, annual UN DESA reports, QCPR Monitoring Surveys of Programme Country Governments and Resident Coordinators, and joint audit reports on "Delivering as One."

13 During a review of 2015 data, clarifications were added to Core Element 3 (signed UNDAF at the outcome level with the legal annex) where "fully achieved" only applies to UNDAFs with the signed legal annex. This explains the visible downward trend when comparing data.

PILLAR	#	SOPs CORE ELEMENTS
OVERARCHING / GOVERNMENT OWNERSHIP 	1	Joint oversight and ownership agreed between Government and the UN and outlined in agreed terms of reference for a Joint National/ UN Steering Committee
	2	Annual reporting on joint UN results in the UN Country Results Report
ONE PROGRAMME 	3	Signed UNDAF at the outcome level with legal text as appropriate ⁹
	4	Joint Work Plans (of Results Groups) aligned with the UNDAF and signed by involved UN entities
	5	Results Groups (chaired by Heads of Agencies) focused on strategic policy and programme content established and aligned with national coordination mechanisms
COMMON BUDGETARY FRAMEWORK (AND ONE FUND) 	6	A medium-term Common Budgetary Framework aligned to the UNDAF/One Programme as a results oriented resourcing framework for UN resources
	7	Annual Common Budgetary Frameworks (as a part of the Joint Work Plans) updated annually with transparent data on financial resources required, available, expected, and to be mobilized
	8	A Joint Resource Mobilization strategy as appropriate to the country context (with the option of a One Fund duly considered) approved by the UNCT and monitored and reported against in the UN Country Results Report
ONE LEADER 	9	Strong commitment and incentives of the UNCT to work towards common results and accountability through full implementation of the Management and Accountability System and the UNCT Conduct and Working Arrangements
	10	Empowered UNCT to make joint decisions relating to programming activities and financial matters
OPERATING AS ONE 	11	Business Operations Strategy endorsed by UNCT is highly recommended, adapted to local needs and capacities, to enhance operational oneness processes through eliminating duplication of common processes to leverage efficiencies and maximize economies of scale
	12	Empowered Operations Management Team (chaired by a Head of Agency)
	13	Operations costs and budgets integrated in the overall medium-term Common Budgetary Framework
COMMUNICATING AS ONE 	14	A joint communication strategy appropriate to the country context approved by the UNCT and monitored and reported against in the UN Country Results Report
	15	Country Communications Group (chaired by a Head of Agency) and supported by regional and HQ levels, as necessary

FIGURE 2 **PROGRESS ACHIEVED ON THE SOPS ACCORDING TO 'DELIVERING AS ONE' PILLAR**

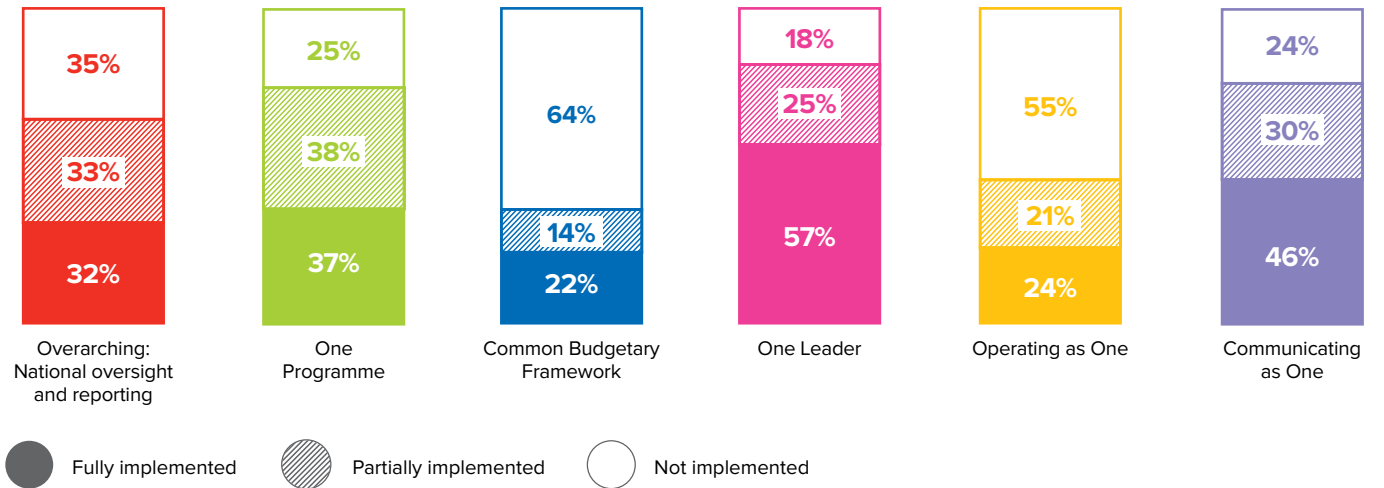
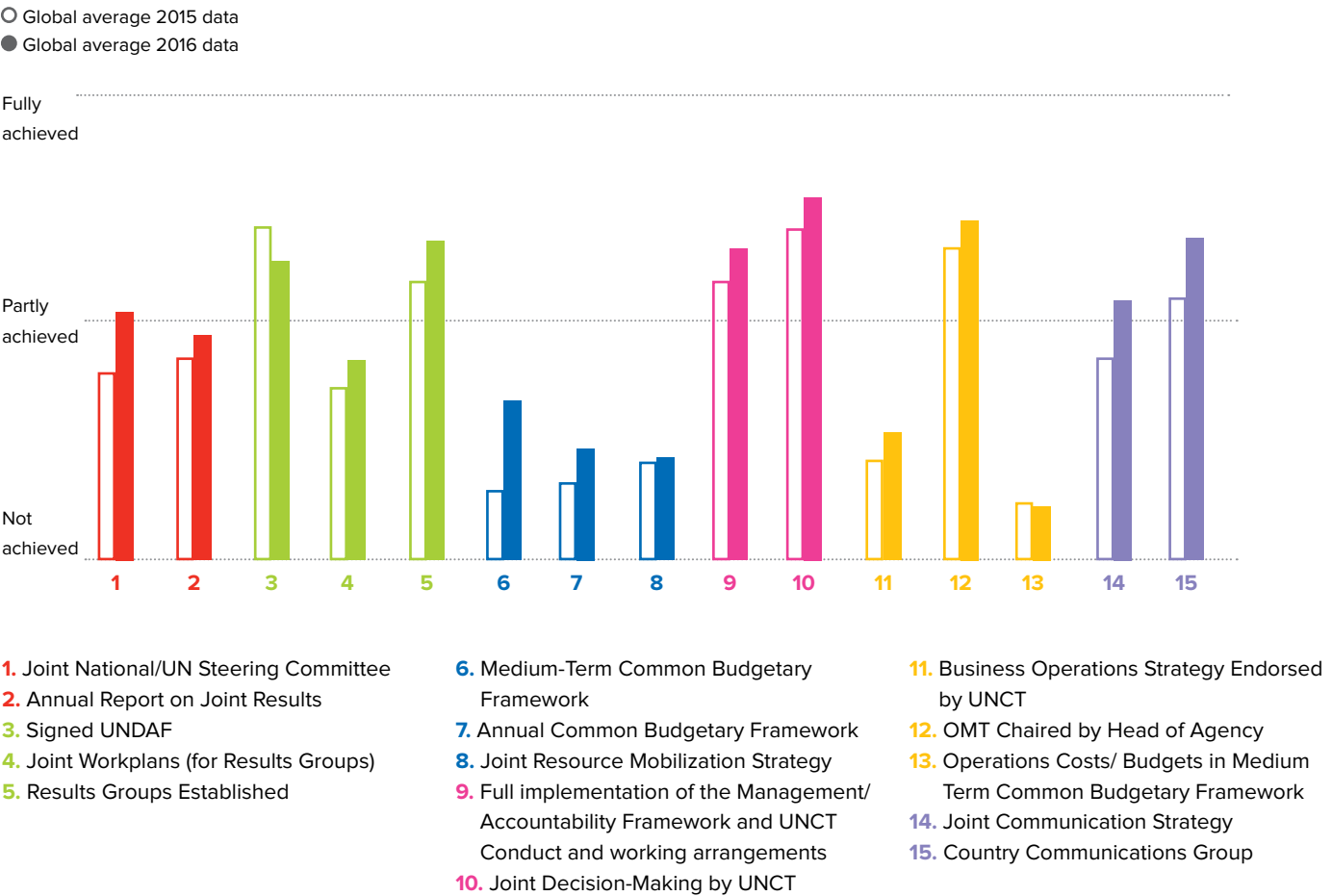


FIGURE 3 **2015-2016 PROGRESS ON THE 15 CORE ELEMENTS OF THE SOPs**





OVERARCHING / GOVERNMENT OWNERSHIP

KEY DATA

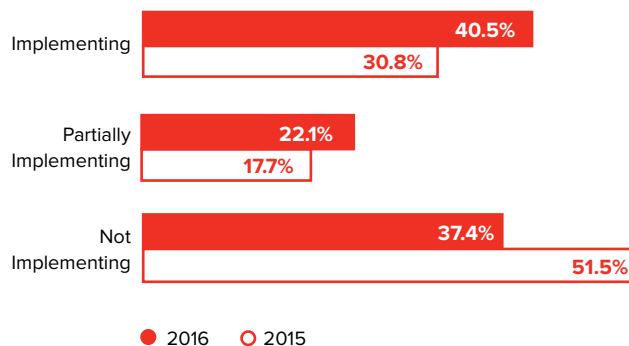
One of the objectives of the SOPs is to ensure government oversight and ownership and to put the government in the driver's seat. The joint national/UN steering committee is crucial in this regard. Eighty three percent of formal 'Delivering as One' countries have a joint steering committee while this is only the case for 57 percent of other countries. Forty four percent of countries strongly agreed in 2015 that a government's participation in the steering committee has allowed for greater national leadership over UN programmes, and also helped governments ensure UNCTs are better aligned with national needs and priorities. An overwhelming majority of formal 'Delivering as One' countries¹⁴ (94 percent) stated that 'Delivering as One' helps the UN better align with country development needs and priorities. Fifty six percent of governments reported the introduction of 'Delivering as One' made it "much easier" or "somewhat easier" to deal with UN system in their country, while the SOPs helped link reporting to national results. Fifty four percent of governments in formal 'Delivering as One' countries and 44 percent in other countries indicated they received a report on results achieved by the UN in their country. Forty eight percent of programme country governments agreed or somewhat agreed that reporting was linked to national development results.¹⁵

INSIGHTS AND FEEDBACK FROM THE FIELD

- SOP implementation rates are higher in formal 'Delivering as One' countries. It is recommended that non-DaO countries consider formally requesting UNCTs to adopt the 'Delivering as One' approach, calling on more joined-up UNCTs to support the implementation of the 2030 Agenda.
- The One UN Country Results Report could be shared in the public domain and cover all aspects of the UN's collaboration and contributions at the country level, providing an overview of results and resources in the given SDG-related areas.

1

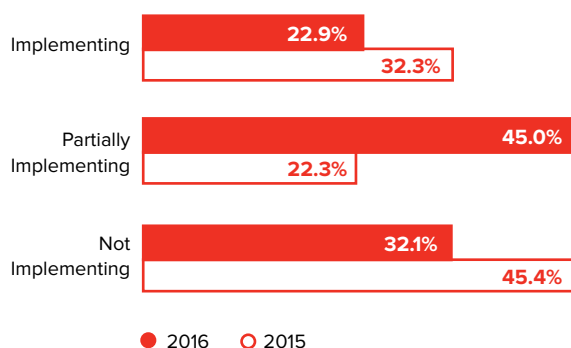
FIGURE 4 CORE ELEMENT 1
JOINT NATIONAL/UN STEERING COMMITTEE



Sixty three percent of UNCTs ensure joint oversight and ownership between the government and the UN through joint national/UN steering committees that are either already functional or in the process of being established.

2

FIGURE 5 CORE ELEMENT 2
ANNUAL REPORT ON JOINT RESULTS



Sixty eight percent of UNCTs have produced, or are in the process of producing, One UN Country Results Reports.

¹⁴ The term formal 'Delivering as One' country refers to the 55 countries that have formally requested the UN to use the 'Delivering as One' approach in their country (see Annex).

¹⁵ See UN DESA Report on the QCPR Monitoring Survey of Programme Country Governments in 2015 (January 2016, Link).



ONE PROGRAMME

KEY DATA

UNCTs are planning and programming together. According to undg IMS data, 93 percent of UNCTs are jointly planning through the use of an UNDAF. On average, 16 agencies participate in UNDAFs. Currently, 34 percent of UNCTs are in the process of developing a new UNDAF. The total number of joint programmes is 354.¹⁶

Joint planning processes lead to greater focus on development results and accountability since 83 percent of all programme country governments (56 percent in 'Delivering as One' countries and 27 percent in all others) report that the One Programme/ UNDAF has helped the UN achieve better results than if each UN agency had planned its country support separately.¹⁷

INSIGHTS AND FEEDBACK FROM THE FIELD

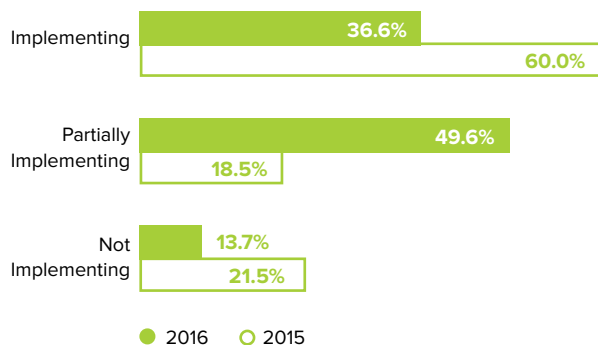
- Additional measures can be put in place at the country level to promote and strengthen results groups. Following the example of the Green UN House in Viet Nam, the co-location of results groups (collaborative teams) could be promoted as a model for wider application.
- To move increasingly to policy advisory services in middle income countries, it may be useful to dynamically think about the composition and arrangements of UN country presence. Dedicated policy clusters could be organized at the country level.
- Joint policy programmes that assemble dedicated UN policy capacities, working in partnership with national and international policy capacities, could define the core of many results groups.

- To increase coherence of the UN at the country level when working across the UN Charter, a One UN Strategic Framework that is based on a shared vision, data, common analysis and risk assessment and that is, to the largest extent possible, delivered through joint work plans and joint programmes, is key.
- The Quality Support and Assurance (QSA) function can be further improved to ensure consistently high quality UNDAFs. The contribution of agency staff at the regional level in strengthening QSA actions should be formally recognized in agency performance evaluations.

¹⁶ undg Information Management System.

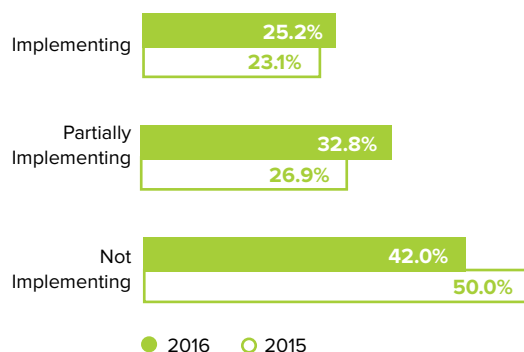
¹⁷ See UN DESA Report on the QCPR Monitoring Survey of Programme Country Governments in 2015 (January 2016, Link).

3

FIGURE 6 CORE ELEMENT 3
SIGNED UNDAF

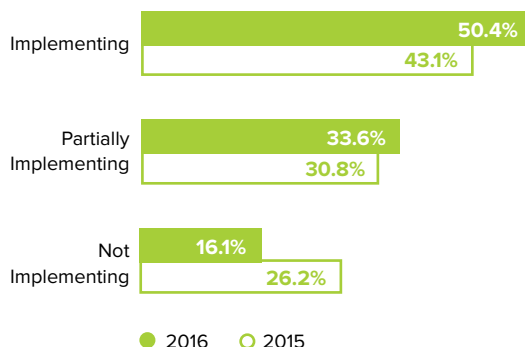
Over 86 percent of UNCT planning takes place by using an UN Development Assistance Framework or its equivalent. On average, 16 UN agencies participate in the development of each UNDAF.

4

FIGURE 7 CORE ELEMENT 4
JOINT WORKPLANS (FOR RESULTS GROUPS)

Twenty five percent of UNCTs use joint work plans to coordinate the implementation of the UNDAF while another 33 percent of UNCTs are in the process of developing joint work plans.

5

FIGURE 8: CORE ELEMENT 5
RESULTS GROUPS ESTABLISHED

Results groups—chaired by Heads of Agencies—have been established by 84 percent of UNCTs.

“

THE SOPs
IN BOSNIA AND
HERZEGOVINA:
REDUCING
TRANSACTION
COSTS ON
THE WAY TO 2030

The SOPs have been a game changer in way the UN operates in Bosnia and Herzegovina. For the government, the biggest step was the establishment of a Joint Steering Committee.

“This mechanism managed to establish strategic partnerships and coordination between the UN and government for the first time and reduced transaction costs, as well as reporting burden for agencies and the government. Working jointly strongly impacted how the government and external partners perceive us. The RC also represents the whole UN in the government-led Donor Coordination Forum. In a country of 3.9 million people and a highly complex governing structure with 13 prime ministers, 14 legislative bodies, five presidents, three constitutional courts and nearly 150 ministers, when the UN delivers as one it becomes a role-model for how the government can deliver as one on the 2030 Agenda.”

UN Coordination Analyst,
Bosnia and Herzegovina



COMMON BUDGETARY FRAMEWORK (AND ONE FUND)

KEY DATA

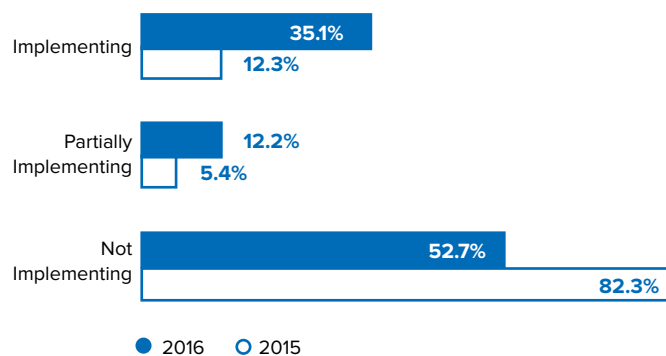
UNDG IMS data shows that UNCTs are increasingly mobilizing resources jointly. Thirty eight percent of countries have a One Fund or other Multi-Donor Trust Funds (MDTFs).¹⁸ These efforts improve efficiency, as the annual UN DESA reports on the QCPM Monitoring Surveys of Programme Country Governments and the Resident Coordinators confirm. Sixty five percent of programme governments strongly agree or somewhat agree that joint funding mechanisms such as MDTFs and One Funds have led to greater UN coherence, and 62 percent strongly agree or somewhat agree that joint funding has led to greater UN efficiency.¹⁹

INSIGHTS AND FEEDBACK FROM THE FIELD

- Pooled funding mechanisms that underpin the UNDAFs and joint work plans are helpful in facilitating joint planning, implementation and reporting. Preferential access to global pooled funding (e.g. through DRT-F, SDG Funds, etc.) could be granted to formal 'Delivering as One' countries, as an incentive to organizing and behaving in more collaborative ways.
- Member States could promote and support simplification of planning and reporting requirements at the UN agency and system wide levels to minimize and avoid duplication of procedures, and ensure that duplicate planning and reporting requirements are avoided.
- An UNDAF should be underpinned by a financing strategy, that looks to leverage greater resources for the country's development in the given results areas.

6

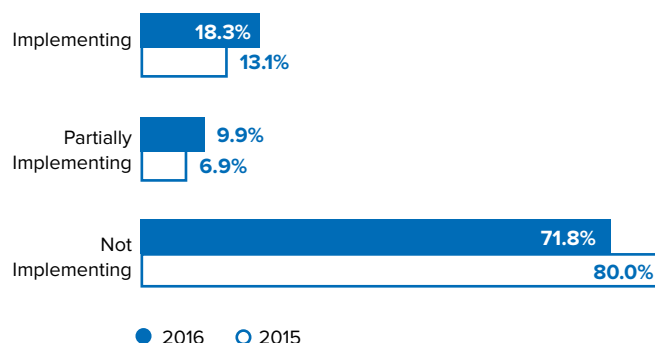
FIGURE 9 CORE ELEMENT 6
MEDIUM-TERM COMMON
BUDGETARY FRAMEWORK



Forty eight percent of UNCTs reported having, or developing, a medium-term Common Budgetary Framework.

7

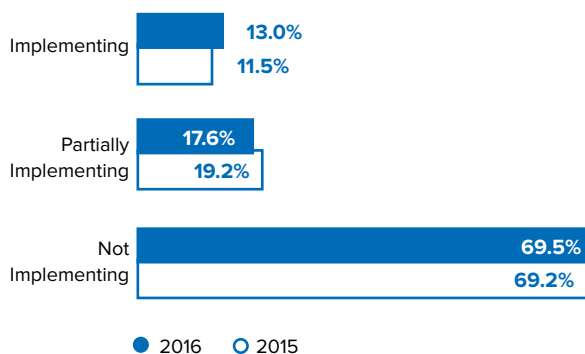
FIGURE 10 CORE ELEMENT 7
ANNUAL COMMON BUDGETARY FRAMEWORK



Twenty nine percent of UNCTs have Annual Common Budgetary Frameworks in place or are in the process of developing them.

8

FIGURE 11 CORE ELEMENT 8
JOINT RESOURCE MOBILIZATION STRATEGY



Thirty one percent of UNCTs are using, or in the process of developing, joint resource mobilization strategies.



ONE LEADER

KEY DATA

In a UN DESA survey, 92 percent of RCs reported that all or some of the results groups are now co-chaired by a head of agency, and 57 percent stated that all or some results groups are co-chaired by the national government. Seven percent of RCs reported that all the results groups have non-governmental partners as members, while 49 percent revealed some of the results groups have such members. Of the responding RCs, 29 percent reported that the job description of UNCT members from all agencies in their country recognizes the role of the RC. Thirty percent of RCs stated that this was the case for most agencies, 38 percent for some agencies, and three percent for none of the agencies.

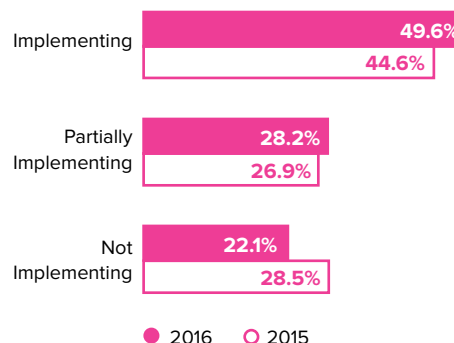
In 49 percent of countries, all or most agencies reported regularly to the RC on resource mobilization activities and programme implementation performance of UNDAF elements led by the agency. In 30 percent of countries, the RC contributed to the performance appraisal of UNCT members from all or most agencies in the past 12 months. The same was the case for some agencies in 52 percent of countries. The RC did not contribute to performance appraisal of UNCT members in 18 percent of countries. Forty two percent of RCs reported that performance appraisals of UNCT members of all or most agencies included UNCT results.²⁰

INSIGHTS AND FEEDBACK FROM THE FIELD

- Additional measures to strengthen an empowered UNCT could involve enhancing the role and authority of the RC and the heads of results groups, to be able to draw on and share resources and capacities from across the system.
- Agency learning initiatives for staff development should include training on the SOPs and their relevance in the context of the 2030 Agenda. More learning and training can be done together as it will ensure common understanding of working together and promote UN staff cohesion.
- Creating incentives (e.g. recognition through performance appraisals) for agency staff to work and contribute to UN system wide results will help accelerate SOP implementation at the country level. This insight could also be applied at the regional and HQ level.

9

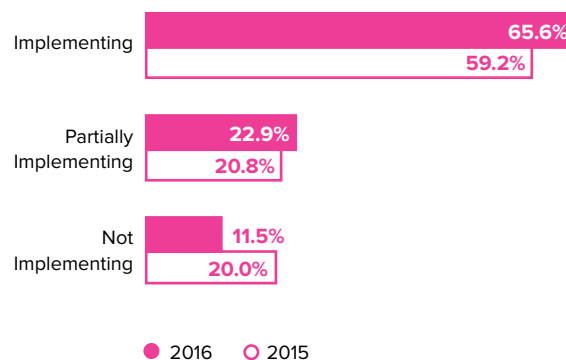
**FIGURE 12 CORE ELEMENT 9
FULL IMPLEMENTATION OF THE
MANAGEMENT ACCOUNTABILITY
FRAMEWORK AND THE UNCT CONDUCT
AND WORKING ARRANGEMENTS**



Fifty percent of UNCTs are fully implementing the UNDG Management and Accountability System, including the UNCT Conduct and Working Arrangements. This guarantees a stronger commitment among UNCT members to work towards common results and accountability.

10

**FIGURE 13 CORE ELEMENT 10
JOINT DECISION-MAKING BY UNCT**



Over 88 percent of UNCTs take joint decisions.

18 UNDG Information Management System.

19 See UN DESA Report on the QCPR Monitoring Survey of Programme Country Governments in 2015 (January 2016, Link).

20 See UN DESA Report on the QCPR Monitoring Survey of Resident Coordinators in 2015 (January 2016, Link).



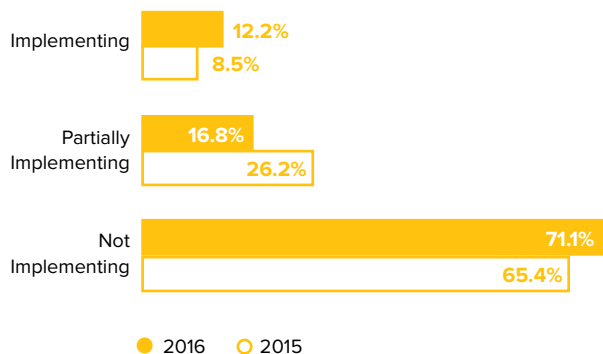
OPERATING AS ONE

INSIGHTS AND FEEDBACK FROM THE FIELD

- Innovations must continue to be encouraged with “seed funding” for business operations initiatives, that encourage new ways of operating as one.
- Communication between agency HQs and country offices should be clarified on the SOPs and the Business Operations Strategy (BOS) in particular, to avoid mixed messages and to encourage all UNCTs to implement a BOS.
- Dedicated capacity is needed to design, implement and manage joint operations. Business operations staff should actively engage in training opportunities and provide peer support across UNCTs, which includes sharing best practices.

11

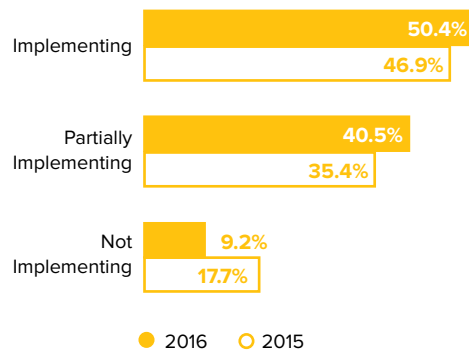
FIGURE 14 CORE ELEMENT 11
BUSINESS OPERATIONS STRATEGY
ENDORSED BY UNC



Thirty percent of UNCTs are implementing, or in the process of developing, Business Operations Strategies.

12

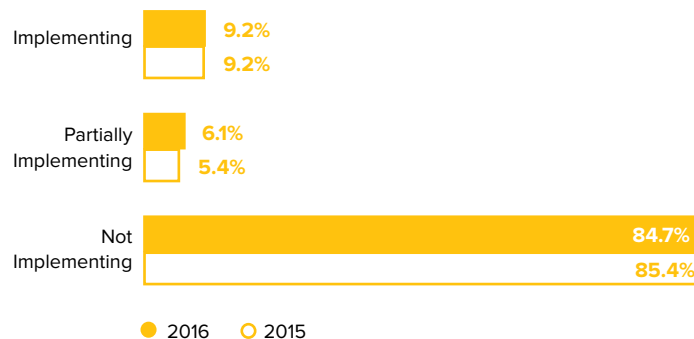
FIGURE 15 CORE ELEMENT 12
OMT CHAIRED BY HEAD OF AGENCY



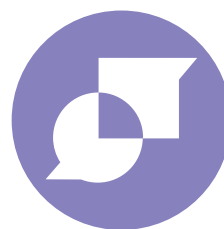
Ninety one percent of UNCTs have established Operations Management Teams.

13

FIGURE 16 CORE ELEMENT 13
OPERATIONS COSTS/BUDGETS IN MEDIUM
TERM COMMON BUDGETARY FRAMEWORK



In 15 percent of programme countries, operations costs and budgets have been integrated in the medium-term Common Budgetary Framework.



COMMUNICATING AS ONE

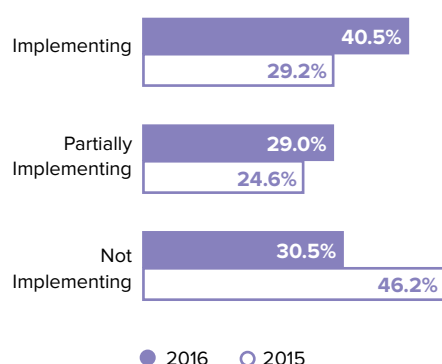
KEY DATA

In 84 percent of countries, UNCTs work together through a Joint Communications Group. Joint Communications Strategies are implemented in 70 percent of countries. The UN communicates jointly through a common website in 80 percent of countries.²¹ Of the RCs who responded to the UN DESA survey, 90 percent reported the Joint Communications Strategies promote adequate linkages between the UN's normative and operational activities.²²

- Common messages and advocacy strategies could be developed on internationally agreed normative frameworks and the links to Agenda 2030 and the SDGs, to ensure clarity and consistency of UN messages.
- All UN staff are encouraged to promote and share examples of teamed-up development support, on what works and what can be improved, through blog posts, videos and webinars.

14

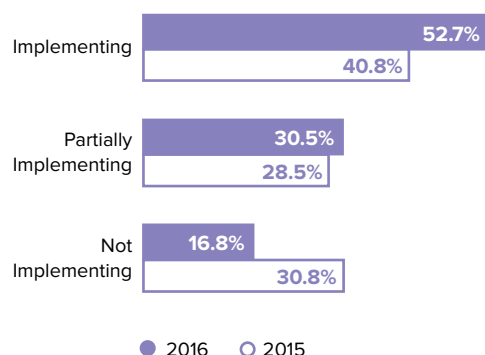
**FIGURE 17 CORE ELEMENT 14
JOINT COMMUNICATION STRATEGY**



Sixty nine percent of UNCTs have or are developing a Joint Communications Strategy.

15

**FIGURE 18 CORE ELEMENT 15
COUNTRY COMMUNICATIONS GROUP**



Eighty three percent of UNCTs have, or are in the process of establishing, Joint UN Communications Groups.

“

**THE SOPs
IN ALBANIA
SUCCESSFULLY
INVOLVING
COMMUNITIES
IN RESPONSE TO
GENDER-BASED
VIOLENCE**

In Albania, domestic violence cases often go un-reported, and few women occupy leadership positions. In close collaboration with the government and civil society, the UN in Albania jointly identified culturally appropriate solutions that met the needs of municipalities, local police forces and parliamentarians.

“We established response mechanisms that were coordinated by local municipalities with the participation of local authorities and civil society in 27 out of the 61 municipalities. This resulted in an exponential increase in the number of gender-based violence cases being reported. Due to an increased level of awareness, victims of domestic violence and their families reported 3,967 cases to the state police in 2015 compared to 94 cases in 2005. More than 500 basic and middle management police staff across nine regions of the country were trained by State Police Academy staff and are now aware of how to address gender-based violence cases, and treat survivors.

UN commitment to this work will continue but the recipe for success is clear: work with communities, state institutions and civil society on challenges that directly affect people’s lives and take action at the key levels that will ensure success. This includes legislation, policy, training and advocacy. We are particularly convinced of the power of social media to get out our message; so far we have had 49,000 YouTube hits on a video we produced.”

UN Coordination Officer, Albania

21 UNDG Information Management System.

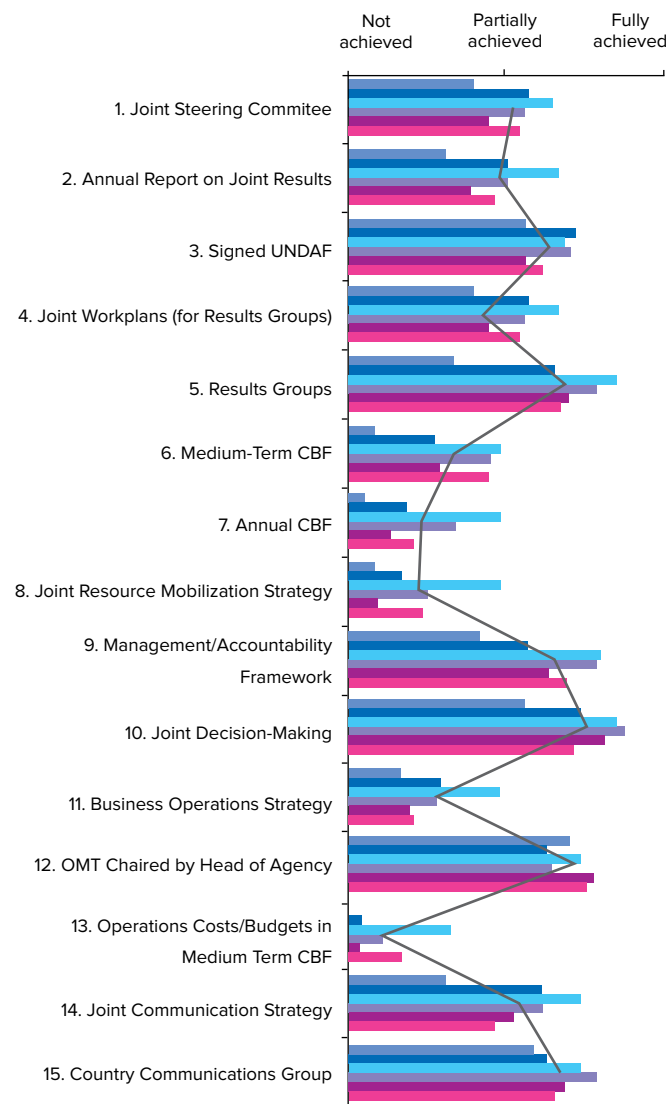
22 See UN DESA Report on the QCPR Monitoring Survey of Resident Coordinators in 2015 (January 2016, Link).



DIFFERENTIATED PROGRESS: WHAT IS THE DATA TELLING US?

BY REGION

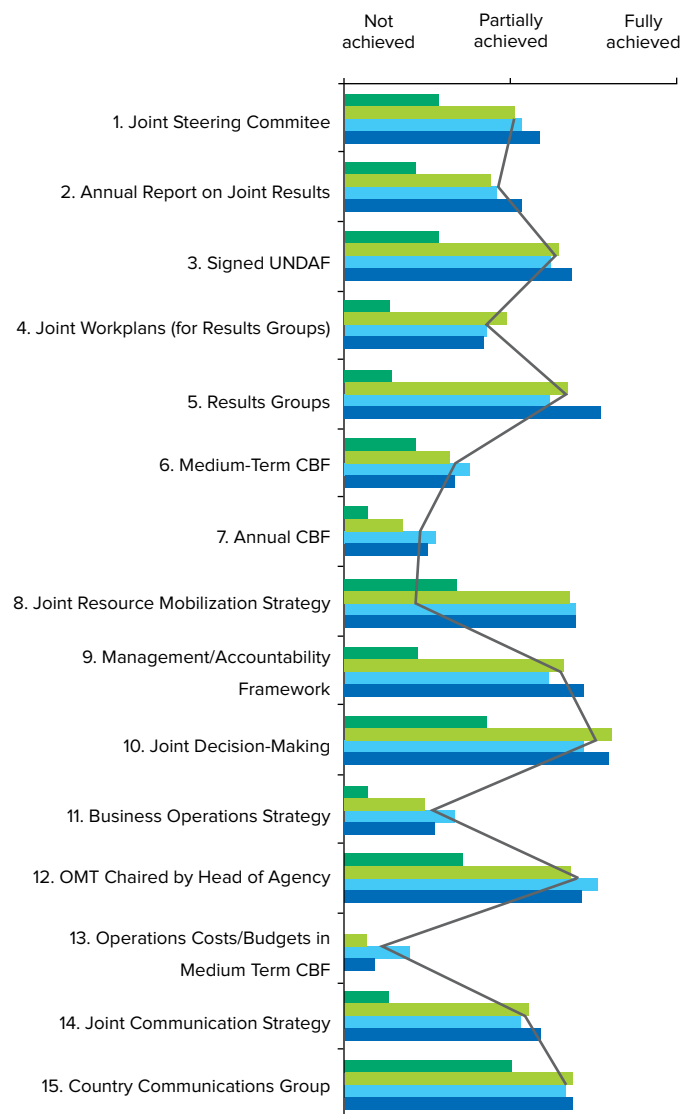
FIGURE 19 **PROGRESS ON THE 15 CORE ELEMENTS OF THE SOPS, ACCORDING TO REGION**



- Arab States (18)
- Asia Pacific (24)
- Eastern and Southern Africa (22)
- Europe and Central Asia (18)
- Latin America and the Caribbean (25)
- Western and central Africa (24)
- Average 2016

BY COUNTRY INCOME CATEGORY

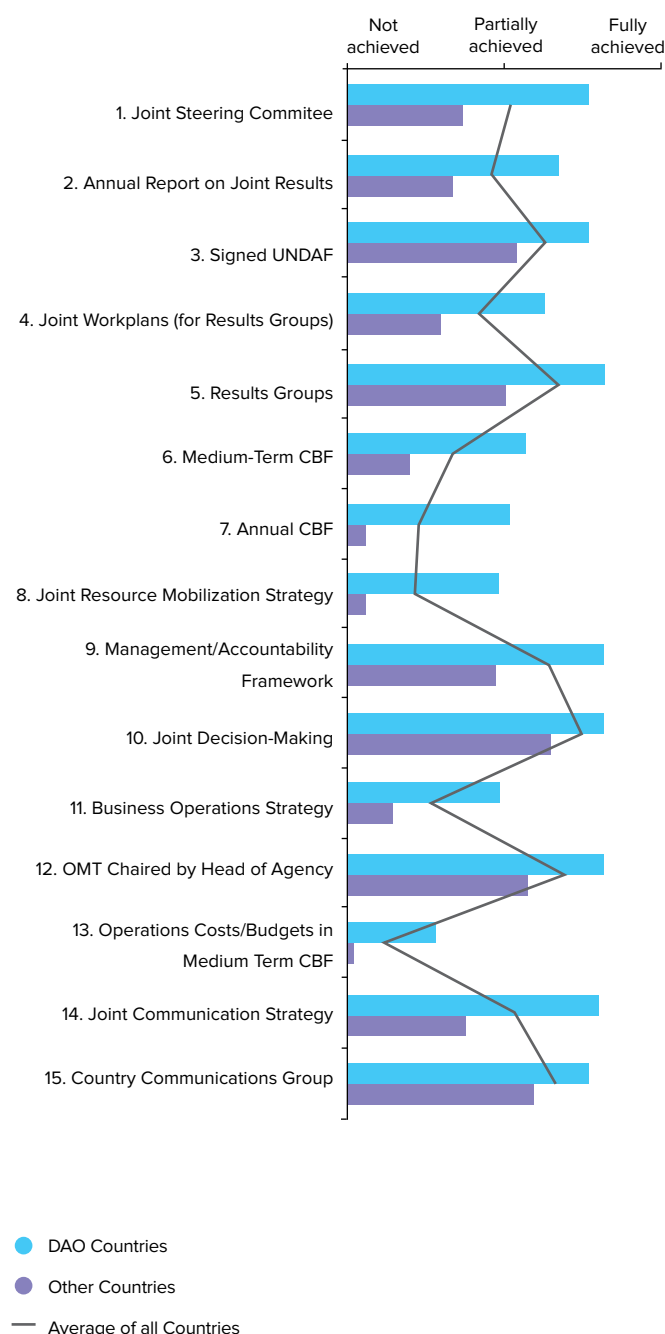
FIGURE 20 **IMPLEMENTATION STATUS OF THE 15 CORE ELEMENTS ACCORDING TO COUNTRY INCOME CATEGORY**



- HIC (6)
- UMC (35)
- UC (41)
- LMIC (49)
- Global average 2016

BY FORMAL 'DELIVERING AS ONE'/ NOT 'DELIVERING AS ONE' CATEGORY

FIGURE 21 STATUS OF THE CORE ELEMENTS IN FORMAL 'DELIVERING AS ONE' COUNTRIES COMPARED TO OTHERS



BY REGION

The global average of SOP implementation is in line with regional trends. Progress and challenges in implementing the SOPs are similar across all regions. Eastern and Southern Africa leads in the implementation of the SOPs, followed by Europe and Central Asia. Regions with a higher number of original 'Delivering as One' pilot countries²³ achieve better SOPs scores. This is particularly visible in Eastern and Southern Africa where three of the original pilot countries are situated, and effective intra-regional exchange and knowledge sharing, as well as a strong Peer Support Groups, have been vital to regional SOPs progress.

BY COUNTRY INCOME CATEGORY

As the graph below shows, the implementation progress of the SOPs is similar across the following income categories: Low Income Countries, Lower Middle Income Countries, and Upper Middle Income Countries. High Income Countries lag behind on all core elements,²⁴ which is likely because in High Income Countries fewer UN agencies are present. Countries with lower number of agencies and smaller RC Offices do not receive global coordination funds for staffing. This may lead to lower staff capacity and the UNCT perception that there is less capacity within which to co-ordinate and make progress on the SOPs.

BY FORMAL 'DELIVERING AS ONE'/ NOT 'DELIVERING AS ONE' CATEGORY

Countries that have officially requested the UN to "deliver as one" show higher levels of SOP implementation than other countries. Government ownership, which is stronger in formal 'Delivering as One' countries, appears to have had a positive impact on the extent to which UNCTs implement the SOPs.

²³ The original 'Delivering as One' pilot countries were Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam.

²⁴ The High Income Countries are Bahrain, Iraq, Kuwait, Saudi Arabia, United Arab Emirates, and Argentina.

DRIVING CHANGE FOR 'DELIVERING AS ONE' AND THE SOPs

THE SOPs HEADQUARTERS PLAN OF ACTION

To ensure the SOPs have a demonstrable impact on efficiency, coherence and development effectiveness at the country level, UNDG, in close collaboration with the HLCM, has implemented the SOPs Headquarters (HQ) Plan of Action to address organizational bottlenecks at headquarters that impede coherence and collaborative efforts at the country level. Using the SOPs Headquarters Plan of Action led to significant progress in aligning agency policies and procedures to joint programming and operations at country level. By the end of 2015, 30 actions were completed, 18 were ongoing and only one action item was delayed (all this out of a total of 49 actions). Because identified bottlenecks are rooted in organizational financial, programming and monitoring procedures, each item requires deliberate and sustained inter-agency collaboration and coordination.

Results that have been achieved through the HQ Plan of Action thus far include:

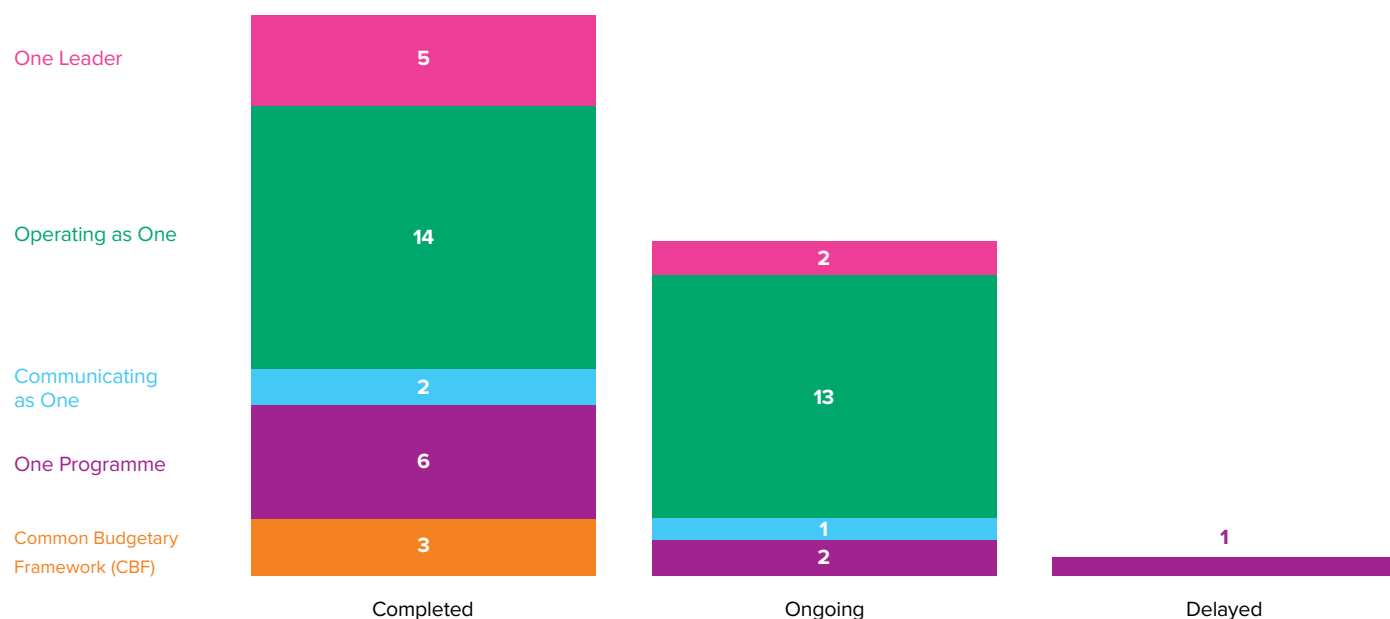
- Harmonized and simplified UN programming, as well as greater government ownership of the UNDAFs by removing the need for some agency specific instruments;
- Progress towards full implementation of the Management and Accountability System;
- Harmonizing policies and procedures in the areas of procurement, common finance, transport and logistics, and human resources; and,
- Increased number of UNDG members agreed to publish budgetary and expenditure data as per the international transparency standards (currently 11 UNDG members and observers have done so).

Despite the progress made, greater harmonization and coherence from UNDG members is needed to facilitate system-wide responses at the country level. To enable the full implementation of the SOPs at the country level, adjustments are required in agency specific planning, budgeting and reporting instruments. In 2016, the UNDG adopted a follow-up “Headquarters Plan of Action 2.0” to help meet the demands of the 2030 Agenda. This demonstrates the UNDG’s commitment to proactive self-reform and the group’s understanding that achieving the SDGs will require working together differently. Some of the areas to be prioritized in 2016 are:

- Enhanced vertical and horizontal accountability across all levels, including HQ and regional levels. One example is through recognizing the role of the Regional UNDG in positioning a coherent UNDAF/One Programme in each country.
- In the area of joint funding, a knowledge-sharing platform on innovative financing across the UNDS is required to enhance the system’s capacity to develop smart financing strategies in the context of the 2030 Agenda.
- Developing supplementary tools/guidance to promote common analysis and planning across the pillars of the UN Charter (human rights, humanitarian response, and peace and development).

FIGURE 22 HQ PLAN OF ACTION FOR DELIVERING AS ONE: STATUS BY COMPONENT

NUMBER OF HQ BOTTLENECKS REMOVED



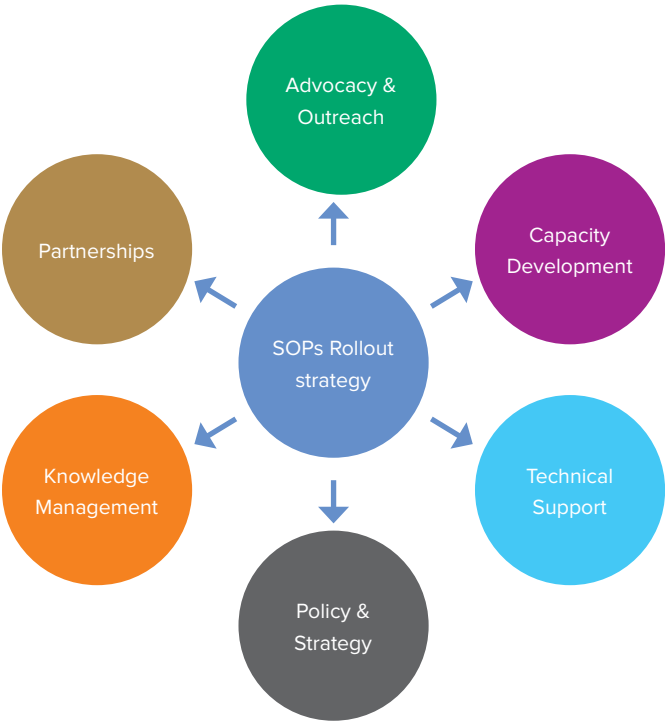
EXAMPLES OF REFORM ACTIONS THE UNDГ IS COMMITTED TO UNDERTAKE AS DEFINED IN THE HQ PLAN OF ACTION 2.0

Seeking agreement on common insurance options, where it is cost-effective, for light vehicle fleets at the country level (Action 12).

Enhancing UN inter-agency pooled financing instruments to support national implementation of the SDGs, and targeting a broad base of contributors and partners (Action 26).

Developing supplementary tools/guidance to promote common analysis and planning across the pillars of the UN Charter (Action 29).

FIGURE 23 STRATEGIC SOPS OUTREACH APPROACH



GLOBAL SOPs SUPPORT STRATEGY: IMPLEMENTATION AT HEADQUARTERS, REGIONAL AND COUNTRY LEVELS

Over the past two years the UNDG at the global and regional levels has undertaken strategic actions to guarantee the progressive implementation of the SOPs by all UNCTs. These activities took place at headquarters, regional and country levels.

ADVOCACY AND OUTREACH

The UNDG produced 13 video messages of UN executive staff endorsing the SOPs. This included the UN Secretary-General, and the Executive Director and Director of the UNDG.

Two videos to promote ‘Delivering as One’ and the SOPs were launched and are being used by UNCTs for learning and training purposes. Online, the videos have reached more than 1,500 global viewers.

CAPACITY DEVELOPMENT AND TRAINING

In 2014, three global SOPs workshops (New York, Istanbul and Bangkok) increased joint understanding of the value of the SOPs in the context of the Post-2015 Agenda. One hundred sixty-six UNDG colleagues attended from 24 different UN entities in 76 countries. Participants included RCs, UNCT Representatives, Heads of Agencies, regional and HQ staff, UNDG colleagues, and agency staff from respective HQs.

Two seminars for UN senior leadership from the country, regional, and HQ levels in 2015 strategically situated the discussion on ‘Delivering as One’ to better identify opportunities within the Post-2015 Agenda and the on-going Fit for Purpose dialogue. These seminars brought together 109 participants from 25 UN entities and 62 countries (spanning all six geographic regions, in addition to HQ-level).

Furthermore, general global webinars on the Standard Operating Procedures (as well as real-time monitoring, results based management, business operations, joint resource mobilization and communication) were organized to share knowledge with stakeholders on good practices and to provide insights on practical ways to successfully apply the SOPs.

The six Regional UNDG Teams organized several workshops and trainings for Resident Coordinator’s Offices to inform and develop their capacity in the SOPs. The Regional UNDGs also organized trainings for UNCTs that are rolling out their UNDAFs to ensure the new generation of UNDAFs properly employs SOPs.

TECHNICAL SUPPORT AND PEER NETWORKS

Sub-regional workshops on the SOPs have been successful and should continue to be supported. Rwanda and Uganda, for example, had a joint meeting that addressed the SOPs.

In addition, an e-discussion forum brought members of the Coordination Practice Network together on the question of how they started the ‘Delivering as One’ process in their countries. It aimed at facilitating the SOPs implementation process, to enable learning from field practice and to reduce transaction costs. The e-discussion lasted three weeks and insights were received from staff in Ghana, Botswana, Guinea-Bissau, Kenya, Mauritius and Seychelles, Morocco, Tanzania, Uganda and Benin.

KNOWLEDGE PRODUCTS AND DATA

Training materials and resources related to the 15 core elements of the SOPs were made available online (FAQ One UN Programme, FAQ Common Budgetary Framework, FAQ Business Operations Strategy, FAQ One UN Leader). These materials showcase good practices and examples from the country level.

Tracking the progressive implementation of the SOPs is now possible through the interactive SOPs tracker on the UNDG website, which draws live data from the UNDG IMS.

OUTLOOK AND NEXT STEPS

DELIVERING TOGETHER IN A 2030 WORLD THROUGH THE SOPs

The 2030 Agenda and the interconnected nature of the SDGs require the UN to work jointly and in a more integrated way than ever before. The SDGs bring the three dimensions of sustainable development together and stress the need for policy coherence and whole-of-government and societal responses to the global challenges we face. The SOPs enable the UNDS to mirror this approach with a “whole-of-UN” response and provision of integrated policy advice. The procedures allow the UNDS to work together in a linked-up manner, from a substantive policy and normative perspective, and in targeted programmatic and operational ways. This fundamentally means that existing business operations or programmatic differences need to be resolved, and coherence in policies and programs at all levels must be strengthened.

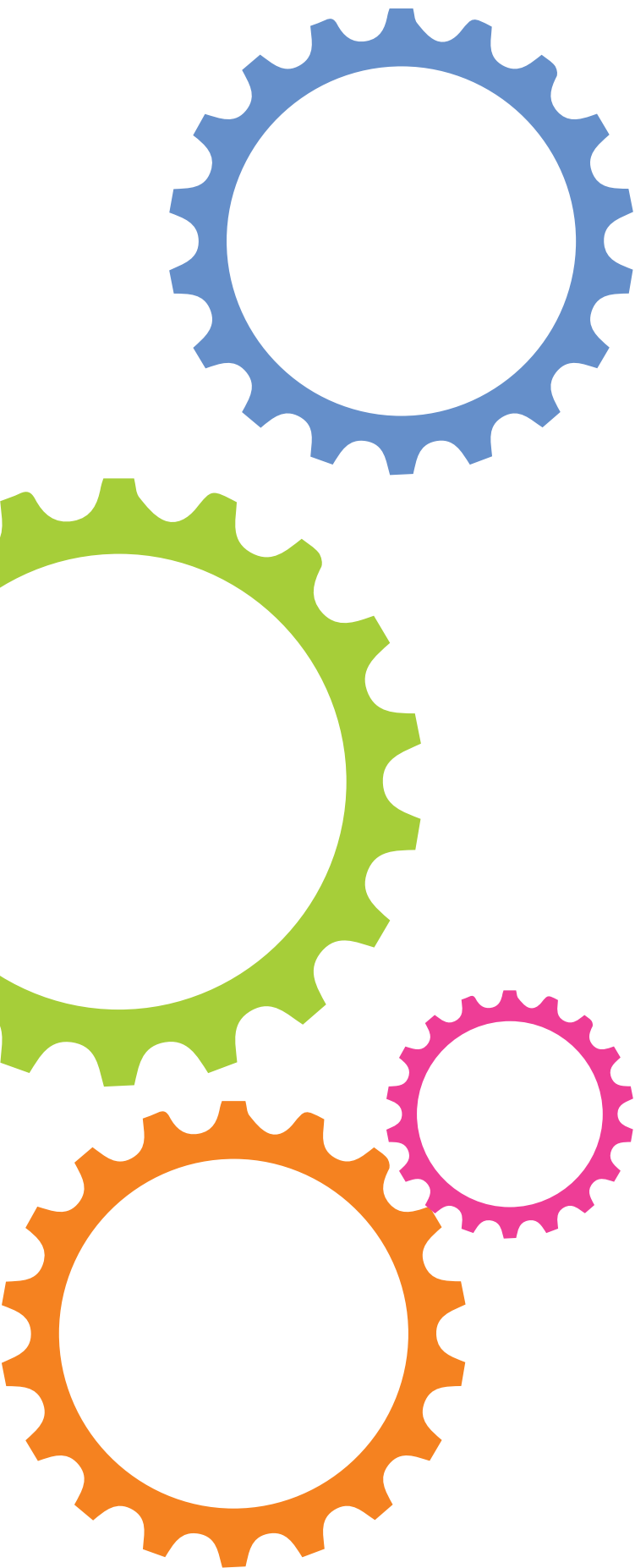
Although each UN agency has an important and differentiated role to play in providing specialized expertise and competence, an agenda focused on SDG results requires integrated policy responses that cut across agencies’ traditional sectoral and substantive areas of focus. To provide added value along with timely and efficient support, UNCTs need to change their programmatic and operational integration by adopting joint advocacy and communications, and generating/allocating resources together. While this is easier said than done, the SOPs offer an important toolkit for UNCTs to achieve these changes in an innovative and practical manner.

25 See the “Report of the Secretary General on the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system: Recommendations” (27 September 2016, Link).

INSIGHTS AND FEEDBACK FROM THE FIELD

OVERALL

- As per the UN Secretary General's recommendation, the QCPR could call for the full implementation of the SOPs in all countries.²⁵ Data clearly shows greater performance of UNCTs in formal ‘Delivering as One’ countries over UNCTs in other countries. The QCPR could formally recognize ‘Delivering as One’ and full implementation of the SOPs as an optimal business model for UN operations at the country level.
- At the country level, increased government ownership of the ‘Delivering as One’ approach is critical to accelerate UNCT actions to implement the SDGs. Acceleration of SOPs implementation results in greater coherence, effectiveness, transparency and accountability. Two essential SOPs core elements to deepen government ownership are the One UN Country Results Report and joint Government-UN steering committee.
- Accelerated implementation of SOPs-related reform actions requires changes at HQ level. These changes go beyond agency alignment to undg policies and guidance (some of which are part of the HQ Plan of Action 2.0) and require adjustments in agency procedures/rules and regulations. Harmonization together with ‘mutual recognition’ of best policies and practices helps in this regard.
- Renew and adjust the SOPs Monitoring and Evaluation Framework in light of experiences/achievements to date and new sources of information that have become available since its establishment in 2014.



- As part of the on-going technical training and capacity building on the SOPs (i.e. on the five individual 'Delivering as One' pillars) emphasis must also be placed on soft-skills development, which will enable a shift in the underlying culture of collaboration (including whole-of-system thinking).

GOVERNMENT OWNERSHIP AND ACCOUNTABILITY

- SOP implementation rates are higher in formal 'Delivering as One' countries. It is recommended that non-DaO countries consider formally requesting UNCTs to adopt the 'Delivering as One' approach, calling on more joined-up UNCTs to support the implementation of the 2030 Agenda.
- The One UN Country Results Report could be shared in the public domain and cover all aspects of the UN's collaboration and contributions at the country level, providing an overview of results and resources in the given SDG-related areas.

ONE PROGRAMME

- Additional measures can be put in place at the country level to promote and strengthen results groups. Following the example of the Green UN House in Viet Nam, the co-location of results groups (collaborative teams) could be promoted as a model for wider application.
- To move increasingly to policy advisory services in middle income countries, it may be useful to dynamically think about the composition and arrangements of UN country presence. Dedicated policy clusters could be organized at the country level.
- Joint policy programmes that assemble dedicated UN policy capacities, working in partnership with national and international policy capacities, could define the core of many results groups.
- To increase coherence of the UN at the country level when working across the UN Charter, a One UN Strategic Framework that is based on a shared vision, data, common analysis and risk assessment and that is, to the largest extent possible, delivered through joint work plans and joint programmes, is key.

JOINT RESOURCE MOBILIZATION

- Pooled funding mechanisms that underpin the UNDAFs and joint work plans are helpful in facilitating joint planning, implementation and reporting. Preferential access to global pooled funding (e.g. through DRT-F, SDG Funds, etc.) could be granted to formal 'Delivering as One' countries, as an incentive to organizing and behaving in more collaborative ways.
- Member States could promote and support simplification of planning and reporting requirements at the UN agency and system wide levels to minimize and avoid duplication of procedures, and ensure that duplicate planning and reporting requirements are avoided.
- An UNDAF should be underpinned by a financing strategy, that looks to leverage greater resources for the country's development in the given results areas.

LEADERSHIP

- Additional measures to strengthen an empowered UNCT could involve enhancing the role and authority of the RC and the heads of results groups, to be able to draw on and share resources and capacities from across the system.
- Agency learning initiatives for staff development should include training on the SOPs and their relevance in the context of the 2030 Agenda. More learning and training can be done together as it will ensure common understanding of working together and promote UN staff cohesion.
- Creating incentives (e.g. recognition through performance appraisals) for agency staff to work and contribute to UN system wide results will help accelerate SOP implementation at the country level. This insight could also be applied at the regional and HQ level.

BUSINESS OPERATIONS

- Innovations must continue to be encouraged with "seed funding" for business operations initiatives, that encourage new ways of operating as one.
- Communication between agency HQs and country offices should be clarified on the SOPs and the Business Operations Strategy (BOS) in particular, to avoid mixed messages and to encourage all UNCTs to implement a BOS.
- Dedicated capacity is needed to design, implement and manage joint operations. Business operations staff should actively engage in training opportunities and provide peer support across UNCTs, which includes sharing best practices.

COMMUNICATING AS ONE

- Common messages and advocacy strategies could be developed on internationally agreed normative frameworks and the links to the Agenda 2030 and the SDGs, to ensure clarity and consistency of UN messages.
- All UN staff are encouraged to promote and share examples of teamed-up development support, on what works and what can be improved, through blog posts, videos and webinars.

AGENCY HEADQUARTERS

- With the adoption of the SOPs, it was agreed that each agency would review internal policies and procedures to align with the SOPs. This is a necessary step to enable the full implementation of SOPs at the country level. Adjustments are required in agency specific planning, budgeting and reporting instruments to make this happen.
- UNDS entities are accountable for their contributions to system-wide results. This can be effected by applying the same criteria in all agency strategic plans.

REGIONAL UNDГ

- The Quality Support and Assurance (QSA) function can be further improved to ensure consistently high quality UNDAFs. The contribution of agency staff at the regional level in strengthening QSA actions should be formally recognized in agency performance evaluations.
- Strong voice and leadership by some members of the Regional UNDГ Teams in championing the core elements of the SOPs has resulted in the acceleration of SOP implementation. All UNDS Regional Directors are accountable for carrying out this system-wide oversight function, and ensuring agency compliance.
- The regional level dispute resolution mechanism can be enhanced and consistently applied to ensure no breach of the code of conduct regarding SOPs application.

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UN DESA Report on the QCPR Monitoring Survey of Operations Management Teams in 2015 (Link)

UNDG SOPs HQ Plan of Action (Link)

UNDG SOPs HQ Plan of Action 2.0 (Link)

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ECA R-UNDG Report on the SOPs Implementation Survey in Europe and Central Asia

Delivering as One Leadership Seminar Reports from New York (May 2015, Link) and Geneva (June 2015, Link)

Report of the Secretary General on the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system: Recommendations" (Link)

ANNEX

LIST OF 'DELIVERING AS ONE' COUNTRIES AS OF SEPTEMBER 2016 ²⁶

Albania (2006)	Congo (2015)	Jordan (2016)	Moldova (2011)	Seychelles (2012)
Botswana (2009)	Côte d'Ivoire (2014)	Kenya (2010)	Montenegro (2009)	Sierra Leone (2009)
Bhutan (2007)	El Salvador (2014)	Kiribati (2008)	Mozambique (2006)	Swaziland (2015)
Benin (2010)	Eritrea (2015)	Kyrgyzstan (2009)	Namibia (2011)	Tanzania (2006)
Bosnia & Herzegovina (2013)	Ethiopia (2010)	Laos (2010)	Nicaragua (2013)	Togo (2014)
Burkina Faso (2016)	Gabon (2014)	Lesotho (2009)	Pakistan (2006)	Uganda (2010)
Burundi (2013)	Ghana (2012)	Liberia (2010)	Papua New Guinea (2007)	Uruguay (2006)
Cameroon (2014)	Guinea (2014)	Madagascar (2015)	Rwanda (2006)	Venezuela (2015)
Cape Verde (2006)	Guyana (2015)	Malawi (2009)	Samoa (2012)	Viet Nam (2006)
Chad (2014)	Indonesia (2009)	Maldives (2010)	São Tomé and Príncipe (2015)	Zimbabwe (2016)
Comoros (2009)	Jamaica (2015)	Mali (2010)	Senegal (2015)	Zambia (2011)

²⁶ Governments that have requested to adopt the 'Delivering as One' approach and the year of request. A regularly updated list of countries can be found on the UNDG website. As of September 2016, 55 countries have made a request to the UNDS. (Link)



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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 the 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 United Nations 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.