



UNDG delivering together in support of the 2030 Agenda

Discussion note

The 2030 Agenda for Sustainable Development is an ambitious agenda for change. It is transformative, universal, rights-based and integrated, and its implementation calls for, similarly, a much more transformative and collective engagement by all engaged stakeholders—governments, parliaments, scientific and academic community, civil society, private sector, international community and the UN system.

I. Core principles of collaboration to guide the UN system's support:

- **Country-led, evidence-based and results-focused approaches:** Country needs and national capacity will determine the support UNCTs provide, underpinned by robust and collaborative approaches on data and analysis.
- **Integration:** The UN system has a collective responsibility to advocate for and act on an integrated approach to sustainable development—through multi-sectoral approaches; across development/humanitarian/human rights/peace and security pillars; across normative and operational aspects of the UN system's work; and in the way UNCTs operate together.
- **Expertise, not exclusivity:** No single entity can claim an exclusive mandate over any single goal or for all targets within a goal. An entity should offer— and be accountable for —its expertise to work towards shared UN results. Joint work should be prioritized where it has greatest impact with due recognition of agency mandates and expertise.
- **Collaboration, not competition:** The 2030 Agenda demands a UN system where each part, resident and non-resident, plays its role in a fully transparent and accountable way, where the whole is greater than the sum of its parts, with mutual recognition of respective contributions.
- **Innovation and experimentation:** The UN system will collectively create a necessary space for innovative thinking and experimentation at the global, regional and country levels to explore tailored solutions based on the changing global and regional environments and country contexts and needs.
- **Trust and credibility:** Given the comprehensiveness and complexity of the 2030 Agenda, we have to trust each other and be trusted by those we serve, including the most vulnerable and marginalized, upholding internationally agreed norms and standards.

II. Proposed strategic actions for putting these principles into practice

Integration of the development, humanitarian, human rights and peacebuilding agendas

1. Strongly support integrated planning frameworks across the UN pillars at country level. Experiment with 'One country, One UN framework' based on shared strategic sustainable development outcomes, root cause analysis, risk assessment and management, planning and monitoring.
2. UN leadership - at every level - to take concrete steps to ensure and support the positioning and implementation of UN normative frameworks in a coherent and complementary way. Clearly articulate the complementary roles, financing streams and mechanisms in the areas of preparedness, prevention, mitigation, recovery and resilience, to capture the full offer and impact of better joined-up UN support across the pillars.
3. Work more proactively with partners at the national and sub-national levels to build their capacities for crisis prevention and response by using the full capacities across the pillars.

Mainstreaming, Acceleration and Policy Support (MAPS)

4. UNDG to utilize Mainstreaming, Acceleration and Policy Support (MAPS) as elements in support of a future common approach and shared resources for the UNDG's support to the SDGs. Join-up on strategies for accelerating regional and country-level engagement and action on inequalities and "leaving no one behind" in different country contexts.

Joint programming based on evidence; UNDAFs, and SOPs

5. Next generation of UNDAFs to focus on UN system-wide efforts and shared results in support of the 2030 Agenda, based on UN norms and principles, innovative practice, and open and inclusive processes.
6. Actively advance the full implementation of the SOPs across all UNCTs, adapted to country context, and align agency programme and operational guidelines to the SOPs accordingly. All agencies to systematically track and report to UNDG on progress made on the latter, within own agencies.
7. Ensure coordinated and where possible joint support to data and national statistical capacity strengthening, drawing on relevant expertise from across the UN system.
8. Actively support higher standards of transparency based on IATI standards (and those not yet members to work towards them). HQs to mandate their agencies to share financial information as a strategy to facilitate funding and partnerships, with full transparency of budgets within UNCTs.

Business operations

9. Accelerate higher performing and common business practices, including through the mutual recognition of each other's best business practices, and the system-wide adoption of best practice. With HLCM, move to greater organizational openness, with the aim of delivering results through innovation, simplification, transparency and greater operational collaboration with each other.

Partnerships and joint funding approaches

10. Encourage governments to commit funding to pooled mechanisms that allows for flexibility and joint responses across these UN pillars. Move to joint financing and investment strategies to underpin UNDAFs and joint programmes, and design and utilize global and country based multi-window joint funding platforms for the SDGs, covering development, humanitarian, human rights and peace operations, with flexibility to shift funds in response to changing national needs. This would recognize and not preclude ongoing and future funding to individual agencies.
11. Review and streamline strategic partnership frameworks with the World Bank and the EU to enable joint funding approaches. Actively explore new partnership instruments for financing and implementation that fully engage and mobilize private sector, philanthropy and civil society, using best practice and instruments from across each entity's legal and partnership arrangements.

Leadership as accelerator for an effective UNDS

12. Support RCs/UNCTs taking principled positions as 'unbroken blue line', horizontally from UNCT to their HQ entities and vertically from UNCTs to Regional UNDG Teams and to HQ Principals.
13. Be accountable, at all levels, for inter-agency approaches and agreements and align agency programming and operations with what has been agreed at the UNDG and CEB. Do not roll back agreements reached but actively pursue their full implementation.
14. Implement and support the agreed authorities to RCs, as per the RC job description and QCPR, to mobilize and draw on all relevant assets of the system in order to produce joint UNCT products and integrated normative and policy advice in support of national priorities. Empower heads of UNCT Results Groups to do the same, and implement the Mutual Accountability Framework to recognize inter-agency contributions in all agency performance systems.
15. Take forward a transformative UN leadership model and support UN leadership development. Develop and connect field leaders to global knowledge and leadership learning, drawing on leadership innovations and thinking to better tackle key multidimensional challenges, and provide opportunities for next generation leaders to work with a range of agencies to develop a "One UN" mindset and experience.