



UNDG meeting

22 February 2017, 9:00 AM – 12:00 PM (EST)

DC1 – 21st Floor, Hank Shannon Conference Room

Meeting Report

Opening remarks by the UNDG Chair

1. The UNDG Chair, Helen Clark, opened the first UNDG meeting of 2017 by noting that this would be her last meeting as UNDG Chair. Ms. Clark noted she had advised the Secretary-General that she would be leaving UNDP, and hence also her role as UNDG Chair, at the end of her second term in April. Noting how much she had been enjoying her time at the helm of UNDP and the UNDG over the past eight years, Ms. Clark underlined that she was a strong believer in organizational change and the need for organizations to renew their leadership.

2. **In order to ensure a smooth transition to the new UNDP Administrator/UNDG Chair, the UNDG Chair noted that she had requested Amir Abdulla and Jan Beagle to continue to serve in their roles as UNDG Vice-Chair and Chair of the ASG Advisory Group respectively until the end of the year. Mr. Abdulla would also be serving as UNDG Chair a.i. until the new UNDP Administrator/UNDG Chair had taken up office.**

3. The UNDG Chair noted that 2017 would be an important year for the UN development system, and a number of UN entities were in the process of formulating new strategic plans to guide their activities for the years to come. The UNDG Chair noted that this would be an opportunity to ensure complementarity and close linkages among these plans and to fully reflect the common call on the UN development system by the 2016 QCPR in support of the 2030 Agenda.

4. The UNDG Chair noted that the Secretary-General was taking forward the QCPR mandates that had been directed at him, and that the UN development system would be expected to play a central role in the longer-term strategy for sustaining peace. The UNDG Chair noted that the follow-up to the QCPR mandates addressed to the Secretary-General could be expected to gain momentum with the arrival of the new Deputy Secretary-General at the end of February.

5. With regard to expectations from Member States, the UNDG Chair noted that the overall message from the QCPR was loud and clear: Member States expected – and pledged their support to – a strong UN development system, which delivered coherent and increasingly integrated support for the achievement of the 2030 Agenda.

6. Referring to the UNDG's collective contribution to the QCPR, the UNDG Chair noted that it was encouraging that many of the issues the UNDG had collectively advocated for had been reflected in the resolution, including (1) recognition of normative support as a core function of the UN development system, (2) emphasis on the need for integrated approaches through closer cross-Charter integration and greater use of joint programming, evidence-based policy support, and pooled funding mechanisms, (3) recognition of Delivering as One and the Standard Operating



Procedures for UNCTs (SOPs), (4) importance of streamlining of business practices through implementation of common Business Operations Strategies (BOS) and mutual recognition of best practices, mindful of the need to resolve remaining bottlenecks at headquarters, (5) need for empowered leadership at the country level of both RCs and UNCTs, and support to the RC system for ensuring the UNDS delivers coherent and integrated support for the 2030 Agenda.

7. The undg Chair noted that the QCPR also called on the Secretary-General to lead four strategic exercises, namely (1) a system-wide outline of UN development system functions and capacities, (2) a system-wide strategic document in order to improve the collective support to 2030 Agenda implementation and to align funding modalities with UNDS functions, (3) a comprehensive report on governance of the UN development system, and (4) a comprehensive proposal on RC system strengthening.

8. Noting that most mandates of the QCPR were clearly defined, the undg Chair emphasized that the undg would now need to move swiftly to implement the resolution both collectively and individually and to lend its full support to the review processes led by the Secretary-General. The objective of undg meeting would therefore be to identify what the undg should be focusing on collectively in the months ahead in follow-up to the 2016 QCPR and in support of the 2030 Agenda.

Item 1: undg follow-up to the 2016 QCPR

9. Mr. Thomas Gass, ASG for Policy Coordination and Inter-Agency Affairs in UN DESA briefed the undg on the QCPR monitoring process and the forthcoming ECOSOC Operational Activities Segment. Mr. Gass noted that Member States had duly recognized in the QCPR resolution the significant improvements the UN development system had made over the past several years. He noted that the QCPR was a strategic, forward looking resolution, which was directed at the entire UN development system while also empowering the Secretary-General to take forward important reform mandates.

10. With regard to system-wide follow-up to the QCPR, Mr. Gass noted that there were three categories of mandates, namely those from the previous QCPR, which were being well tracked, those from the 2016 QCPR, for which new indicators would need to be developed in order to monitor progress, as well as the four bigger mandates given to the Secretary-General, which had rather short timelines. The QCPR monitoring framework would need to be ready by March/April. UN DESA would be requesting UNDS entities for progress reports in September, which would inform the Secretary-General's first progress report on the implementation of the QCPR to be submitted to the 2018 ECOSOC Operational Activities Segment.

11. In view of the forthcoming studies to be carried out in support of the mandates directed at the Secretary-General, Mr. Gass noted that while the UN development system functions had been rather well defined, further consultations were needed around defining UN development system capacities. With regard to the study on governance, Mr. Gass noted that it would focus on 'meta governance' issues to determine how the UN development system as a whole could better respond and report to Member States.



12. With regard to the ECOSOC Operational Activities Segment (28 Feb – 2 March), Mr. Gass noted that, as this was the first session since the adoption of the QCPR, it would be an important moment for the UN development system to demonstrate its commitment to follow the vision and direction put forward by Member States. The new Deputy-Secretary General, Ms. Amina Mohammed, would be sworn in immediately prior to the opening of the OAS on 28 February.

13. The draft roadmap “Action Plan for Immediate Reporting Requirements” for the four QCPR mandates to be led by the Deputy-Secretary General on behalf of the Secretary-General and the draft terms of reference for the “Study on Options for improving Overall Coordination, Accountability, Transparency and Oversight” and the “Study on System-wide Outline of Present Functions and Existing Capacities of the UN Development System for 2030 Agenda Implementation” will be shared with the UNDG for review and feedback to be provided to UN DESA by 27 February.

14. Mr. John Hendra, Senior UN Coordinator “Fit for Purpose,” briefed the UNDG on the outcome of the ASG Advisory Group deliberations on the follow-up to the QCPR. Mr. Hendra noted that the implementation of the QCPR would need to be pursued on three parallel tracks - mandates to be led by the Secretary-General, mandates requiring some form of system-wide response by the UNDG, and mandates calling for action to be taken at the entity level, for instance by incorporating QCPR provisions into entities’ strategic plans. With regard to the mandates requiring system-wide follow-up by the UNDG, Mr. Hendra noted that UN DOCO had identified 33 relevant Operational Paragraphs in the QCPR resolution, which required further discussions around concrete follow-up actions.

15. Mr. John Hendra will co-ordinate the preparations for collective UNDG follow-up to the QCPR together with a group of focal points from each of the eight UNDG Working Groups so as to draw on relevant know how and expertise from across all UNDG work streams. A draft framework of proposed follow-up actions and indicators is expected to be available by around 20 March for review by the ASG Advisory Group and subsequently the full UNDG. The follow-up to the QCPR resolution will be a standing item on the agenda of the ASG Advisory Group.

16. UNDG members noted that it would be important to ensure that system-wide follow-up to the QCPR be consolidated in a single framework and that not every operative paragraph would necessarily need to be translated into a stand-alone action. Follow-up actions should be streamlined to the extent possible by keeping in mind the deadlines set in the resolution as well as the fact that some mandates were addressed in more urgent terms than others. With regard to both the UNDG follow-up as well as the exercises to be led by the Secretary-General, it was stressed that it would be important to ensure that actions squarely focused on what Member States requested in the resolution. UNDG members emphasized that it would be important for the methodological approaches underpinning the exercises led by the Secretary-General to be shared and discussed with the UNDG.



Item 2: New UNDG strategic priorities and updating global UNDG working arrangements

17. The UNDG Chair recalled that the UNDG had committed to revisit its Strategic Priorities and global working arrangements in light of the new QCPR mandates. The next set of UNDG Strategic Priorities would be intended to guide UNDG efforts at the global and regional level in support of country-level implementation.

18. The UNDG Chair noted that the Secretary-General had also begun revising the working mechanisms of the UN Secretariat, including by establishing a principal-level Executive Committee (EC) to assist him in taking decisions on issues of strategic consequence across all pillars of the UN system. The UNDG Chair noted that she had been invited to attend the weekly meetings (Thursdays) of the EC as a standing member in her capacity as UNDG Chair, whereby other UNDG Principals would be invited based on the agenda items at hand. The UNDG Chair noted that she had requested the UN DOCO Director to represent the UNDG on the Deputies Committee (DC), which was meeting on Tuesdays in preparation of the EC. The UNDG Chair noted that EOSG and lead entities preparing briefs had been requested to reach out to UNDG entities to the greatest extent possible in preparation of the EC agenda and decision items and to provide all UNDG members with access to EC decisions.

19. The UNDG Chair noted that the Secretary-General had also stated his intention to launch a comprehensive review of the CEB and its working methods, under the coordination of the Deputy Secretary-General, with a view to making it a more strategic policy space and key driver of integration. The Secretary-General would be expected to write to the CEB shortly in this regard.

20. Mr. Amir Abdulla, UNDG Vice Chair, briefed the UNDG on the outcome of the Strategic Planning Retreat, which the ASG Advisory Group held together with the UNDG Working Group Co-Chairs on 2-3 February, and which resulted in a proposed set of UNDG Strategic Priorities for 2017.

21. With regard to the UNDG Strategic Priorities, Mr. Abdulla noted that the ASG Advisory Group recommended that these should initially be defined for 2017 only, so as to allow for sufficient flexibility to adapt to the SG's emerging agenda and the outcomes of the major reform reviews mandated by the QCPR. The overarching goal to "support countries to implement the 2030 Agenda for Sustainable Development, guided by the shared principle of 'leave no one behind' was to be underpinned by three priority areas to be pursued collectively by the UNDG: (1) Give Voice to Common Values and Norms, (2) Advance Sustainable Development and Strengthen Linkages with Sustaining Peace, and (3) Leverage UN Development System Resources for Higher Impact:

1. The first priority area intends to put the universal values and norms squarely at the centre of the UNDG's work, and to support principled leadership and advocacy to uphold them.
2. The second priority area intends to reflect the UNDG's support for the implementation of the 2030 Agenda as well as the need to shift the way the system was working together across the Charter by strengthening linkages between development, humanitarian action, human rights and sustaining peace.



3. The third priority area highlights three strategic levers in support of increasing the UN development system's overall impact: Leadership, Strategic Financing, and Business Innovations.

22. Mr. Abdulla noted that the ASG Advisory Group recognized the need for a much more pronounced focus on partnerships across all areas of UNDG's work, including with regard to strengthening collaboration between the global, regional, and country level. With regard to updating the UNDG global working mechanisms, Mr. Abdulla noted that the ASG Advisory Group recommended that the working mechanisms be refreshed and fully aligned in support of the new UNDG Strategic Priorities following a "zero-based" approach, whereby the current eight Working Groups should be replaced by a more limited number of five new standing mechanisms. A couple of members proposed that there be an even fewer number of working mechanisms. However, the rest of the UNDG agreed to proceed as per the suggested five. The ASG Advisory Group would also be committed to have these mechanisms led by ASGs.

23. UNDG members underlined the need for the UNDG's collective efforts at the global level to be fully focused on supporting country-level work and on supporting RCs and UNCTs in working together in practical ways. It was suggested to further strengthen references to the QCPR as guiding framework for the UNDG's collective efforts and to clarify that the UNDG Strategic Priorities are not to be confused with the system-wide strategic document called for in the QCPR. There was broad agreement that the new working mechanisms should be nimble, flexible and open to the wider UN system so as to facilitate synergies and linkages across all pillars of the UN system. It was noted that it would also be necessary to determine any unfinished business, which would need to be taken forward when the current UNDG working groups would be discontinued.

24. **The UNDG endorsed the Strategic Priorities for 2017. The Strategic Priorities will be reviewed in the last quarter of 2017 and adjusted as appropriate for the remainder of the QCPR cycle 2018-2020.**

25. **The ASG Advisory Group will co-ordinate overall UNDG follow-up to the QCPR and consider progress in this regard as a standing item on its agenda.**

26. **The UNDG global working mechanisms will be refreshed and fully aligned in support of the new UNDG Strategic Priorities. The current UNDG working groups and task teams will be discontinued by 31 March 2017. They will be replaced by a limited set of five new UNDG standing mechanisms as of 3 April 2017 in support of (1) Giving Voice to Values and Norms, (2) Advancing Sustainable Development and Sustaining Peace, (3) Leadership, (4) Strategic Financing, and (5) Business Innovations. These working mechanisms will be open to the wider UN system and follow flexible working arrangements, tailored to the respective tasks.**

27. **UN DOCO will reach out to the Co-Chairs of the current UNDG working groups in order to determine how best to organize the residual work and unfinished business.**

28. **UN DOCO will prepare a proposal on the new working methods and arrangements to underpin the working mechanisms, taking into account the parameters set during the**

UNDG ASG Advisory Group retreat of 2-3 February, which will be shared with the UNDG electronically for review and endorsement.

29. UNDG members (ASG level) interested in (co-)chairing one of the new UNDG working mechanisms are requested to express their interest to the UNDG Chair through the UN DOCO Director by Friday, 3 March.

Item 3: UNDG Joint Fund for the 2030 Agenda

30. Mr. Amir Abdulla, Co-Chair of the UNDG Sustainable Development Working Group, presented the concept for the UNDG Joint Fund for the 2030 Agenda. Mr. Abdulla highlighted that the Joint Fund was a timely response to the spirit, in which Member States wanted the UN system to come together in support of the 2030 Agenda. He noted that the Joint Fund had been designed as an interagency pooled fund in support of catalytic flagship joint programmes so as to enable UN Country Teams to provide integrated policy services to Member States in support of the SDGs. The Joint Fund would support balanced, integrated approaches by the UN system, focused on policy advice on incorporating norms and standards into national legal and policy frameworks, and based on evidence and analytics, and strengthening data and statistical systems for monitoring and follow-up of the 2030 Agenda.

31. UNDG members welcomed the concept for the Joint Fund. It was suggested that the UNDG might wish to present the fund to Member States in the context of a broader framework, possibly comprising additional thematic pooled funds, which could be presented to Member States as coherent and comprehensive ‘menu of options’ for funding UN system support for the 2030 Agenda.

32. The UNDG endorsed the concept note for the UNDG Joint Fund for the 2030 Agenda and requested the Multi Partner Trust Fund Office (MPTFO) and UN DOCO to establish the fund.

Item 4: UNDG Cost-sharing of the Resident Co-ordinator system

33. Ms. Kanni Wignaraja, UN DOCO Director, briefed the UNDG on the status of the UNDG cost-sharing arrangement in 2017, the status of the independent review of the financing of the RC system, and preparations for the next UNDG cost-sharing cycle in 2018-2019.

34. With regard to the current cost-sharing cycle, Ms. Wignaraja noted that out of the nineteen UNDG members expected to contribute, thirteen entities had contributed the expected amounts in full, while four entities had so far made partial contributions (FAO, UNESCO, UNIDO, WHO) for 2016-2017. She noted that the Fifth Committee of the General Assembly had yet again postponed a decision on approving the UN Secretariat’s contribution to the RC system, which meant that the 19 UN Secretariat entities, which were members of the UNDG, had not contributed for the third year in a row (2014-2016). UNWTO had also not yet committed to contributing to the

2016-2017 biennium. The resulting funding gap had amounted to \$8.4 million in 2016 and was projected to amount to \$7.8 million in 2017.

35. With regard to the independent review of the financing of the RC system, Ms. Wignaraja noted that Dalberg Global Development Advisers had completed the inception phase of the review in December and conducted interviews with all UNDG member entity headquarters. Dalberg would now be conducting interviews with 16 UNCTs as well as the respective RCs, two Regional UNDG Teams (Europe and Central Asia and Western and Central Africa), and the five Chairs of the Regional UNDG Teams. Draft findings of the review would be expected to become available by mid-March, to be validated in consultation with the full UNDG membership prior to the release of the final report by the end of March.

36. With regard to the 2018-2019 funding biennium, Ms. Wignaraja noted that as the outcome of the cost-sharing review might not be available in time to inform UN entities' budget planning for 2018-2019, the UNDG might need to prepare for an interim arrangement so as to ensure the seamless functioning of the RC system.

37. UNDG members expressed their concern with regard to the fact that the UN Secretariat entities continued not to contribute to the RC system. UN Secretariat entities are requested to lend their senior management support to reaching out to Member States in favour of securing the UN Secretariat's contribution to the RC system for 2017 in the Fifth Committee, which is due to re-consider the budget item in March. It was further suggested that UNDG Principals may wish to address the members of the Fifth Committee with a joint letter in support of the UN Secretariat's contribution.

38. The UNDG Chair will revert shortly to UNDG Principals with regard to a proposed funding arrangement for 2018-2019.

Item 5: Guidance for UNDG endorsement

a. UNDAF Guidance

39. Mr. Yannick Glemarec, Co-Chair of the UNDG Programming Working Group, presented the new UNDAF Guidance, noting that it had been designed in response to the 2030 Agenda so as to ensure the UN development system would have an optimal strategic planning tool to support countries in implementing the universal, integrated agenda based on the principle to leave no one behind. He emphasized that the guidance was the result of an extensive and inclusive consultation process and that it had been further refined based on extensive field-testing during the 2016 UNDAF roll-out process.

40. Mr. Glemarec noted that the UNDAF Guidance would be complemented by eight companion manuals, with a view of striking a balance between providing strategic guidance to country-level managers in a relatively concise format and providing additional advice to practitioners on various technical aspects of the UNDAF. He also addressed the concern raised by some entities in the ASG Advisory Group regarding the overall length of the guidance, noting that the main part had been shortened to 30 pages. Mr. Glemarec noted that the final guidance also



reflected a compromise with regard to the integration of operational and normative issues as well as with regard to a set of minimum requirements, which were considered essential for any quality UNDAF.

41. The undg endorsed the UNDAF guidance.

b. Guidelines for SDG Country Reporting

42. Mr. Amir Abdulla, Co-Chair of the undg Sustainable Development Working Group, presented the Guidelines for SDG Country Reporting. He recalled that the Secretary-General had made the promise in his 2016 report on critical milestones towards the follow-up and review of the 2030 Agenda that Resident Coordinators and UN Country Teams stood ready to support national implementation, follow-up and review of the 2030 Agenda. He further recalled that the 2030 Agenda had established that the reviews and follow-up mechanisms were to be based on voluntary, country-led processes, which would provide the foundation for reviews at the regional and global.

43. Mr. Abdulla noted that the undg Guidelines for SDG Country Reporting had been designed to provide practical orientation for UNCTs on how to support the preparation of country-led national SDG reports. The guidelines had been prepared with inputs from over a dozen UN entities, and closely aligned with the work of the Interagency Expert Group on the SDGs. The guidelines have been finalized by a task team, led by UNDP and DESA with inputs from over a dozen UN entities, and closely aligned with the work of the Interagency Expert Group on the SDGs. Mr. Abdulla closed by noting that UNCT support for national review processes could serve as building block for the undg's future engagement in the High Level Political Forum (HLPF).

44. The undg endorsed the Guidelines for SDG Country Reporting

c. Guidance on Big Data for the Achievement of the 2030 Agenda: Data Privacy, Ethics, and Data Protection

45. Jens Wandel, Co-Chair of the undg Business Operations Working Group, presented the Guidance on Big Data for the Achievement of the 2030 Agenda: Data Privacy, Ethics, and Data Protection, noting that it had three main objectives: (1) establish common principles across undg to support the operational use of big data for SDG achievement, (2) serve as a risk management tool taking into account fundamental human rights, and (3) set principles for obtaining, retention, use and quality control for data from the private sector.

46. Mr. Wandel noted that the guidance would hopefully also help undg entities transfer data among each other based on shared principles and support agencies in developing their own data privacy guidelines. As developments in this area continued to develop fast, it would be important for the undg to be committed to revise and adapt the guidance based on experiences.



47. UNDG members welcomed the guidance note as both timely and relevant. It was suggested that in addition to providing guidance on managing risks associated with the use of Big Data, the note could also provide guidance to UNCTs on how to access Big Data and highlight opportunities with regard to using Big Data in support of the 2030 Agenda. It was noted that the UN system could play a key role in helping countries analyze the data so as to direct development interventions to where they are needed most. It was further noted that it would be important for UNDG entities to follow-through on their commitment to adhere to International Aid Transparency Initiative (IATI) standards, as only 12 UNDG member entities were currently IATI compliant.

48. **The UNDG endorsed the ‘Guidance on Big Data for the Achievement of the 2030 Agenda: Data Privacy, Ethics, and Data Protection’ in principle. The guidance will be complemented with references to the opportunities that Big Data represents for UNCTs in support of the 2030 Agenda.**

Item 6: AOB

UNDG Branding Guide

49. Ms. Kanni Wignaraja, UN DOCO Director, presented the UNDG Branding Guide and briefed the UNDG on the upcoming launch of the new UNDG website. Ms. Wignaraja recalled that last year (30 June 2016) the UNDG had adopted a policy for the use of the UNDG logo, which provided a guiding framework for the use of the UNDG logo at the global and regional level. In follow-up to this decision, UN DOCO had developed the Branding Guide, which laid out a set of basic guidelines to ensure consistent application and graphical standards for the logo. Ms. Wignaraja noted that the Branding Guide sought to promote a coherent, comprehensive and consistent image of the UNDG globally and regionally, moving away from inconsistent, ad-hoc approaches and variations of the logo use.

50. Ms. Wignaraja noted that the guide also included some examples on how the SDG icons could be reflected in UNDG branding so as to project the thrust of the UNDG’s collective efforts in support of the 2030 Agenda. She indicated that UN DOCO was currently in discussions with DPI in order to ensure that UNDG branding was fully in line with SDG branding guidelines. She also clarified that the branding guide was only meant to guide the use of the UNDG logo at the global and regional level and would not apply to UNCT branding initiatives at the country level. It would also have no impact on UNDG member’s own branding initiatives.

51. With regard to the UNDG website, Ms. Wignaraja indicated that UN DOCO was about to complete a major update of the site, which would feature a refreshed look, make its content more relevant for UNDG target audiences, and be much more user-friendly and fun to navigate and explore. The new site would seek to firmly ground UNDG’s work in country-level evidence and data and also link to the UNDG Transparency Portal, displaying expenditure data from all IATI-compliant UNDG members and observers. The site would also feature UNDG member entity logos and twitter feeds. UN DOCO would be looking forward to receiving UNDG members’ feedback upon launch of the site in the coming weeks.

Framework for UNDG Strategic Priorities 2017 [following UNDG meeting 22 Feb]

OVERARCHING GOAL

Support countries to implement the 2030 Agenda for Sustainable Development, guided by the shared principle of ‘leave no one behind’ and commitment to QCPR mandates

UNDG Strategic Priorities for 2017

Give Voice to Common Values and Norms

Outputs:

- Provide consistent and coherent advocacy and communication messages, on the common values and norms for which the UN stands
- Provide an enhanced focus on issues of equality, participation and accountability into UNDS policy and programmatic areas of work.
- Contribute to a UN system-wide approach that encourages, rewards and protects UN staff as and when they stand up for the UN’s common values and norms
- Monitor and report on the UN’s gender equality and empowerment benchmarks (through the Gender SWAP).
- Support RCs and UNCTs through enhanced advisory, knowledge sharing, learning and leadership support on human rights

Advance Sustainable Development and Strengthen Linkages with Sustaining Peace

Outputs:

- Integrated support for SDG national policies and national capacities for implementation
- Integrated support to SDG follow-up, reporting and review, including in complex countries, prioritizing countries preparing for HLPF process, and ensuring regional and global coherence
- Roll out new UNDAF guidance; develop and implement One UN Strategic Frameworks in 5-6 priority transition countries that ensures the development-humanitarian-human rights-peace linkages
- Convene a key set of strategic partnerships and facilitate policy dialogue and action with them, in areas such as FfD, effective governance, peacebuilding, south-south cooperation and youth and humanitarian action, in support of sustainable development and sustaining peace in a given set of countries
- On Data:
 - Scale system-wide data innovation & experimentation utilizing cutting-edge technology and big data, to move toward UN open data practice in country operations
 - Joint country-level support to national data and statistical capacity development, with a focus on disaggregated and missing data
- Joint results reporting and common methodologies developed for reporting on UNDS progress towards sustainable development and sustaining peace

Leverage UN Development System Resources for Higher Impact

Outputs:

LEADERSHIP

- Contribute to a system-wide CEB Leadership Framework and support to its implementation at country level
- Clear progress towards achieving diversity, including gender parity, in particular in senior leadership positions
- Enhanced leadership accountability for collective results at country level

STRATEGIC FINANCING

- Engage on the alignment of financing flows, including the UN’s funding across the pillars, towards the 2030 Agenda
- Identify promising approaches on “funding to financing” and support UNDG and UNCTs in applying them
- Explore new sources of financing for UN entities
- Analyze what works for reduced transaction costs and fragmentation, plus changing incentives and shifting mindsets, around resource mobilization
- Provide UNDG joint contributions with specific recommendations to the SG reports on Financing the SDGs and financing a fit-for-purpose UN system

BUSINESS INNOVATIONS

- Demonstrate effective, efficient joint business models and innovative business practices
- Progressive implementation of the SOPs, the SOPs Plan of Action for HQ 2.0, and mutual recognition of each entity’s best business practices – carried out through 40 UNDAFs
- Scale and capture benefits of UN common premises, services and operations
- Promote highest standards of common values and norms, transparency and public accountability in UN operations.