

Repositioning of the United Nations Development System

PROGRESS UPDATE on the Implementation of the General Assembly Resolutions 72/279 and 76/4 and the Executive Board Decision 2022/14.

UNDP Executive Board Annual Session 2023

UNDP is pleased to provide its Executive Board with the seventh information note and update on the organization's continued support to the repositioning of the UN development system (UNDS), in support to the Executive Board's oversight functions of the implementation of the UNDS reform and as mandated by the UN General Assembly (GA) Resolution on the repositioning of the UNDS (72/279); the UN GA resolution on the review of the Resident Coordinator System (RCS), including its funding arrangements (76/4); as well as in the context of the UN GA resolution on the Quadrennial Comprehensive Policy Review of Operational Activities for development of the UNDS (75/233).

The present information note provides an overview of UNDP's continued efforts to the UNDS repositioning of the UNDS since its last update to the Executive Board at the annual session of June 2022, while responding to specific requests of the Executive Board as contained in its decision 2022/14.

The information note is aligned with the substantial elements contained in the Checklist on the implementation of the UNDS reform as requested by GA resolution 76/4 for the UNSDG Chair to 'provide adequate information and tools to the governing bodies of the UNDS entities to facilitate their oversight role, including monitoring alignment and entity adherence to the dual reporting model'.

In the four years of the implementation of the UNDS Reform, UNDP has not only diligently and proactively accompanied the delinking process to its successful completion, but has also invested in mainstreaming and operationalizing the mandates of the repositioned UNDS, integrating them in its policies, operations and guidance. Regular progress updates on the implementation of the reform have been provided not only through the information notes to the Executive Board, but also through UNDP statutory reporting mechanisms- harmonized across agencies- such as the UNDP annual report, its annex on the implementation of the QCPR, the data companion and scorecard; the report on the UNDP Strategic Plan, its Integrated Results and Resources Framework; and the report on the structured dialogue on financing the results of the UNDP Strategic Plan.

Introduction

1. **2022 was a year of continued uncertainties**, with the attainment of the 2030 Agenda and the SDGs facing significant challenges. **For the first time on record, the global Human Development Index (HDI) dropped for two years in a row, taking the world back to just after the adoption of the 2030 Agenda and the Paris Agreement**¹. An increasing number of complex and interconnected development and humanitarian crises – from the continuing socio-economic effects of COVID-19 to climate emergencies (floods in Pakistan, earthquakes in Afghanistan, Türkiye and Syria, severe drought in the horn of Africa from Somalia to Ethiopia), to geopolitical crises (the war in Ukraine and other active and frozen

KEY HIGHLIGHTS

- **Management & Accountability Framework fully implemented.**
- **64% of UNDP Strategic Plan (2022-25) outcome indicators** directly extracted from the global indicator framework for SDGs and targets of 2030 Agenda.
- **Support to 106 countries** with their submission of enhanced NDCs.
- **86 countries developing/using INFFs.**
- **U\$ 3.3 B. in issuance of SDG Bonds.**
- **460 SDG Investor Map** opportunities.
- **25 Crisis Risk Dashboards** developed.
- **U\$ 10.6 M. UNDP contribution to UNSDG cost-sharing of RCS**
- **U\$ 8.8 in levy payments.**
- **33% of RCs originating from UNDP.**
- **35 CPDs aligned with CFs in 2022- totaling 84 now.**

¹ UNDP's [Human Development Report 2021-22](#) highlights the reversals in human development in almost every country.

conflicts) –put to a test the multilateral system’s ability to respond effectively and coherently in uncertain times.

2. **UNDP – as a key multilateral organization at the center of the development system – delivered at record levels despite the decreasing global volume of development resources².** Having successfully ensured corporate compliance with the intergovernmental mandates of the UNDS repositioning and the strengthened RC System, **UNDP’s [Strategic Plan 2022-2025](#) elevated ambitions in support of the reformed UNDS and shifted the organization’s focus from reform-ready to maximizing development results and impact in a repositioned UNDS, across all contexts.**
3. **As part of the United Nations Sustainable Development Group’s (UNSDG’s) joint efforts to strengthen coherence and the UN’s integrated offer in support of the SDGs, the UNSDG Chair reviewed a number of Strategic Plans commencing in 2022³ as these represent a new phase in system-wide collaboration for the SDGs.** The extent to which the SDGs were mainstreamed in the new cycle of Strategic Plans as well as the Plans integrating the principles of national ownership and leaving no one behind and marking a visible shift towards integrated approaches to sustainable development was appreciated. **It was also noted that outcome indicators of some entities are better aligned with the SDGs than others** (e.g. notable that 64 per cent of UNDP’s outcome indicators are directly extracted from the global indicator framework for the SDGs and targets of the 2030 Agenda). **Efforts by the respective entities to adapt priorities and business models to the repositioning of the UNDS, with all Plans referring to the alignment of entities with the reform process was highlighted and as such UNDP’s explicit references to the functions of the RC system were welcomed.**
4. Utilizing the guiding framework of the [2020 QCPR \(A/RES/75/233\)](#) and its impetus to the UNDS to work in an effective and impactful way across its development, peace, humanitarian and human rights pillars, **UNDP demonstrated its commitment to accelerating implementation of the 2020 QCPR, drawing on its experiences across development contexts.** UNDP continued to strengthen and scale its partnerships to respond to multidimensional and intersectional challenges in all country contexts, through **SDG integrated solutions tackling climate change, digital inclusion, sustainable recovery from COVID-19, social protection systems, recovery and resilience building, institutional building, women’s empowerment and deepening collaboration across the humanitarian, development and peacebuilding spheres.**
5. As called upon by the 2020 QCPR to publish timely, harmonized, and verifiable data on funding flows, **UNDP was ranked the second most transparent UN agency and the seventh most transparent development organization in the world according to the [2022 Aid Transparency Index](#).**

Investing in Strategic Partnerships to Deliver Impactful Results

6. **Ensuring the UNDS provides coherent and impactful support to the needs and priorities of countries as they strive to achieve the SDGs, remains a core objective of the UNDS reform.** The complexity of the development landscape in 2022 magnified the criticality of partnerships for the acceleration of the SDGs. **While continuing to deliver development results in over 170 countries and working towards improving the lives of millions of people, UNDP’s experience in the first year of its Strategic Plan implementation saw three trends in its partnerships with diverse UN entities which are achieving more impactful results in tackling multi-dimensional challenges:** clear ‘collectives’ of UNDS collaboration (e.g. Integrated National Financing Frameworks); advancements in established partnerships (e.g. the Climate Promise, Accelerator Labs, IFIs) and a strengthened collaboration with humanitarian and peace partners (e.g. UNDP’s New Crisis Offer).

² [UNDP Annual Report 2022](#)

³ UNDP, UNEP, UNWOMEN, FAO, UNOPS, UNICEF, UNFPA and ILO

7. **In furthering its commitment to the continued strengthening of the UNDS, UNDP emphasized the importance of partnerships in its interventions.** Examples included but were not limited to, **UNDP's continued strong engagement with ILO in the development of the [Global Accelerator for Jobs and Social Protection](#)⁴**, and with other entities such as **UNEP in supporting RCs/UNCTs in their adoption and implementation of the [Common Approach to Biodiversity](#)⁵.**
8. Utilizing its long and proven track record of supporting governments in connecting the dots on complex sustainable development challenges and developing integrated solutions, in 2022 UNDP further **strengthened its integrated policy support by seeking opportunities for a more systemic approach**, for example through Integrated National Financing Frameworks and Development Finance Assessments, **that can help governments build institutional resilience to solve future development challenges as well as their current problems.**
9. **UNDP continued to put its capacities and experience at the service of the UNDS and UNCTs, under the overall steer of RCs, to support the UNDS' ability to transform sectoral interventions into integrated, synergistic development offers responsive to national priorities.** UNDP's contributions to this system-wide collaboration included expertise to advance cross-sectoral programming; data, analytics and foresight to contribute to integrated analysis for Common Country Analysis/Cooperation Framework processes; tools for futures modelling and simulations; system-wide offers on integrated policy solutions; development financing approaches; and innovative, evidence-based programmatic approaches.
10. **Interagency programming coherence at the country level was further ensured through UNDP programme management policies being fully aligned with UNSDG guidance.** Having extensively contributed to the development of relevant UNSDG Guidance, such as the [UNSDG Guidance on UN country-level strategic planning for development in exceptional circumstances](#) and the new [UNSDG Guidance Note on a New Generation of Joint Programmes](#), UNDP ensured their application at the country level, including through a series of information sessions to its Country Offices.
11. **UNDP was also an active contributor to the [UNSDG reporting on system-wide contributions to advance the SDGs](#)**, including by building on an agreed Output Indicator Framework for measuring the UN contribution towards the SDGs endorsed by the UNSDG in 2022.

UNDS Collaboration Collectives

12. **UNDP's Strategic Plan (2022-2025) with its emphasis on accelerating efforts to unleash financing opportunities for developing countries, gave UNDP the impetus to deliver partnerships with more than 15 UN entities and several IFIs, so that 86 countries (over 70% of LDCs) are developing or using Integrated National Financing Frameworks (INFFs)⁶.** As an example of country level impact, in the advancement of SDG financing opportunities to the most vulnerable, **UNDP is collaborating with UNCDF to support the banking system in Afghanistan. In Guinea, through the joint programme on SDG Financing and the implementation of the national decentralization policy**, UNDP, UNICEF, UNCDF and the RCO supported the Government in developing and sharing with all municipalities an SDG-sensitive planning and budgeting results framework for the preparation of their local development plan as well as their annual investment programme.
13. **The expansion of SDG funding opportunities and complementary financing tools continued at the center of UNDP's SDG integration offer.** In 2022, progress was made in the development of the SDG Impact Assurance Framework (to be launched in 2023) and the roll-out of the [SDG Impact Standards](#)

⁴ In 2022, with support from 44 UNDP offices, 25 million people gained access to basic services.

⁵ UNDP's work on nature, climate, and energy spans 137 countries - the organization works on mitigation, adaptation, chemicals, and biodiversity.

⁶ Through INFFs, LDCs are advancing more than 100 reforms across public and private financing policies and instruments.

[Train-the-Trainer Programme](#). UNDP further developed 460 investment opportunity areas based on the [SDG Investor Maps](#)⁷.

[Advancements in established partnerships](#)

14. **SDG Integration continued as a key priority in UNDP’s support to countries and the UNDS.** In collaboration with several UN entities (UNICEF, UNWomen, FAO, UNDESA and ILO) as well as DCO and at the national level with RCs, UNCTS and Government Leadership- **UNDP co-designed and expanded its [SDG Push](#) initiative. The SDG Push framework aims to provide a comprehensive and country-specific tool to plan and implement SDG breakthroughs in a variety of development contexts, elevating the fiscal, financial, digital/data and governance enablers of sustainable development.** In 2022-23, SDG Push was piloted in Indonesia, Moldova, Namibia, Peru and South Africa. [The Data Futures Platform](#)⁸ also onboarded more than 3,000 new datasets, bringing together data from the UN system and partners to advance integrated development solutions in support of the 2030 Agenda.
15. **UNDP continued to co-lead the inter-agency [Integrated Policy Practitioners' Network \(IPPN\)](#).** The IPPN showcased integrated policy approaches through a monthly Knowledge Café webinar series, covering topics, such as policy coherence between the Paris Agreement and the 2030 Agenda, support to food systems transformation, risk-informed development, SDG integration into national plans and budgets, systems mapping for SDG integration, foresight and scenario planning for UNSDCFs, Voluntary National Reviews and Voluntary Local Reviews.
16. **The [Climate Promise](#) – the largest climate system-wide partnership – continued to support 106 countries in submitting their enhanced Nationally Determined Contributions (NDCs), with 34 countries now integrating NDC targets into development plans and budgets⁹.** Zambia and Chile were among the seven countries that completed such integration in 2022. In the subsequent phase of the Climate Promise, **UNDP is scaling its support to countries in turning their NDC targets into actions,** in close cooperation with the RCs and UNCTS.
17. **In adapting to a rapidly evolving world and in support of the [SG’s Roadmap for Digital Cooperation](#) and the QCP, UNDP continued to champion digital transformations.** As part of its bolstered efforts- in close partnership with UNICEF and ITU – **UNDP supported over 40 countries in conducting digital readiness assessments, developing inclusive digital infrastructures, and gaining access to partnerships and open-source technology and over 30 countries on aspects of their national digital strategies.** These efforts are leading to the discovery, implementation, and scaling of open-source digital solutions to accelerate the attainment of the SDGs.
18. **UNDP’s Accelerator Labs – as engines of collaborative approaches in innovations – continued to create new forms of actionable insights in 115 countries.** To date, the Labs – with 75% of their learning challenges conducted in partnership with other UN entities¹⁰ – have documented over 3,200 grassroot-led solutions covering all 17 SDGs. As an example of country level impact, in **Cambodia**, UNDP, UNICEF, WFP, and WHO worked with the RC and the Government, private sector, and civil society to build **the Cambodia Futures Lab**, a cross-sectoral collaboration framework to support COVID-19 pandemic recovery efforts and accelerate the 2030 Agenda.
19. **As presented at the first Regular Session of the Executive Board in 2022, UNDP continued to prioritize and strengthen [strategic partnerships with International Financial Institutions \(IFIs\)](#)¹¹ and**

⁷ 21 SDG Investor Maps were launched in 2022, bringing the total to 27.

⁸ The platform includes data sets, simulators and actionable insights, allowing users to both run their own estimation and access relevant analyses to inform policies, programmes and advocacy efforts. Powered by UNDP, this one-stop shop for multidimensional analyses features unique opportunities for collaboration around strategies and solutions that seek to build back better.

⁹ 173 countries have now submitted new or updated NDCs to the UNFCCC, covering 91% of total global GHG emissions.

¹⁰ UNDP [Midterm Evaluation of the UNDP Accelerator Lab Network Project](#) (2022)

¹¹ Between 2017-2022, UNDP has worked with 17 IFIs mobilizing a total of US\$1.85 B.

expanded these beyond financial transactions to bring a renewed focus on joint analyses and assessments, such as Post Disaster Needs Assessments (PDNAs), SDG-related analyses, policy support and knowledge products. **UNDP's work with IFIs in fragile contexts, is an illustration of its ability to leverage UNDP's longstanding presence in countries, its expertise and robust operational capacity to provide the required immediate support to countries.** As illustrations of country level impact, in **Afghanistan, UNDP collaborated with WB and ADB to enhance the capacity of local NGOs in delivering basic services to the most vulnerable communities.** In response to the earthquake in Türkiye, UNDP along with the UN family and under the lead of EU and WB supported **the Türkiye Earthquake Recovery and Reconstruction Assessment.** In Syria, UNDP leads the **UN's Whole-of-Syria Early Recovery and Livelihoods Sector** and plays a key role in ensuring a coordinated and integrated response to post-disaster early recovery efforts, with WB and UN entities operating in all earthquake-affected areas. This places UNDP in a uniquely strategic position to shape the broader post-disaster recovery process, supporting coordination and integration of high-impact, risk-informed and conflict-sensitive early recovery interventions.

Strengthened Cross-pillar Collaboration

20. **The 'poly-crisis' demands new response approaches – ones that can embed development at the outset of a crisis to avoid greater setbacks.** In response to the 2020 QCPR and system-wide efforts on accelerating the Humanitarian-Development-Peace (HDP) Nexus, UNDP continued to play a leading role in enhancing the connections between development actions and peacebuilding and humanitarian efforts. **As part of these efforts, UNDP launched its '[Crisis Offer](#)' to help countries anticipate crisis** (e.g. in Tunisia, Niger, Madagascar), **break the cycle of crisis** (e.g. in Haiti, South Sudan, Somalia, Yemen), **and move ahead of the curve to sustain development pathways in times of crisis** (e.g. in Syria, Afghanistan, Myanmar, Ukraine).
21. **Joint assessments in conflict/fragile settings help avoid duplication and leverage partners' knowledge and capacities.** As the technical lead for the UN for Recovery and Peacebuilding Assessments (RPBAs) and Post-Disaster Needs Assessments (PDNAs) and as anchored in the EU-UN-WB tripartite partnership, UNDP provided planning and coordination support to RCs and UNDP Country Offices in conducting Recovery Assessments in Libya, Pakistan, Azerbaijan, Ukraine.
22. **The RPBA and PDNA processes have enabled stronger collaboration between humanitarian, development, and peace actors.** UNDP, DCO, and PBSO also finalized and circulated to all RCs and RRs the [new guidance](#) on roles and responsibilities (post-delinking) for RPBAs and PDNAs. While substantial progress has been achieved on advancing the integration of joint analyses, assessments, and collaboration between development and humanitarian actors, **it is critical to ensure – including by Member States – that such initiatives in conflict settings are coordinated and conducted jointly.**
23. **UNDP's support to UNCTs on data and risk analysis was underpinned by the well-established [Crisis Risk Dashboards](#) (CRDs) – with 25 CRDs established in 2022 (and 15 to be launched in 2023).**
24. **UNDP's continued contributions to the advancement of the HDP nexus was also evidenced through its active engagement in system-wide efforts,** including in UNDP's capacity as the co-chair with OCHA of the [Joint Steering Committee to Advance Humanitarian Development Collaboration \(JSC\)](#), co-chair with Oxfam of the [IASC Task Force 4 on the HDP nexus](#), co-chair with the Republic of Korea of the [OECD-INCAF \(International Network on Conflict and Fragility\) Task Team](#), and co-lead with the Republic of Korea of the "trilingualism" workstream of the DAC-UN Dialogue.
25. **UNDP launched the '[Nexus Academy](#)' with the OECD-DAC, as a unique 'common good' designed and delivered by DAC members, the UN system, NGOs and a broad range of stakeholders.** The Nexus Academy aims to forge a common understanding of nexus approaches to ensure that organisations

and the people they employ have the knowledge, skills and capacities to translate these approaches into practical actions.

Joint Funding and Programmes

26. **The increasing complexity of development challenges compounded by growing humanitarian needs has had a direct impact on the availability of development assistance. While the advancement of the Funding Compact is intrinsically linked to the success of the UNDS reform implementation, the Funding Compact has fallen short of its desired outcomes and progress has been mixed with the UNSDG entities making considerable improvements while Member States' commitments remain less than desired. 87% of UNDS commitments were met in 2021, only 47% met by Member States. The notion of reciprocity – despite voluntary and non-binding nature of Funding Compact – is at core of the Funding Compact commitments. Without ensuring mutual accountabilities of all parties, the Funding Compact may fall short of the desired outcome and hinder the achievement of the SDGs. UNDP has met 94% of its commitments to the Funding Compact.**
27. **UNDP- as co-chair of the UNSDG Fiduciary Management Oversight Group—ensured the assessment of the application of common management features of the Funding Compact, improving survey design and priorities. As a result, the quality of data measuring the corresponding QCPR indicator increased, and the application of the common management features in all UN pooled funds encouraged.**
28. **Pooled funding remains one of the largest financial sources for UNDP. However, in 2022, there was a decline of 37% partially due to a programmatic change in Afghanistan and a reduction in transfers from country-level pooled funds. Nevertheless, contributions increased from other flagship funds, such as the Joint SDG Fund and the Central African Forest Initiative.**
29. **In 2022, UNDP continued to Chair the Joint SDG Fund's Operational Steering Committee (OSC). As such, UNDP fully contributed to UNDS system-wide efforts in undertaking [the System-wide evaluation of the Joint SDG Fund \(2019-2022\)](#). The evaluation found that the Fund has had the potential to draw on each agency's expertise and improve the quality of joint programmes. In some cases, entities agreed that working through the Joint SDG Fund has been the closest they have ever worked together. Simply put, resources brought entities together.** The evaluation has also helped map out potential priority areas for the Joint SDG Fund that ensured alignment with UNSDCF outcomes and SDG accelerators, such as the prioritization of country-led initiatives.
30. **Participation in relevant joint programmes remains a critical priority for UNDP, as they are a strategic programmatic mechanism to achieve shared development results that depend upon the comparative advantages of two or more UN organizations working together with country partners. UNDP participates in 137 out of 223 Joint Programmes supported by the Joint SDG Fund. At the systemic level, however, an emphasis to simply increase the number of Joint Programmes may disincentivize the focus on their quality and main intent as their establishment requires a clear accompanying assessment of their potential to achieve greater impact.**
31. **UNDP played a critical role in supporting the UNSDG in the revision of the [UNSDG Guidance Note on a New Generation of Joint Programmes](#) putting forward its experience on a wide range of joint programmes, designed and implemented in partnership with UN agencies across different regions and countries.** The revised UNSDG Guidance highlights the centrality of the UNSDCF, leading UNCTs in support of national priorities with clear programme and process cycles, as well as an accountability structure for improved coordination between RCOs and UNCTs.

Continued contributions and advancements to the UNDS Repositioning

32. Achieving the objectives of the UNDS Reform is only possible when all UNDS actors are equally engaged in its advancement and implementation. **The UNSDG has a critical role in ensuring such mutual accountabilities and collective ownership by the System. UNDP continues to proactively engage in all UNDS Reform streams, including with the UNDP Administrator serving as the UNSDG Vice-Chair and the Chair of the UNSDG Core Group.**
33. **As part of its UNSDG commitments, UNDP continued to provide the highest cost-sharing contribution of any single UNDS entity: U\$10.6 M. in 2022, approximately equivalent to 1.44% of UNDP's 2022 approved core budget. In addition, in 2022, UNDP collected U\$8.8 M. for the 1% coordination levy as a 'pass-through' to the Special Purpose Trust Fund (SPTF), totaling the amount channeled by UNDP to the SPTF in 2022 to U\$19.4 M.**
34. **While UNDP remains fully committed to ensuring the sustainability and predictability of the RCS funding, the impact on the sustainability of UNDP's funding and subsequent effects on its ability to deliver on its Strategic Plan should also be flagged.** With decreasing levels of core contributions, any increase in the UNSDG cost-sharing will significantly impact UNDP's ability to deliver on the entirety of its Strategic Plan objectives.
35. As indicated by the UN Board of Auditors in their 2019 report, in practice the collection of the coordination levy has reduced funds available for programming, as often funding partners deduct the 1% levy from the initially envisaged contribution amount. **The management costs of the 1% coordination levy remains high – UNDP estimates that in 2020-2022 approximately U\$2 M. in staff and non-staff costs have been incurred.**

Implementation of the Management and Accountability Framework (MAF)

36. **Four years into the UNDS reform implementation, UNDP has continued to put in place all necessary measures to actively support the full implementation of the Management and Accountability Framework (MAF) at all levels.** This includes the consolidation of good practices on the ground and a continuous monitoring and follow up on areas of concern.
37. **UNDP's analysis of MAF implementation to date confirms that UNDP is fully compliant with its provisions. A few highlights of UNDP's continued efforts include:**
 - **Full implementation of the dual reporting model:**
 - **Job Descriptions of all UNDP Resident Representatives (RRs) recognize the role of the RC and include provisions (in line with GA resolution A/RES/72/279) to ensure reporting on respective contributions to the collective results of the UNDS towards the achievement of the 2030 Agenda at the country level, on the basis of the UNSDCFs.**
 - **All UNDP RRs are assessed against a mandatory performance goal– aligned with key MAF provisions – on their effective contribution to the successful achievement of the UNCT results, in line with UNSDCF. Furthermore, RCs are invited annually by the UNDP Regional Directors to provide inputs to the RR's performance appraisals.**
 - **UNDP undertakes an annual survey on the 'Country Office implementation of the UNDS reform', which is a perception-based measurement of progress and assessment of challenges with the implementation of the UNDS reform more broadly and the MAF in particular. The surveys are a critical tool for UNDP to continuously monitor progress and follow up on areas of concern.**
 - **UNDP ensured that its senior leadership, including RRs, received the latest information on UNSDG-related guidance and strategic discussions through the monthly 'UNDS Reform Digest'.**
 - **As part of efforts to ensure that Country Office leadership is kept well informed and kept abreast of the evolution of UNSDG Guidance and implications, UNDP provided tailored regional sessions to ensure the full understanding and application of the guidance in coordination with**

RCs/UNCTs (e.g. including following the issuance of the revised "[Guidance Note on a New Generation of Joint Programmes](#)" and its [annexes](#)).

- **Full alignment of UNDP Country Programme Documents (CPDs) with UNSDCF:**
 - In 2022, all 35 CPDs – anchored in national priorities and fully aligned with the UNDP Strategic Plan (2022-2025) – were derived from, designed in close alignment and sequencing with the respective Cooperation Frameworks and presented to and approved by the Executive Board.
 - While recognizing the well-established approval mechanisms of CPDs by entities' Executive Boards, UNDP Country Offices – in close coordination with RCs – ensure appropriate timelines are factored into the development and sequencing of CPDs and CFs.
 - In line with the provisions of the MAF, all draft CPDs are formally endorsed by the respective RCs on their alignment to Cooperation Frameworks. UNDP's internal guidance on the preparation of country programmes reiterates the requirement of RC's endorsement of CPD derivation from the UNSDCF¹². UNDP also ensures the alignment of the CPDs with UNSDCFs through its corporate quality assurance process.
 - In compliance with the QCPR mandate and in coordination with DCO, UNDP makes all draft CPDs available for comments of Member States together with their respective UNSDCF, and/or its results matrix, as endorsed for posting by the national government.
38. While the implementation of the MAF has progressed well, some challenges remain and will require consideration during the MAF review process to be undertaken by the UNSDG in 2023¹³. Key areas requiring further attention, as identified by UNDP Country Office Leadership, includes:
- Increased understanding of the MAF provisions by Governments and national partners;
 - Full adherence to the principle of mutual accountabilities within the MAF;
 - Further clarification of the application and modalities of certain UNSDG guidance (e.g. UNCT Configuration Exercise¹⁴).

Advancement of the Secretary-General's Efficiency Agenda

39. Continued advancements towards delivering on the SG's Efficiency Agenda remained a high priority. While significant achievements have been made in delivering on Member States' expectations towards the SG's Efficiency Agenda, efficiencies remain one of the areas of the UNDS reform where concerted action will continue to be required to advance progress and demonstrate results. **At the same time, priorities under this important agenda should be driven by continued reflections and have demonstrable added value for the UN, either by reducing cost or by increasing the quality of services, making us faster and more agile, and better able to respond to the needs of each situation.**
40. Given the critical importance of the SG's Efficiency Agenda, and in response to the UNSDG Chair's request to the UNSDG Business Innovation Group (BIG) - under the auspices of the UNSDG Core Group - to prepare a time-bound plan to accelerate implementation of the efficiency reform and define quantified targets for each of the priorities; **the UNSDG Vice-Chair/Chair of the UNSDG Core Group took a leading role to ensure that a revised UNSDG Efficiency roadmap was prepared and approved by the UNSDG in 2022.**

¹² As per the provisions of the MAF, the RC's feedback remains strictly limited to alignment to the UN Cooperation Framework priorities and should not be considered a technical review of the CPD.

¹³ The review of the MAF is one of the UNSDG priorities in 2023.

¹⁴ The review of the UNSDG guidelines on the UNCT Configuration Exercise is expected in 2023.

41. **UNDP continued to proactively engage in all the UNSDG workstreams to advance the SG’s efficiency agenda, including the implementation of Business Operations Strategies (BOS) and operationalization of the Mutual Recognition principle.**
- **As in previous years, UNDP contributed substantial financial and human capital resources to advance initiatives under the Efficiency Agenda, a key contributing factor in the UNSDG’s significant achievements in meeting Member States’ expectations in continuing to drive efficiencies and to demonstrate cost avoidance at country/regional/global levels.**
 - **UNDP led the development and implementation of the Business Operations Strategy (BOS) 2.0 processes as the Chair of the Operations Management Team (OMT) under the structure of UNCTs and in support to the RCs, in 59 countries.**
 - **UNDP also developed and continues to maintain the BOS 2.0 online platform as an in-kind contribution to the UNDS, with costs to UNDP reaching \$1.1 million since 2019.**
 - **To advance the Common Back Office (CBO) initiative on a country-by-country basis, UNDP staff actively supported country offices in the rollout process and contributed to the refinement of the CBO rollout approach.**
42. **As the principal operational service provider to the RCS since 2019, UNDP continued to provide operational services to RCOs and in 2022, administered U\$ 41.8 M. of the UN SPTF resources.**
43. **In line with the QCPR mandate on the advancement of interagency mobility, UNDP has seconded 165 staff to other UN entities, with UNDP staff being in 33% (43) of RC functions.**
44. **UNDP’s reported efficiency gains for 2022 were U\$ 24.4 million, mainly comprising U\$ 7.1 million of entity-specific efficiency gains and \$17.1 million of efficiencies achieved through the BOS implementation. It is critical to note that all efficiency gains resulting from the internal efforts of entities should continue to be redirected to the programmatic activities of those entities.**
45. **As encapsulated in its Strategic Plan (2022-25)¹⁵, UNDP delivered improved efficiencies through a variety of initiatives.** In 2022, UNDP continued to strengthen and increase the efficiency of its operating and management systems and capacities including through the following:
- **As part of advancing system interoperability, UNDP – in partnership with UNCDF, UNITAR, UN Women, UNFPA, UNOSSC, UNV, and UNU – launched the Quantum+ platform, its next generation cloud ERP platform.** The platform will ensure more effective digital operations and a new way of managing relations with partners, while serving as UNDP’s main knowledge-sharing platform, as well as an innovative corporate planning, an integrated risk management and a state-of-the-art treasury management system. **In line with UNDP’s continued commitment to support the UNDS’s ambitions towards increased effectiveness and efficiencies, UNDP ensured its new and improved operational capabilities are designed with partners in mind.**
 - **UNDP’s improvements in its corporate and management systems is expected to facilitate efficiency and delivery of requests, ensure transparency and improve operational planning and delivery, all of which could provide important lessons learned for the UNSDG and assist in the further operationalization of Common Back Offices (CBOs).**
 - **In parallel to these investments in UNDP’s digital and operational transformations, UNDP is working to strengthen its human resource capacities globally through the ‘People for 2030’ Strategy. The People for 2030 Strategy, now in its second phase, aims to further nurture the skills of UNDP personnel, including by providing UNDP staff with the required knowledge and**

¹⁵ UNDP 2022-2025 Strategic Plan, states (§81) *“The country office of the future continues to provide quality services in human resources, finance, procurement, general operations and administration to the RC system, while maximizing opportunities for greater efficiency through clustering and other initiatives. Serving as a platform for non-resident UN entities enables them to operate in otherwise impractical contexts.”*

tools to get ahead of the rapid ongoing digital transformation, while embracing the future of work.

Consolidating the Regional Dimension of the UNDS Reform

46. **The consolidation of the UNDS reform at the regional level continued to advance with noticeable progress in all regions. UNDP Regional Directors’ continued leadership- in their capacity as Co-Chairs of the Regional Collaborative Platforms (RCPs)- helped steer joint efforts and initiatives tailored to the regional priorities while actively contributing to the advancement of the strategic direction of RCPs, the establishment of Issue-based Coalitions (IBCs), and the implementation of other regional commitments in support of UNCTs.** Partnerships with regional and sub-regional institutions have been expanded. Visible advancements are also evidenced in strengthened support provided by the Issue-based Coalitions (IBCs). Regional Knowledge Hubs – fully operationalized – are generating knowledge products and providing services to governments and regional institutions.
47. **As the implementation of the reform is tailored to unique regional requirements and priorities, the following are some of the strategic region-specific achievements and results:**
- **In Africa**, the RCP strengthened its support to UNCTs in addressing cross-boundary issues in line with Agendas 2030 and 2063 - The Africa We Want. In 2022, achievements included support to the Africa Group of Negotiators in their preparations for COP 27 and support to the implementation of the African Continental Free Trade Area (AfCFTA). The [Africa UN Data for Development Platform](#) and [UN Africa COVID-19 hub](#) are both fully operational. The Africa RCP has also attained full completion status of the Regional Business Operations Strategy (BOS).
 - **In the Arab States**, the RCP steered high visibility joint analyses, namely the [Social Expenditure Monitor](#). Regular feedback sessions were organized with RCs to ensure targeted support to UNCTs. In 2022, the RCP commenced the implementation the Regional BOS, which reflected cooperation in 10 common services among 22 UN Regional Offices.
 - **In Asia and the Pacific**, among other issues, the RCP and IBCs helped UNCTs in identifying entry points to advance the SG’s Call to Action on Human Rights, as well as regional initiatives for the ‘Transforming Education’ Summit and the Mid-term Review of the Sendai Framework. RCs and UNCTs were convened in dialogues on actions required in the lead up to UNFCCC COP27 and a community of practice was created on durable solutions for internal displacement in disaster contexts. Furthermore, UNDP and UNICEF co-chaired the coalition on inclusive economic growth and COVID-19 recovery, with the IBC supporting UNCTs in providing analyses and advocacy for scaled-up inclusive policies for recovery and development planning. The IBC organized a regional dialogue on “Converging crises and safeguarding human development priorities” which took stock of convergent crises in the region and their implications for human development.
 - **In Europe and Central Asia**, the RCP advanced on the establishment of the Knowledge Hub, which will feature the newly designed [web presence of the UN system in Europe and Central Asia](#). The RCP also established a Regional Coordination Group on Data and Statistics with a focus on economic, social, demographic and environment statistics. The IBCs were reviewed to ensure full alignment with the ambitions of the UNDS reform at the regional level, with individual Service Offers to UNCTs having been developed. The RCP finalized its Regional BOS.
 - **In Latin America and the Caribbean**, the RCP intensified its engagement with RCs/UNCTs, including to ensure better contextualization of UNSDCF approaches in connection to global, regional, sub-regional and transboundary priorities. The RCP finalized its Regional BOS.

Multi-Country Office Review

48. **UNDP continued to make progress toward supporting Multi-Country Offices (MCOs) and Small Island Developing States (SIDS), per the commitments outlined in the 2019 MCO review recommendations.** In line with MCO review recommendations, UNDP has made extensive substantial investments both in terms of additional capacities and expertise deployment to MCOs, as well as through strengthened programme support (e.g. UNDP established Accelerator Labs in Samoa and Fiji).
49. **In the Caribbean,** UNDP continued to implement the recommendations of the MCO Review through the SIDS Offer and its CPDs 2022-2026 for the Caribbean. In this regard, UNDP joined other UN entities in adopting a coordinated approach to implementation through the UN Country Implementation Plans.
50. **In the Pacific,** collective programmatic results under the leadership of the RC in the Pacific were achieved, including a joint programme between UNICEF, UNDP and ILO to strengthen the institutional capacity of key stakeholders to develop and deliver shock-responsive social protection systems in Fiji, Kiribati, Solomon Islands, Tonga and Vanuatu.

Our Common Agenda (OCA)

51. The Our Common Agenda (OCA) report represents the SG's vision for the future of global cooperation and a reinvigorated, inclusive, networked and effective multilateralism, where **the SDGs remain at its core and the OCA proposals seek to accelerate their achievement. The UNDP Strategic Plan (2022-25) acknowledges that multilateral cooperation is vital to address today's development challenges that are multi-dimensional, interconnected and cut across boundaries of geography and time.**
52. **With the OCA being, above all, an agenda of action designed to accelerate implementation of the 2030 Agenda and strengthen the capacity of the multilateral system to achieve results-** UNDP has carefully considered **the nature and scope of its engagement and is guided by alignment with its Strategic Plan 2022-25 commitments,** as well as its mandate, expertise, resources, and capacities.
53. In 2022, **UNDP was requested by the UNSDG Chair to co-chair the UNSDG Working Group on OCA-** with the overall **objective of ensuring recommendations contained in Our Common Agenda related to sustainable development are leveraged to 'rescue' the SDGs, as requested by Member States.**
54. **In addition to the proposals and recommendations of Our Common Agenda where UNDP has been identified as a lead or collaborator, UNDP is actively engaged in the development of OCA Policy Briefs which will be further shared for consultation with Member States in the preparations for the 2023 SDG Summit and the 2024 Summit of the Future,** including but not limited to *Beyond GDP; the Global Digital Compact and the International financial architecture.*
55. **UNDP is co-leading, with DESA and UNCTAD, the 'Beyond GDP' OCA proposal offering a framework and recommendations to address critical challenges and opportunities in developing countries, particularly MICs.** Going beyond GDP is an essential step to make the development cooperation paradigm fit for purpose, allowing developing countries to better assess their development progress and global contributions, and address their needs.

Conclusion

- **In 2022, the UNDS navigated one of its most challenging years, addressing lingering effects of the pandemic and responding to occurring crises and emergencies.** While unprecedentedly challenging and filled with uncertainties, **UNDP demonstrated its steadfast commitment to helping the UNDS deliver with a clear perspective and ambition for the attainment of the 2030 Agenda and the SDGs.**
- **As part of the wider UNDS and through its strong engagement in the functioning of the UNSDG, UNDP is committed to elevating the critical role of the UN, and multilateralism more broadly, to**

accelerate the implementation of the SDGs. Through its strong commitment to results and impact, UNDP will continue pursuing the vision of its Strategic Plan (2022-25) aimed at transformational changes through systems thinking and integrated approaches. **This will require even closer partnerships and collaboration within the UNDS and greater solidarity within the international community, including in terms of sustainable and quality funding for the UNDS.**

- While extensive progress has been achieved in the four years since the launch of the UNDS Reform, resulting in significant shifts in mindsets and cultural changes within UNDS entities, **more can only be achieved if all actors of the UNDS are equally invested in all UNDS Reform streams and balanced incentives for the advancement of collective ownership of and mutual accountabilities for the RCS are established and maintained.**
- In the context of the SDG Summit (2023) and the Summit of the Future (2024), the UNDS has a unique opportunity to reinvigorate its collective efforts to deliver on the expected ambition of the 2030 Agenda. **UNDP will continue rendering its continued support to the implementation of the UNDS Reform, now with the required shift in focus on ensuring results and greater impact.**