Repositioning of the United Nations Development System

PROGRESS UPDATE on the Implementation of the General Assembly Resolutions 72/279 and 76/4 and Executive Board Decisions 2024/8.

UNDP Executive Board Annual Session 2025

***UNDP is pleased to present to the Executive Board its ninth information note, providing an update on the organization's continued support and contributions to the repositioning of the UN development system (UNDS)**. This submission is in line with the Executive Board's oversight functions for the implementation of the UNDS reform, 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); and falls within the scope of the UN GA resolution on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the UNDS (75/233). **This information note offers a comprehensive overview of UNDP's ongoing contributions to the repositioning of the UNDS since the previous update provided during the Executive Board's annual session in June 2024. Additionally, it addresses the requests from the Executive Board as outlined in its decision 2024/8.** Furthermore, as per the GA resolution 76/4 and as requested by the Executive Board, UNDP is pleased to present the 'UNDS reform - checklist for UNSDG entities governing bodies', as annexed to this information note.*

In its seventh year of implementing the UNDS reform, UNDP has remained steadfast in its commitment to advancing respective mandates and enhancing coherent support across the UN development system for the acceleration of the 2030 Agenda and the Sustainable Development Goals (SDGs). Furthermore, the Mid-term Review of the UNDP 2022-2025 Strategic Plan and the UNDP report on the implementation of the Quadrennial Comprehensive Policy Review (QCPR) in 2024 provide comprehensive evidence of UNDP's ongoing progress and contributions to advancing the 2020 QCPR mandates in collaboration with other UN entities and development partners.

KEY HIGHLIGHTS

SDG Push Diagnostics and Toolkit – helping Governments analyze and implement SDG strategies

Data Futures Exchange **(DFx)** - SDG Push Diagnostics Tool

Climate Promise 2025 - coordinate the UN system's support in 3rd generation of NDCs

More than 85 countries using INFFs

Contributed to **aligning & leveraging over US$757B towards SDGs**

Advanced the agenda on **digital development, DPI, and digital capacity-building**

28 countries initiated national reforms with support from Equanomics

Provided early recovery support to **44 countries in crisis contexts**

Largest PUNO in pooled funds and JPs – with estimated US$225M in contributions

Largest single-entity contributor to the UNSDG cost-sharing arrangement – US$10.6M, with total contribution to the SPTF of US$18.2M

Total entity-specific efficiencies estimated at US$18.7M

Introduction

1. **In 2024, the global development landscape was increasingly influenced by escalating crises, geopolitical tensions, polarization, and a rapidly changing financing and funding environment**. Conflicts in the Middle East, Ukraine, Haiti, several African countries, as well as the worsening development trajectories influenced by the climate change, SDG financing, or growing poverty and inequalities, significantly impacted the global development pathways towards the fulfillment of the 2030 Agenda for Sustainable Development. With only 17 percent of the SDG targets on track, record numbers of conflict in 2024, increasing poverty and inequality, accelerated climate change, collapsing ecosystems and growing digital divides, it is easy to believe that the future is set on a negative path.

2. At the same time, **2024 set the world on a path of hope by renewing commitments to multilateralism – the only space where the world can retain its ability to talk to each other, to collaborate, to think beyond today.** The Summit of the Future with its key outcomes was unprecedented in breaking through the traditional silos of global governance and creating interconnected commitments to unlocking new sources of financing, advancing digital transformations, aligning behind major climate mitigation commitments, and scaling up youth role in shaping up the future. Ultimately, the Summit was about more than addressing immediate challenges; **it laid the groundwork for a future where multilateralism is revitalized, where development cooperation is more just and effective, and where young people**

have a meaningful say in shaping the world they will inherit.

3. **Renewed international commitments in 2024 require strong follow-up and implementation**. For the UN, this is the moment to show that the organization can not only adapt to the complexities of our time and navigate a dynamic landscape in times of uncertainties but also lead the way in creating a more hopeful, inclusive, and sustainable future, through revitalized multilateralism.

4. **UNDP 2022-2025 Strategic Plan (SP) and its strong commitment to the implementation of the 2020 QCPR helped the organization to remain steadfast in delivering on its mandates and commitments** not only across the SP signature solutions but also in cooperation with the UN development system for the advancement of the collective objectives at the global, regional and country levels.

5. Lessons learned from the implementation of the **current Strategic Plan (SP)—particularly regarding UNDP's integral role within the UN Development System (UNDS)—combined with the new 2024 QCPR, provide the foundation for shaping UNDP's next Strategic Plan**. As UNDP evolves, its Strategic Plan will be designed to **position the organization as a more responsive partner, transformative change agent, and development innovator, ensuring that it continues to lead, integrate, and deliver impact** in an increasingly complex global landscape. Moving forward, the next Strategic Plan will:
   - **Enhance UNDP's capacity to respond to the evolving development needs and ambitions of countries**, ensuring tailored and scalable solutions that drive measurable results.
   - **Sharpen UNDP's value proposition** by advancing human development while maintaining planetary balance, reinforcing its commitment to sustainable, inclusive, and resilient development pathways.
   - **Strengthen UNDP's offer of integrated solutions**, leveraging organization's unique position as a connector of value and impact, particularly in crisis settings, where UNDP helps lay the foundation for sustainable development even amid humanitarian response.
   - **Transform delivery methods**, applying insights from the business model review to enhance impact, operational efficiency, and risk-smart programming, while accelerating the implementation of UN 2.0.

6. With this strategic direction, **UNDP remains at the forefront of the UNDS repositioning**, **reinforcing efficiency, innovation, and impact-driven development, and ensuring that it delivers on its mandate as a key driver of global progress**.

Advancing integrated solutions and delivering results for SDG acceleration through partnerships

7. As the global development landscape is increasingly shaped by mounting crises, geopolitical tensions, and a rapidly evolving financial environment**, the** UN Development System (UNDS) must operate as **a** cohesive, effective, and agile force to accelerate progress toward the Sustainable Development Goals (SDGs)**.** Within this joint effort, **UNDP is leveraging its comparative advantages to advance foresight and anticipatory planning**, **reinforce integrated solutions, and strengthen collective contributions to SDG acceleration**.

8. The 2024 QCPR underscores the imperative for the UNDS to continue "enhancing system-wide coherence, coordination, harmonization, efficiency, transparency, and impact for development, reducing duplication and building synergies." Now in its seventh year of UNDS reform implementation**, the UN development system remains committed to scaling up coordination efforts, strengthening mechanisms, and improving efficiencies to address persistent and emerging global challenges**. **These efforts, however, are increasingly tested by growing projectization and widening funding gaps**.

9. In this evolving context, **UNDP continues to maximize its strategic impact within the UNDS**, **reinforcing its role as a catalyst for transformative change**. By ensuring a deepened and more effective delivery on its mandate, UNDP not only strengthens system-wide effectiveness but also drives sustainable progress through strong national ownership of development processes**.**

10. In response to the UN GA resolution on repositioning of the UN development system, **UNDP has continuously strengthened its strategies and capabilities to support the UNDS and countries in advancing integrated solutions to development challenges that are increasingly complex**, requiring greater collaboration across sectors and partners to deliver impact at scale and to utilize limited resources efficiently. This requires a breadth of expertise and country presence that enables the UNDS to help countries "connect the dots" on the most complex sustainable development issues. As a trusted development partner, **UNDP provides strategic integration services, working with UN Country Teams (UNCTs) and UN Resident Coordinators (RCs), and supporting Governments in the formulation of national development strategies, policy investments, and integrated frameworks of UN support through the UN**

Sustainable Development Cooperation Frameworks (CFs).

11. Through its SDG Push initiative, **UNDP is helping countries implement integrated policies that deliver both immediate benefits and long-term impact.** UNDP's SDG Push Diagnostics and Toolkit – helping Governments analyze and implement SDG strategies – offer practical resources for RCs and UNCTs and are embedded in CF and CCA development, making it easier for countries to align policies with their national priorities. **UNDP is also advancing with the SDG Push 3.0, which helps bring stakeholders together around high-impact, high-ambition policy pathways grounded in evidence** and using quantitative futures approaches, as is also referenced in the 2023 Global Sustainable Development Report. In particular, **UNDP's 'NDC x SDG Insights' initiative integrates SDGs, climate, nature, and finance portfolios to make NDCs credible investment vehicles**. The initiative has been successfully piloted in five countries in 2024 (Uzbekistan, El Salvador, Liberia, Cambodia, and Tunisia), demonstrating impact in aligning climate action with sustainable development. Building on this success, **2025 marks a significant expansion, with efforts scaling to many more countries in close collaboration with UN system partners,** and the SDG Push Diagnostics Tool publicly accessible on the Data Futures Exchange (DFx).

12. Knowledge sharing and collaboration are key to accelerating UNDS efforts for the attainment of the 2030 Agenda. In 2024, **UNDP continued to advance on one of the key collaborative initiatives – the Integrated Policy Practitioners' Network (IPPN) for SDG integration**. IPPN now connects 10 UN entities, and 9,900 policymakers, experts, and practitioners across 37 UN agencies, governments, civil society, and the private sector. **In 2025, UNDP is co-leading – with FAO and UNICEF – a new IPPN initiative**, supported by the Joint SDG Fund, **to scale up Integrated Policy Knowledge Deployments**, equipping UNCTs with advanced tools to identify development accelerators, strengthen systems thinking, and drive transformative policies at the national level.

13. UNDP also continued to manage SparkBlue, a dynamic global digital platform designed to foster strategic consultations, knowledge-sharing, and collaboration on sustainable development solutions. **Connecting 37,000 experts and 16,000 UN members from over 60 UN agencies, SparkBlue serves as an essential space for shaping impactful, globally coordinated development efforts** and a hub where policymakers, organizations, and grassroots movements come together to exchange ideas, co-create solutions, and drive inclusive, forward-thinking policies.

14. **UNDP's unique expertise in integration, leveraged through its largest footprint on the ground, helps linking climate issues with sustainable development processes** and bringing together government partners, major stakeholders, and UN entities to promote synergies and coordination for maximization of impacts.

15. At the global policy level, **UNDP is a core member of the UN Climate Principals Group, providing strategic advice to the UN Secretary-General and the UN system on political engagements**, as well as coordinating key messages and coherent approaches of the UN system in key global climate processes. In 2024, **UNDP has been entrusted by the UN Secretary-General to coordinate the UN system's support to countries in the preparation of the third generation of Nationally Determined Contributions (NDCs) due in 2025**. As part of this process, UNDP is mobilizing support from over 30 UN agencies and is working closely with the Development Cooperation Office (DCO) and the UN Resident Coordination Offices (RCOs) around the world to coordinate support from the UNCTs in over 100 countries.

16. At the programmatic level, to advance climate ambition and action, **UNDP works closely with UNEP, UNIDO, ILO, UNITAR, FAO, UNWTO and other partners to help countries identify various circular economy entry points**. Furthermore, under UNEP's CBIT Global Support Programme partnership, funded by GEF, **UNDP and UNEP provide technical support and capacity building to 35 developing countries[1] on the Enhanced Transparency Framework** for meeting their reporting obligations to the UNFCCC. **UNDP also plays a key role on addressing deforestation and forest degradation through UN-REDD** – a UN partnership between FAO, UNDP, UNEP – supporting 65 countries on climate-forest solutions, including NDC enhancements and climate finance. In addition, **UNDP is collaborating with FAO under the Global Support Programme on Scaling Up Climate Ambition on Land Use and Agriculture and supporting 12 countries** in Africa, Asia and Latin America to translate their NDCs and National Action Plans (NAPs) into actionable, and transformative climate solutions.

17. **Climate resilience is another priority for UNDP, as climate shocks often exacerbate vulnerabilities in fragile settings**. Ultimately, UNDP's efforts aim to transform crisis response into long-term recovery pathways, preventing future instability and laying the foundation for lasting peace and sustainable development. In light of this, **UNDP is working**

[1] Lusophone developing countries (8 countries): Angola, Brazil, Cabo Verde, Equatorial Guinea, Guinea Bissau, Mozambique, Sao Tome and Principe, Timor Leste. Francophone developing countries (27 countries): Algeria, Benin, Burkina Faso, Burundi, Cameroun, Central African Republic, Chad, Comoros, Cote d'Ivoire, Democratic Republic of Congo, Djibouti, Gabon, Guinea, Haiti, Lebanon, Madagascar, Mali, Mauritania, Mauritius, Morocco, Niger, Republic of Congo, Rwanda, Senegal, Seychelles, Togo, Tunisia

with UNEP, DPPA and DPO under the joint UN Climate Security Mechanism with an objective to support countries in fragile and conflict settings to address climate-related security risks more systematically. Through UNDP's unique interactive Learning Experience on 'Integrating Disaster Risk Reduction and Climate Adaptation into development', **UNDP collaborated with FAO, UNHABITAT, UNDRR and the World Bank to empower governments to mainstream disaster and climate risk into development in an integrated manner**.

18. Equitable access to adequate financing for development is a cornerstone enabler for the acceleration and attainment of the SDGs. In collaboration with the UN entities and other partners, UNDP works to enhance the financial sectors in developing countries by reducing barriers in the use of sustainable financing instruments and providing the essential diagnostic tools and training needed to ensure financing flows are channeled towards SDG positive impacts, while considering current global debt vulnerabilities. **Since their inception, the Integrated National Financing Frameworks (INFFs) have become a key driver of innovation and impact.** By aligning financing with national priorities, INFFs ensure a comprehensive and coherent framework for sustainable development financing. **Today, more than 85 countries are using INFFs to strengthen their financing strategies, with 17 having operationalized their financing strategies to unlock billions of dollars in financing aligned with the SDGs**.

19. By aligning financing with national priorities, INFFs embody three essential principles: country ownership, mission-orientation, and integration, which ensure a comprehensive and coherent framework for sustainable development financing. Importantly, **INFFs provide a harmonized approach to addressing global challenges, integrating commitments to the Paris Agreement, NDCs, and the Kunming-Montreal Global Biodiversity Framework into national planning.** This enables countries to better align investments with their SDG and climate goals, fostering inclusive and sustainable development across all sectors of society.

20. The INFF Facility, launched in 2022, has played a pivotal role in supporting countries to realize the full potential of the INFF approach. **Led by UNDP, DESA, UNICEF, OECD, the EU, and the governments of Italy, Spain, and Sweden, the Facility has facilitated technical assistance and knowledge exchange for more than 30 countries**, helping them design and implement their financing strategies. This includes producing over 20 technical guidance, e-learning courses, and analytical resources that empower governments and stakeholders to deliver results.

21. Beyond the technical assistance work in developing countries, **UNDP has been increasingly engaging in global economic governance fora, as the Secretariat of the G20 Sustainable Finance Working Group (SFWG) and the Sustainable Insurance Forum**. Through its ambitious Finance Moonshot, UNDP aims to promote investments totaling more than US$ 1 trillion aligned with national sustainability targets by the end of 2025. **Our work on public finance – tax, budgeting, debt and insurance – and private finance, including SDG Impact Management and Measurement, have contributed to aligning and leveraging over US$ 757 billion to date (since 2022), in public and private finance with UNDP's support towards the SDGs, and is projected to reach US$ 1.1 trillion by end 2025.**

22. Collaborations and partnerships, including as part of the UNDS, are at the heart of UNDP's support to countries on inclusive digital transformation. **UNDP's close collaboration with ITU helps advance the agenda on digital development, Digital Public Infrastructure, and digital capacity-building.** In particular, in September 2024, UNDP and ITU co-hosted the SDG Digital high-level event for the second consecutive year at the Summit of the Future Action Day on Digital. **Furthermore, UNDP continued to take active part in the Inter-Agency Working Group on AI, co-led by UNESCO and ITU.**

23. UNDP is also at the center of the Secretary-General's High Impact Initiative on Digital Public Infrastructure, as one of the co-leaders. As part of ongoing efforts to support the implementation of safe and inclusive Digital Public Infrastructure, **UNDP and the Office of Digital and Emerging Technologies (ODET) launched the Universal DPI Safeguards Framework in September 2024**.

24. In 2024, with support from the European Union, **UNDP and ITU also launched the Open-Source Ecosystem Enabler (OSEE) initiative to support open-source digital ecosystems and the Capacity Development for Digital Transformation project to build digital and AI capacity for 5,000 policymakers**. **As part of the Digital Transformation track of the Joint SDG Fund, UNDP and ITU jointly led the Technical Support Group, which aims to promote digital transformation as a catalytic opportunity to accelerate SDG impact**. The total budget of the initiative amounts to US$ 66.5 million, with a third of the portfolio focused on LDCs or LLDCs. UNDP is involved in the implementation of 14 of total 22 joint programmes, helping to catalyze digital transformation to ensure that no one is left behind.

25. At the regional level, **the Artificial Intelligence and Development Discussion Group Latin America and the Caribbean – launched by UNDP with ECLAC and UNESCO – helps bring together specialists and practitioners from across sectors to foster collaborative efforts in artificial intelligence (AI) and sustainable development in the region**. This

platform serves as a dedicated space for regional dialogue, knowledge-sharing, and collective foresight, ensuring that AI's deployment aligns with the region's socio-economic realities, fosters inclusion, and contributes to sustainable development.

26. Gender equality (SDG 5) – with its multiplier effect on all SDGs – is one of the strongest commitments in the UNDP's Strategic Plan. In 2024, **UNDP collaborated closely with partners including the African Tax Administration Forum, the International Monetary Fund and the World Bank to implement its flagship programme – Equanomics**, which helps align fiscal policy reforms with equality objectives by examining public revenue and expenditure. Under this initiative, **in 2024, 28 countries initiated national reforms while also supporting a similar emphasis in local planning and budgeting**. Furthermore, UNDP helps convene multistakeholder dialogues, which assist in analyzing discrimination against women in taxes and public expenditures, strengthening institutions and evidence collection, and forging consensus on policy reforms.

27. **UN-Women remains a steadfast partner of UNDP in 75 countries**, including on strategic planning, communications and advocacy, and joint programming. For example, a UNDP partnership with UN-Women supported the African Union´s High-Level Presidential Initiative on Positive Masculinity in Leadership, which resulted in **a historic decision to develop the African Union Convention on Ending Violence Against Women and Girls**. This collaboration involved extensive consultations with the African Women Leaders Network, civil society organizations, youth and other stakeholders.

28. UNDP stands committed to ensuring strong implementation of the UN System Gender Equality Acceleration Plan (GEAP) and the UN System-wide Action Plan (SWAP) 3.0. As in previous years, **in 2024, performance against the SWAP 2.0 targets was maintained at high levels by exceeding in 82 per cent of the indicators, twice as much as the average**. Overall, UNDP exceeded or met the targets on 15 of 16 relevant indicators. At the country level, **101 UNDP country offices (78 per cent) have a team that participates in the UN SWAP Gender Equality Scorecard and 97 UNDP country offices (75 per cent) actively promoted the UN SWAP** by co-chairing with UN Women and contributing with expertise. UNDP is also implementing a range of actions linked to the GEAP, such as the Gender Implementation Steering Committee (active since 2009) and our Leadership for Gender Equality Certificate. Additionally, UNDP is a co-chair with UNICEF of the GEAP Working Group on Gender-Responsive Leadership Training.

Cross-pillar collaboration – Humanitarian, Development and Peace in action

29. **In times of crisis, Development Cannot Wait**. UNDP's on-the-ground experience demonstrates that **alongside essential humanitarian assistance, development is the most viable strategy for conflict prevention, an integral part of crisis response, and the most sustainable way to address fragility**. The call for greater collective action in crisis settings to move beyond short-term assistance and contribute to longer-term development is a clear call of the new 2024 QCPR, with the mandates recognizing the critical role that development partners play in conflict-affected situations to contribute to peacebuilding, mitigate drivers of conflicts and disaster risks, reduce people's needs, and foster resilience.

30. UNDP is the leading development partner in crisis contexts. **Present in 60 countries of the OECD/DAC designated as fragile contexts and with over 50% of its resources delivered in fragile contexts, UNDP helps countries anticipate, prevent, respond to and recover from crisis and to break the cycle of fragility caused by violent conflict, impacts of climate crisis, and decline in human development**. In 2024, **UNDP provided early recovery support to 44 crisis-affected countries**, including 17 Level 3 and Level 2 crises in Gaza, Sudan, Somalia, Ukraine, Syria, Lebanon, Haiti, Afghanistan, and Libya. For example, **in Gaza**, the Programme of Assistance to the Palestinian People (PAPP) continued emergency interventions, including on employment and solid waste management. **In Ukraine**, UNDP scaled up capacities in energy, debris management and mine clearance with over US$ 200 million budgeted for integrated support to UNDP's energy programme. **In Myanmar**, UNDP reached over 2 million vulnerable people through a community-first approach. **In 2024, UNDP also scaled focus on IFI cooperation around crisis and fragility, with nearly US$ 343 million implemented in financing from 13 IFIs in 39 countries, with 50% in fragile contexts**.

31. At the system level, **UNDP is a designated Forced Displacement Solutions Champion, co-leading with UNHCR and IOM the Global Solutions Hub**. Per our commitments at the second Global Refugee Forum in 2023, UNDP is expanding its support to host countries and those welcoming returnees using the HDP nexus approach to protect development gains, strengthen capacities of national and local institutions and actors, promote investments in local economies (e.g. **in Uganda**, temporary employment opportunities created for over 10,000 refugees and host community members, thus injecting over $1 million into the local economy through cash-for-work programs), infrastructure, justice (e.g. **in Burundi**, as part of the Joint Refugee Return and Reintegration Plan (JRRRP), enhanced

justice actors capacity and expanded access to legal services) and service delivery systems that benefit both host communities and refugees (e.g. nearly $45 million delivered **in Sudan** in 2024 to restore essential services and benefiting over 3.5 million people), and enhance social cohesion.

32. In 2024, **UNDP continued to build on its comparative advantages in advancing the collaboration between development, humanitarian, and peace operations**. Critically, **in Afghanistan**, UNDP collaborates with 17 UN entities and 65+ NGOs/CSOs under the ABADEI programme, delivering life-saving aid while addressing food insecurity, economic disruptions, and essential services. This aligns with the UN's Transitional Engagement Framework and complements the Humanitarian Response Plan. **In the Lake Chad Basin** (Chad, Cameroon, Niger, Nigeria), UNDP, with the support of the UN Peacebuilding Fund (around US$ 3.5 million), works with CSOs, regional governments, and partners to implement peacebuilding initiatives.

33. Working with DPPA, DPO and DCO as part of the UN Mission Transitions project, **UNDP has contributed to ensuring a considerable evolution of the UN's approach to UN peacekeeping mission transitions**. In 2024, the project provided direct planning and management support to several countries where the UN was undergoing transitions, including **in Côte d'Ivoire, Democratic Republic of Congo (DRC), Guinea-Bissau, Haiti, Liberia, Mali, and Sudan**. **Women, Peace and Security agenda** is also a key pillar of UNDP's Crisis Offer.

34. **To address the root causes of fragility, UNDP works on multiple fronts to advance development, humanitarian and peace collaborations**. Drawing on over 20 years of engagement through the Joint UNDP-DPPA Programme, Peace and Development Advisors have been supporting Member States to set up Peace Commissions, and National Infrastructures for Peace and Strategies for Conflict Prevention **in The Gambia, Ghana, Kenya, Malawi, Niger, and Nigeria**. Moreover, in 2024, **the UNDP-supported OECD DAC-UN Nexus Academy advanced learning by delivering multi-stakeholder trainings, equipping practitioners from the UN, government, civil society, NGOs, and academia with critical knowledge on HDP nexus approaches**. These engagements also included specialized trainings for the Asian Development Bank, European Development Bank, USAID, the ILO, the EU, and other key actors, addressing sector-specific challenges and fostering deeper integration of nexus approaches.

Funding for Development

35. **Despite the highest level of ODA received in 2023 at US$ 223.3 billion, there is a clear shift in priorities for ODA spending towards domestic refugee support or emergency/humanitarian assistance at the expense of core, long-term development support**. Particularly notable are the seismic shifts witnessed in 2024, with the international development system having experienced intensified pressures on ODA and funding allocations for development cooperation more broadly.

36. Withstanding these external pressures and challenges, **UNDP furthered its corporate endeavors to implement the Strategic Plan 2022-2025**. Anchored in its Corporate Resource Mobilization Strategy, UNDP managed to sustain its core resources at US$ 570 million in 2024 – slightly more than US$ 566 million in 2023 – and mobilized non-core resources of US$ 4.3 billion, including US$ 1.2 billion in government financing and US$ 133 million in thematic Funding Windows.

37. **UNDP continued to ensure transparent reporting to the Executive Board** through the annual Funding Compendium, the Structured Funding Dialogue report, the Funding Windows Portal, Funding Windows Annual Reports, and the Transparency Portal. **UNDP's efforts to diversify the donor base, and incentivize further donor contributions**, including through core donor visibility, continued through intensified engagements with new strategic partners, implementation of the 'Partners At Core' Campaign, by localizing the campaign at country level and involving partners on the ground, by targeting key decision makers and relevant audiences in donor capitals, and by taking lessons learned from the pilot phase of the 'Group of Champions' initiative to inform future iterations.

38. UNDP has also been at the forefront of the UN system-level efforts to strengthen the quality and quantity of funding for development. **The Funding Compact continues to serve as a key demonstration of the shared commitment between Member States and the UNSDG entities for predictable, flexible, and sustainable funding for the UNDS, while upholding the collective commitment to enhancing transparency and accountability of development funding**. The 2024 decision to revamp the Funding Compact (or Funding Compact 2.0) speaks to the system's collective aim to make a stronger political push to address the UNDS funding shortfalls and to place more emphasis on the Compact's country-level implementation efforts. **UNDP, in close collaboration with Resident Coordinators and UNCT members, is supporting country-level efforts to socialize and operationalize the Funding Compact 2.0 on the ground.**

39. In 2024, **UNDP mobilized US$ 133.8 million through the flexible thematic Funding Windows from 13 donors** – a 5%

increase from 2023 – and **remained the largest participating UN organization in pooled funds and joint programmes with transfers amounting estimated at US$ 225 million**, a 17% increase compared to 2023.

40. Reinforcing the spirit of the Funding Compact, **UNDP continued to advocate for the use of global pooled funding mechanisms for country-level programming operations**, including by proactively supporting the implementation of the Joint SDG Fund, the Spotlight Initiative, the Peacebuilding Fund, among others. **UNDP also continued to steer and provide substantive support to pooled funding mechanisms contributing to system-wide efforts and commitments**. In 2024, UNDP contributed to the transitioning into Spotlight 2.0, adopting a decentralized model under the lead of UN Country Teams. For the Peacebuilding Fund, UNDP has been the largest recipient agency since its inception in 2006.

Advancing the Resident Coordinator System

UNDP within the reinvigorated UNSDG

41. Since the adoption of the UN General Assembly resolution on the repositioning of the UN development system, **UNDP has consistently demonstrated its commitment to the respective intergovernmental mandates and UNSDG agreements and made significant investments in the advancement of the UNDS reform at all levels throughout the years**. In addition to the UNDP Administrator acting as the Vice-Chair of the UNSDG, UNDP Regional Directors being co-Vice-Chairs of the Regional Collaborative Platforms (RCPs), UNDP specialists co-leading numerous Issue-Based Coalitions (IBCs), and UNDP playing a leading role in many country-level Results Groups, the organization is proactively engaging in and leading on a number of system-wide initiatives both at policy level, as well as in business operations.

42. UNDP remains a strong supporter of the reinvigorated Resident Coordinator System (RCS) and values its role in enhancing system-wide coordination. **Amid the ongoing decline in development financing, it is essential to strike a balance between ensuring adequate and flexible funding for both programme development and coordination, while safeguarding resources for UN entities to deliver effective programme support to developing countries**. This balance is fundamental to achieving the 2030 Agenda. Ensuring that coordination capacities are adapted to country-specific contexts will enhance the system's ability to swiftly adjust, optimize existing resources, and leverage the expertise of UN entities on the ground for greater impact.

43. **UNDP remains the largest single-entity contributor to the UNSDG cost-sharing arrangement.** Despite financial constraints in 2024, **UNDP remained fully committed, honoring its full obligation of US$ 10.6 million—exceeding the Board-approved formula under the Core Programme Allocation Framework.** This reaffirms **UNDP's position as the top UN entity supporting UNSDG cost-sharing.** In addition, **UNDP collected and transferred US$ 7.6 million of the 1% coordination levy**. Therefore, the total UNDP contribution to the Special Purpose Trust Fund (SPTF) at the global level represented US$ 18.2 million.

44. In line with the 2024 QCPR, **it is important to underscore that the UNSDG cost-sharing contribution is taken from UNDP' core resources – in light of the decreasing levels of core contributions – and the 1% coordination levy is deducted from the received non-core resources**. Both funding streams are critical for the organizational ability to deliver on its Strategic Plan and address programme countries' development needs. **Given the reductions in core contributions across UNDP (and other UN entities), any additional increase in contributions toward coordination—whether through UNSDG cost-sharing arrangements, the 1% coordination levy, or other modalities—would place a significant strain on resources, directly impacting UNDP's ability to deliver on its commitments and development programs**.

45. **Built on the criticality of advancing the principles of mutual accountabilities and collective RCS ownership, UNDP's commitment to the implementation of the Management and Accountability Framework (MAF) – a central accountability instrument for the UNDS – is unwavering**. In addition to advancing the MAF at all levels and monitoring its implementation, UNDP continuously promoted MAF understanding and provided support, clarifications and guidance to senior leadership at country level. More specifically, in 2024, UNDP ensured:
    - **Full alignment – and derivation – of its Country Programme Documents (CPDs)** with the UN Sustainable Development Cooperation Frameworks (CFs) – 113 CPDs to date (with 14 new CPDs in 2024), as is ensured through internal compliance mechanisms and confirmed by the UN Resident Coordinators.
    - **Implementation of the dual reporting model**, with all UNDP Resident Representatives (RRs) reporting on their centrally assigned annual performance goal for their contributions to the work of the UNCTs. RCs are consistently requested by UNDP Regional Directors to provide feedback on RR performance.

- **Putting its integration capacities at service of RCs and UNCTs**, including by offering UNDP's strongest assets in the development of multi-stakeholder partnerships with IFIs, the private sector and others, the application of catalytic and innovative approaches on data analytics, multidimensional poverty and socio-economic and financing tools and approaches.
- **Active engagement in the UNCT programming cycle**, development of Common Country Analysis (CCA) and Cooperation Frameworks, leading country-level Results Groups, and contributing to the annual planning (through UNInfo) and reporting exercises (through annual UNCT Results Reports).

46. **Despite the positive progress in implementing the MAF, challenges remain**, including the need to improve understanding of MAF provisions among governments and national partners, ensuring that UN Resident Coordinators (UNRCs) and UN Country Teams (UNCTs) fully adhere to the principle of mutual accountability, and clarifying the interpretation and applicability of certain UNSDG guidance documents. **The upcoming review of the MAF by the UNSDG will be an opportunity to further strengthen the UNDS' mutual accountabilities on the implementation and advancement of the UNDS reform**.

Leading on the Efficiency Agenda

47. In 2024, **UNDP continued to advance the implementation the Secretary General's Efficiency Roadmap, as it remains one of UNDP's priorities in support of the UNDS reform**. Specifically, UNDP contributed to meeting the Roadmap targets set for the advancement of Business Operations Strategies (BOS) at the regional and country levels, rolled out two of the four active Common Back Offices (CBOs) worldwide, and advanced its client engagement to ensure greater uptake of Global Shared Service (GSS) offerings. While the current Roadmap was scheduled to end in 2024, **UNSDG leadership agreed to continue the work under the current Efficiency Roadmap during 2025-2028 to ensure entities maximize efficiencies, including through the application of BOS, CBO and GSS**.

48. As of January 2025, UNSDG entities assumed ownership of the BOS and its implementation. As part of this transition, also leading to UNDP's accountability in planning, implementing, and reporting BOS data, **UNDP launched the 'UN Efficiency Reform Helper'**. In addition, **UNDP continues to serve as the Operations Management Team (OMT) Chair in over 50 countries**. Furthermore, **132 UNDP Country Offices actively participate in the 2024 BOS Annual Review**, which is expected to conclude on 31 March 2025. **For 2024, UNDP's efficiencies under the BOS are expected to be around US$ 20 million, similar to 2023 levels.**

49. **UNDP manages 136 common premises around the world, covering 19,700 personnel (including UNDP)**. Within common premises, UNDP provides common services to 46 UN entities in 118 UN Country Teams. As of 31 December 2024, **UNDP signed 76 premises agreements on behalf of 13 entities with no UNDP presence on those premises**.

50. As of May 2024, **UNDP leads two of the four active UN Common Back Offices (CBOs) active worldwide**. **In Brazil**, CBO provides services to 15 UN entities and, in 2024, completed over 1,100 procurement processes, totaling US$ 31.6 million; processed more than 22,000 travel transactions resulting in savings of over US$ 1.3 million; fulfilled over 3,000 service requests; and resolved nearly 4,800 support tickets, with an outstanding 94% handled within just 16 business hours. **In Viet Nam**, CBO provides 78 service lines to 15 entities and has already achieved over US$ 410,000 in efficiencies, with 98% of its activities delivered on budget. Both countries manage and simplify the tracking of services requests through UNDP's new CBO platform, which uses UNall as its foundation.

51. Support to CBO implementation is also advanced at the regional level. For example, **in Latin America and the Caribbean, the Regional OMT (R-OMT) and RCP LAC engaged in the rollout of the CBO in Colombia**. For the next Regional BOS cycle, the R-OMT is planning to focus on two key areas to achieve additional efficiency gains: implementing long-term agreements for travel services and air ticketing, as well as improving internal workflows to enhance information sharing and decision-making through the centralized regional knowledge platform.

52. The implementation of Global Shared Services (GSS) has also remained at the center of UNDP's efforts in the advancement of the SG's Efficiency Agenda. **With the 2019-2023 expansion of UNDP's Global Shared Services Centre (GSSC), UNDP now provides centralized payroll services to more than 70 entities (including UN organizations, UN missions and Secretariat offices such as DCO), which enables it to make payments across 153 countries**. GSSC prepared to transition 2,000 Service Contract (SC) holders in four UN agencies to Partner Personal Service Agreements (PPSA) in 2025. UNDP is working closely with its clients to sign new global service agreements, reflecting its new pricing and cost structure. Fourteen entities also have reported GSS efficiency gains generated from UNDP's GSSC services, which are reflected in the 2024 Secretary-General's report on the implementation of General Assembly resolution 75/233 on the Quadrennial Comprehensive Policy Review (QCPR) of the operational activities for development of the UN System.

53. According to the 2024 Secretary-General's report on the implementation of the QCPR, **UNSDG entities reported total realized efficiency gains of US$ 553 million in 2023**, a 37% increase from the previous year (US$ 405 million). **In 2024, UNDP's total entity-specific efficiencies are estimated at US$ 18.7 million, primarily driven by UNDP's strategic initiatives in corporate digitalization**. UNDP's efficiencies further reflect the optimization of its GSS offerings, investments in new energy efficiency projects, and its digital and operational transformation efforts in HR and IT. Additionally, **collaboration in business operations activities at the country level through BOS implementation would result in nearly US$ 20 million efficiency gains for 2024, mainly driven by common administration services**. These efficiencies allow UNDP to continue enhancing its internal transformations and, most importantly, ensure more resources are available for programme-related purposes.

54. Internally, UNDP continued to increase its automation and use of digital tools to streamline processes, reduce staff time dedicated to administrative tasks and generate greater efficiencies. **These efficiencies include benefits from establishing Smart Facilities, standardizing all IT infrastructure in HQ and country offices, and greater uptake of Zoom video conferencing and DocuSign**. UNDP continued to invest in a corporate digital ecosystem by advancing:
    - **A Service Management Platform (UNall)**, which covers +250 service lines;
    - **A Corporate Planning, Customer Relationship Management System (Quantum+)**, to strengthen UNDP monitoring of engagements with – and results thereof – a large variety of partners; and
    - **An upgraded ERP (Quantum) system** launched in early 2023 with seven other UN entities, leading to increased efficiency, improved results and resources planning, monitoring and impact measurement.

Consolidating the regional dimension of the UNDS reform

55. At the regional level, **as the co-Vice-Chair of the Regional Collaborative Platforms (RCPs) along with the Regional Economic Commissions, UNDP (through its Regional Directors) continued to play a critical role in uniting regional level leadership, supporting strategic programming at country level, leveraging regional capacities to address transboundary development challenges, and driving operational efficiencies agenda at the regional level**. UNDP also plays a key role in expanding partnerships at the regional level with other regional platforms and institutions on key development issues. As a leading entity of many Issue-based Coalitions (IBCs) and regional Working Groups and processes, UNDP is able to put forward its expertise, resources and methodologies at the services of RCs and UNCTs to address complex and multidimensional development challenges.

56. In 2024, the advancement of the UNDS reform in each region continued with **significant progress having been made in various dimensions of the reform, also tailored to the specific needs and priorities of the countries**. Some of the key milestones include:

    - **In Europe and Central Asia**, the IBCs continued to align their functions and services to the reform objectives, importantly focusing on regional and cross-border issues and supporting RCs and UNCTs. The annual interactive dialogues between the RCP members and the RCs have become a practice, with discussions focusing on the development priorities across the region spanning from food systems, social protection and jobs, environment and climate change, women and youth empowerment, health, SDG data, human mobility and digital transformation. The RCP continued to strengthen the web presence of the UN system in Europe and Central Asia, which provides enhanced features for the IBCs and other regional groups to manage and share information and knowledge products, reach out to stakeholders and offer support services. Following the development and operationalization of the regional BOS, the Regional Operations Management Team (R-OMT) under the ECA RCP has also been particularly successful in implementing two service lines related to finance and ICT services, i.e., data management for common financial services and greening the ICT equipment disposal process.

    - **In the Arab States**, the RCP continued to further optimize the UN's response in support of accelerating action for Agenda 2030 and the SDGs, as well as ensure alignment with the Summit of the Future and its outcomes. By co-convening IBCs, UNDP has also actively engaged in the advancement of HDP Nexus, Recovery and Reconstruction (jointly with UN Habitat), Macroeconomic Management (jointly with ESCWA), and Climate Change, Biodiversity loss, and Pollution (jointly with UNEP). Furthermore, UNDP plays a strong role in the Peer Support Group (PSG) by providing quality assurance to UNCT programming processes and seeking to ensure alignment in the planning and approval of CPDs within the region. Through the R-OMT, UNDP is also at the center of the implementation of the SG's Efficiency Agenda in UNDP Country Offices, and the Regional BOS.

    - **In the Asia Pacific region**, UNDP, as the RCP co-Vice Chair and member of the RCP Secretariat, has ensured effective management of IBCs and working groups by providing strategic guidance, services and products supporting RCs and UNCTs. In partnership with UNDRR, UNDP led ten UN agencies, including WMO, ITU, ESCAP,

IOM, UNEP, UNFPA, and UN Women, to advance disaster risk reduction. Working with UNICEF, UNDP also co-led initiatives on social protection, macroeconomic sustainability, and inequality reduction. RCP collective efforts helped the development of Early Warning Systems roadmaps in Lao PDR, Fiji, Solomon Islands, Tonga, and the Maldives, and the integration of the Global Accelerator on Jobs and Social Protection for Just Transition, which secured funding and technical support in Nepal, the Philippines, Viet Nam, Cambodia, and Indonesia. In addition, UNDP – with OHCHR – assumed the chairmanship of the Asia-Pacific Human Rights Working Group and, through the UN Interagency Dialogues on Business and Human Rights, built the capacity of 53 focal points from 13 countries on corporate responsibility and human rights.

- **In the Africa region**, UNDP – as RCP co-Vice Chair – is facilitating coordinated development leadership for results in 55 countries of the continent. With other UN entities, UNDP co-convenes four Opportunities and Issues Based Coalitions (OIBC) on efficient macroeconomic management and inclusive economic transformation; innovation, digitalization, youth and transforming education; fostering climate action, resilience and food systems; and towards peace, security, respect for human rights and human security. Under the RCP's leadership, the national statistics offices of Ghana, Botswana, Kenya and Nigeria collaborated with the Global Partnership for Sustainable Development Data (GPSDD), and UNCT members [e.g., UNFPA, UNICEF, UNDP and World Bank] convened national dialogues on the Power of Data High Impact Initiative, one of twelve High-Impact Initiatives (HII) recommended at the 2023 SDG Summit. On sustainable energy and green transitions, together with UNEP, and the RCO, UNDP has developed a national vision for self-sufficiency through solar energy consumption, which will improve the quality of life for households by offering reliable and affordable electricity through solar energy.

- **In Latin America and the Caribbean**, the RCP provided operational and programmatic support to RCs and UNCTs, and contributed to accelerating sustainable development, strengthening governance systems and integrating youth and future generations into the conversation on a sustainable future. It has also addressed emerging situations, through the establishment of an ad-hoc mechanism, which has proven that the RCP LAC is an agile platform. The RCP LAC also enhanced its accountability with the creation of the RCP LAC website and with the publication of the RCP LAC Bulletin. The RCP also launched the SDG Truths social media campaign, which includes an online challenge, evidence-based messages and a set of recommendations for RC and UNCTs to address misconceptions about the 2030 Agenda, the SDGs and the role of the United Nations in sustainable development. Furthermore, the RCP LAC launched the UN iLabCC, the UN System Common Position on Incarceration, the analysis and report on access to justice, the proposal for a United Nations coordinated approach to migration and displacement, and the launch of a Regional Gender Equality Profile (RGEP), as well as the "Youth, Peace and Security Agenda: Urgent Need for Positive Peace with Youth at Its Center".

Conclusion

57. As the global development landscape continues to shift with the development gains achieved so far and the attainment of the Agenda 2030 being at stake, **in 2025, UNDP will continue and will further intensify its efforts in supporting countries' sustainable development pathways leveraging its integration capacities, specialized expertise in critical policy areas, and global workforce with local focus in 170 countries and territories**. UNDP's new Strategic Plan will build on extensive lessons learnt, accumulated experiences and strong foresight, anticipatory planning capacities – all consolidated to address countries' development challenges and needs, aligned with relevant 2024 QCPR mandates, and in follow-up to the outcomes of the Summit of the Future.

58. **UNDP reinstates its commitment to the mandates of the 2024 QCPR and stands ready to comply with the new direction for the UN development system**, particularly on the need for enhanced coherence, effectiveness, and adaptability in addressing global challenges, and stronger collaboration among UN entities. **Guided by its Strategic Plan and the 2024 QCPR, UNDP will continue to leverage its extensive network of leadership capacities, technical expertise, and resources to further advance the UNDS reform towards the ultimate goal of achieving the 2030 Agenda, with a reinforced ambition to leave no one behind**. UNDP will continue to be a key convener and enabler, helping position the UN development system as a more agile, integrated, and results-oriented force for sustainable development, including through greater emphasis on collective impact achieved at country level.

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Annex: *UNDP reporting on the UN development system reform checklist, in response to the EB decision 2024/8.*