

# ANNEX

This annex provides further details of the United Nations collaborative action to address the challenges mentioned in the background paper.

## **Centre of excellence against hunger**

In November 2011, WFP and Brazil launched the “Centre of Excellence against Hunger.” The Centre, located in Brazil, aims to help countries improve, expand, and eventually run their own national school meal programmes to advance the nutrition, education and food security of school children, providing a unique South-South bridge to ending hunger. The Centre will assist many LDC governments by drawing upon the expertise of WFP and Brazil in the fight against hunger, while promoting sustainable school feeding models and other food and nutrition safety nets. Through the Centre, WFP and Brazil have already launched partnerships with LDC countries including Mozambique, Timor Leste, and Haiti; the Centre is taking next steps on partnerships with 18 other countries, including LDCs Guinea-Bissau and Mali. Through this unique South-South cooperation, governments will be able to develop and improve their own nationally-owned and led programmes, by accessing a global platform to exchange information about school meals and best practices of their own school meals programmes, contributing to achievement of the goals and targets set out by the Istanbul Programme of Action.

## **Lessons from United Nations joint programmes: Bangladesh**

A review of United Nations joint programmes in 2009 revealed that the United Nations system in Bangladesh is involved in a wealth of programmatic collaboration across a broad spectrum of areas. These include Several models of collaboration were identified, ranging from closely-knit joint programmes (one plan, one budget, one project document, one lead agency), to multi-agency collaborative endeavours that place greater emphasis on “joint-ness” at the problem analysis, strategy formulation and monitoring phases, leaving implementation up to individual agencies.

The recent review of joint and collaborative United Nations programmes identified more than 25 ongoing initiatives during 2006-2009. They cover a broad range of areas, such as urban slum improvement, non-formal education, coastal fishing, horticulture, HIV/AIDS, dowry, ship recycling, violence against women, food and nutrition.

The Joint Programme on ‘Accelerating Progress towards Maternal and Neonatal Mortality and Morbidity Reduction’, jointly implemented by Government of Bangladesh and United Nations agencies (UNFPA, UNICEF and WHO), with support from DFID and EC, is a good example of

joint programme in the country where effective coordination/collaboration has helped to begin implementation in mid 2007. Excellent collaborative spirit was seen when responding to emergencies and crises such as cyclone Sidr and the sudden hike in food prices. Collaboration through the humanitarian cluster system brought together the broad humanitarian community under a common United Nations-led umbrella. The common approach to relief was extended to an early recovery phase that was successfully implemented throughout 2008.

The review of these various joint/collaborative initiatives revealed that while all the different models enhance United Nations agencies' understanding of each other's work, creating opportunities for greater synergies, collaborative programming may be more cost-effective at this stage of global United Nations reform. It was found that some types of tightly knit joint programmes (one plan, one budget, one project document, one lead agency) involving more than several large United Nations resident agencies, often suffered from the following:

- the programme formulation process can be very labour intensive (inclusion of too many United Nations agencies slows down the formulation process significantly);
- implementation can also be lengthy and can require intensive resource investment by agency personnel. This is often due to differences in agency operational systems such as electronic project management software, and different finance and human resource policies. United Nations agencies are trying to work around these constraints;
- joint United Nations programmes usually involve several different Government Ministries (as different United Nations agencies deal with different Government bodies). As it is sometimes difficult for Ministries to work with one another on a regular basis, some Ministries tended to get sidelined in some joint United Nations programmes. Also, Government Ministry cadres usually cannot afford to spend the extra time required for joint programmes.

Due to the above, it was concluded that tightly knit joint programmes involving several large United Nations agencies may require greater "togetherness" than United Nations agencies are currently ready for due to their different systems, policies and reporting lines. Collaborative programmes, where several United Nations agencies consult closely during the problem identification and strategy formulation phases (but implement their programme responses separately) may be more efficient, at least until agency systems are fully harmonized.

### **Small Grants Programme (SGP)**

Enhancing people's well-being while addressing global environmental issues is key to sustainable development. One of the most successful and proven examples in this context is the Small Grants Programme (SGP) funded by the Global Environment Facility (GEF). This programme, implemented by UNDP, and executed by UNOPS in over 120 countries, in all

continents, embodies the very essence of sustainable development with a community approach. Established after the Rio Earth Summit in 1992, it is an experience to capitalize on, learning lessons from it for scaling and replication.

The GEF-SGP provides grants to non-governmental and community-based organizations in developing countries to help them tackle climate change, conserve biodiversity, protect shared water resources, reduce the impact of persistent organic pollutants such as dioxin, and prevent land degradation. Besides benefitting the environment, SGP projects also seek to generate sustainable livelihoods and reduce poverty. UNOPS has provided execution services to SGP since its inception in 1992, allocating more than 13,600 grants in 126 countries across Africa, Asia-Pacific, Europe/CIS, Arab States and Latin America and the Caribbean. UNOPS is now using the 'community grants' model as an effective delivery mechanism for 'green enterprises and jobs'.

UNOPS is also executing several projects, funded by the GEF and implemented by UNDP, for the management of transboundary waters and the conservation of biodiversity that also contribute to climate change mitigation through the preservation of bio-carbon stocks in protected areas, and adaptation to climate change through integrated water resources management. Sample projects for biodiversity conservation include: the GEF-funded Tri-national Dja-Odzala-Minkébé project, which aims to conserve nine protected areas within the Congo Basin; and another GEF funded project for the preservation of the W-Arly-Pendjari (WAP) complex of national parks and reserves stretching across 3 countries in the upper Guinean hotspot. UNOPS' international waters portfolio includes over 30 projects funded by the GEF through UNDP, including initiatives covering areas such as the Caspian and Yellow Seas, the Caribbean large marine ecosystem, the Niger River basin, and the Lake Chad basin.

## **MDG Acceleration Framework**

Many countries have implemented development strategies to achieve the MDGs, but in some the rate of progress has been slow. UNDP has developed the MDG Acceleration Framework (MAF), with technical inputs and collaboration with other United Nations agencies, to support countries in determining how they can accelerate progress in such cases. The MAF is a flexible, yet systematic process of identifying and analyzing bottlenecks and possible high-impact solutions to achieving a country's MDG priorities. It leads to a concrete plan of action, with coordinated roles for the government and all other development stakeholders.

The MAF is not a stand-alone initiative to be used by a development organization or a donor, but a tool for governments to take ownership of off-track MDGs. It is anchored in existing processes at the country level— both by governments and the UN system—and takes a cross-sectoral approach to achieving the MDGs. It also has the full endorsement of the United Nations Development Group—the body uniting all of the 32 funds, programmes, agencies, departments and offices of the United Nations that play a role in development.

The MAF has been used already in a number of LDCs. In Lao PDR, the Government used the MAF to inform the preparation of its 7th National Socio-Economic Development Plan. In Niger,

the MAF focused on food security and nutrition: a Comprehensive Action Plan was formally endorsed by the government in its Cabinet Meeting on 31 March 2011, and the Government has earmarked US\$30 million for the MAF interventions between 2011 and 2015 starting with US\$6.0 million in 2011 Finance Act. In Togo, the MAF helped to bring an MDG acceleration focus within the existing national investment plan on agriculture and food security—such a focus could lead to rapid gains on the ground, with due care taken to ensure sustainability. In Uganda, the MAF helped operationalize the 2007 Roadmap for Maternal Health, with clear roles and commitments across ministries and agencies.

### **United Nations joint programmes strengthening health systems – the H5**

UNFPA, UNICEF, UNAIDS, WHO and the World Bank (H5) are supporting countries to strengthen their health systems to provide better maternal and newborn health services in order to reduce maternal mortality and morbidity, reduce child mortality, and improve access to reproductive health (MDGs 4 and 5). By building on collective strengths and each agency's respective country-specific advantages and capacities, the H5 works: 1) to support needs assessments to identify constraints to improving maternal newborn health and reproductive health and to ensure that health plans are MDG-driven and performance based; 2) to develop and cost national plans; 3) to address urgent need for skilled health workers (particularly midwives and other related cadres of personnel); 4) to scale up quality health services to ensure universal access to reproductive health; 5) to address the root causes of maternal mortality and morbidity including gender inequality, low access to education, adolescent pregnancy and child marriage; 6) to address financial barriers to access; and 7) to strengthen monitoring and evaluation systems. By working with government officials, UN country teams, donor partners and other stakeholders, the H5 is advocating for a stronger focus on maternal and newborn health. Since the creation of the H5, the agencies have: 1) jointly programmed their maternal and newborn health work in countries such as Bangladesh, Ethiopia, Nigeria and Pakistan; 2) mapped the respective roles and responsibilities of each of the partners; 3) coordinated support in the 25 countries with the highest burden of maternal mortality; and 4) carried out joint technical support missions.