



**UNITED NATIONS
DEVELOPMENT GROUP**

DESK REVIEW OF UNDAFs COMMENCING IN 2015 - DRAFT

Acronyms

The following abbreviations are used in the main text and in the annexes.

AWP	Annual Work Plan
BoS	Business Operations Strategy
CCA	Common Country Assessment
CEDAW	The Convention on the Elimination of all Forms of Discrimination Against Women
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DaO	Delivering as One
HRBA	Human rights-Based Approach
ILO	International Labour Organization
LDC	Least Developed Country
LIC	Low Income Country
LGBT	Lesbian, Gay, Bisexual, and Transgender
MDG	Millennium Development Goals
M&E	Monitoring & Evaluation
MIC	Middle Income Country
MTR	Mid-Term Review
NDP	National Development Plan
PSG	Peer Support Group
QSA	Quality Support and Assurance
RBM	Results-Based Management
SDGs	Sustainable Development Goals
UNCAC	United Nations Convention Against Corruption
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDOCO	United Nations Development Operations Country Coordination
UNDG	United Nations Development Group
UPR	Universal Periodic Review

Introduction

The UN's relevance to development and its ability to deliver better results for the countries and people it serves are greatly determined by the extent to which the UN system combines effectively and coherently as a team. The United Nations Development Assistance Framework is one of the key instruments to strengthen the quality and coherence of country-level programming; increase the UN transparency and accountability; and maximize the impact of the UN development assistance in each country.

This UNDAF desk review aims to provide recommendations to the revision of the new UNDAF common country programming guidance based on ongoing experiences and trends at the country level. It also captures good practices that can be useful to the UNCTs starting a new UNDAF cycle in 2016.

The desk review covered 14 UNDAFs that commenced in 2015 (see Annex I) but which initiated the UNDAF rollout cycle occurring between 2013-2014. The 14 UNDAFs include a diverse selection of country profiles in terms of region and income level.

- # 4 Low-Income Countries (LIC) - including two DaO countries;
- # 5 Low Middle Income Countries (LMIC)
- # 5 High Middle Income Countries (UMIC) - including two DaO countries;

Methodology

A cross-disciplinary team in DOCO reviewed the 2015 UNDAFs. The analysis was carried out based on a checklist of 24 questions (see Annex 2) clustered around three areas: a) adaptation to the new demands of the Post 2015 agenda, b) delivering together through the SOPS, and c) common programming practices to support national development efforts.

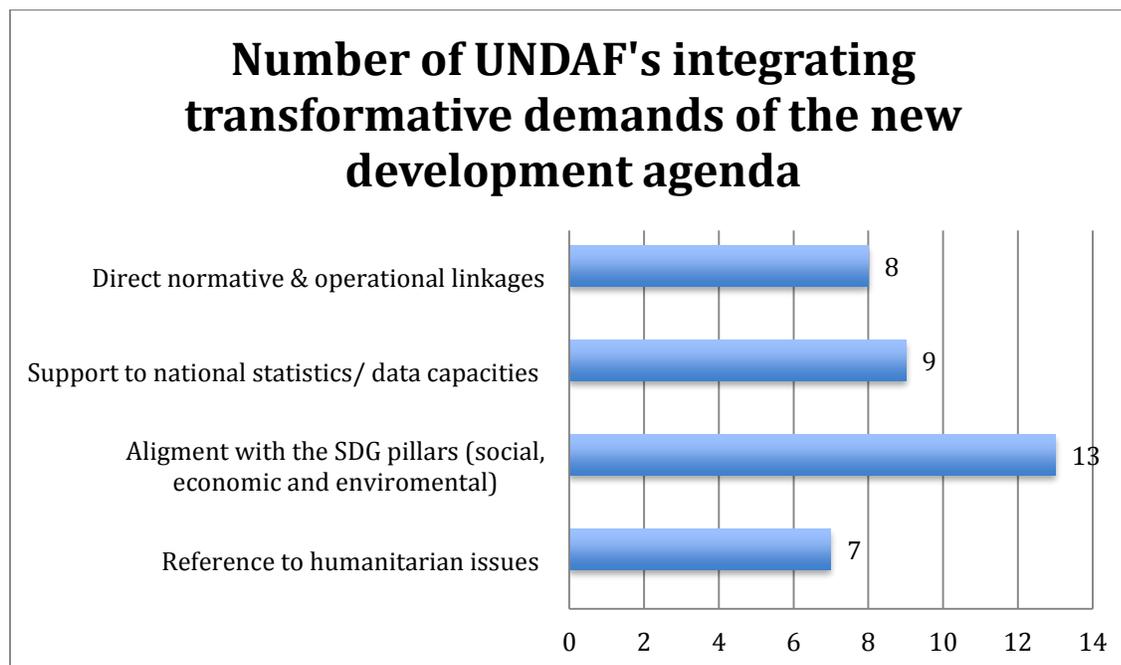
Out of the 14 UNDAFs, 13 were endorsed and signed by both the government and UNCT for implementation to commence in 2015¹. The review covered UNDAFs from all the six regions in which the UN has operations; it also includes DAO and non-DAO countries as well as conflict and transition countries, which was helpful to observe gaps and linkages concerning humanitarian and peace consolidation processes with respect to the development agenda.

The following analysis is based on the information of the UNDAFs only. It is worth noting that an UNDAF does not provide a complete and detailed overview of the work of the UNCTs and in this regard it is also worth noting that guidance mandates that an UNDAF has a 15 page limit. For example, while a UNCT might not mention the SOPs in detail in the UNDAF, it is possible that the UNCT is implementing all or some SOPs but decided not to explicitly mention this in the UNDAF.

¹ The UNDAF of Afghanistan was endorsed by the previous government but has yet to be signed by the new government.

Key Findings of the Analysis

1. Alignment to the transformative demands of the Post 2015 Agenda



The majority of the 2015 UNDAFs make reference to the MDGs as the key agenda framing UN support and cooperation at country level. The 2015 UNDAFs included limited reference to the forthcoming role of the UN development system in the implementation of the SDGs, which were adopted formally in September 2015. However, in terms of programming areas, 13 out of 14 UNDAFs reflect strategic cooperation with the three pillars underlying the new agenda (social and economic development, human rights and environmental sustainability). Most of the UNDAFs had outcomes and results in their matrixes devoted to issues that were not part of the MDGs but are now included in the SDGs, such as discrimination, access to justice, public security, and the environment. In line with these issues, the list of Government counterparts has also significantly expanded to include the judiciary and legislative branches of government, national human rights institutions and security forces.

The review also shows that increasingly one of the main contributions of the UN development system is the implementation of the international normative agenda at country level; UNDAFs often citing human rights as one of the comparative advantages of the UN in the country. Beyond framing the issues as rights in their narratives, UNDAFs have begun to refer directly to the recommendations made by UN human rights mechanisms (UPR, Treaty Bodies, and Special Procedures of the Human Rights Council). Many outcomes are explicitly linked to human rights standards and principles; 6 UNDAFs make explicit reference to the implementation of specific human rights recommendations in their results matrixes. Including them

as results, indicators or means of verification. Two UNDAFs (Chile and Guatemala) enlisted all the recommendations from UN human rights mechanisms which will be followed-up by the UNCT as part of the UNDAF implementation; Guatemala developed a database to guide agencies in aligning their programmes to human rights recommendations, and integrated its human rights reporting process with the UNDAF reporting process. Reference is also made in various matrixes to key provisions of the UNCAC and ILO conventions and the UN Declaration on the Rights of Indigenous People.

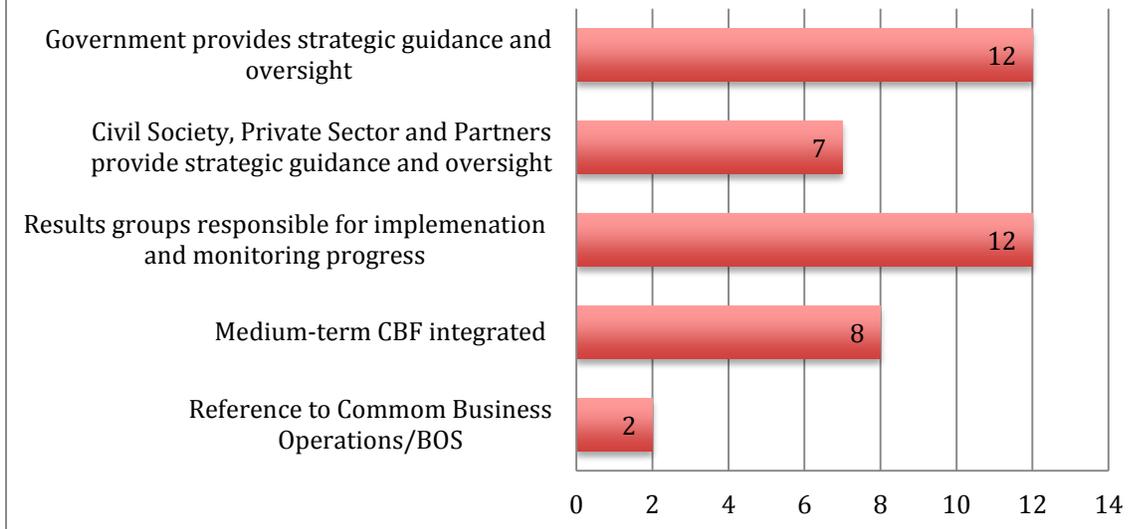
Similarly, given that the implementation of the new agenda demands good quality, relevant, accessible and timely data to inform development-planning processes and to implement policies more efficiently, the review found that a majority of the UNDAFs are supporting National Statistics institutions and other government institutions, including at the sub-national level, in the area of data and analytics. For example in Chile, one of the indicators of outcome 2 (strengthen national capacities for the design and implementation of inclusive public policies aimed at reducing inequalities) focuses on developing an official set of inequality indicators that would be used as an accountability framework at national level. Guatemala and Paraguay also identified those suffering discrimination as the focus of the UNCTs work in the country, committing to undertake special efforts to disaggregate data so as to address the inequalities suffered by women, youth, children, indigenous peoples and minorities (migrants, LGBT, persons with disabilities, etc.).

Finally, the review found that 50% of the UNDAFs (7 out of 14) make reference to humanitarian issues in regards to the area on Disaster Risk Reduction (Guatemala and Ecuador). Other UNDAFs make reference in the context of migration (in Guatemala an integrated humanitarian response to the migration of minors will be put in place) or in the context of Resilience and Preparedness (Tunisia).

2. Delivering Together Through the SOPS

The review took into consideration the implementation arrangements outlined in the UNDAFs to ensure greater coherence and better results of the UN common programming framework. The analysis shows that most of the UNDAFs build on some SOPS elements. For example, in 12 out 14 UNDAFs make reference to the role joint UN/Government steering committees as the main platform to provide guidance during UNDAF implementation. The same applies to the role of the results groups led by head of agencies; in 12 out of 14 UNDAFs the thematic/results groups are the key drivers of outcome implementation and progress monitoring.

Number of UNDAF's integrating SOPs elements



More limited reference is made to the role of civil society, private sector and other partners in providing strategic oversight and recommendations during the UNDAF implementation; 50% of the UNDAFs (7 out of 14) make reference to engaging other non-governmental actors in the oversight of the UNDAF implementation. Good practices on the use of these mechanisms can be found in: Guatemala, Tunisia, and Timor-Leste. In the case of Guatemala, the UNCT had been one of the pilot countries for the national consultations on the Post-2015 Development Agenda, which enabled them to use the results of these consultations to guide the UNCT in the preparation of the UNDAF, and propose participation by civil society in the steering committee guiding the implementation of the UNDAF.

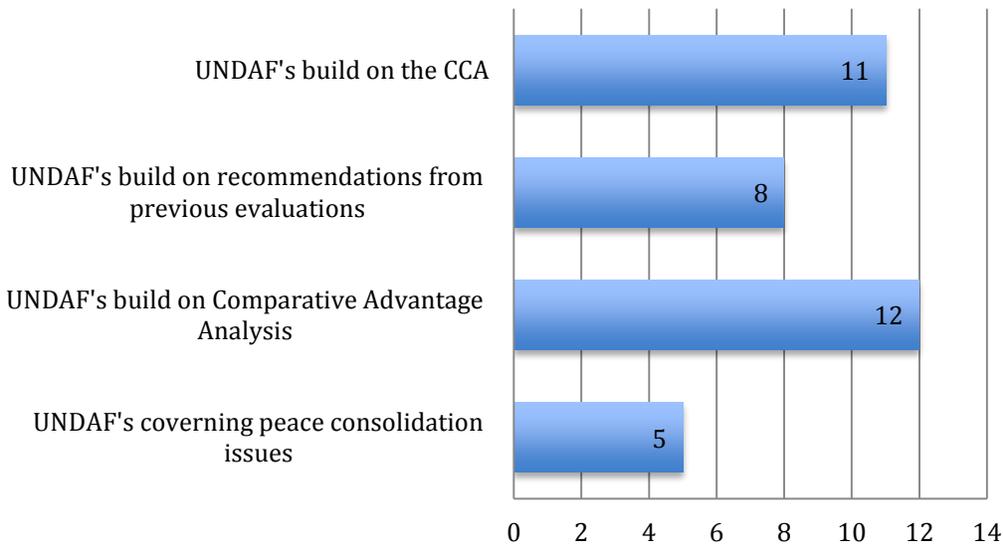
Concerning the medium-term Common Budgetary Framework and Common Business Operations/BOS most of the UNDAFs provide limited information. Only 8 out of 14 UNDAFs have a medium-term CBF that is broken-down at the outcome level. Similarly, only 5 UNDAFs provide the breakdown of funding provided by agency. In the area of Common Business Operations, only 2 UNDAFs make generic reference to this area of work (Afghanistan and Bosnia-Herzegovina). These are key elements information that are required to enhance transparency and accountability of the UN at the country level.

3. Common Programming Practices in support of national development efforts

Finally, based on the 2010 UNDAF Guidance², the review looked at common programming practices implemented in the preparation of the UNDAFs. The focus of the review was mainly on identifying new practices, tools and methodologies used in the preparation of the UNDAF but very limited reference was found on this regard.

² QSA Checklist and 2010 UNDAF Guidelines.

Number of UNDAF's implementing 2010 guidelines



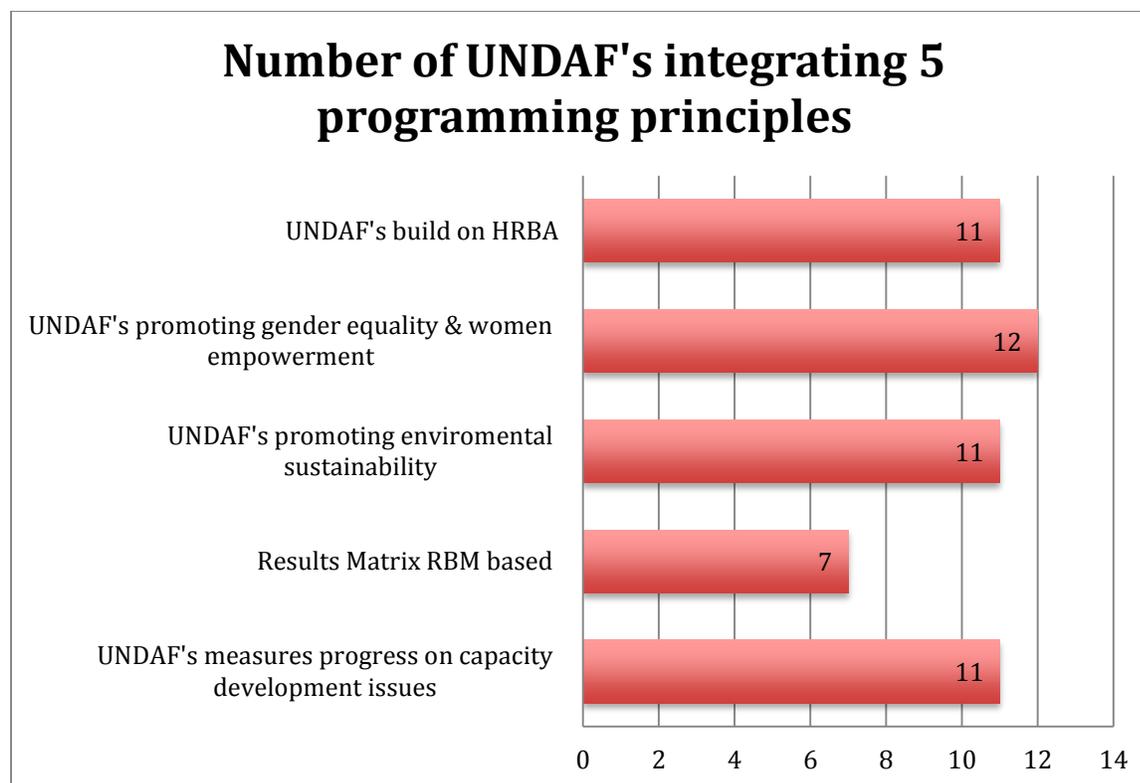
As required in the 2010 UNDAF guidance and the QSA checklist, most of the UNDAFs under review build on the: Common Country Assessment (CCA); evaluations from previous UNDAFs and; the Comparative Advantage analysis. However within the 14 UNDAFs themselves, limited reference is made regarding the methodology used and how the findings/recommendations were integrated into the actual UNDAF. Those UNDAFs that make reference to the recommendations (Ecuador, Madagascar, Sierra Leone and Tunisia) mentioned the need of improved coordination, system-wide coherence and M&E systems. While Angola did not undertake a CCA, it innovatively relied on UN reports, including the UPR background reports and the Treaty Bodies' Core Document to identify the development challenges in the country, and how the UNCT could contribute to address them.

Some of the Comparative Advantages mentioned in the UNDAFs are as follow:

- Human rights;
- Strategic planning and programme management;
- Multidimensional approaches to complex issues;
- Focus on disadvantaged groups;
- Access to global knowledge networks;
- Capacity to position key development issues in the public agenda and;
- South-South cooperation.

Peace consolidation issues are reflected in 5 UNDAFs (Bosnia-Herzegovina; Guatemala; Madagascar; Sierra Leone; and Venezuela). It is surprising that the UNDAFs of Iraq and Afghanistan did not make direct reference to the role of the UN Development System on peace-building/consolidation.

Integration of the five programming principles



Adequate mainstreaming of the five programming principles was one of the elements most difficult to assess when reviewing UNDAFs at outcome level given that the results formulation is made at a very high level of the result change. For example, despite most of the UNDAFs having dedicated outcomes on gender and environment this does not mean that gender issues are effectively mainstreamed across the key strategic areas of the UNDAF. Most of the UNDAFs results matrixes do not reflect gender based or pro-poor disaggregated indicators.

HRBA and capacity development are two principles that appear more prominently and clearly in the results matrix. In terms of the HRBA process, the UNDAFs in general show that UNCTs strived to address the human rights challenges in the country; anchor the UNDAFs in human rights norms and principles; identify those who are being discriminated or marginalized; arrive to the UNDAFs through participatory process; and ensure accountability mechanisms, although evidence on how successful they were in achieving these goals is not always evident, and the commitment to each of these principles is still varied. Most of the indicators in the UNDAFs' results matrix measure changes in terms of increased capacities at the institutional or personal level to either claim or fulfill human rights issues.

Summary of key findings

- Although the 2015 UNDAFs are not fully aligned with the New Development agenda (just recently adopted at the UN SD Summit in New York, September, 2015), the three pillars (economic and social development, human rights and environmental sustainability) of the 2030 Sustainable Development Agenda are covered in the UNDAFs, with greater emphasis on social inclusiveness and human rights in the majority of them.

- There is a greater alignment between the normative and operational aspects of UNCTs work, with several UNCTs innovating in linking the human rights follow-up and reporting processes. In addition to applying the HRBA as a programming principle, UNCTs have begun to integrate human rights principles and recommendations into the UNDAF results framework, framing the outcomes and results in human rights terms, as well as including recommendations from UN human rights mechanisms as indicators of success and UN human rights reports as means of verification.
- Support to national efforts in the area of data generation and better analytics is one of the common elements across all UNDAFs. The UNDAF review reflects that the UN development system is an active partner in the advancement of the “data revolution”, which has been recognized as one of the fundamental shifts required for monitoring the SDGs at sub-national, national, regional and global levels.
- Humanitarian issues are reflected in 50% of the 14 UNDAFs under the areas of Disaster Risk Reduction and/or Resilience and preparedness. Countries such as Guatemala and Chile identified the creation of national and local systems of humanitarian response as one of the key results of the present UNDAF.
- The UNDAFs from conflict countries (Afghanistan and Iraq) do not make any reference to peace consolidation issues or co-ordination with the mission or the ISF. Yet, peace consolidation issues are featured in post-conflict settings such as: Bosnia-Herzegovina, Guatemala and Sierra Leone.
- In terms of new programming areas, the review found reference to emerging issues such as:
 - ✓ In Sierra Leone, the UNDAF makes reference to the use of trans-boundary approaches to risk management and adaptation to climate change.
 - ✓ In Paraguay, efforts to reduce inequality and promote inclusive economic development include support in the area of fiscal policy and expansion of social public expenditure.
 - ✓ In Guatemala and Venezuela issues of citizen security and reduction of violence appeared as one of the key areas of co-operation.
 - ✓ In Afghanistan and Ecuador, the documents reflect greater engagement with local authorities in terms of capacity development on strategic planning and programme management, including data collection to inform policy making and implementation.

Recommendations

Based on the analysis, the team of reviewers proposes the following recommendations to be integrated into the UNDAF guidance that currently is being developed:

1. The new UNDAF Guidance Notes need to ensure that it is aligned with other UN overarching frameworks that have been adopted at the global level, for example MAPS or the UNCT Guidance on Human.
2. The new UNDAF guidance should provide recommendations on the integration of the SOPS elements as part of the UNDAF implementation strategy. The SOPs are helpful tools to ensure greater sense of coherence, transparency, accountability and efficiency during the UNDAF implementation.

3. The new UNDAF guidance should provide orientation on how to harmonize the UNDAF's indicators with the SDG indicators that are being developed at the global level.
4. The comparative advantage analysis should be presented more strongly in the UNDAF document, as it is one of the main inputs used for the identification of the UNDAF strategic priorities. Currently, very limited reference is made concerning the UN comparative advantages in each strategic area.
5. The recommendations of the evaluations of the previous UNDAF cycle need to be reflected in the new UNDAF's so the learning loop is completely captured as well as for accountability purposes.
6. In countries where there is a UN mission deployed, the UNDAF guidance should provide recommendation on how to ensure better coordination with the ISF and the mission.

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Adapting to the transformative demands of the Post 2015 Agenda.

The United Nations Development Assistance Framework (UNDAF) in Afghanistan frames the overall vision of the United Nations Country Team's (UNCT) work during 2015-2019. Due to the political uncertainty and insecurity, the achievement of the Millennium Development Goals were delayed until 2020 (grace period), which gives an indication of the UNDAF alignment with the internationally agreed priorities. However, the document does not provide any further references to the national government planning cycle. The emphasis is given to the country situational analysis, with extensive coverage of the development and security context. In this part of the document, some reference is given to the CEDAW covering the issues of women's rights in Afghanistan. The UNDAF document covers areas of the Sustainable Development Agenda, focusing economic, social and environmental pillars. The following strategic areas of cooperation are highlighted:

- 1) Equitable and Sustainable Economic Development
- 2) Basic Social Services
- 3) Social Equity and Investment in Human Capital
- 4) Justice and Rule of Law
- 5) Accountable Governance

Common programming practices to support national development efforts

The strong emphasis is given to describing the country situational analysis, which gives clear understanding about the current development and security conditions associated with the achievement of the sustainable development goals. Considering the country's development and security context, including reference on the humanitarian Strategic Response Plan would have been useful.

Overarching assumptions for the successful implementation of the UNDAF can be categorized into four main areas: (i) the overall operational space for development activities will remain sufficiently open to allow implementation of the UNDAF on the ground; (ii) the policies and priorities of the Government will continue to provide a supportive framework for the UNDAF, including throughout the next planning cycle; (iii) sufficient financial resources will be available to implement the UNDAF; and (iv) appropriate and relevant expertise can be deployed in time.

The challenges associated with conducting the monitoring and evaluation in Afghanistan are highlighted in the document. The biggest challenge is collecting the data on marginalized groups, such as youth and women. In order to monitor the interventions, the UN in collaboration with the Government will design and conduct a baseline survey in 2015 with a follow-up survey in 2019. The UNDAF Steering Committee will regularly monitor and implement a mid-term evaluation of results. In addition, there is not much information on how the national development plan is currently unfolding and how the UNDAF is aligned with those programmes, including the limited role of the partnerships with different stakeholders. The country context also requires the coordination with the UN Mission, which is not highlighted in the document.

Adapting to the transformative demands of the Post 2015 Agenda.

Based on the Paris Declaration, both the government and the UN system in Angola agreed to adopt a new approach around the notion of partnership to frame the design and implementation of the new strategic framework for the period of 2015-2019. Based on the principles of national ownership and leadership the document was called “Partnership Framework between the Government of Angola and the UN” (UNPAF).

The UNPAF focuses on three areas of strategic partnership: a) Human, Social and equal Development. b) Rule of law and national cohesion. c) Inclusive and Sustainable Economic Development. These three areas are the core pillars of the new sustainable development agenda and thus will facilitate the alignment of the outcomes with the SDGs during the annual or mid-term review, even though the document does not provide any specific reference on the UN’s role to support the government’s efforts to deliver on the new agenda (SDGs).

Delivering together through the SOPS

Angola is not a Delivering as One Country (DAO), but the UNDAF recognizes the need to capitalize on the SOPS elements to be able to deliver in a more coordinated, complimentary, efficient and coherent manner as well as to reduce transactional costs for the government and the UN system. To ensure the government’s leadership and ownership in the implementation of the UNPAF, annual reviews of progress will be chaired by the Minister of Planning and Territorial Development and co-chaired by the RC. Similarly, specific committees co-chaired by the key government counterpart and a UNCT representative will conduct the supervision and Monitoring of each strategic area. The UNPAF does not have a Common Budgetary Framework, which should be a central element to increase government’s ownership and oversight of the UN delivery in the current cycle.

Common programming practices to support national development efforts

The UNPAF follows the 2010 UNDAF guidelines, including the road-map exercise, comparative advantage analysis and strategic planning based on thematic consultations with relevant national counterparts and in line with the National Development Plan. In terms of integration of the five programming principles the Human Rights Based Approach and issues on environmental sustainability are well addressed as key strategic areas. However, very limited reference is made to the promotion of gender empowerment and equality; none of the results or indicators address gender issues. The results matrix is at the outcome level and it has well defined result statements, however outcomes indicators do not necessarily correlate with expected results on behaviors, performance or mechanisms - most indicators are activity oriented.

Special features of the UNDAF: Special emphasis is made to the role of the UNPAF in supporting the government’s efforts of graduation from the status of a Least Developed Country to a Middle Income Country as well as to improve Angola’s Human Development Index.

Bosnia and Herzegovina

[English]

Adapting to the transformative demands of the Post 2015 Agenda

The United Nations Development Assistance Framework (UNDAF) agreed between Bosnia and Herzegovina's (BiH) government and the United Nations for the period of 2015-2019. The following strategic areas of cooperation were identified:

1. Economic Development and Employment
2. Rural and Local Development
3. Agricultural Development
4. Social Inclusion and Inequalities
5. Fight Corruption and Organized Crime
6. Water, Energy Efficiency and Environmental Sustainability
7. Child Protection
8. Justice, Rule of Law, Human Rights and Refugee Protection
9. Education
10. Health

The UNDAF document puts an emphasis on achieving the socio-economic development factors through the new elements of engagement with public and there is a focus mentioned on technology related innovations. The document highlights a general reference to human rights and the rule of law without specifically mentioning normative instruments. The information on strengthening national statistical capacities at the country level was not mentioned, however, it was indicated that the data will be gathered through the UN and Government led surveys and through other methods. The focus of the UNDAF is given to covering the social and economic development pillars, as well as environmental issues.

Delivering together through the SOPS

The prominent part of the document is the emphasis on "Delivering as One", which is highlighted through joint theme groups and reference to the role of Common Business Operations and the Business Operation Strategy. At the same time, the document should provide more detailed reference to the role of partners, donors, CSO and private sector in providing strategic recommendations and oversight during the UNDAF implementation.

In preparation to the UNDAF, the UN Country Team had conducted a survey engaging more than 650 partners from government, civil society and others. The document makes a reference to the process of conducting a Common Country Assessment, but does not mention previous evaluations undertaken. The UNDAF document multiple references to the commitment to the DAO approach to implement the UNDAF. The use of public opinion before developing a UNDAF was a good example.

Adapting to the transformative demands of the Post 2015 Agenda.

The UNDAF recognizes that even though Chile is a HMIC, several challenges persist in terms of social inequalities, the consolidation of democratic institutions and the prevention/mitigation of climate change, which are some of the main pillars of the Sustainable Development agenda. The UNDAF recognizes that one of the key comparative advantages of the UN is supporting the government's efforts to implement the international normative agenda, with specific reference to the implementation of the Universal Periodic Review (UPR) recommendations.

The current UNDAF also aims to support Chile in three new areas that are in line with the global development agenda: South-South cooperation, upstream policy support, knowledge and data generation and sharing.

Delivering together through the SOPS

The UNDAF document outlines the process for its implementation, however reference to the role of national counterparts and CSO in providing recommendations is very limited. Reference to the establishment or existence of a formal joint steering committee/mechanism in which the government will provide strategic guidance and oversight is not provided. The implementation will be conducted by establishing Results Groups to deliver on joint programs when required and needed. One of the main recommendations of the UNDAF evaluation was concerning the need to strengthen interagency coordination to ensure effective and more integrated implementation, however the UNDAF does not reflect its incorporation.

Common programming practices to support national development efforts

Two of the strategic areas of co-operation focus on strengthening the capacities of both CSOs and the most vulnerable as well as government institutions in reducing gender inequalities and addressing social discrimination. Outcome 3 focuses on environmental sustainability and Climate change as one of the major strengths of the UN in supporting. The outcome on social and economic development focuses on safeguarding the rights of the most vulnerable (women, youth, indigenous people, LGBTI, migrants, persons with disabilities) to reduce the different inequalities hindering Chile's inclusive development.

Adapting to the transformative demands of the Post 2015 Agenda.

This UNDAF was prepared in the context of a new approach taken by the Government of Ecuador on technical cooperation, which is coordinated by the Secretary of International Cooperation. In this context new policies and guidance were adopted to optimize the different efforts of international co-operation.

In terms of the new development agenda, the UNDAF does not make any reference to the SDGs. Five areas of cooperation were identified that covered to a limited extent the three pillars of the SDGs (social, economic and environmental): 1. Rule of law and participation. 2. Reduction of inequality gaps. 3. No discrimination, gender equality and elimination of violence. 4. Environmental sustainability, resilience and risk management. 5. Economic sustainable development.

Delivering together through the SOPS

Ecuador is not a Delivering as One country however they integrated some elements of the SOPS as part of the implementation arrangement to deliver better results. For example, joint oversight and implementation of the UNDAF will be conducted hand in hand with the government authorities and the UNCT. Results groups are established and integrated by the UN agencies and government counterparts according to the thematic area. The results groups are responsible for planning, monitoring and are accountable for the achievement of the results under the specific areas of co-operation. The results group will be responsible for the biennial planning of each of the strategic areas. In addition, a mid-term CBF is provided (approx. \$150 Million), broken down by outcome and agency contribution. No reference is made regarding joint resource mobilization or common business operations.

Common programming practices to support national development efforts

The UNDAF is closely aligned with the national development cycle. The UNDAF period was shortened from five to four years to be in line with the National Development Plan. For each of the strategic areas of co-operation, reference is made to contributions to the National Development Plan. A mid-term review of the preceding UNDAF was conducted by an independent consultant, which recommended that better coordination mechanisms were required to follow-up implementation.

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Adapting to the transformative demands of the Post 2015 Agenda.

The UNDAF aims to support Guatemala's efforts to achieve the MDGs, international commitments on human rights and to consolidate the results of the peace agreement. Given the high levels of violence in Guatemala, (especially with respect to homicides), the issues of peace, security and inclusiveness were prioritized as one of the core areas of this UNDAF. Five areas of cooperation were prioritized: 1) Inclusive and sustainable development; 2) Social Development; 3) Security and peace; 3) Access to the rule of law and; 4) Inclusive and multicultural society.

The three pillars (economic, social and environmental) of the Sustainable Development Agenda are covered in the UNDAF, with greater emphasis on social inclusiveness. The Post 2015 consultations were used as instrumental inputs for the preparation of the UNDAF but no reference is made to the role of the UN in the implementation of the SDGs. In terms of Humanitarian action/response, the UNDAF reflects humanitarian issues in two areas: massive migration of children and adolescents from different parts of Central America for which the UN has put in place an integrated response and, the humanitarian crisis derived from natural disasters.

Delivering together through the SOPS

The UNDAF document integrates some of the SOPs elements to ensure coherent implementation. For example, as part of the implementation strategy, UN/Government sectorial committees at national and sub-national level will coordinate the UNDAF. Frequent monitoring of the key indicators will be conducted jointly with the National Statistics office. The co-ordination and monitoring of the strategic areas, resource mobilization, joint leadership and joint programming is led by Inter-agency Thematic Groups and in some cases, by Task Teams put in place to lead specific strategic areas. The UNDAF integrates the mid-term CBF (approx. \$ 396 million) broken down by outcome and indicative of the contributions provided by agency.

Common programming practices to support national development efforts

UNDAF Guatemala follows the 2010 UNDAF guidelines, including the road-map exercise, and strategic planning based on the National development Plan, the peace agreements and the international commitments and recommendations made by the country. The Comparative Advantage analysis was undertaken in consultations with the government and CSOs leading to the identification of the following areas: 1) Positioning key issues on the public agenda; 2) Enabling development processes; 3) Technical support from an international perspective; 4) Knowledge management and production and 5) Credibility and legitimacy. No reference is provided regarding the recommendations made by the UNDAF evaluation and how it was addressed in this UNDAF.

In terms of UNDAF innovations, following areas are noted: The UNDAF recognizes that the most vulnerable sectors of the society are youth, women and indigenous people and therefore they are prioritized as the target beneficiaries across the different strategic areas. In the implementation arrangements, reference is made to the engagement of sub-national authorities for monitoring and providing recommendations to the UNDAF implementation.

Common programming practices to support national development efforts

The UN Development Assistance Framework for Iraq (2015-2019) is centered on two key priority areas: Improving the performance and responsiveness of targeted national and sub-national institutions and addressing acute vulnerability and participation gaps. With this in mind, the UNDAF approach to Delivering as One is centrally designed around a Human Rights-Based Approach, by supporting rights holders with emphasis on the most vulnerable and through building the capacity of duty bearers to fulfill the rights-holders rights with the aim of achieving greater respect, protection and fulfillment of specific human rights. In this regard it states, “the logic of the HRBA is the logic of the UNDAF.” The UNDAF makes a sensible case that by targeting areas where marginalization manifests in instability, building the capabilities of women, youth, children and those displaced, the legitimacy of the State is reinforced.

Adapting to the transformative demands of the Post 2015 Agenda.

Although in the UNDAF’s support of rule of law it promotes awareness of laws and rights in institutions and society, and mechanisms for translating human rights principles into reality it falls short of actually linking international human rights obligations and international commitments/recommendations made to the country (such as the UPR, Treaty Bodies and Special Procedures) nor does it specifically link said recommendations to indicators in the Results Framework.

A particularly valuable initiative is the UN’s support of the reform of the social safety net, and the creation of a social protection floor that provides targeted support to the most vulnerable. Social protection plays a key role in the reduction of extreme poverty and meets a number of the multi-dimensional challenges covered by the SDGs such as the protection of individual women, men and children against the risks of impoverishment in situations of sickness, disability, maternity, employment injury, unemployment, old age, etc.

There are linkages between reinforcing disaggregated data collection with cross-cutting issues such as human rights and gender that help to address discrimination and exclusion. This is a possible good practice with the UNDAF’s focus on strengthening national capacities for use of data and analytics and supporting national statistics capacities particularly the introduction of gender-disaggregated budgeting as part of a mapping initiative, supplemented by GOI statistics..

The UNDAF also seeks to support the creation of crosscutting, integrated capacities for resilience, through a national disaster management strategy, which enhances resource allocations for disaster management for all governorates, and tailors responses to specific patterns of conflict, environmental hazards and climate change.

Adapting to the transformative demands of the Post 2015 Agenda.

In terms of the new development agenda, the UNDAF does not make any reference to the SDGs or even to the Post 2015 consultations. However, the three main pillars of the New Agenda are reflected and well balanced in the identified cooperation areas: Civil and Political Rights; Economic, social and cultural rights, and Environmental Rights, with greater emphasis on the rule of law and social inclusion aspects. Fiscal policy and social public expenditure appears as a unique area of cooperation if compared with other UNDAFs, and which is closely linked to the SDG on Reducing Inequalities.

Delivering together through the SOPS

The integration of the SOPS elements for joint delivering results is not clearly reflected in the document. Limited reference is made to joint oversight and implementation of the UNDAF to be conducted jointly with the government authorities and the UNCT. Results groups are not mentioned as such, but reference is made to the establishment of an interagency committee responsible for monitoring progress. In addition, a mid-term CBF is provided (\$156.467.534 USD), broken down by outcome and agency contribution. No reference is made regarding joint resource mobilization, strategy or common business operations.

Common programming practices to support national development efforts

The UNDAF is closely aligned with the national development cycle. The document builds on the Common Country Analysis, the evaluation of the previous UNDAF, and the Comparative Advantage Analysis, which was conducted in consultations with different stakeholders including government counterparts, civil society and other partners. Some of the key comparative advantages highlighted in UNDAF are: support to legislative processes, public policy and programme design in areas of human rights; gender equality; poverty eradication; environmental sustainability.

The normative programming principles (gender equality, environmental sustainability and HRBA) are covered in the five outcomes statements of the UNDAF. The results statements and indicators are formulated in the form of output indicators and not at the outcome level. The lack of targets and baselines will make difficult to track UN contribution to achieve expected changes in a term of four years. The major strength of this UNDAF is on capacity development, from the outset the UNDAF indicates that the one of the main objectives of this framework of cooperation is to develop institutional capacities of the State at all levels.

The strategy agreed for Paraguay is based on the Human Rights Agenda with particular emphasis on capacity Development and Strengthening Institutions.

Common programming practices to support national development efforts

Trinidad and Tobago has developed a strong UNDAF, which is covering the 2014-2015 period. It clearly indicates that it is a rolling plan with a biennial timeline. It is not exactly aligned with the government planning cycle, but the rolling nature addresses this concern. Much explanation was provided as to how it is aligned with government priorities; however, some UN activities fall outside the scope of the UNDAF. An annex is included to describe these additional activities, in order that a more comprehensive picture of UN work is provided. The government and almost all resident agencies and non-resident agencies signed the UNDAF.

The UNDAF was designed based on a Common Country Analysis and the findings of the evaluation of previous UNDAF. There are four pillars: poverty reduction, health and well being, citizen engagement and gender equality and food security and environment. Activities cover a large number of the SDGs. The main priorities are social protection floors, employment, health, citizen security (crime, safety, violence against women and children), anti-corruption, and agriculture. There is a strong emphasis on social and economic needs, but little on the environment. This seems reflective of national plans, as there is environmental work going on outside the scope of the UNDAF.

Delivering together through the SOPs

Four results groups will monitor implementation and there is also an M&E team. Annual review meetings will take place as will a final evaluation. The UNDAF uses key words throughout related to human rights, better data, UN's comparative advantage, normative work, but these are not necessarily explained in detail. Concerning norms and standards work, three were mentioned. Due to the timing of this UNDAF 2014-2015, which was signed in December 2013, there is no mention of the SOPs or the SDGs.

One of the strengths is that it is clearly aligned with national government plans. In cases, where the UN is performing other activities, they were included in a separate annex. It would seem the priority was on alignment rather than making sure all UN activities were reflected.

One recommendation would be to improve the CBF by not only providing actual projected resources, but also indicating any gaps in funding. It would also be helpful to include a resource mobilization strategy for filling these gaps.

Adapting to the transformative demands of the Post 2015 Agenda.

The UNDAF's stated aim is to support the Democratic Republic of Timor-Leste in its efforts to achieve upper-middle-income country status and inclusive development. Critically, this UNDAF represents a collective and integrated response by the UN System to support national priorities set out in the Strategic Development Plan 2011-2030 (SDP) and the Programme of the Vth Constitutional Government, with which it is fully aligned. The UNDAF also reflects the aspirations of the post-2015 development agenda, which build upon the Millennium Development Goals (MDGs) and the broader Millennium Declaration and for implementation of the New Deal for engagement with Fragile States, an outcome of the fourth High Level Forum on Aid Effectiveness.

The UNDAF 2015-2019 has paramount significance, coming at a moment when the UN is redefining its role in Timor-Leste. The UNDAF results from a consultative, comprehensive and dynamic strategic priority-setting process involving close consultation between the UNCT and the Government. It is an Outcome-only UNDAF, with the option for "Joint Work Plans" with specific goals and objectives encouraging improved coordination and joint planning and programming on multi-sectoral areas. There are four UNDAF Outcomes, one for each strategic sector, mirroring the priorities of the SDP, the Programme of the Vth and Vth Constitutional Governments. A Sub-Outcome level was created to further describe UN Agencies' contribution in each of the national sub-sectors. Indicators were established using baselines and targets from official Government strategies, policies and plans and agreed with Government counterparts during the consultation process.

Critically, UNDAF analysis indicates several crosscutting areas that offer important potential opportunities for responsive and strategic UN System collaboration. These areas include nutrition, youth, gender, decentralization and data for development. The UN System will support the wider processes in ways that provide value and incentive for engagement across agencies and activities. In all areas, the UN System will work directly with Ministries or national institutions.

Common programming practices to support national development efforts

The UNDAF aims to transfer skills, competencies, experience and awareness to both rights holders and duty bearers, by focusing on evidence-based planning, monitoring and budgeting, and moving away from the capacity substitution approach employed during the initial independence period. Similarly, institutional capacity development will strategically address issues relating to policy, procedures and frameworks that allow organizations to deliver on their mandates, from improving public service delivery to strengthening overall governance, and thereby ensure greater development impact.

All of the above, indicates an UNDAF well aligned with national development priorities as well as following a strong normative agenda. However, how the UNDAF results matrix will be operationalized is not well described, as there seems to be mixing of SOPs approach (e.g. joint work plans) with agency-specific instruments such as CPAPs. No CBF is included in the results matrix.

Adapting to the transformative demands of the Post 2015 Agenda.

The economic, social and environmental pillars of the Sustainable Development Agenda underpin the logic of the Sierra Leone UNDAF and approx 56% of its outcomes respond directly to the social pillar. At the time of its formulation, the primary global level strategic frame for the Sierra Leone UNDAF was the 'New Deal for engagement in Fragile States' (Busan). As a result, fostering inclusive politics; strengthening security and justice; generating employment and improving livelihoods; and managing revenue and delivering services are primary areas where the Sierra Leone UNDAF adapted to the transformative demands of the post 2015 Agenda. The UNDAF is also rooted in the Government of Sierra Leone's 'Agenda for Prosperity'.

A 'new area' that responds to the underlying needs of Sierra Leone but which also directly responds to the SD agenda is the regional project ('Evolution of protected areas systems with regard to climate change in the West Africa region'). This project is unique not only because it addresses the need for development to respond to trans-boundary challenges but it also requires undertaking innovative research, and the development of new management approaches. The results matrix details key areas where additional support to national implementation will be provided; for example critical work is required to strengthen statistical planning and laws (ie. within public sector reform).

Delivering together through the SOPS

Sierra Leone has been a DaO country since 2009; the UNDAF document itself is pitched at a high level – implementation details are often sparse. For example the probable collaborations in the area of harmonized business operations and the management structure of the results groups are not detailed in the document.

However the Sierra Leone UNDAF builds on the substantive advances mandated in the DaO Standard Operating Procedures (SOPS) of 2014 and provides detailed strategic overview and direction in three key areas and these are:

- a. Common Budgetary Framework: Estimated resource requirements are broken down by outcome area and by agency.
- b. Communicating As One: Role and purpose of communications is provided.
- c. Monitoring and accountability: The yearly work plan of the UN Deputies group overseeing M+E is provided.

Common programming practices to support national development efforts

UNDAF Sierra Leone follows the 2010 UNDAF guidelines, including the road-map exercise, and strategic planning based on thematic consultations with relevant national counterparts and in line with its first five-year national development roadmap (also known as 'Agenda for Prosperity'). Comparative Advantage analysis appears to have been done at a high strategic level; for example the UNDAF indicates 'international competitiveness' is not an area where the UN will be actively programming and

‘during the UNDAF it will be important to ensure the careful selection of projects with respect to the landscape in Sierra Leone as opposed to adherence only to agency mandates’.

In terms of integration of the five programming principles, environmental sustainability and gender empowerment and equality are key strategic foci of the UNDAF. The promotion of international human rights principles is focused primarily to the contexts of justice and security. The results matrix is at the Outcome level and 50% of the outcomes are time-bound.

In terms of UNDAF innovations, following areas are noted:

- a) The UNDAF contains a summary of 2 regional projects (security and climate change) which have a regional purview and which also pertain to Sierra Leone. The climate change project responds to the underlying needs of Sierra Leone but which also directly responds to the SD agenda (‘Evolution of protected areas systems with regard to climate change in the West Africa region’). This project is unique not only because it addresses the need for development to respond to trans-boundary challenges but it also requires undertaking innovative research, developing new management approaches and the provision of training/learning as a key component.
- b) A ‘standard UN development configuration’ was deemed appropriate for Sierra Leone and this represents a very real shift away from the previous post-conflict status of the country. However the politically sensitive geographical area of Kona was deemed to be an exception and will benefit from a UN area based programme.

Venezuela
[Spanish]

Adapting to the transformative demands of the Post 2015 Agenda.

Constituted by a small number of resident agencies in a high-middle income country, with a State heavily investing in social programmes, Venezuela’s UNCT has focused on social development, peace and security, and the environment, three key areas of the 2030 Sustainable Development Agenda.

In addition to the six areas of cooperation, the UNDAF includes three cross-cutting issues: human rights, gender equality, and attention to the most vulnerable groups. Of the six areas of cooperation, the two devoted to “Citizen Security and Culture of Peace” and to “the Environment, Electric Energy and Risk Management” stand out as ‘new areas’ that respond to the underlying needs of the country.

In terms of citizen security and culture of peace, the UNDAF proposes to support the country in reducing crime and violence, promote access to justice and promote key values, such as tolerance, solidarity, and the “buen vivir” or good life model. In terms of the environment, electric energy and risk management, the UNCT seeks to contribute to the policies that protect natural ecosystems, foster efficient urban and rural environmental management, and a diversified and efficient production of electricity.

In terms of innovation, the fact that each of the areas of cooperation include an indicator on support provided in improving the data and analytics of the issue; also, it gives prominent attention to risk management in each of the areas of cooperation, including preparation and resilience to humanitarian crisis.

Annex I. List of UNDAFs reviewed

Country	Region	DAO	Level of Income	# Years of UNDAF Cycle
Afghanistan	AP	no	LIC	5
Angola	ESA	no	LMIC	5
Bosnia-Herzegovina	ECA	yes	HMIC	5
Chile	LAC	no	HMIC	4
Ecuador	LAC	no	HMIC	4
Guatemala	LAC	No	LMIC	5
Iraq	MENA	No	LIC	5
Madagascar	ESA	yes	LIC	5
Paraguay	LAC	no	LMIC	5
Sierra Leone	WCA	yes	LIC	4
Timor-Leste	AP	No	LMIC	5
Trinidad Tobago	LAC	no	HMIC	2
Tunisia	MENA	no	LMIC	5
Venezuela	LAC	Yes	HMIC	5

Annex II. Check list UNDAF Review

<i>Criteria</i>	<i>Yes/ No, why</i>
<p>Q.1. Does the UNDAF make reference to support the country in achieving/implementing human rights standards or international commitments/recommendations made to the country (such as the UPR, CEDAW; CRC; special rapporteurs; anti-corruption; ILO; Rights of Persons with Disabilities; etc.)?</p> <p>Yes/No/. If yes, which ones?</p>	
<p>Q.2. Does the UNDAF results matrix make any reference to strengthening national capacities for use of data and analytics, for example supporting national statistical capacities?</p> <p>Yes/no. Explain</p>	
<p>Q.3. To which extent the 3 pillars (economic, social and enviromental) of the Sustainable Development Agenda are covered in the UNDAF? Is there a particular focus on one or more pillars?</p>	
<p>Q.4. What are the strategic areas of cooperation prioritized in the UNDAF?</p> <p>Q.4.1. Are there any emerging issues in the UNDAF outcomes that in your view reflect new areas of engagement of the UNDS at the country level (such as south-south cooperation, migration, technology and innovation) etc.?</p> <p>Yes/No, explain</p>	

<p>Q.5. Does the UNDAF reflect humanitarian issues and/or makes reference to a humanitarian Strategic Response Plan? Yes/No</p>	
<p>Q.6. Does the UNDAF mention the role of the government in providing strategic recommendations and oversight during the UNDAF implementation? Yes/No, Explain</p>	
<p>Q.7. Does the UNDAF mention the role of other partners, donors, CSO, or private sector in providing strategic recommendations and oversight during the UNDAF implementation? Yes/No, explain</p>	
<p>Q.8. .Does the UNDAF mention the role of the results/theme groups in the formulation and monitoring of Joint Work Plans and Joint Programmes? Yes, No, Explain?</p>	
<p>Q.9. Common Budgetary Framework</p> <ul style="list-style-type: none"> • Q.9.1 Does the UNDAF have a medium-term CBF (Same as the UNDAF)? Yes, no • Q.9.2 Does the UNDAF have the CBF broken down to outcome level /to output level (in the results matrix)? • Q.9.3. What is the ratio of the total available funds versus the funding gap? • Q.9.4. What is the ratio of core versus non-core funds? • Q.9.5. Are funds spread over the 3-5 years? (i.e. there is not just one total for the entire UNDAF) • Q.9.6. Is there a breakdown of funding provided per agency? (clearly available) • Q.9.7. Is there any mention of a JRM strategy? If so, does it mention mobilizing beyond traditional donors (including government, private sector)? • Q.9.8. Does it mention donors likely to contribute? 	
<p>Q.10. Is there any reference in the UNDAF to the role of Common Business Operations and the Business Operation Strategy?</p>	
<p>Q.11. Does the UNDAF indicate that a Common Country Assessment was undertaken? What was the methodology applied? Yes, no, explain</p> <p>Q.11.1 Does the UNDAF indicate that a conflict analysis was undertaken?</p>	

Q.12. Does the UNDAF indicate that an evaluation of the previous UNDAF was undertaken? Yes/No, explain	
Q.12.1. Does the UNDAF take into account the recommendations from previous evaluations? Yes/No, explain	
Q.13. Is the UNDAF timeframe aligned with the national development plan/cycle? Yes/No, Why?	
Q.1.4. Does the UNDAF make any reference to UN system comparative advantage? Yes/No, Explain If yes, How was this undertaken? What are the CAs in relation to the outcomes formulated?	
Q.15. Is the results matrix at the Outcome level and RBM based with SMART indicators, including baselines and targets? Yes, No, explain	
Q.16.1. Are the main development challenges identified in the UNDAF situation analysis addressed in the results matrix in a logic and consistent manner? Yes/no, explain	
Q.17. Does the UNDAF results matrix make reference to expected behavioral/institutional changes in favor of the right holders to exercise or claim their rights or duty bearers to protect, respect or fulfill these rights? Yes, No, why?	
Q.18. Does the UNDAF reflect how gender equality and women's empowerment will be promoted? Yes/No, why?	
Q.19. Does the UNDAF reflect how environmental sustainability will be promoted? Yes/No, Explain.	
Q.19.1 Does the UNDAF reflect how disaster and climate risk mitigation will be addressed? Yes/No, Explain	
Q.20. Does the UNDAF reflect special emphasis to help the government to address the needs of the most vulnerable and poorest sectors of society?	
Q.20. Does the UNDAF substantively address poverty eradication?	
Q. 21. Does the indicators in the UNDAF matrix measure progress related capacity development? (For example, No. of cases of violence against women reported/resolved?) Yes, No, Why?	
Q.22. Is the UNDAF signed by all the UNCT members?	
Q.22.1. Is the UNDAF signed by the government?	

Q.23. What are the unique features of this UNDAF either in terms of process or substance (eg. international treaty recommendatiosns made to the country are part of the UNDAF annexes).	
Q.24. Does the UNDAF cover peace consolidation issues?	No
Q.25. Where a UN Mission is deployed, does the UNDAF serve also as an Integrated Strategic Framework (ISF)? Does the UNDAF reflect coordination with the Mission? Yes, no, explain.	NA

