

Whole of system approach-

learning from the experience of working together
under the Common Chapter of the Strategic Plans of UNDP,
UNFPA, UNICEF and UN Women

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- ❑ Common Chapter - definition and rationale
- ❑ Operationalization of the Common Chapter
- ❑ Implementation of Common Chapter
- ❑ Impact of the Common Chapter
- ❑ Lessons learned



What is the Common Chapter?



What is the common chapter ?

- ❑ It is a chapter that is **common to the strategic plans** (2018-202) of the NY-based Funds and Programmes, namely, UNDP, UNFPA, UN-Women and UNICEF.
- ❑ It spells out a **commitment** of the four agencies to enhance collaboration and work together to achieve collective results.
- ❑ It **responds to the 2016 QCPR and the UN reforms**, to harmonize approaches and synergize collaborative strength of the UN agencies to support member states more effectively and efficiently progress towards sustainable development.



How was the Common Chapter operationalised?



Common results areas identified

1 NO POVERTY

Eradicating poverty

5 GENDER EQUALITY


Achieving gender equality

13 CLIMATE ACTION

Addressing climate change

17 PARTNERSHIPS FOR THE GOALS

Data for sustainable development

3 GOOD HEALTH AND WELL-BEING

Improving adolescent and maternal health

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Sustaining peace



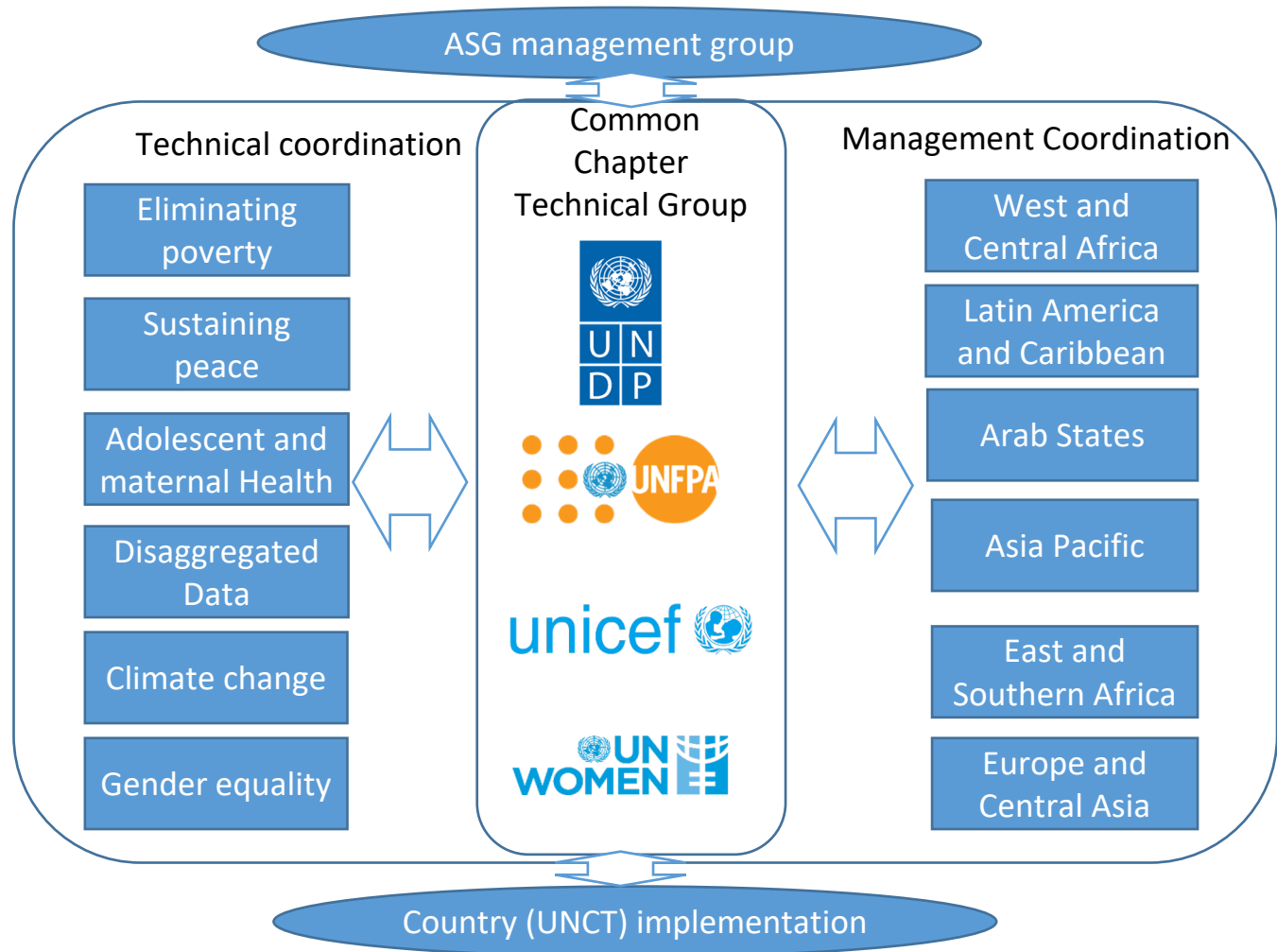
Collaborative and collective approaches

- ❑ **Work together** *at all levels levels*
- ❑ **Plan together** *e.g., through the Country Common Assessments, common theories of change, work planning under the different results groups*
- ❑ **Mobilize resources together:** *Prepare joint proposal, such as the proposals to the SDG Fund*
- ❑ **Implement together,** *each agency taking on designated roles according to the respective mandates to contribute to collective results*
- ❑ **Report jointly,** *through a common chapter report, plus harmonize results reporting approaches across the agencies*

Accelerator Initiatives

- ❑ 'Accelerator' Initiatives, to accelerate and scale-up existing work on the SDGs, prioritizing:
 - ❑ Issues that have a strong cross-border dimension that exceeds the mandates or capabilities of individual teams;
 - ❑ Clear collaborative advantage in advancing large-scale impact;
 - ❑ Scope for innovation.
- ❑ The initial intention was to submit proposals to the SDG Fund. There was not much success, as multi-country accelerators were ineligible for the SDG Fund.

Management and coordination arrangement established



How was Common Chapter implemented?



Implementation, collective results and joint reporting

Example: prevent and response to gender-based violence

- **Legal frameworks**(e.g. Domestic Violence Bill Law in Liberia)

266 legislative reform initiatives undertaken, with about half addressing laws & practices with provisions discriminating against women

- **National systems**(e.g. Government's commitment, standard operating procedures, and protocol in Cambodia and Jordan)
- **Capacity building** (e.g. capacity of police in Tanzania)

1.2 million women and girls subject to GBV accessed essential services, including 5,300 disabled women and girls

- **Advocacy** (e.g. youth-focused advocacy tool, and Beijing+25 in Arab States)

118 countries conducted a 25-year review and appraisal of implementation of the Beijing Platform for Action

Jointly response to the global crisis

Joint work funded by the UN COVID-19 Response and Recovery Fund (as of June 2020)

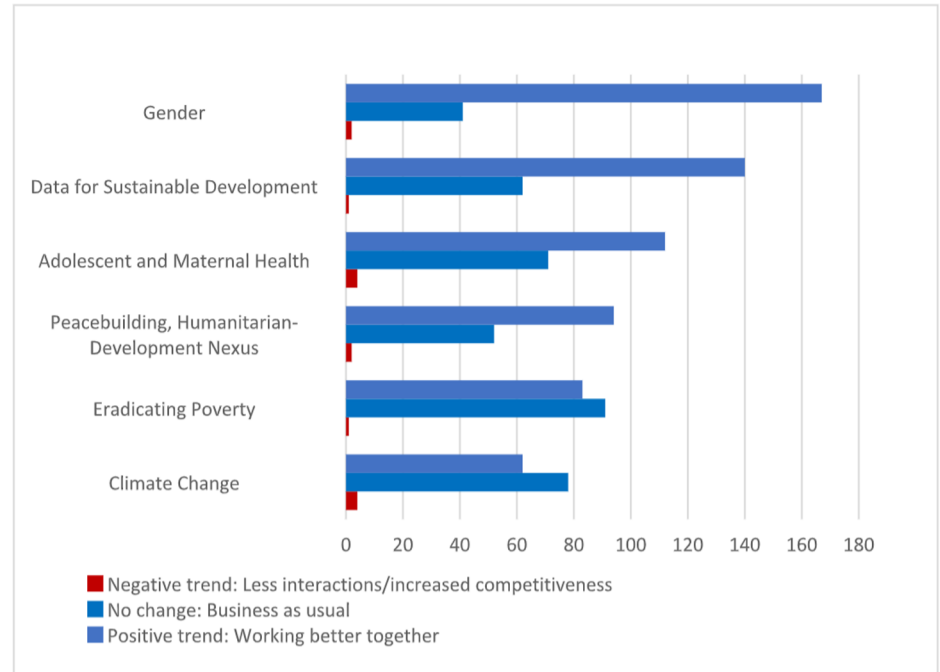


Impact of the Common Chapter, on the Whole of System approach



Positive trends in working together achieved

- ❑ Positive trends were reported in all six common results areas
- ❑ However, the progress was uneven, highest in the Gender Equality area and lowest in the Climate Change area



Source: Evaluation team based on country office survey

What works

- ❑ **Collaboration among the four agencies** and partnerships at country, regional and global levels **has been strengthened** :100% of respondents identified the common chapter and UN reform as a key drivers
- ❑ Common Chapter has generated incentives for leveraging the collaborative advantages of the four agencies, and beyond, to **address cross-border and subregional issues and work across the humanitarian-development-peace nexus.**
- ❑ **The global pooled funds** such as the United Nations Peacebuilding Fund and the Joint SDG Fund have created important incentives for working together.
- ❑ The development of the UNSDCF, with its emphasis on whole-of-UNCT common analysis and strategic outcomes, has provided even **stronger impetus** for joint initiatives and scaling up of collaboration



What works (cont.)

- ❑ The **QCPR indicators** enable the four agencies to track the performance of working together
- ❑ **Flexibility** in common chapter approaches is seen as a strength with differing models in place across regions,
- ❑ Opportunities for regions to **learn from each other** through the exchange of good practices and lessons learned are useful
- ❑ The common chapter is found to be most effective when **anchored in existing regional and country coordination mechanisms.**
- ❑ **Agreements on specific initiatives** between agencies at the global level (as outlined in paragraphs 5-16), have facilitated joint work at the regional and country levels.



Lessons learned



Key Lessons Learned

- ❑ There is need for **more formalized roles and responsibilities** at the country level to avoid overlapping and missed opportunities
- ❑ The common chapter cannot afford to be perceived as **working independently of the rest of the United Nations system** in country.
- ❑ **Resource constraints** hindered the uptake of the common chapter, particularly the accelerator initiatives, which got limited traction.
- ❑ **Clearer guidance and agreements** on how to engage in joint resource mobilization would be beneficial
- ❑ There is a need for an **explicit results and performance tracking/monitoring system**



Way Forward

- ❑ QCPR 2020 will guide the development of the Strategies Plans of 2022-2025
- ❑ The NY-Based agencies will carry forward the gains in collaboration, by:
 - Working together on their strategic plans, and extending the collaboration other agencies currently working on their strategic plans.
 - As much as possible, harmonising aspects of their strategic plans, including in particular harmonizing approaches to developing results frameworks



Thank you!