

DELIVERING RESULTS TOGETHER FUND

THE 2016 REPORT ON MID-TERM RESULTS

April 2017

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List of Acronyms

CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSO	Civil Society Organization
DAO	Delivering as One
DRT-F	Delivering Results Together Fund
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
LGBT	Lesbian/Gay/Bisexual/Transgender
LOP	Lifetime of Project
MPTFO	Multi-Partner Trust Fund Office
NCDs	Non Communicable Diseases
PLHIV	People Living with HIV
RCOs	Resident Coordinator's Offices
SADC	Southern African Development Community
SGBV	Sexual and Gender-Based Violence
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedures
SRH/FP	Sexual Reproductive Health/ Family Planning
SUN	Scaling Up Nutrition
UNCTs	United Nations Country Teams
UNDAF	United Nations Development Assistance Framework
UN DOCO	United Nations Development Operations Coordination Office
UNDS	United Nation Development System
UNODC	United Nations Office on Drugs and Crime
UNW	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review

Executive summary

The Delivering Results Together Fund (DRT-F) is a global pooled funding mechanism established by the United Nations Development Group (UNDG) in 2013 to support integrated policy work. It is coordinated by the United National Development Operations Coordination Office (UN DOCO) and administered by the Multi Partner Trust Fund Office (MPTFO). It has provided financial and methodological support to 45 integrated policy initiatives in 12 countries.¹ Having made a catalytic contribution to exploring new methods and practices for effective and sustainable policy and systemic transformation, it also contributed to the development agenda by strengthening UN coordination in providing normative and integrated policy support to national partners.

The DRT-F entered into the last year of operations and it is the time to take stock of results and lessons. In 2016 the DRT-F accelerated the implementation of the policy initiatives and provided substantial methodological support to the 12 United Nations Country Teams (UNCTs). Amongst others, it included the organization of the DRT-F Global Practice Meeting in Addis Ababa; organization of 30 coaching and consultative sessions with UNCT's; 3 webinars on innovation, integrated support, and human rights; and consolidation of the repository of documents and knowledge generated through DRT-F policy initiatives. UN DOCO also introduced a more comprehensive annual reporting template to capture the Key Results and activities at the country-level.

The 2016 Report summarizes global and country-level results that the DRT-F contributed to since the initiation of the projects. It covers all activities from the period 2014-2016 and identifies key lessons learned and practices that will inform further work on UN cohesion and the integrated policy support in the context of the SDGs. The information presented in the report is based on the 2016 country-level annual reports, which emphasized both the contribution to the global DRT-F Results Framework and to country-level Key Results. It also shows how the DRT-F policy initiatives relate to the SDGs and the extent to which they operated across multiple thematic policy areas, and interweaved different stages of the policy cycle.

¹ Albania, Bhutan, Cape Verde, Ethiopia, Malawi, Montenegro, Mozambique, Pakistan, Papua New Guinea, Rwanda, Tanzania and Viet Nam

1. Introduction

The Delivering Results Together Fund (DRT-F) is a global pooled funding facility established by the United Nations Development Group (UNDG) and managed by the United Nations Development Operations Coordination Office (UN DOCO). Its purpose is to support transformative and sustainable development results in Delivering as One (DAO) countries, in line with national development goals and priorities. The DRT-F re-oriented its strategic focus in 2014 towards strengthening UN coordination in providing normative and integrated policy support to national governments. It further adjusted after the adoption of the Agenda 2030 to align its support to the Sustainable Development Goals (SDGs).

One of the central pillars of the Agenda 2030 is the need for an integrated approach to policy change. The new development context introduces both systemic challenges and strategic opportunities for integrated policy work due to the global commitment recognizing the centrality of sustainable development across (and within) economic, social and environmental domains. It also emphasizes the need for innovation, which creates opportunities for more effective and transformative results. The Agenda 2030 recognizes that it can be implemented only with a system-wide approach, which spans across sectoral boundaries and promotes integrated policy frameworks implemented through broad, national dialogue and collaboration platforms.

The accomplishment of the SDGs requires new levels of collaboration and expertise across the United Nations Development System (UNDS), national and sub-national governments, and civil society organizations. Besides each goal being individually very ambitious, SDGs are also highly interdependent - working on one goal necessarily influences other goals - which might create either a reinforcing or a hindering effect for development results overall.

The DRT-F focus on Integrated Policy Support predated the adoption of the Agenda 2030 and in that way created conditions in the DRT-F countries for acceleration of UN coordination and for a more systemic focus on integrated policy for the SDGs. It facilitated closer collaboration and joined up work of agencies at the national level, which helped United Nations Country Teams (UNCTs) improve cohesion and the strategic use of resources for inter-sectoral policy support. This is based on the theory of change that, if the UN coordinates its efforts and effectively uses its joint expertise to support governments in adopting and implementing national policies in line with international norms and standards, then national institutions will be better placed to tackle the complex challenges posed by the 2030 agenda.

Since 2014, the DRT-F has funded 45 integrated policy initiatives involving 20 UN agencies in 12 countries: Albania, Bhutan, Cape Verde, Ethiopia, Malawi, Montenegro, Mozambique, Pakistan, Papua New Guinea, Rwanda, Tanzania and Viet Nam. Policy initiatives are projects, or in several cases parts of a broader programmes, addressing particular policy aspects across a wide variety of thematic policy areas. The activities span from advocacy and international standards and norms, to assessments and analytical studies, to national dialogues and strategic planning, to legal drafting and support to capacity development for policy implementation. DRT-F policy initiatives fully align with the priorities of national UNDAFs by addressing specific outcomes and outputs, as agreed with national partners.

The DRT-F has received contributions totaling US\$31,625,441 from Norway, Germany, Ireland, Spain and The Netherlands, of which US\$31,366,132 has been transferred to UN agencies in the

field. Annex 1 contains a table representing all DRT-F policy initiatives organized per funding cycle with information on country, primary thematic focus, agencies involved and funding allocation. The DRT-F required UNCTs to provide matching funds and to have the DRT-F fully integrated into the One Programme. The strategic intent was to use the DRT-F to help produce catalytic results and systemic change across country UNDAFs. Hence, DRT-F Key Results at the country-level (as summarized in the Annex 2) represent the broader progress on UNDAF Outputs and Outcomes that DRT-F policy initiatives facilitated in catalyzing.

The work of the DRT-F emphasized the need to address the “two sides of the same coin” of integrated policy support. On one side, there is the enhancement of integration of the UN at country, regional and global levels - which builds upon the concepts of UN Coherence, Standard Operating Procedures (SOP), and Delivering as One (DAO). This implies, amongst others, the joined-up approach within UNCTs: from joint analysis, design and programming, to joint funding and implementation, and to joint communications and advocacy. Given the complexities and the multi-disciplinary nature of the SDGs, UN agencies increasingly pool their expertise and transition their roles towards those of facilitation of dialogue and policy platforms, brokering and advocacy, and capacity development for design and implementation of national development frameworks.

On the other side, the DRT-F support enabled integrated policy design and implementation - the “whole of government” approach – of, by and within the national institutions. Policy integration in the context of the SDGs goes beyond traditional policy coordination and cooperation structures. It requires a new level of coherence in which individual ministries and agencies cannot work in silos. Such a policy approach enables consistency and alignment for the multi-faceted nature of transformative socio-economic and institutional change. Furthermore, it integrates other stakeholders into policy design and implementation to ensure more effective and widely shared development results.

In 2016, UN DOCO intensified its methodological and advisory support to the DRT-F countries in order to accelerate results and improve their quality. It organized the DRT-F Global Practice Meeting on 11-12 May 2016 in Addis Ababa, Ethiopia. This was an opportunity to bring together representatives of UNCTs to present results, and share lessons, innovations, and good practices. The participants engaged with peers to improve their individual and group understanding on critical issues, challenges and opportunities for addressing integrated policy support for the SDGs. The meeting included interactive panels, training for new skills, raising awareness of emerging trends, and co-designing paths forward.

A total of 30 coaching and consultations sessions were organized with UNCTs to introduce more innovative approaches and improve the catalytic impact of ongoing DRT-F policy initiatives. An initial repository of DRT-F was developed by collecting key strategic documents produced across the DRT-F countries. To bring the knowledge and skills of UNCTs to a new level, 3 webinars (on design and innovation, on integrated policy support, and on human rights) were delivered to UN agencies across 12 countries. Finally, UN DOCO introduced a new, comprehensive annual reporting template in order to improve reporting by tapping into key results and activities at the national level.

The policy work funded under DRT-F provided a learning opportunity for scaling up practical lessons on integrated policy approaches. It served as a testing ground for innovative solutions for policy support in the context of UN coherence and development of national capacities for strategic policy change. Furthermore, it has become catalytic for informing the broader UN Development System on what works and what can be done better for delivering results together on the SDGs. The experience of DRT-F policy initiatives represents a critical input for designing new funding mechanisms, methods and strategies for systemic change towards improved policy integration

and UN coherence. The contribution to capacity of UN agencies provided by the methodological and advisory support by DOCO in 2016 went beyond the formal scope of DRT-F: it brought new awareness, skills and insights that will continue to be critical for broader efforts on integrated policy support to the SDGs in the future.

BOX: DRT-F Governance

The DRT-F Steering Committee, which is comprised of UN Development Group nominated representatives, oversees and provides strategic direction to the Fund. UNDOCO serves as the Secretariat for the Fund and the MPTFO performs the Administrative Agent function.

To be eligible to receive funds countries must demonstrate that they have adopted the Delivering as One approach through a formal government commitment letter and through the implementation of the One Programme and One Budget core elements of the Standard Operating Procedures, (SOPs).

To ensure compliance with DRT-F criteria the Secretariat thoroughly reviews all countries and UNCTs submitting proposals. Based on identified and agreed upon priorities the UNCTs with support of the RCO submits UN policy initiatives as proposals for funding. The DRT-F Technical Sub-Committee comprised of technical experts then reviews these proposals and ensures that funding is prioritized to those initiatives demonstrating a strong normative and policy focus and combining the expertise of more than one agency.

The DRT-F Secretariat monitors implementation at the global level and ensures the quality of reporting on policy results and UN coordination. The RCs, with the involved UN Heads of Agencies, track progress, consolidate UNCT progress reports and oversee the delivery of planned policy results.

2. DRT-F 2016 Global results

This section presents aggregated results of DRT-F policy initiatives based on the DRT-F global Results Framework – as reported by the UNCTs in their Annual Reports for 2016 in the new, comprehensive reporting template. It also provides an overview of the DRT-F contribution to the SDGs, and its multi-sectoral policy work.

The 2016 report provides an overarching stock of all activities and results from the launch of the DRT-F until 31 December 2016². It should be emphasized that the report does not represent an evaluation of DRT-F results, but its mid-term progress. It includes DRT-F policy initiatives from 3 funding cycles: 2014, 2015, and 2016. The DRT-F entered into its final year, with remaining policy initiatives (the 2016 funding cycle) ending by September 2017. This was an opportunity to introduce a more substantive country-level reporting³ so as to provide comprehensive insights into country-level results and activities beyond the aggregated, global reporting on DRT-F.

This report confirms the findings from the 2015 DRT-F global report, that the DRT-F was highly effective in supporting jointed up work of UN agencies in the 12 UNCTs. The DRT-F was not the sole factor with regard to UN integration in those countries, since the introduction of SOPs had already started this process. Nevertheless, targeted funding by the DRT-F further improved UN integration and strengthened the Results Groups. Moreover, it required UNCTs to enhance the coordination of policy support by facilitating the role of Resident Coordinators' Offices (RCOs) and by assigning leadership across UN agencies. The DRT-F has increased the awareness of national stakeholders about the benefits UN integration provides to effectiveness and streamlining external support, while contributing to capacity development for national policy integration.

UN agencies working together

On average, 5 UN agencies were involved in one policy initiative. The majority of DRT-F policy initiatives involved 3 or 4 UN agencies, but in some (e.g. Albania, Capo Verde, Tanzania, Vietnam) there were as many as 8-10 agencies working together. In Rwanda, there were agencies involved in a policy initiative even without being allocated funds, which further validates the non-financial incentive that the DRT-F provided.

While the focus on a joined-up approach to expertise, partnership networks and specific methods of individual UN agencies played a pivotal role, the extent to which joint implementation led to 'collaborative advantages' and genuine synergies varies across the DRT-F countries. The work on integrating organizational cultures of different agencies is still ongoing. Furthermore, UNCT capacities for monitoring, reporting and technical assistance of joint implementation require additional methodological support and resources. Future funding mechanisms should consider these two aspects – organizational cultures and capacities for joint implementation – as particular leverage for further integration.

² The 2017 DRT-F global report, expected in October 2017, will be the final report. It will include remaining results for the final DRT-F policy initiatives that will be accomplished by 30 September 2017.

³ The 2016 country-level reports included two parts. Preparation of the Part A was coordinated by RCOs and it represents the integrated report of all DRT-F policy initiatives at the national level. The more detailed Part B was prepared for individual DRT-F policy initiatives by teams of UN agencies involved in their implementation.

This report refers to the DRT-F Results Framework adopted in April 2014, when the DRT-F Steering Committee and donors approved a reorientation of the strategic direction of the DRT, with the following changes:

- A new Results Framework;
- Revised eligibility criteria that included upper and lower middle-income countries, and put greater emphasis on the integration of normative programming principles;
- Strengthened fund allocation criteria to target support based on clear results management and monitoring, and;
- Introduction of the small Technical Sub-Committee to provide technical support

This new strategic orientation helped ensure better focus on the support to integrated policy responses in line with national development priorities, and improvement of the overall efficiency and effectiveness of the DRT-F.

In 2016, the DRT-F further moved toward relating DRT-F policy initiatives at the national level to specific SDGs and their targets. Moreover, the emphasis is increasingly being put on innovative practices and systemic change in the activities organized by UNCTs and their national partners.

It should be noted that the DRT-F Results Framework represents global, aggregated results produced by individual UNCTs overall, and might not provide sufficient insights into national developments. For that reason, the new DRT-F country-level reporting template introduced in 2016 adds new layers of information on specific country-level results and activities⁴. Beside the Part A of the UNCT report compiled by RCOs to represent integrated results for all DRT-F policy initiatives, there is also the Part B for individual policy initiatives. It is considerably more detailed and prepared by the teams of UN agencies involved in the implementation. The information from the Part B of the 2016 UNCT reports is presented in the next section.

DRT-F Outcome

Delivering as One countries achieve nationally agreed upon policy priorities contained in One Programmes through coordinated UN support in line with international norms and standards.

Although there are still 6 DRT-F policy initiatives to be finalized in 2017, it can be concluded that the DRT-F is on track for achieving its overall outcome. All DRT-F initiatives were based on respective national UNDAFs, which had been agreed by national governments and aligned with national priorities from the start. UNCT reports for 2016 clearly specify the relationship between individual DRT-F policy initiatives with the UNDAFs.

The DRT-F policy initiatives are very complex in terms of scale and focus, with several representing wider development programmes, consisting of several individual projects. They addressed different phases of the policy cycle (see the next section), and several identified key entry points from which to scale up results and facilitate systemic change. These were operationalized in government plans and policy documents, as well as through broad dialogues, promotion and advocacy, and training. Moreover, UNCTs engaged in data collection, analysis,

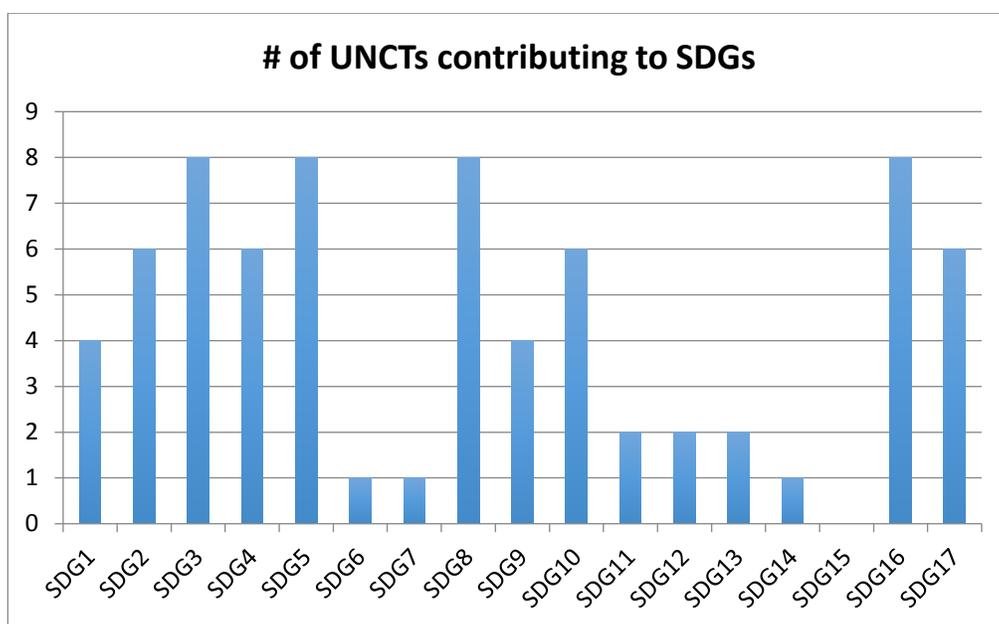
⁴ The new template led UNCTs to produce between 20 and 100 pages (depending on the number of policy initiatives) of the final 2016 reports. Most of the template was in tables and factual information, with very little general narrative.

and reporting with their national partners for addressing international normative standards in national policies and legal frameworks.

The UNCTs reported that the total of 171 Key Results at the country-level have been achieved in the period 2014-2016 in alignment with the UNDAFs. These Key Results are presented in the Annex 2 of this report, but it is important to note that most are at the output-level result of national UNDAFs, while several contribute directly to the accomplishment of UNDAF Outcomes.

In terms of national partners, DRT-F involved a total of 276 national stakeholder groups and organizations. This number includes only official partners, so the number of overall stakeholders is much larger⁵ when we take into consideration that there were more than 69 broad national advocacy initiatives, dialogues, and campaigns overall.

The SDGs have become the priority for national governments and it is important to shed more light on how DRT-F policy initiatives related to those. Although the DRT-F was launched before the adoption of the SDGs and Agenda 2030, the DRT-F policy initiatives have been increasingly connected to the national work on the SDGs. DRT-F policy initiatives covered 16 out of 17 SDGs, with individual UNCTs working on between 2 and 11 SDGs simultaneously in their integrated activities. The number of UNCTs working on specific SDGs under the auspices of the DRT-F is presented below:



It should be emphasized that the graph shows only the spread of involvement of DRT-F policy initiatives across SDGs, and not the degree to which they contributed to individual SDG targets⁶.

⁵ UNCTs were asked to list organizations and stakeholder groups (for each identifying contact person) that are official DRT-F policy initiatives partners, but were not asked to report on the overall number of stakeholders involved in the DRT-F activities.

⁶ It is based on the UNCT 2016 country-level reports: for each SDG, UNCTs identified specific targets their DRT-F policy initiatives contribute to, with descriptions of how this is done. However, neither specific measurement of the contribution to the SDG targets, nor identification of resources allocated for to individual SDG targets were required in the report.

In their work on the DRT-F, UNCTs mostly focused on the SDGs 3 (good health and well-being), the SDG 5 (gender equality), the SDG 8 (decent work and economic growth), and the SDG and 16 (peace, justice and strong institutions) - each of those SDGs was addressed by 8 countries. 6 countries addressed the following: the SDGs 2 (zero hunger), the SDG 4 (quality education), and the SDG 17 (partnerships). While only one country addressed the SDG 6 (clean water and sanitation), the SDG 7 (affordable and clean energy), and the SDG 14 (life below water). There was no country in which the DRT-F support related to the SDG 15 (life on land).

DRT-F Output

Delivering as One countries receiving DRT-F funds demonstrate strengthened UN coordination to facilitate integrated policy support to national governments.

With regard to the DRT-F contribution to strengthened UN focus on integrated policy support and capacity development of national partners, the results are highly positive⁷. The DRT-F was seen by one country as a funding mechanism with a strategic focus on catalytic results that “allows diverse UN agencies to come together with a common policy focus”. It also facilitated the sharing of expertise within the UNCT with regard to specific SDGs to ensure integration across the whole Agenda 2030. The DRT-F “methodology and the access to critical ‘seed’ funding” enables the UN to be better positioned to provide “provide strategic support to national efforts to implement the SDGs”.

Implementing DRT-F joint initiatives helped in the achievement of the system-wide coherence that supports national priorities and needs in a more inclusive and sustainable manner, but also shows benefits deriving from synergetic actions of UN agencies. The DRT-F policy initiatives “leveraged the comparative advantages” of the UN agencies, while also avoiding duplication, ensuring efficiency, and adding value to the UN impact. Moreover, it helped UNCTs to improve joint programming and “the design and implementation of joint initiatives in support of the country’s development priorities”. The DRT-F approach was also reported to have reduced transaction costs, while increasing the quality of UN interventions. Furthermore, the DRT-F has facilitated exchanges not only among UN agencies and the government but also with other development partners, which was “instrumental to leverage funds from external donors such as the EU and OECD”.

The integrated UN approach also promoted “increased interest” of governments in “collaborative approaches”. The holistic framework supported by the DRT-F brought together UN agencies and national stakeholders towards common outcomes and helped them work in a multi-sectoral manner. It was reported that the DRT-F helped improve the “credibility of the UN for future policy support”, and strongly contributed to creating a shared vision amongst government, civil society, and international partners that strengthened government’s leadership and ownership.

According to another report the DRT-F helped “enhance the internal dialogue and coherence among agencies on key policy issues, which in turn contributed to the emergence of a common approach”. The DRT-F induced coordination of UN agencies further strengthened the innovation and effectiveness of the UN support to an integrated national development agenda. With DRT-F funding, UN agencies had “the room for ambitious joint agency interventions” and facilitated

⁷ The following text represents excerpts from UNCT country-level reports on the contribution of DRT-F.

identification of new areas for joint programming and implementation in the upcoming programmatic cycle. DRT-F support provided funding that was both strategic in terms of policy change and pivotal for “scaling up and sustaining overall UNDAF key results”.

All UNCTs confirmed that the DRT-F was critical for enabling existing DaO systems and bringing UN coordination to a higher level. While harmonization of different internal processes for different UN agencies is highly complex, the DRT-F provided opportunities for UNCTs to play a convening role both internally and with national partners. Moreover, UNCTs were able to avoid overlaps in funding, and maximize the impact of their normative support. As one report indicated, “in an environment of changing donor dynamics, it is more and more important for UN agencies to be able to better coordinate”.

The implementation of DRT-F initiatives “had a decisive role in bringing the agencies to work together for increased coherence” and to “best respond to the Government priorities” in the context of UNDAF. Moreover, DRT-F involvement was “an undoubtedly additional essential tool to reinforce policy coherence and articulation around key technical assistance” and to strengthen the awareness and implementation of the SOPs.

DRT-F supported the One Voice and joint resource mobilization. In one country, it was an important factor in the implementation of the UN Joint Resource Mobilization Strategy based on a new integrated communication approach that “further strengthened the UN’s advocacy and messaging capacity around the One Programme outputs”. Along those lines, another report concluded that “having the UN speak with one voice has also increased the visibility of the UN Country Team as a whole”. This helped further improve the cohesion within the UN that enabled UN agencies to provide more comprehensive support to national partners. The UN One Voice supported by DRT-F policy initiatives was “instrumental in creating an enabling environment” for strategic policy support.

The 2016 country-level reports confirm that the DRT-F is meeting the expected targets on its global Output. The table below represents the summary of output-level results for 2014-2016.

Output indicator	Baseline / Target	Results: 2014-2016
<i>Number of joint studies/reviews conducted/compiled with recommendations on strengthened national policy in line with international norms and standards</i>	Baseline: N/A	The total number of policy-related studies, reviews, and assessments was 106.
<i>Percentage of DRT-F supported UN Country Teams reporting that DRT-F funds contributed towards strengthened UNCT focus on integrated policy work</i>	Baseline: N/A Target: 85%	100% of UNCTs reported in their 2015 annual report that the DRT-F contributed to both of these indicators.
<i>Percentage of DRT-F supported UN Country Teams reporting that the DRT-F has contributed towards strengthened UN coordination, including implementation of core elements of the SOPs relating to</i>	Baseline: N/A Target: 85%	

<i>One Programme and the Common Budgetary Framework</i>		
<i>Number of Results Groups engaged in the development of joint policy initiatives funded by DRT-F</i>	Baseline: N/A Target: 15 per year/45 LOP	The total number of Results groups involved was 58. The number of Results groups involved depended on the policy focus of an initiative, as well as internal organization of the UNCTs (varying from 1 to 12 Results groups per country).
<i>Number of integrated policy initiatives receiving DRT-F funds monitored and reported on by UN Country Teams</i>	Baseline: N/A Target: 20 per year/60 LOP	45 policy initiatives were launched, monitored and reported by UNCTs by the end of 2016. New, comprehensive country-level reporting template was introduced in 2016.

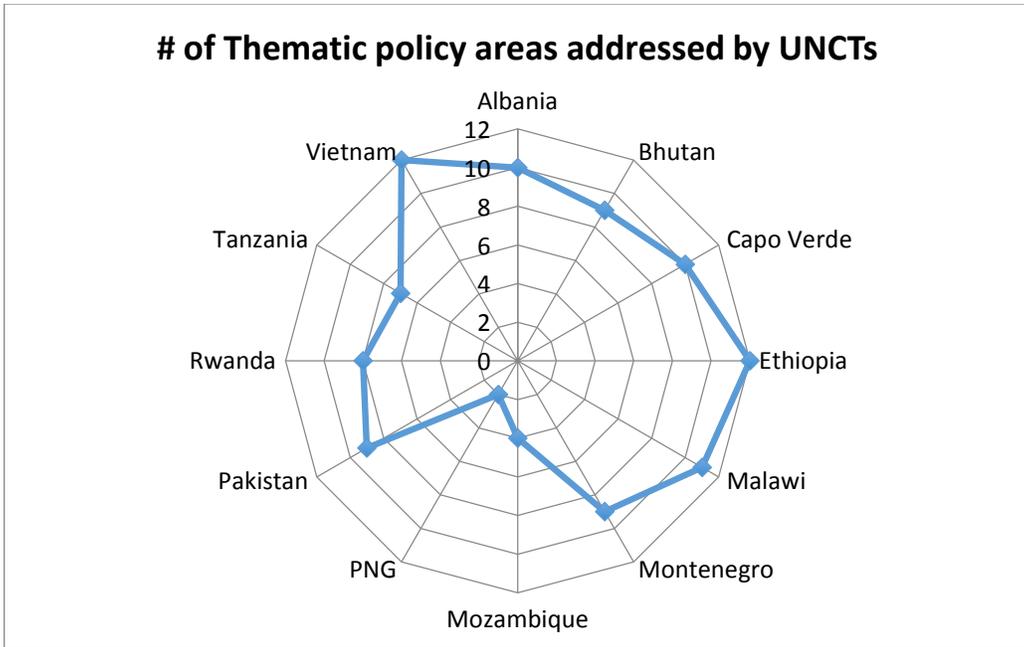
As the UNCT reports for 2016 show, the DRT-F helped generate a large range of knowledge, partnerships, and documents (studies, legal drafts, strategies, policy papers, manuals, and methodologies), as well as delivered massive training and several broad national dialogue initiatives. The variety of country-level results is very high given that it spans across 12 complex country contexts, and involves a number of thematic policy areas. Some of the main country-level outputs will be presented in the next section of the report.

The analysis of UNCT reports led to the identification of 228 documents produced. Some of those will be presented in the next section of this report. More specifically, the 2016 UNCT reports indicate that the DRT-F support contributed to, amongst other, the following:

- Development of 109 government plans and policies (28 formally adopted and the remaining in the process of finalization), and 29 initiatives on legal drafting.

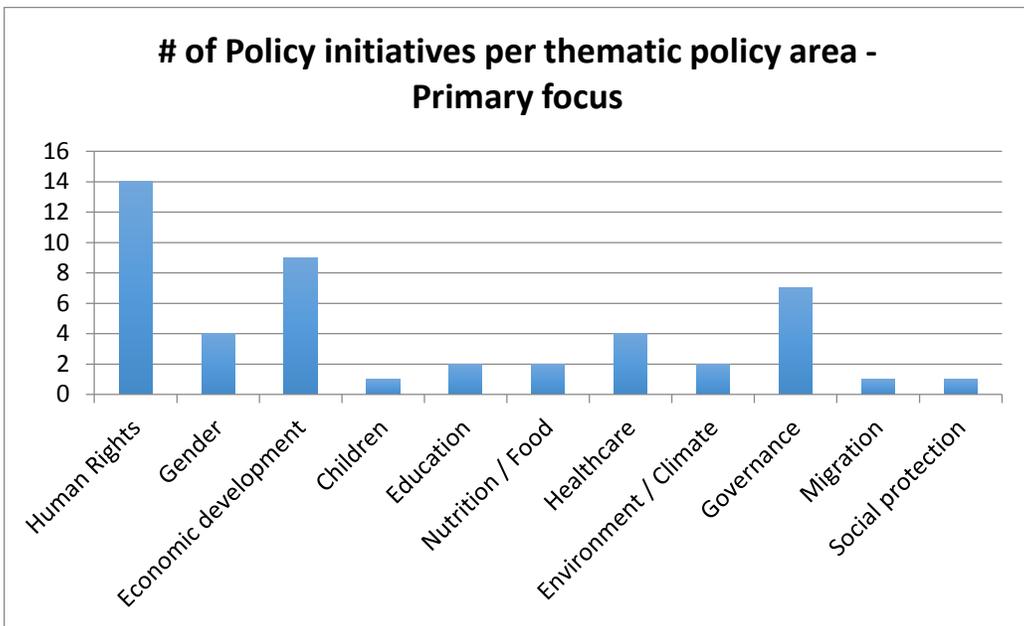
Given the multi-sectoral nature of the DRT-F policy initiatives, UNCTs have worked on several Thematic Policy Areas simultaneously. However, UNCT were asked to first identify the primary focus of each policy initiatives, and then several secondary ones.

The graph below presents the total number of Thematic Policy Areas addressed by each UNCT overall, which indicates the extent to which their work was multi-sectoral.



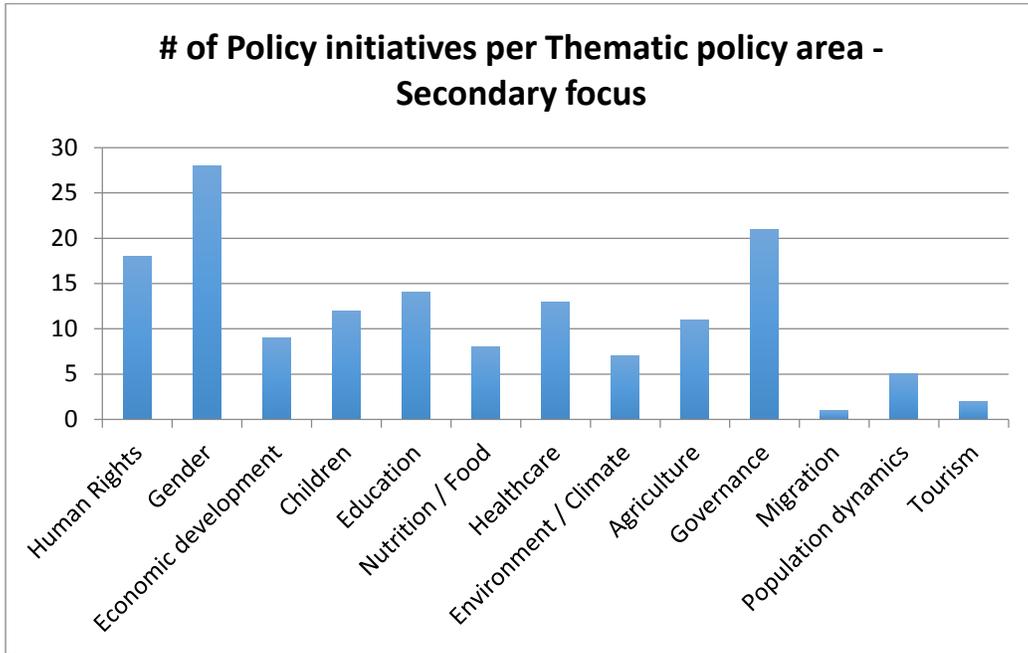
However, it should be noted that the number of Thematic Policy Areas covered by individual UNCT's does not necessarily represent either the depth to which the UN engaged in these areas, nor the volume of resources allocated to primary focus relative to the secondary ones.

The next graph presents the primary focus of DRT-F policy initiative across 12 countries, i.e. the one Thematic Policy Area that was primarily addressed by at least one of the policy initiatives at the national level:



The primary focus in most DRT-F policy initiatives was on human rights, economic development and governance.

The final graph presents secondary focus of DRT-F policy initiative across 12 countries, and it is more representative of the thematic width of engagement of DRT-F policy initiatives:



More than a half of all DRT-F policy initiatives included aspects of gender in their support, with close to the majority involving aspects of governance, or human rights.

3. Working across the policy cycle

This section presents a representative selection of country-level outputs and activities delivered by DRT-F policy initiatives across 12 countries. The information comes from the UNCT annual reports for 2016. It shows the extent to which the DRT-F integrated policy support addressed different phases and aspects of the overall policy cycle, while contributing to policy change in a more systemic manner.

When dealing with complex social problems, the conventional linear sequence of standard policy phases is not highly effective because it rarely reflects real-life situations and predicaments. However, understanding the policy cycle – from agenda setting all the way to policy implementation and evaluation provides guidance on where the most important entry points for policy change might be. But even if there is an opportunity to work on the agenda setting through foresight and advocacy, the results might be limited if it is not accompanied by supporting national partners in decision-making and policy implementation. Even the support to down-stream aspects of policy (such as legislative drafting or capacity development) might be leveraged to introduce the change of the original policy intentions. This DRT-F emphasized the need to work across the policy cycle and provide a more coherent approach to the overall policy that can lead to catalytic results.

In the context of such an integrated policy approach, very few outputs and activities were considered in isolation from the other phases of policy change. Advocacy was combined with policy making and capacity development; dialogue was combined with data collection and analysis; support to capacity development for implementation led to new opportunities for upstream policy redesign; and legislative reviews created new avenues for awareness raising and agenda setting. Moreover, the DRT-F policy initiative introduced the mix of different methods for addressing key policy aspects in a more comprehensive manner. However, for reporting purposes, UNCTs were asked to identify the dominant activity – the one in which they invested most resources and efforts – while also relating it to other aspects of their policy support.

Legislative changes, and International standards

UNCTs reported that the DRT-F contributed to a total of 39 legal drafting initiatives. A considerable number of those represented the focus on “soft” policy (such as policy papers), or on supporting policy implementation (such as rulebooks, operating procedures and instructions).

Montenegro supported the development of the new comprehensive National Youth Strategy and the preparation of the by-law on the Law on Youth, specifically on the issue of financial support to youth NGOs. In the areas of competitiveness and innovation, Montenegro helped preparation of the policy on priorities and preparation of relevant documents for the European Union (IPA) programming, and supported drafting of the By-law on Methodology for Preparation of the Strategic Development Plans of Local Self-government Units. In order to promote the integrated approach to the Scaling up Nutrition, **Papua New Guinea** worked with several government departments and key national stakeholders on development and adoption of the multi-sectoral National Nutrition Policy for 2016-2026.

In addition to conducting a legal review of the Public Debt Law, **Capo Verde** helped the Coordinating Commission on Alcohol and other Drugs to introduce a more integrated legal

response to addiction problems. In the context of substantive technical contributions for improving the compliance with international norms, tools, and standards, Capo Verde also supported the drafting of the Cybercrime Bill. Finally, the UN in **Capo Verde** helped improve the juvenile justice legal framework by working with the government on a new bill. **Bhutan** conducted several comprehensive legal reviews from the human rights perspective, including of the Constitution, the Election Act, the Local Government Act, and the Royal Civil Service Act.

Regarding the new draft of the Law on Child Rights and Protection, **Albania** supported the government in a gap and comparative analysis to introduce an inter-sectoral child protection system. The law was informed by a White paper that is currently under parliamentary review. It will result in stronger compliance with the Convention on the Rights of the Child. Another law addressed in Albania was the Labour Code, for which the DRT-F provided a technical review with the focus on the impact on women at the workplace. Albania also engaged in legal drafting with regard to amending the Renewable Energy Sources Law, the Law on Notaries, the Law on Cultural Heritage, as well as the package of laws relating to social care services, voluntary work, and social enterprises.

Ethiopia supported legal review and drafting of the Legislation for Financing and Administration of National Employment Injury Insurance, and prepared and helped adoption of the Proclamation on Prevention and Suppression of Trafficking in Persons and Smuggling of Migrants. **Pakistan's** legal drafting efforts focused on the new draft of the HIV/AIDS legislation for the Islamabad Capital Territory and the Punjab HIV/AIDS Control Act. Moreover, Pakistan helped introduce changes in the legislation on Disaster and Risk Management to reflect better compliance with international norms and standards. **Mozambique** conducted a review of National Action Plans, Policies and Strategies on HIV and Non-Communicable Diseases and supported legislative change. It also supported the Development of the National Strategy for School Health for Adolescent and Youth (2016-2020/24). It also supported the development of policy briefs on SDGs and Population Dynamics, and 4 policy briefs (Education, Health, Social Protection, and WASH) with regard to poverty reduction.

On legal issues, **Malawi** worked with parliamentary committees on the development of technical papers, which were then used for advocating for the implementation of the Land Bills. It also supported the review of the Gender Equality Act and the Marriage Divorce and Family Relations Act, in particular with regard to harmful cultural practices. Furthermore, Malawi enabled the preparation of the National Multi-sector Nutrition Policy, and worked with the Association of Persons with Albinism and the Chair of the social committee in the parliament on passing of the Human Anatomy Bill against killings of persons with albinism. It contributed to the drafting of the Termination of Pregnancy Bill. Finally, Malawi helped the legal review of the Witchcraft Act and the Citizenship Act, and supported the Parliament in amending the Anatomy Act with regard to albinism.

Vietnam focused on the amendments of the Law on Association, the Law on Legal Aid, and the Law on Anti-Corruption – all of which aim to improve the legal framework for civil society. Moreover, the UNCT in **Vietnam** contributed to the preparation of the National Targeted Programme on Sustainable Poverty Reduction (2016-2020) and the National Targeted Programme on New Rural Development (2016-2020). These programmes included adoption of several government by-laws and decisions.

In terms of legal drafting, **Rwanda** supported the government primarily on amending the Law on Special Economic Zones, but it also contributed to legal drafting practices in a very specific, systemic manner. In order to strengthen the capacity of the justice sector to increase access to justice for women, children and the most vulnerable, it worked with national partners to bring

about the new Integrated Electronic Case Management System (IECMS). With the UN support, the new system was established and tested, and is now being scaled across the country. The new system will facilitate the implementation of newly approved legal aid and children laws and policies.

In addition to legal drafting initiatives, there were a large number of activities related to reporting on **international norms and standards** within the overall DRT-F – most of which were integrated into other activities on policy change. The focus was primarily on international norms and standards addressing human rights issues, but several countries dealt with specialized international rules. The support to reporting on **UPR** was prominent in Rwanda and Bhutan – and was incorporated in the support on the **UN Framework Convention on Tobacco Control** in **Mozambique**. The focus on **CEDAW** was central in the work of the DRT-F in Rwanda, Albania, Malawi, and Ethiopia. Capo Verde contributed to the preparation of reports related to conventions on **child rights; on economic, social and cultural rights; and on political and civil rights**. Both Capo Verde and Vietnam supported reporting on the UN Convention against Corruption. The reporting on the **Scaling-up Nutrition (SUN)** was central to the DRT-F work in Pakistan and Papua New Guinea. Policy initiatives in Albania addressed the reporting on **international conventions in the field of culture**; on the **UNECE recommendations** on the Single Window, Data Simplification, Standardization for International Trade; and with regard to the **Climate Change Convention and SEA Protocol**. Malawi focused, amongst other, on domestication of **Voluntary Guidelines for the Responsible Governance of Tenure of Land, fisheries and forests**.

Advocacy and dialogue, and National campaigns

Advocacy was one of the most dominant aspects of the DRT-F policy support. In most cases, it was a parallel aspect of an activity dealing with policy assessment, legal drafting, or capacity development for policy implementation. However, UNCTs reported on a total of 69 activities that primarily focused on strategic advocacy and facilitation of broad national dialogues. Several selected cases are presented in this report, emphasizing how those advocacy activities lead to dealing with systemic policy change.

One of the largest national dialogue and advocacy initiatives was organized in **Pakistan** on the National Human Development Report 2016. It focused on the intersection of youth, education, and employment, with a special emphasis on inclusive growth and economic opportunities for the most vulnerable. Amongst others, the Direct Youth Consultations led to 81 consultation events with 32 target groups. One specific activity – “Youth Employment” – included, amongst others, the following: 350 video messages, 42 radio shows, a country-wide art competition, the #YourIdeaCounts campaign, 5 seminars, 10 national expert consultations, 2 large youth conferences; and 10 specialized background papers. It involved more than 100,000 young people overall. Pakistan’s advocacy efforts on HIV/AIDS led to a Memorandum of Understanding with UNAIDS; involvement of 30 health care providers; and the Interfaith Summit on HIV/AIDS with more than 35 religious leaders. It was combined with capacity development and awareness raising for parliamentarians on HIV/AIDS (including the production of a Manual, a Handbook, and the Information Fact Sheet). The DRT-F in Pakistan was also involved in, amongst other, advocacy on the enabling environment on maternal and neonatal health; on improving the policies for home based workers, and on nutrition policies.

Rwanda was another country that put particular emphasis on religious organizations, by bringing together 100 church leaders and advocating for a more prominent role of religious leaders in promoting comprehensive sexuality education. However, it invested considerable efforts with regard to advocacy on UPR, as well. The UN agencies worked simultaneously with the government and with the civil society on mainstreaming human rights in a series of high-level consultative meetings, and used the communication channels of TV, radio, social media, and print media.

Capo Verde engaged in a wide spectrum of advocacy activities on issues related to health quality services, employment and decent work, and democratic governance and the rule of law. It organized a number of advocacy and consultative events aiming to promote international standards and norms, and to bring about legal and strategic change. For instance, the National Strategic Dialogue on social protection policies facilitated an inter-ministerial process that led to a more integrated social protection policy and a better alignment with international human rights and gender standards. For promoting the mainstreaming of the SDGs in national strategic plans Capo Verde organized, amongst others, a joint UN-Government Retreat and a Civil Society and Media Dialogue Forum. It engaged in advocacy on the issue of addiction related to alcohol and other drugs by organizing national meetings and leveraging the World Drug Day on radio and TV (including the events such as the “Consultations Meeting on Drugs”). Amongst others, Capo Verde engaged in advocacy with small farmers from local Goat Cheese Cluster Assemblies, and with several national associations regarding the Blue Growth Initiative.

Montenegro used innovative methods such as foresight to engage diverse stakeholders in shaping up the national policy on youth. This led to a number of policy papers and legal changes, but one particular activity is worth emphasizing. The DRT-F contributed to preparation of the White Paper on youth employment, and it was followed by a “tripartite” validation with the involvement of the representatives of the government, employer’s organization, and trade unions – under the auspices of the National Social Council. With regard to engaging diverse stakeholders, **Bhutan** organized a nation-wide social mobilization initiative on adolescent health by leveraging the outreach of the national broadcasting service. It also worked on advocating for reproductive health and rights in the nunneries; women and children in difficult circumstances; child-friendly policing; and on the issues of gender-based violence.

Working on the preparation of the National Nutrition Policy, **Papua New Guinea** organized a series of advocacy and consultation events. It involved diverse stakeholders from government, academia, and civil society. The advocacy focused on integrating the nutrition policy across the policy areas and towards coherent impact, which represented a unique case for both national stakeholders and UN agencies to work together on such strategic issues in this country.

Malawi focused on strengthening the capacity of rural communities to advocate for secure land rights and the right to food, while also preparing ministerial briefs on the Land Bills. The UNCT in Malawi supported the draft Termination of Pregnancy Bill through media advocacy and consultations. It promoted human rights through advocacy at the International Albinism Awareness Day and in community awareness campaigns, which included focus groups and theatre dramas. With the DRT-F support, Malawi organized 13 transformational dialogues on “leaving no one behind”, which included 360 participants addressing legal, policy and social barriers that impede access to HIV treatment. Another cross-sectoral advocacy initiative focused on legal hearings on LGBTI rights, while advocacy support was also provided in the context of the preparation of the National Multi-sectoral Nutrition Policy. The UNCTs helped form the National Youth Network that coordinate youths at national, regional and district levels. In the same area, Malawi developed a youth-led advocacy strategy and supported youth in its implementation, while also organizing advocacy sessions with the parliamentarians.

Albania organized a large number of advocacy activities engaging on the integrated policy support across its 2 UNDAF Outcomes and 14 UNDAF Outputs. Several of those will be briefly mentioned. In order to help improve the inter-sectoral collaboration mechanisms on maternal and child health outcomes, a regional conference was organized with the participation of 80 representatives from the health sector and local governments. This included UN advocacy for the holistic childcare and specific issues such as breastfeeding. In the context of gender issues, a DRT-F policy initiative in Albania was engaged in advocacy on Gender Sensitive Indicators (including developing UN joint positions), and combined advocacy with collaborative preparation of policy guidelines for law enforcement on addressing gender discrimination. In **Albania**, the DRT-F also supported advocacy on accessible and equitable preschool education, which led to preschool education being prioritized within the new National Strategy on Pre-University Education. As an outcome of this process, preschool education quality has been boosted by new policy documents central to preschool quality such as standards, curricula and professional teacher training programmes. This advocacy activity incorporated research, demonstrative work, the use of social media, and organization of events. In the sector of education, Albania also engaged in advocacy and dialogue regarding comprehensive sexual education. This led to a joint paper, and it was aligned with other related activities such as preparation of teacher training materials and textbooks.

In the context of its comprehensive support to civil society, **Vietnam** worked on two tracks. On one, it supported advocacy events organized by civil society organizations - and on the other, it supported the participation of civil society organizations in different consultations and dialogues with the government. It was combined with joint UN advocacy commentaries on existing legislation. Vietnam's engagement in advocacy on the enabling environment for economic development led to two Memorandums of Understanding that will improve the collaboration between producers and corporations in the agricultural sector.

Working on the issue of migration and counter-trafficking, **Ethiopia** engaged in several key advocacy initiatives. One of those focused on development of the Migration Profile for Ethiopia, while another targeted specific drivers and underlying causes for irregular migration and onward movements. **Mozambique** organized nationwide advocacy and mobilization of support for implementation of the National Strategy to End Child Marriage, as well as advocacy on the ratification of UN Convention- Framework Convention on Tobacco Control.

In addition to activities specifically focused on policy advocacy, DRT-F contributed to a large number of **broader promotional activities and campaigns**. These benefited from the leverage provided by the use of social media, TV and radio, and print media – as well as by communicating messages graphically through posters, infographics, and illustrated brochures. Some of the selected ones were the following:

- Focusing on increasing community awareness on women empowerment and gender-based violence, **Vietnam** organized a campaign that included video clips, organization of a film festival, a symposium, and various dialogues, game shows, and community contests.
- To further engage youth on National Human Development Report 2016, **Pakistan** organized a number of creative outreach activities throughout the country (festivals, radio shows, open events) and used social media (including Facebook, Twitter, Flickr, Vimeo, and Daily Motion). Another prominent campaign in Pakistan focused on “Women in Green

Industry” with brochures, posters and infographics, videos⁸, and online sessions on Twitter and Facebook.

- In the context of the SDGs, **Mozambique** launched a wide advocacy campaign with a large event involving 150 stakeholders and the Youth Forum on SDGs with 230 participants (including 52 civil society organizations) to increase the awareness and mobilize youth engagement.
- **Montenegro** organized a communication campaign for promotion of business within the Cluster Support Programmes for 2016 and 2017, which included production of a video.
- A social experiment video approach was used by **Albania** as an innovative campaign on gender-based violence developed by young boys and girls as agents of change. It was accompanied by youth, community, and religious leaders raising awareness on this issue through door-to-door activities and with social media tools.
- In the context of the HeForShe initiative, **Malawi** produced a documentary video⁹ on the role of cultural leaders on discouraging practices that infringe on the rights of women, such as early marriage.
- **Ethiopia** supported TV drama series and TV spots comments on migration and illegal human trafficking produced by Ethiopian National Theatre Artists that was broadcasted on public radio and TV. The campaign also included raising awareness and training at the regional and local levels, as well as posters, brochures, and community manuals.

Assessments and studies

There was a total of 106 joint analytical activities across the 45 DRT-F policy initiatives. These activities were used as entry points for advocacy and dialogues, legal drafting, international reporting, policy making, as well as to accompany capacity development for policy implementation. Selected ones are presented below.

VIETNAM

- Situational analysis on child marriage in selected ethnic minority areas
- Citizen report card - survey on health and nutrition services for ethnic minority children and child-focused budget analysis in the area of maternal and child health, early childhood education, and social assistance
- Vietnam Midwifery Report 2016 (the first national report of the kind)

ETHIOPIA

- Impact assessment of the social cash transfer project
- Financial assessment of the Pension schemes
- Baseline survey for the design of institutional and coordination framework for social protection systems
- Labor market and livelihoods assessment report for refugees and Ethiopian communities to inform targeted livelihoods reintegration support
- Study on the onward movement of refugees and asylum-seekers

⁸ See the following videos from the DRT-F Advocacy Campaign Women in Green Industry: <https://youtu.be/EdGVi4JsCSQ>, https://youtu.be/JsvoxOs4_hw, <https://youtu.be/qcFsubKAWME>, <https://youtu.be/5QF7ZBeV95I>, <https://www.youtube.com/watch?v=BQBFDL32J64&feature=youtu.be>

⁹ See the video at: <https://youtu.be/Ayok-59qeSo?t=3>

TANZANIA

- Gap analysis of policies in agriculture in relation to human trafficking
- Assessment of the system for collection and analysis of disaggregated data on SMEs and trade to enhance policy for youth employment
- Comprehensive tourism business climate review
- Study on enhancing linkages between tourism and sustainable agriculture

RWANDA

- Baseline survey on adolescent sexual and reproductive health
- National baseline survey on knowledge, attitudes and practices related to CSE
- Study on the integrated comprehensive HIV prevention knowledge and services for pregnant women, children and young people
- National assessment for international trade treaties
- Special Economic Zone policy review
- Gender Audit for the Justice sector

MONTENEGRO

- Report on labor market transitions of young women and men
- Analysis of the labor market situation in 5 municipalities
- Survey on the young people and employment obstacles with the focus on recognition of importance and development of socio-emotional skills and key competences
- Review of socio-emotional and key competencies in Primary, Secondary and Pre-service Teacher Training Curricula
- Report on international standards in youth policy development and implementation
- Analysis of existing services and programs aimed at supporting adolescents and youth on employability
- Study on the basis for improving the metal industry based on investment associated with higher energy efficiency and better performance in environmental protection
- Comprehensive legal assessment of the procedure for business registration
- Study on value addition options, products finalization and innovation capacities in clusters from strategic sectors
- Assessment reports for individual metal companies (8 reports)
- Results assessment of the Strategy for Sustainable Economic Growth
- Comprehensive analysis of the Cluster Support Programme
- Green Jobs Needs Assessment Potential Review

MOZAMBIQUE

- Multidimensional poverty assessment report
- Report of feasibility analysis of SDG indicators, with the analytical matrix of SDG indicators
- Baseline studies on the impact of alcohol and tobacco on youth

PAKISTAN

- National Youth Perception Survey
- Punjab Home Based Workers Gap Analysis Report
- Analysis of Social Protection Schemes for Home Based Workers
- Cost of the diet study
- Nutrition in the cities report
- National Food Composition Table and Pakistan Food Based Dietary Guidelines
- Drought and Multi-hazard vulnerability risk assessments

MALAWI

- Demographic Dividend Study Report
- Youth Demographic Dividend Study
- Policy brief on Demographic Dividends (one each of the five key demographic dividend pillars)
- Country assessment on the cycle of accountability for SRMCH and human rights
- Malawi Youth Status (Youth Situation Analysis)
- Report on the nationwide youth consultation and financial analysis reports
- Budget analysis policy brief
- Report cards on thematic areas on youth

CAPO VERDE

- Evaluation of status of the Law on Gender Equality and Equity implementation
- Assessment report on social reintegration of drug users
- National HIV/AIDS Survey
- Assessment report on public debt
- Value Chain Analysis and Cluster Mapping (for fisheries and for goat cheese sectors)
- Multisectoral diagnosis and inventory of the niches of Blue Growth
- Report of gender in the informal sector
- Report on the consumer protection law and policy
- Diagnostic report on employment information system

BHUTAN

- National Nutrition Survey
- National Labor Force Survey
- Comprehensive analyses of human rights in the context of UPR and CEDAW
- Comprehensive vulnerability needs assessment
- Survey of religious personnel on social issues
- Disabilities-focused analysis

ALBANIA

- Assessment of the National Strategy on Gender Equality, Reduction of Gender-based Violence and Domestic Violence
- Study on potential discriminatory attitudes of the justice system, against children involved in criminal proceedings
- Strategic environmental assessment report
- Assessment of needs for creating a National Single Window
- CSO Shadow Report Health Care Field
- Development of a costing tool for the MCH services and conducting of actual costing for urban women and child consulting centres
- Report on Implications of the change from “Employment to Work”
- Inter-system operational report for flood risk reduction

Capacity development for policy implementation

The DRT-F support to integrated policy approach did not exclude more downstream aspects of policy. It is in the process of policy implementation that policies can be further improved, and in some cases even redesigned. Or, on the contrary, fragmented implementation can considerably undermine policies that were developed in a more integrated manner. Selected activities are presented based on different entry points and instruments for capacity development of national partners.

With regard to **methodological aspects to policy implementation**, several countries provided comprehensive support.

- **Ethiopia** was involved in developing the capacity of regional governments to draft Social Protection Policy Action Plans, and to integrate social protection into regional Medium-term Plans. It was accompanied with the DRT-F work on improving the National Social Protection Platform that linked social protection policies with those related to health services, nutrition, and the urban safety net – all under the auspices of the new phase of the government Productive Safety Net Programme.
- **Montenegro** helped develop the Rulebook on Methodology for Preparation of the Strategic Development Plans of Local Self-Government Units – as well as the proposals of Local Action Plans for Employment that put more focus on youth in their transition from the informal to the formal economy.
- **Albania** worked with national stakeholders in a multi-disciplinary manner to develop the Sector Planning document on Employment Skills and Social Policy for the EU-Albania Support to EU accession. It also provided collaborative drafting of the National Trade Facilitation Roadmap in relation to the establishment of the Single Window.
- **Capo Verde** provided technical and advisory support to the inter-ministerial committee on collecting data and conducting the analysis on existing gaps on gender issues in the social protection system in order to design a gender sensitive conceptual framework to consolidate social policy. Another technical and financial assistance focused on developing national capacities to improve collection and production of data and sex-disaggregated statistics in support to gender evidence-based decision-making. This led to launching of the website of the Gender Observatory of Cabo Verde, which integrates the SDG-related gender indicators framework.
- **Mozambique** focused on the SDG indicators by supporting government to assess the readiness for SDGs implementation and monitoring and analysis of the relevance of individual SDG indicators for Mozambique context.

In a number of countries, the DRT-F supported **operational procedures, new systems, and organizational change**, including the following:

- **Bhutan** supported the development of new standard operating procedures for reproductive health and rights in the nunneries; for women and children in difficult circumstances; and for adolescent health. It also contributed to the development of child-friendly policing procedures, national protocols for clinical management of rape and sexual violence, and guidelines on gender-based-violence counseling standards. **Rwanda** produced Standard Operating Procedures Manuals and Forms for Starting Up and Operating Business in the Special Economic Zones, which included the Investors' Guidebook and a training programme.

- **Albania's** work on Standard Operating Procedures for identification and referral of victims and potential victims of trafficking was combined with a multidisciplinary training module for trainers and participants (12 training programmes in 12 regions) and consultative round tables. It also helped develop and pilot the integrated electronic tracking system of law-enforcement, justice and policy-making bodies, and organized full-fledged demonstration of DEWETRA/FLOODIS interoperability and real-time reporting service at the local level (a drill based on a flood scenario). Other activities in this area addressed instruments aiming to reduce delays at borders; performing business analysis for the Single Window; and aligning trade documents for the better use of data.
- **Mozambique** supported National Statistic Office in establishment of an Integrated Management Information System (IMIS-REDATAM) and developed the National Code of Good Practice for Official Statistics and National Guidelines for Technical Approval of all Statistical Operations. Moreover, it helped improve the ESDM platform for dissemination of demographic, social and economic statistics, with special focus on SDG indicators (www.ine.gov.mz), and the Real-Time Monitoring system (RTM) to closely measure key Sexual Reproductive Health indicators (currently being used on several platforms, including mobile phones).
- **Montenegro** provided capacity development related to informed policy-making, which resulted in the software for the Tracer study of graduated high-school students. **Malawi** established a mobile platform mechanism for reporting, investigations, and monitoring of violations against LGBTI persons. **Ethiopia** helped develop the Youth Management Information System to improve youth data management and enable the government to regularly produce Youth status reports. It also supported the design of the Social Cash Transfer Management Information System.

All DRT-F countries organized **design and delivery of training and manuals** on policy issues in combination with other activities, initiatives, and methods.

Vietnam introduced innovative approaches in tackling ethnic minority issues that combined anthropological research, collaborative development of training curriculum, training of trainers, institutionalization of training courses on socio-anthropology and gender mainstreaming, and production of a handbook and a 25-minute documentary film on community-based activities. **Rwanda** involved diverse stakeholders from the justice sector in training on the use of new justice management system, and **Capo Verde** organized training for the new Food Safety Management System.

Malawi supported a specialized training and a handbook for prosecutors and magistrates on the revised criminal legal framework, with the focus on offences against persons with albinism. **Ethiopia** delivered training to criminal justice officers, law enforcement authorities, immigration officers, border guards and airport staff for enhanced identification, investigation and prosecution of trafficking and smuggling cases. It also organized training of trainers (including Virtual Reality training modules) of criminal justice professionals that involved over 100 prosecutors, judges, and investigators. **Albania** delivered training for the judiciary and the staff of the Competition Authority, while **Capo Verde** organized comprehensive, inter-sectoral training on rule of law, justice, security and democracy for government officials and judiciary.

Malawi organized a training programme on youth advocacy for youth, in relation to its work on the strategic aspects of youth policy. In addition to delivering training, **Montenegro** developed the Teacher Guide and Toolkit on teaching young people their labour rights and employment related skills. The training modules will be integrated in the curricula of secondary educational institutions. Training of trainers on CSE in **Albania** reached 170 teachers in primary, secondary and mid-level

of education. **Rwanda** trained primary and secondary school teachers to deliver subject content and new approaches in the revised curriculum, while providing the trainer's manual covering 15 CSE Topics.

Bhutan organized a training of trainers on adolescent health, and the training on early identification and prevention of disability in young children. **Albania** provided training for 160 MCH service providers on new protocols and standards of preventive care, while **Rwanda** involved more than 70 persons in the training at the district level to coordinate, monitor and implement HIV prevention among adolescents. In its massive training programme, **Capo Verde** trained 90% of obstetric and neonatal technicians from maternities and neonatal services in Emergency Obstetric and Neonatal Care. In addition to the training in **Capo Verde** on the use of drugs, **Vietnam** organized a training program for 49 Community Based Organizations that provide care and support for people who use drugs. This was combined with workshops on UNCAC Review in 2016 to increase knowledge of about 40 representatives from civil society of UNCAC Review Mechanisms.

On gender policy, **Malawi** organized training of women parliamentarians from the Parliamentary Women's Caucus on Gender-Responsive Budgeting. **Albania** delivered training at national and local levels to implement improved legislative and policy framework on combating Gender-Based Violence. In the same area, **Ethiopia** produced a standardized competency-based training package for health workers on the health response to survivors of Gender-Based Violence, which included the GBV Kit. Similar focus was of the training organized in **Mozambique** for 60 service providers on the multi-sectorial integrated GBV services.

Capo Verde also combined health issues and gender, which lead to training of health professionals on compliance with the provisions of the Gender-Based Violence Law supported by a new Guide for Quality Services Provision. Previously trained Master Trainers delivered the training on sexuality education in **Rwanda**, which incorporated learner-centered and experiential teaching methodologies for effective implementation of the new competency-based curriculum.

Amongst several other activities on capacity development in the migration domain, **Ethiopia** worked on providing quality, migrant-friendly services for vulnerable migrants. This led to more than 1,000 vulnerable migrants provided with Assisted Voluntary Return and Reintegration assistance, improved knowledge and understanding on labour migration management and irregular migration needs. **Mozambique** organized the training of the 130 planners and statisticians from central and province level on use of the new Integrated Management Information System (IMIS-REDATAM).

Tanzania developed an e-Learning course on Footwear Pattern Making Engineering, while **Capo Verde** focused on training of government officials on urban and periurban agriculture. The Training in **Capo Verde** for Business Development Providers reinforced their capacity in the Cluster Development Approach to promote the competitive industries for local economic development and pro-poor growth.

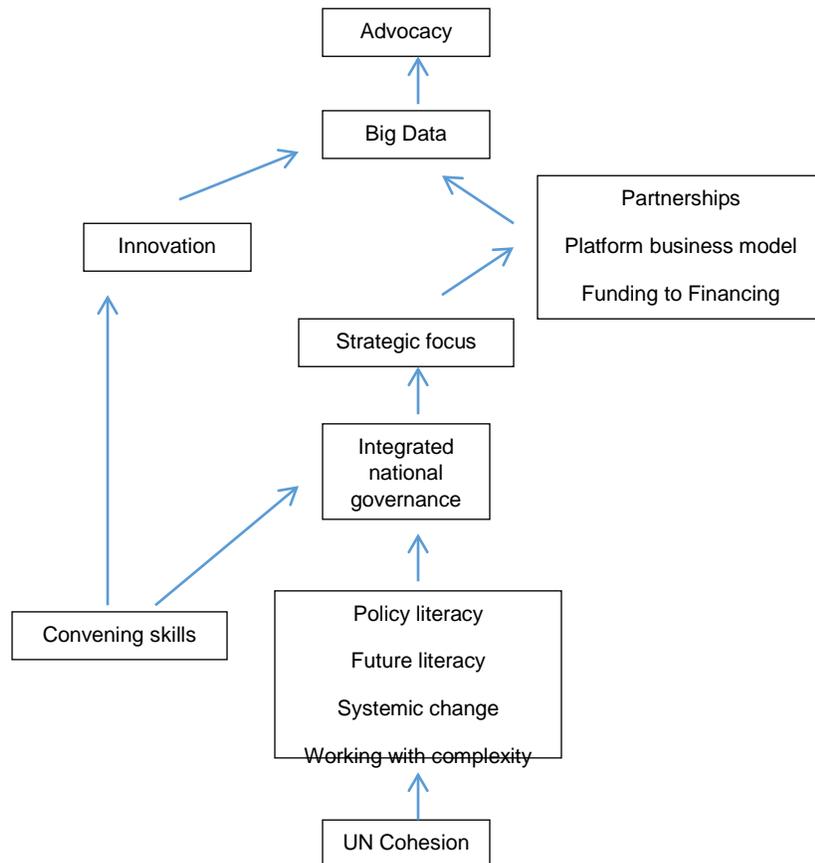
4. Final year

The DRT-F is in its final year of implementation. It will help bring current results to a new level with several DRT-F policy initiatives that started in 2016 additionally benefiting from the UN DOCO methodological and advisory support. They are expected to further emphasize the multi-sectoral nature of the key activities, and work on both UN integration, and capacity development for nationally integrated policy and governance. Finally, these initiatives are now fully incorporating the SDGs and will enhance the contribution they provide to the Agenda 2030. The lessons learned from the DRT-F will be fed into the design and implementation of the new “Joint Fund.”

The policy initiatives that continue their implementation in 2017 are presented below, with participating UN agencies and the main thematic focus:

- **Albania:** UNW, UNFPA, UNHCR, UNICEF, IOM
 - Support to meeting international human rights reporting obligations and application of normative standards through tracking mechanism implementation
- **Cape Verde:** UNDP, UNODC, UN Women
 - Strengthening the rule of law and democratic governance institutions, and promotion of human rights and a culture of peace and security
- **Ethiopia:** IOM, ILO, UNHCR, UNODC
 - Support to countering trafficking and strengthening migration policy and practice
- **Montenegro:** UNIDO, UNDP, UNCTAD, ILO
 - Fostering competitiveness and innovation through sustainable economic growth policies
- **Mozambique:** UNDP, UNESCO, UN Women, UNFPA
 - Leveraging policy action for girls and young women through integrated policy support
- **Pakistan:** UNFPA, UNAIDS, Junta team
 - Development and implementation of equity-focused, child and gender sensitive laws, policies, and strategies
- **Pakistan:** WHO, UNICEF, UNFPA
 - Support to duty bearers to deliver equitable, efficient, accountable and transparent services to the most vulnerable communities
- **Pakistan:** FAO, WFP, UNICEF, WHO
 - Technical assistance for scaling-up nutrition (SUN)
- **Rwanda:** UNAIDS, UNFPA, UNICEF, UNESCO, UN Women, UNHCR
 - Strengthen capacity for delivery of effective human rights and evidence-based HIV, SGBV, SRH/FP, NCDs and CSE services, with a focus on vulnerable populations to ensure equitable supply and access
- **Tanzania:** UNFPA, UNDP, UNIDO, UNICEF, UNCTAD
 - Enhancing the capacity for evidence-based policies, programme and budgets that meet the needs of women, children, the poor and other marginalized groups
- **Viet Nam:** UNDP, FAO, UNESCO, UNICEF, ILO, UNCTAD, UNFPA, WHO, UN Women
 - A multi-dimensional and human development approach for poverty reduction components of socio-economic development plans at national and sub-national level

The provision of methodological and advisory support by UN DOCO to the DRT-F in 2016 identified further needs for developing capacities of UNCTs and national partners with regard to the integrated policy approach to the SDGs. A total of 15 areas were identified and used in a systemic analysis method (the Interpretative Structural Modeling), as presented in the influence map produced by the Logosophia software.



This method identifies systemic influences (leverage): the lower placed, the more impact/leverage a capacity development area has. It maps what “contributes to” (if we make progress on A, it will substantially contribute to making progress on B), and not causal relationships. Thus, it is not meant to present the sequence of capacity development support, but to emphasize which areas would produce most impact overall. This implies the following:

- It validates the Theory of Change that UN Cohesion is crucial, but it indicates that it is not sufficient for the integrated policy support. It has most leverage but other capacities are required.
- The most leverage would be produced by focusing capacity development efforts on:
 - o Policy literacy,
 - o Future literacy, including methods of strategic foresight, and
 - o Systemic change for complex social problems, including developing advanced skills and methods.
- These would help develop capacity to improve integrated national governance and better identify Strategic focus for catalytic change.

- Together with the development of Convening skills this would contribute to improvement of capacity for Innovation, Advocacy, and Big Data.
- Partnerships, Platform approach, and the shift from Funding to Financing are critical, but developing capacity in these area cannot compensate for the lack of capacity on those lower ones in the influence map, that have more leverage for the overall capacity development for the integrated policy support.

Annex 1: Key Results at the country-level

This annex summarizes Key Results at the country-level for the period 2014-2016. These results were aggregated into the previous section on DRT-F global Results Framework, but it is important to uncover what has been done at national level and to shed more light on the contribution of DRT-F to national UNDAF Outcomes and Outputs. The global DRT-F Results Framework is based on global results and indicators, however, these do not provide sufficient information on what has happened in particular countries, policy initiatives, or activities. The new reporting template in 2016 led to UNCTs generating more than 400 pages for 12 integrated UNCT reports and 45 reports for individual DRT-F policy initiatives. These reports were presented in tables and with specific data making them highly dense and focused on concrete deliverables and results. This provided a wealth of insights into country-level results developments supported by the DRT-F.

The total number of country-level Key Results reported by the 12 UNCTs and the 45 teams of UN agencies working on DRT-F policy initiatives in the period 2014 – 2016 was 171. These are only the results considered by the UNCTs to be “Key”, as selected from a wider range of results related to UNDAF Outcomes and Outputs that the DRT-F contributed to. These results were connected to specific Thematic Policy Areas and relevant SDG targets in the country reports (as presented in the previous section). The following text summarized these Key Results by focusing on those that are considered to have the most impact and relevance.

Albania

The UNCT in Albania was one of the most prolific of the DRT-F countries in terms of Key Results, through managing to considerably leverage the DRT-F funding. The UNCT produced 50 Key Results, while using less than 10% of the total DRT-F funding. The overall DRT-F support was organized according to 4 UNDAF Outcomes into 14 projects (one for each of the 14 UNDAF Outputs). It integrated almost all thematic policy areas and contributed to 45 SDG targets; produced 36 joint analytical studies and 18 legal drafts; and involved more than 50 national stakeholder organizations and groups. Moreover, the UNCT implemented DRT-F support through a very integrated UN approach with 4-7 UN agencies involved in each initiative and with 12 Results groups supporting DRT-F work overall.

In the context of the first UNDAF Outcome focusing on Human rights and Gender, the UNCT emphasized the following Key Results accomplished by the end of 2016:

Civil Society and Media

- Albanian media possesses tools and knowledge for a greater sensitivity to gender in reporting;
- Ministry of Education and Sports, University of Social Sciences and University of Journalism agreed to introduce Generic Statistical Integration Model (GSIM) in university curricula;
- INSTAT agreement to produce as part of their yearly publication on Women and Men a new chapter on Women and Men in Media and refer to GSIM indicators;
- The Audio-visual Media Authority (AMA), responsible by law to monitor discrimination in the media (on grounds of race, gender, religion, ethnic, national and any other form of discrimination,) agreed to sign a Memorandum of Cooperation to ensure gender equality and integration of GSIM referring to human resources and budget; and
- Awareness of the importance of the roles played by women in the Albanian science community strengthened and promoted

Normative Reporting, Tracking and Quality

- Increased advocacy on CEDAW and the importance of evidence based reporting with CSOs, line ministries and Human Rights Institutions;

- Increased Government capacities on CEDAW through the organisation of a CEDAW mock session providing a comprehensive explanation of every CEDAW article and the specific obligations that come from every article when reporting; and
- Government supported in the development of an Action Plan, requirement of UPR recommendations, to support the monitoring and actions taken to address the recommendations.

Access to Justice and Civil Society support

- Study developed on potential discriminatory attitudes of the justice system towards certain categories of children, whose findings and recommendations will become part of the official reporting of the Commissioner for Protection from Discrimination to the Parliament of Albania;
- Integrated electronic tracking system of law-enforcement, justice and policy-making bodies developed and piloted;
- Provision of multi-disciplinary services that address child needs for child-friendly justice;
- Probation service equipped with structures, capacities and collaborative relations with other bodies to ensure mentoring of minors towards a law-abiding lifestyle;
- Detention facilities strengthen collaboration with other public services to ensure smooth reintegration of juvenile offenders in society; and
- Social care policies and legislation designed to prevent recidivism and juvenile delinquency (i.e. development of White Paper on Child Protection; National Agenda for Children; National draft Strategy on Child-Friendly Justice; draft Child Rights and Protection Law).

Gender Based Violence

- Increased role of CSOs in keeping responsible state bodies accountable;
- Three important draft laws on Social Care Services, Voluntary Work and Social Enterprises were further improved in line with international standards through consultations with civil society and interest groups; and
- Challenging gender stereotypes in wide communities through innovative campaign tools and ways.

On the UNDAF Outcome on Inclusive Social Policies, the UNCT produced the following:

- Enforcement mechanisms for the new Mother and Child Health regulatory framework developed in one target region (including: over 80% of the eligible health personnel participating in accredited training activities; supportive supervision tools developed in collaboration with the Ministry of Health and the Institute of Public Health, and being utilized for monitoring and evaluation within the health system, and a collaboration framework between the regional health authorities and the local government developed and institutionalised through the Memorandum of Understanding);
- Conceptual framework/model of health financing with a focus on UHC issues developed;
- The core list of national health indicators, including on child health and nutrition, and a comprehensive Manual were endorsed and launched by the Ministry of Health;
- Following the UN's advocacy on the importance of reliable and timely administrative data, an important milestone in the operationalization of the use of standard child nutrition indicators was achieved through an order of the Minister of Health on scaling up the child nutrition surveillance and the use of selected child nutrition indicators on a regular basis by all health institutions.
- Quality Improvement Initiatives at every level of health care implemented (including: 45 trainings on Sexual and Reproductive Health and Rights conducted in three districts, 101 health care providers and community health activists trained, 72 health education teams established and active, 923 community based activities organized in 10 municipalities, and 16400 beneficiaries involved in health education and awareness raising activities);
- National Cervical Cancer Screening Programme strengthened (including Cervical cancer screening services integrated into the Primary Health Care level, 92 primary health care providers, Capacities of Public Health Directories in two cities strengthened to coordinate the national screening program, several thousand of women reached with information on cervical cancer prevention, 1100 samples collected at primary health care level, etc.);

- Training package on Family Planning developed, based on the newly developed and endorsed FP guidelines and protocols (including training of trainer in key regions, Virtual Learning Platform on Family Planning finalized, First cadre of professionals successfully completed virtual learning platform);
- Quality Improvement Initiatives for mothers and new-borns implemented in five regional maternity hospitals and 'Beyond the Numbers' introduced in the regional maternity hospitals;
- National Clinical Guidelines: "Hypertension in pregnancy: management of hypertensive disorders during the pregnancy" and "Resuscitation of new-born baby", developed;
- Youth Friendly Services guidelines and standards for primary health care developed and endorsed;
- National guideline on STIs surveillance developed, endorsed and disseminated at the level of public health experts nationwide;
- Total Market Approach promoted: Social Marketing Sector supported through condom procurement;
- Minimum Initial Service Package integrated into the Ministry of Health Platform on Emergencies and Risk Management;
- Health information system strengthened through development of a comprehensive manual of core health indicators and piloting of selected health indicators; and
- Networks and mechanism at local/regional levels established and strengthened to contribute at local level policies regarding access to services and monitoring including in the frame of SDGs.

The contribution of the DRT-F to Albania's UNDAF Outcome on Governance and Rule of Law was organized in 2 projects producing the following Key Results until the end of 2016:

Gender

- Standard Operating Procedures for identification and referral of victims and potential victims of trafficking revised;
- Indicators for identification of VoTs at the border reviewed;
- Capacities of law enforcement authorities and service providers (public, private and from civil society) on proactive identification and referral of trafficking in persons and forced labor exploitation cases strengthened through training;
- Gender stereotypes in wide communities challenged through innovative campaign tools;
- The National Strategy on Gender Equality 2016–2020 and Action Plan drafted and approved;
- Albania State concluded obligatory reporting on the key 16 articles of CEDAW to the CEDAW Committee 64th session; and
- Two concrete amendments that address women's property rights to the draft Law on Notaries were consulted and proposed for approval.

Anti-corruption and rule of law

- Usage of the newly established unique Anti-Corruption Portal optimized;
- Crowdsourcing for the Anti-Corruption portal completed;
- Anti-corruption campaign completed; and
- Government authorities increased knowledge on gender mainstreaming.

The final UNDAF Outcome supported by the DRT-F related to Regional and Local Development. It incorporated 3 particular entry points for system change that led to the following Key Results accomplished until the end of 2016:

Consumer Protection

- Competition Authority's Documentation-Resource Centre established, and trained on litigation, written submissions, investigation techniques and research methodology;
- Judges handling competition cases trained.

Single Window

- Operational Albanian Customs Administration' ASYCUDA World system enhanced to process the issuance, control and monitoring of export/import licenses for goods under special quota control;
- Electronic requests for export/import licenses operational on the issuance of electronic export/import licenses, the automatic and real-time control of validity of licenses in the Customs clearance process, real-time monitoring of the use of licenses by the Management Authority, and statistical reporting; and
- Albanian Customs Administration staff trained in the administration of the ASYCUDA World Licensing Module.

Climate Change

- Development of a strategic environmental assessment (SEA) addressing the development of the SHPP sector at the national level in Albania; and
- Identification and enactment of the interoperability functions of the real time alerting and reporting service of FLOODIS application with the DEWETRA platform in order to enhance the capacities in real-time monitoring, prediction and prevention of multiple natural risks (fires and floods) in Albania.

Bhutan

The DRT-F policy initiative in Bhutan was organized across 3 projects, all of which were finalized. These were very successful activities leading to 10 government plans and policies and integrating 9 Thematic Policy Areas. Amongst others, the DRT-F contributed to: the establishment of baselines and targets for vulnerable groups to facilitate their inclusion in existing and new policies; improving the inclusiveness of social services to vulnerable groups; and supporting the implementation of policies related to gender equality and protection of women and children in line with international norms and standards.

Some of the Key Results include:

- Conducting the National Nutrition Survey
- Conducting the National Labour Force Survey from the perspectives of inequalities;
- Comprehensive analyses of human rights in the context of UPR and CEDAW, including vulnerability needs assessment, survey of religious personnel on social issues, and disabilities-focused analysis;
- Nation-wide social mobilization on adolescent health by leveraging the outreach of the national broadcasting service;
- Legislative reviews from the human rights perspective of the Constitution, the Election Act, the Local Government Act, and Royal Civil Service Act;
- Training of trainers on adolescent health
- Training on early identification and prevention of disability in young children;
- Design of new standard operating procedures for: reproductive health and rights in the nunneries; women and children in difficult circumstances; and for adolescent health; and
- Supporting child-friendly policing procedures, national protocols for clinical management of rape and sexual violence, and guidelines on gender-based-violence counseling standards.

Capo Verde

The integrated policy work in Capo Verde focused on the UNDAF Outcome: “National institutions at central and local level assure a better mainstreaming of disparity reduction and equity promotion into sectorial and inter-sectorial policies and strategies” - with 3 specific UNDAF Outputs (one for each policy initiative).

The first policy initiative focused on Health Quality Services in order to strengthen national policy frameworks to consolidate health quality services and response, ensuring universal coverage (UNDAF output). It focused on policy areas of healthcare, nutrition/food, gender, and HIV/AIDS, which contributed to targets under SDGs 2, 3, and 5.

Overall, this policy initiative produced the following Key Results:

- Development of integrated infant and maternal health quality services at national and local levels with a focus on neonatal care;
- Development of national adolescent health programs and integrated quality services on the basis of human rights and a gender approach including sexual and reproductive health rights and prevention of drug use;
- Development of integrated health promotion interventions and services networks to ensure a continuum of care in priority health regions and districts; and
- Capacity building of national institutions to strengthen data production and analysis on sexual and reproductive health, gender based violence and drugs, as well monitoring of national goals in accordance with international standards.

The DRT-F work on Employment and Decent Work related to strengthening national policy frameworks to promote employment in key sectors of the economy. It provided support to economic development, governance, education, gender, and agriculture, within the scope of SDGs 2, 5, 8, 9, 12, 14, 16, and 17. This highly integrated policy initiative contributed to 9 Key Results, some of which were the following:

- Development of integrated public policies and programmes to promote SME cluster development, value chains, and maximize local/community economic benefits with a special focus on the priority thematic sectors within the framework of decent work;
- Strengthened capacities for long-term prospective analysis on key economic drivers for sustainable and inclusive growth and poverty reduction;
- Enhanced capacities of national and sectoral statistical institutions to strengthen data production and analysis on economic, competitiveness and productive issues, as well as monitoring of national development goals in line with international standards; and
- Policy assessment leading to recommendations regarding public debt management and trade facilitation on customs operations - in the context of the enhancement of UNCTAD Automated System for Customs Data.

Capo Verde also contributed to capacity development of central and local governments in the area of urban and peri-urban agriculture. It also helped the promotion of Blue Growth, including through: national dialogue, conducting the first multi-sectoral analysis, and preparing the Charter for the Promotion of Blue Growth that was adopted by the Government.

Working on Rule of Law and Democratic Governance, Capo Verde helped strengthen institutions and contributed to the promotion of human rights and a culture of peace and security. This initiative integrated issues of governance with those relating to human rights, gender and children. Under the broader framework of sustainable development it supported several targets of the SDGs 5, 16, and 17. This led to national stakeholders becoming more aware and committed to SDGs and, in particular gender, mainstreaming in national policies and planning processes. Other Key Results included:

- Strengthening the capacity of the national justice system in view of improving the effective access and administration of justice to citizens, especially to the most vulnerable segment of the population, within the framework of the on-going justice reform strategy;

- Strengthening the information System (disaggregated data collection and analysis, and intelligence gathering and sharing) of the law enforcement services and in support of sectorial evidence-based decision making;
- Reinforcing social dialogue mechanisms to improve youth and women participation in decision-making processes –promoting human rights; and
- Enhancing the effectiveness of the election management bodies to manage electoral processes and promote the civic participation and engagement, particularly by women, youth and media.

Ethiopia

The DRT-F work of UN agencies in Ethiopia was one of the most multi-sectoral. It integrated a total of 12 thematic focus areas in 3 policy initiatives. However, the primary focus was on issues of governance, social protection and migration.

The Social Protection policy initiative contributed to the UNDAF Outcome that focused on national and sub-national institutions “starting rolling out a minimum package of social protection in accordance with a legislated and funded national action plan”. It specifically addressed three UNDAF outputs: 1) Development of a social protection policy and strategy at federal and regional levels supported; 2) Social protection policy and strategies piloted in 3 regions; and 3) Establishment of a social welfare system supported in all regions. This led to 3 specific Key Results all of which related to the SDG 1.3:

- Institutionalization and coordination of the social protection sector at federal level are supported to build a Social Protection System;
- Social protection policy and strategy are translated into Regional Action Plans; and
- Establishment of the institutional framework to support coordination of social protection services in the sub-regions.

The support provided by the DRT-F also led to new policy dialogue at federal and regional levels involving all lines ministries, as well as to Social Protection Plans at federal and regional levels.

In the second policy initiative – “Women’s Health Rights Joint Policy Initiative”, Ethiopia focused on Governance and Rule of Law under the auspices of international standards and healthcare frameworks. It contributed to the UNDAF Outcome on national actors regarding “enhanced capacity to promote, protect and enjoy human rights and constitutional rights and accessibility to efficient and accountable justice systems, as enshrined in the Constitution and in line with international and regional instruments, standards and norms”. The DRT-F work related to 4 main UNDAF Outputs under this Outcome, specifically: Strengthened capacity to report, implement and follow-up recommendations from international and regional treaty bodies, councils and processes; Support to ratification, domestication and harmonization of international and regional human rights and justice instruments; Strengthened capacity of justice sector to provide expanded and better quality legal services, legal information, legal literacy and effective measurement of reforms in the sector; and Capacity of national human rights machinery strengthened to effectively promote and protect human rights.

The second policy initiative has produced 3 Key Results all of which cut across several policy domains through the lens of healthcare:

- Revised health policy and five-year strategic plan for health articulated and operationalized at federal, regional and district level are in place
- Capacity of duty bearers (health workers) to implement the health response to the international Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) is strengthened, in collaboration with the EHRC and the FMOH
- Capacitating end users/duty claimers (in particular women and girls, including female commercial sex workers) is supported, in collaboration with the EHRC and other implementing partners

The final DRT-F policy initiative dealt with Migration and Counter Trafficking under the framework of the same UNDAF outcome as the previous one. It also put the emphasis on UNDAF outputs relating to international and regional human rights and justice, and also included aspects of operationalization of the criminal justice policy. The work addressed migration from the perspective of SDGs 8 and 10. Overall, it:

- Launched the Migration Profile Initiative for Ethiopia;
- Introduced SOPs establishing a National Referral Mechanism for Victims of Trafficking; and other vulnerable migrants established and cascaded down to two Regional States
- Helped adopt the newly revised Ethiopia's overseas employment proclamation 923/2016; and

The advocacy engagement of UN agencies for refugees' right to work, education, livelihoods, local integration and civil documentation resulted in the nine pledges the Government of Ethiopia made during the Leaders' Summit in New York on 20 September 2016.

Malawi

Malawi addressed a number of key policy issues in a very multi-sectoral manner, particularly in terms of joint advocacy and analytical work. One of the main reasons, beside the involvement of large number of UN agencies and Results groups, is the nature of the policy areas that the DRT-F was involved in Malawi. It dealt with the complex issues of Human rights, Gender and Health (including HIV/AIDS, LGBTI, and Sexual, Reproductive, Maternal, and Child Health), as well as with Youth, Land governance, and Nutrition. The overall DRT-F support in Malawi was organized across 7 projects leading to the following country-level Key Results:

- Politicians, local leaders, senior government officials and technocrats embraced the Demographic Dividend concept, with evidence-based policy support of the UN;
- Rural communities' increased understanding of national and international frameworks and guidelines related to land governance;
- Rural communities, including marginalized groups, strengthened capacities to advocate for secure land rights and the right to food;
- Multi stakeholder dialogue process led to the comprehensive country assessment on the cycle of accountability for Sexual, Reproductive, Maternal and Child Health;
- Awareness raising, dissemination and sensitization on Sexual, Reproductive, Maternal and Child Health;
- Support for the termination of the Pregnancy Bill increased through high level advocacy meetings with a wide variety of duty bearers;
- Strengthened awareness and use of the criminal law framework protecting persons with albinism in Malawi;
- Development of the National Gender Policy, including legislative review and identification of discriminatory provisions within the legal framework;
- Increased capacity of sectorial ministries on implementation of the Gender Equality Act;
- Advocacy for implementation of the abolition of harmful traditional practices on gender;
- Transformational legal and policy dialogues on leaving no one behind in the national response to HIV/AIDS;
- Support to the public interest litigation to promote and protect LGBTI rights;
- Institutionalization of the mechanisms for reporting, investigations, and monitoring of violations against LGBTI persons;
- Evidence generation for policy decision making, programming and action planning for the youth policy; and
- Advocacy for increased investment on youth development and action planning.

Montenegro

The UN agencies in Montenegro succeeded in accomplishing several focused and systemic results in their 2 DRT-F policy initiatives, while introducing innovative practices such as the use of strategic foresight. The entry point for systemic contribution was to address upstream aspects of policy and simultaneously work on the enabling environment.

The first DRT-F policy (now completed) under the banner of “Strengthening Youth Employability” contributed to the UNDAF Outcome seeking harmonization of the legal framework with EU/UN standards, and implementation and monitoring of policies relevant for social inclusion. It integrated all policy areas from the perspective of youth, and strategically focused on main targets of the SDGs 4 and 8. This policy initiative led to the following outcome-level Key Results:

- Improved coherence of national youth related policy and legislation;
- Contribution to improved skill-related national policies and educational outcomes of elementary and high school students, especially related to soft skills acquisition; and
- Improved national policies and programmes for youth employability including reduction of youth engagement in informal economy.

The Youth Policy in Montenegro had lacked consistency and coherence, and adequate policy instruments for its implementation. The work of UN agencies on DRT-F helped improve coherence by addressing several fragmented policy instruments, including: National Youth Strategy; a By-Law for the Law on Youth; Guidelines for establishment and running of Youth clubs and centers; a white paper on recommendations for youth employment; recommendations for enhancement of formal employment of young people; and proposals for 5 local action plans for employment with focus on youth. In terms of skills-related national policies and educational outcomes, the DRT-F engagement produced 3 studies to inform policy. A survey on employment obstacles for youth, analysis of existing services and youth support programmes, and analysis of the socio-emotional and key competences in the curriculum for primary and secondary schools and pre-service teacher training. Overall, this policy initiative led to a coherent response to the complexity of policy issues on youth. Moreover, it helped to promote a more integrated and participatory policy design culture.

The ongoing “Competitiveness and Innovation in Economic Sector” policy initiative contributed to the UNDAF Outcome on establishing the “system for strengthening entrepreneurial capacity building and facilitating private sector partnerships for ‘green jobs’, rural livelihoods and development of Medium, Small and Micro Enterprises (MSME)”. This outcome is expected to improve economic choices and achieve balanced regional growth as well as address gender specific concerns and interests. The UNCT is focusing on integrating Employment, Industrial, Economic, and Governance policy into coherent strategic approach to improving competitiveness and innovation.

This initiative was launched in 2016 and its final Key Results are pending. However, it should be emphasized that it also has a multi-sectoral approach with the focus on SDGs 8 and 9. It is expected to help improve: the framework for regional and cluster development in the country; the policy for upgrading of manufacturing and product/s finalization capacities by local MSME, the framework for a more conducive environment for creation of green jobs, and the business environment related to registering, setting up and running businesses. So far, the DRT-F under this policy initiative helped produce 5 policy papers and 3 comprehensive analytical studies – as well as the alignment of 4 strategic policy documents with EU and UN strategic agendas.

Mozambique

Mozambique focused on two particular areas in the DRT-F: gender policy and the SDG measuring and monitoring system. It operated under the framework of 4 UNDAF Outcomes and 3 UNDAF Outputs. The

dominant theme across the DRT-F work was on improving national systems for policy and decision-making, monitoring and measurement, and knowledge management.

With regard to gender, UN agencies in Mozambique focused on the UNDAF Outcome 4 (Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups) and the Outcome 8 (Government and civil society provide coordinated, equitable and integrated services at decentralized level). The emphasis was on reproductive and sexual health, and gender-based violence. The results include setting up and running the Real-Time Monitoring system (RTM) to closely measure key Sexual Reproductive Health indicators, and training and provide support to public and non-public service providers to deliver the multi-sectorial integrated GBV services at the district level. It also enhanced the institutional capacity of multi-sectorial mechanism service providers for 10 districts of Nampula Province. The DRT-F also contributed to the promotion of and the support to implementation of the National Strategy to Prevent and Eliminate Child Marriage, and the Strategy for School Health for Adolescent and Youth (2016-2020/24). The use of tobacco represents one of the negative influences on the sexual and reproductive health of youth, girls in particular, so the UNCT supported the government in the ratification of UN Framework Convention on Tobacco Control, as well as preparation of related legal framework. Finally, the DRT-F support was directed at development of the Monitoring and Evaluation Plan for the New National Country HIV strategic Plan for the period 2015-2019.

The DRT-F SDG work contributed to the Outcome 6 (Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels) and the Outcome 8 (Government and civil society provide coordinated, equitable and integrated services at decentralized level). It produced the Multidimensional poverty assessment report, which revealed the incidence of poverty and inequality to guiding decision-makers in preparing measures against poverty and inequality problems. As one of priority activity for strengthening national SDG monitoring system, the UN conducted the SDG indicators analysis in collaboration of National Statistic Office. As a result, of the 241 indicators analysed and then included in the Government Five-year Plan 2015-2019. A total of 69 relevant indicators are available in the national monitoring systems and have been regularly monitored. Moreover, the UNCT under the DRT-F supported the National Statistic Office in establishment of an Integrated Management Information System. The SDG advocacy campaign was launched, including the Youth Forum on the SDGs.

Pakistan

UNCT in Pakistan organized the overall DRT-F funding into 6 initiatives. Out of those, 3 initiatives were completed and 1 (SUN) is entering the second stage. A considerable part of the DRT-F engagement focused on national dialogues and advocacy (16 in total), while also leading the preparation of 10 joint studies, 15 government plans and policies, and addressing international standards across 11 pieces of legislation.

The DRT-F support to “Pakistan National Development Report 2016” addressed the UNDAF output regarding inclusive growth, livelihood, and economic opportunities for the most vulnerable (with the particular focus on agriculture, culture, and post-crisis recovery). It contributed to the UNDAF Outcomes on inclusive economic growth and on employment and decent work, which are related to the SDGs 4, 8, and 10. This policy initiative focused on the intersection of youth, employment, and education to inform the policy priorities of the national development agenda in a more integrated manner. Most of the Key Results related to broad national consultations and dialogues: one of which (Direct Youth Consultations) included 81 consultation events with 32 target groups, and another (National Experts Consultations) involving 40 leading experts in education, youth, and employment. The initiative helped national stakeholders conduct systematic review of all relevant policies, plans, and reports in these policy areas, while also organizing the National Youth Perception Survey involving 7000 young persons.

The work of UNCT Pakistan on “Synergized, Cohesive, and Inclusive Disaster and Risk Management” addressed national, provincial and district capacities to prevent, assess, reduce, and manage risks (the UNDAF Outcome) leading to key institutions establishing effective risk assessment, hazard mapping, and respective coordination and oversight mechanisms at all levels. In this area, the DRT-F contributed to development of key policies, institutional capacity, training, and dissemination of Early Warning System

data. The work also addressed issues of climate change and environmental protection relating to the SDG 13.

Pakistan also finalized the DRT-F policy initiative on “Policy and Legislative Environment for Home-Based Workers”, which focused on federal and provincial policies, laws, regulations, strategies, and programmes regarding reduction of exploitation of workers. The emphasis on decent work contributes to the UNDAF Outcome: “Political, Economic, Social & Legal rights of all and especially excluded groups, are respected, protected and fulfilled including through institutional strengthening and capacity development of duty bearers”. The entry point for systemic change was on gender and the issues regarding SDGs 5 and 8. Amongst other, the Key Results included: drafting of a gender responsive policy for economic empowerment; improved data availability on home based workers and consultations with main stakeholders, and strengthening of the Business Growth Centres to enable women’s access to higher incomes.

The work on the technical assistance for “Scaling Up Nutrition” (SUN) will continue into 2017. It engages with provincial governments on development and implementation of nutrition policies, strategies and plans to address the needs of disadvantaged and vulnerable population groups. This contributes to the UNDAF Outcome on increased nutrition security, especially for the vulnerable and excluded groups. This initiative deals with nutrition from a multi-sectoral perspective and works across SDGs 2 and 3. For this comprehensive DRT-F policy initiative the following Key Results were identified:

- Technical support to the multi-sectoral nutrition coordinating mechanism and institutional structures at the federal, provincial and regional level, including policy, strategy, surveillance and assessment units;
- Support to appraisal and institutionalization of national and sub national strategies, preparation of operational plans, budget plans and monitoring framework;
- Technical support to the SUN secretariat in the Ministry of Planning and Development at national level;
- Review of FCT and Dietary Guidelines; and
- Food Security and Nutrition Information System strengthened within the institutional structures in order to ensure informed decision making by the policy makers and implementing partners.

The implementation of the remaining 2 DRT-F policy initiatives in Pakistan are ongoing. The focus on improved survival of vulnerable groups through implementation of maternal and neonatal death audits deals with the SDGs 3 and health care issues towards awareness raising, adaptation and piloting of new initiatives at provincial level. The support to human rights based HIV/AIDS legislation is currently working on the new legal draft that relates to SDGs 3, 5, 10, 16, and 17. It also organized training and prepared the first ever manual, handbook and information factsheet for the parliamentarians.

Papua New Guinea

Another country where DRT-F supported the Scaling Up Nutrition (SUN) was Papua New Guinea. This policy initiative finished by delivering a new integrated national policy and contributing to the UNDAF Outcome on “Improved and equitable access to and use of preventive interventions that enhance the health status and increased the survival of all new-borns, children under-five and mothers”. Although producing only 1 Key Result, this result was of a highly multi-sectoral nature, and it started to produce systemic policy change. UN agencies jointly worked across government institutions and with national stakeholders to bring about the new integrated National Nutrition Policy, 2016-2026. The policy was adopted by the government and the Strategic Action Plan is being prepared.

Such integrated policy process, through improved coordination and management under UNCT’s leadership, led to harmonization in mobilizing resources and partnerships, capacity building, monitoring and reporting engaging multi-stakeholders aligned with this multi-sectoral policy. A comprehensive spectrum of different approaches to capacity building of national partners has been promoted, which combined upstream macro-level capacity building on policies and down-stream micro-level capacity for policy implementation. Overall,

this DRT-F policy initiative contributed to an integrated human rights based approach for improving policy responses to fulfill the right to adequate nutrition for children in Papua New Guinea

Tanzania

UN agencies in Tanzania worked on two different fronts within the DRT-F: economic development and SDG reporting and monitoring (ongoing). It led to addressing a large number of national policies through analysis and policy change; organized joint advocacy and national consultations; supported development of institutional capacity, and produced e-learning courses. The work of the UNCT on these policy initiatives cut across several policy domains and focused on SDGs 8, 9, 12, and 16. Tanzania is also amongst one of the countries involving the largest number of UN agencies in the DRT-F policy initiatives (9, 10, and 6 agencies respectively).

The DRT-F policy initiative on employment-centered growth strategy dealt with reducing poverty through the promotion of decent work (the UNDAF priority). Its focus on the leather industry led to capacity improvement of the Leather Association of Tanzania to deliver services to entrepreneurs, as well as an e-learning course co-developed and rolled out by the Dar es Salaam Institute of Technology. Moreover, it provided input to the national policy framework for ensuring young women and men have the appropriate skills, education and opportunities to participate in the labour market (piloted in six districts), and also helped establish a permanent inter-ministerial and multi-sectoral committee on skills development. As a result of this initiative, more women and youths are involved in the Integrated Post Primary Education (IPPE) centres, and more women have become entrepreneurs. The UN agencies worked on a holistic strategic plan for addressing issues of education, health, and economic development of the indigenous communities; developed a new participatory institutional framework for job creation (tested in six districts); and organized massive training for women and youth entrepreneurs. In terms of tourism, the UNCT promoted employment in tourism and creative industries, and supported the preparation of a sustainable tourism management strategy.

The second DRT-F policy initiative supported the enabling environment for women and youth employment and economic empowerment, and contributed to the enhancement of evidence-based, pro-poor economic development policies, and several strategies from the UNDAF. The emphasis was put on an employment-centered growth strategy and enhancement of the government capacity on the Entrepreneurship Policy, and on more effective trade and investment promotion policy. Amongst others, the DRT-F support led to finalization and the launch of the National Strategy for Youth Involvement in Agriculture (NSYIA) 2016 – 2021, and to improvement of the national regulatory environment through joint data collection and analysis of the Tourism Master Plan. The UNCT prepared a report on the entrepreneurship ecosystem in Tanzania with a special focus on youth and women's entrepreneurship (focused on six key dimensions of the UNCTAD Entrepreneurship Policy Framework). Two e-learning courses were designed and delivered and 12 centers on Integrated Post Primary Education (IPPE) supported by training materials for pre-vocational courses.

The UNCT Tanzania is currently working on the DRT-F policy initiative "Enhanced National Capacity to Monitor and Report on SDGs. It focused on UNDAF aspects of improvement of national governance to meet the needs of women, children, the poor, and other marginalized groups. Amongst others, the UNCT is focusing on delivery of the following Key Results:

- Preparation of localized SDGs indicators for the Zanzibar government
- Capacity building on child poverty measurement;
- Local systems for SDG monitoring enhancement through the electronic population registration system (ePRS); and
- Enhancement of the government capacity to monitor and report on SDGs on focus on inclusive economic growth and employment.

Rwanda

The UNCT focused their DRT-F policy initiatives on better integrating international standards and norms into national policies and regulations. Other activities integrated policy areas as diverse as human rights, economic development, healthcare, governance, gender, children, and education. This led to a large amount of joint data collection and analysis, but also the adoption of 8 government plans and policies (and 2 more pending adoption). Rwanda finalized 4 DRT-F policy initiatives, and 1 more is currently being implemented.

The first DRT-F policy initiative helped strengthen national capacities for promotion and mainstreaming human rights, and implementation of the Treaty Body and Universal Period Review (UPR) recommendations. It worked simultaneously with the Ministry of Justice, National Commission on Human Rights, and the coalition of 23 civil society organizations. The UNCT engaged with the CSO coalition on preparation of the parallel UPR report, and in that process further developed the CSO capacity to report on human rights issues. Moreover, it supported the national Treaty Body Report Task Force for the preparation and approval of the report the implementation of previous UPR recommendations. Beside preparation of indicators and templates for data collection on human rights, the findings from the UN-supported baseline study on human rights informed the preparation of the new National Action Plan on Human Rights. The DRT-F policy initiative contributed to development of the capacity building plan for the National Commission on Human Rights to implement key policies, and the national capacity to respond to policy and legislative gaps through identification of national legislation not aligned with human rights instruments. Finally, it conducted the Gender Audit for the justice sector.

Further working on the access to justice and protection of human rights, UNCT in Rwanda finalized another DRT-F policy initiative that produced new Integrated Electronic Case Management System (IECMS). This system is now operational in two locations and will be scaled up for the rest of the country by the end of 2018. It was aligned with the national e-governance policy; led to the replacement of the existing information technology system in judiciary with the new one; and improved the access to justice for women.

The work of the UNCT in Rwanda in the education sector focused on the capacity to deliver inclusive quality basic education under the UNDAF Outcome on Holistic child, youth, and family development. It was primarily relating to the SDG 4, but also addressed SDGs 3 and 5. The Key Results of this initiative included:

- An inclusive Competence-based Curriculum for Primary and Secondary Schools (adopted by the government and operational since February 2016);
- Integration of comprehensive sexuality education (CSE) in the new school curriculum, in line with East and Southern Africa Ministerial Commitment to Young People and government of Rwanda's Adolescent Sexual and Reproductive Health and Rights Policy and Strategy; and
- Increased capacity of primary and secondary school teachers to deliver subject content and new approaches in the revised curriculum, through training, development and dissemination of orientation and teaching aid materials.

Within the framework of the DRT-F policy initiative on legal and institutional framework for international trade, the UNCT supported the national assessment for international trade treaties. It focused on the analysis of costs and opportunities to adhere to selected international trade conventions and helped the government to navigate through a complex landscape of international trade rules. The DRT-F support contributed to two important studies: the Policy Review on Special Economic Zones and Industrial Parks, and the Review of the Special Economic Zones Authority in Rwanda. In this DRT-F initiative UNCTAD focused primarily on two Key Results: Strengthening national capacity on trade (policies, international rules, compliance with export regulations, trade negotiations, and regulatory reforms), and the Establishment of an operational platform to provide entrepreneurs (with focus on small and medium size enterprises) with effective tools to create and develop business with the use of transparent standards that are internationally recognized.

In the domain of healthcare, DRT-F supported the UNCT in Rwanda on two policy initiatives. One initiative focused on strengthening national capacities of institutions delivering integrated health and education

services and information on sexuality and STIs.

The first Key Result helped increase the capacity of primary and secondary school directors of studies to deliver Comprehensive Sexual Education (CSE) content in a learner-centered manner, taking into account the needs and rights of children with special needs in order to mainstream disability solutions. It involved 1,327 Deputy Head teachers in charge of studies and 2373 Teachers; It produced 3700 CSE training materials for teacher training and 2473 CSE information booklets for the Faith-based Organizations leaders and teacher training; oriented 2,997 District Master Trainers and School Subject Leaders on CSE; trained 90 teachers from the inclusive schools and the special schools for students with hearing impairment on CSE using sign language; and customized the CSE Teacher's Toolkit.

In another set of Key Results, the DRT-F contributed to the increased access to youth-friendly sexual and reproductive health services and information in two targeted districts. In partnership with Imbuto Foundation, the UN agencies trained 38 nurses on how to provide quality youth-friendly sexual and reproductive health services and reached out to more than 73,000 young people through health centers, community outreach and sensitization activities. Finally, this policy initiative helped the buy-in and support for Comprehensive Sexual Education from parents and community leaders, including religious leaders, school authorities and civil society.

The second DRT-F policy initiative focused on issues of human rights and education in healthcare. It aimed to achieve the following Key Results:

- Enhanced knowledge and evidence generation to assess gaps and bottlenecks for equitable access and utilization of quality health services;
- Strengthened multi-sectoral coordination mechanisms and community involvement for the implementation of HIV, SGBV, SRH/FP, NCDs, and CSE interventions at national, district and community levels; and
- Strengthened institutional capacity to improve the implementation of HIV, SGBV, SRH/FP, NCDs, CSE and RMCH interventions.

Vietnam

With support from the DRT-F, the UNCT in Vietnam engaged across a total of 11 thematic policy areas in its 2 policy initiatives. The multi-sectoral work addressed close to half of all SDG targets; involved almost 30 stakeholders groups, and brought together 6 UN agencies in the first DRT-F policy initiative, and 10 in the second one. These policy initiatives are also amongst the most complex ones with regard to incorporating a large number of UNDAF Outcomes and Outputs around the issue of human rights and the SDGs.

The DRT-F policy initiative on a Strengthened Legal Framework for Civil Society Participation was organized into two projects. The first project focused on revision and implementation of the Vietnamese legal framework in line with international norms and standards in order to create a more participatory and enabling environment for civil society. The second project dealt with the increased participation of civil society in policy discussion and legal reforms by focusing on the enabling environment for civil society and normative policy engagement in line with international norms and standards. It focused on 2 other UNDAF Outputs contributing to the UNDAF Outcome regarding effective participation of political, social, professional and mass organizations in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups.

This policy initiative led to two particularly integrated and systemic results. Firstly, its support to strengthening the capacity of civil society resulted in successful advocacy that led to major changes in the proposed Law on Associations. This was done through supporting national stakeholders with the technical review of the current law and recommendations for amendments, and producing a joint UN advocacy paper. Secondly, it helped improve the capacity of civil society organizations representing the interests of people living with HIV, people who use drug, sex workers, men who have sex with men and transgender people in monitoring of HIV service quality and leadership capacity. This led to the first initiative ever to seek

mobilization of resources from all national networks representing key population groups in Vietnam for the implementation of community-based and community-led service delivery models that focus on enhanced effectiveness of the national HIV response.

The second DRT-F policy initiative – “Towards the Inclusive and Comprehensive Development of Ethnic Minorities in Viet Nam” - focused on the SDGs reporting and monitoring. It addressed 3 UNDAF Outputs within 2 UNDAF Outcomes and cut across large number of SDGs. It is still being implemented, but there are already Key Results with regard to development of, amongst other, the following:

- Monitoring and evaluation framework and the strengthening of gender sensitive and ethnically disaggregated data system;
- Innovative approaches in tackling ethnic minority related issues;
- Guidelines and tools that contribute to programmes targeting ethnic minorities
- Ethnic minorities Action Plan rolled out and mainstreamed into formulation and implementation of 2016-2020 policies and programmes to accelerate multi-dimensional ethnic minority poverty reduction; and
- Development of tools to measure progress on MDGs and institutionalize equity-focused planning including: Health information dashboard and Health Vulnerability Profiles for provinces.