DELIVERING RESULTS TOGETHER FUND

THE FINAL REPORT ON RESULTS FOR 2014 - 2017

December 2017
# Table of Contents

- **List of Acronyms**
  
- **Executive summary**
  
1. **INTRODUCTION**
2. **DRT-F GLOBAL RESULTS**
   - *DRT-F Global Outcome*
   - *DRT-F Global Output*
3. **STORIES FROM THE FIELD**
4. **WORKING ACROSS THE POLICY CYCLE**
   - *Legislative changes, and International standards*
   - *Advocacy and dialogue, and National campaigns*
   - *Assessments and studies*
   - *Capacity development for policy implementation*
5. **AFTER THE DRT-F**
   - **Annex 1: Key Results at the country-level**
     - Albania
     - Bhutan
     - Capo Verde
     - Ethiopia
     - Malawi
     - Montenegro
     - Mozambique
     - Pakistan
     - Papua New Guinea
     - Tanzania
     - Rwanda
     - Vietnam
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
The Delivering Results Together Fund (DRT-F) was a global pooled funding mechanism established by the United Nations Development Group (UNDG) in 2013 to support integrated policy work. It was 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. 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.

In 2016 the DRT-F accelerated the implementation of its diverse 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 last year of DRT-F of operations in 2017 provided an opportunity to take stock of results and lessons learned overall.

This final Report summarizes global and country-level results that the DRT-F contributed to since its launch. It covers all activities from the period 2014-2017 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 country-level annual reports, which emphasized both the contribution to the global DRT-F Results Framework and the country-level Key Results. It also shows how the DRT-F policy initiatives related to the SDGs and the extent to which they operated across multiple thematic policy areas, and interweaved different stages of the policy cycle.

The report is concluded with the brief description of the new Joint Fund, whose design was informed by the lessons learned from the DRT-F.
1. Introduction

The Delivering Results Together Fund (DRT-F) was 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 was 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, and the also incorporated the SDGs.

The DRT-F emphasis 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 was 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 international development challenges. After the adoption of the Agenda 2030 in 2015, DRT-F further pivoted 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 brings in the sense of urgency and awareness of 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 pooling of financial resources, capacities, and expertise across 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.

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 were projects, or in several cases parts of broader programmes, addressing particular policy aspects across a wide variety of thematic policy areas. The activities spanned 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 aligned 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$31,572,766 from Norway, Germany, Ireland, Spain and The Netherlands, of which US$31,366,132 has been transferred to UN agencies in the field. The DRTF 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) represented the broader progress on UNDAF Outputs and Outcomes that DRT-F policy initiatives helped catalyze.

The work of the DRT-F emphasized the need to address the “two sides of the same coin” of the integrated policy support. On one side, there was the enhancement of integration of the UN at country, regional and global levels - which built upon the concepts of UN Coherence, Standard Operating Procedures (SOP), and Delivering as One (DAO). This implied, amongst other, the joined-up approach within UNCTs: from joint analysis, design and programming, to joint funding and implementation, and to joined communications and advocacy. Given the complexities and the multi-disciplinary nature of the SDGs, UN agencies increasingly pool their resources and expertise - and, even more importantly, 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 so-called “whole of government” approach - 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 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, the UN DOCO intensified its methodological and advisory support to the DRT-F countries so as to accelerate results and improve their quality.

- The DRT-F Global Practice Meeting took place 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 the peers to improve their individual and group understanding most 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-design 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.
DRT-F Governance

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

To be eligible to receive funds countries had to demonstrate that they had adopted the Delivering as One approach through formal government commitment letters and through 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 reviewed all countries and UNCTs submitting proposals to ensure that they met the eligibility requirements. Based on identified and agreed upon priorities the UNCTs, with support of the RCO, submitted UN policy initiatives as proposals for funding. The DRT-F Technical Sub-Committee comprised of technical experts then reviewed these proposals and ensured 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 monitored implementation at the global level and ensured the quality of reporting on policy results and UN coordination. The RCs, with the involved UN Heads of Agencies, track progress, consolidated UNCT progress reports and oversaw the delivery of planned policy results.

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 represented 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 development 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.
2. DRT-F 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. It also provides an overview of the DRT-F contribution to the SDGs, and its multi-sectoral policy approach.

The final report provides an overarching stock of all activities and results from the launch of the DRT-F until 30 September 2017. It includes DRT-F policy initiatives from 3 funding cycles: 2014, 2015, and 2016. In 2017 DRT-F entered into its final year, which was an opportunity to benefit from a more substantive country-level reporting\(^1\) and provide comprehensive insights into country-level results and activities beyond the aggregated, global reporting on DRT-F (see the next sections of the report).

This report reconfirms 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 the SOPs was also critical, 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 (with innovations such as dual agency leadership in Cape Verde).

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 other (e.g. Albania, Cape Verde, Malawi, 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 tended to provide.

While the focus on 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 in most countries. 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.

---

\(^1\) 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.
The 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. As of 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 placed 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 activities. Beside the Part A of the UNCT report complied by RCOs to represented 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 UNCT reports is presented in the next section.

**DRT-F Global 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.*

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 clearly specify the relationship between individual DRT-F policy initiatives with the UNDAFs.

The DRT-F policy initiatives were 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, and reporting with their national partners for addressing international normative standards in national policies and legal frameworks.

---

2 The new template led UNCTs to produce between 20 and 100 pages (depending on the number of policy initiatives) in their the 2016 reports. Most of the template was in tables and factual information, with very little general narrative.
The UNCTs reported that the total of 171 Key Results at the country-level have been achieved in the period 2014-2017 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 larger\(^3\) when we take into consideration that there were more than 89 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 in the 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:

![Graph showing the number of UNCTs contributing to SDGs](image)

*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 targets\(^4\).*

---

\(^3\) 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.

\(^4\) It is based on the UNCT 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 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) each, there was no country in which the DRT-F support related to the SDG 15 (life on land).

**DRT-F Global 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 positive. DRT-F was seen by one country as a funding mechanism with strategic focus on catalytic results that “allows diverse UN agencies to come together with a common policy focus”. It also facilitated 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” the UN is 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”. This 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 integrated national development agenda. With DRT-F funding, UN agencies had “the room for ambitious joint agency interventions” and facilitated identification of new areas for joint programming

---

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

All UNCTs firmly confirmed that DRT-F was critical for enabling existing DaO systems and bringing the 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 implementation of the UN Joint Resource Mobilization Strategy based on new integrated communication approach that “further strengthen 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 UNCT 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 2014-2017.

<table>
<thead>
<tr>
<th>Output indicator</th>
<th>Baseline / Target</th>
<th>Global Results: 2014-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of joint studies/reviews conducted/compiled with recommendations on strengthened national policy in line with international norms and standards</strong></td>
<td>Baseline: N/A</td>
<td>The total number of policy-related studies, reviews, and assessments was 130.</td>
</tr>
<tr>
<td><strong>Percentage of DRT-F supported UN Country Teams reporting that DRT-F funds contributed towards strengthened UNCT focus on integrated policy work</strong></td>
<td>Baseline: N/A Target: 85%</td>
<td>100% of UNCTs reported in their annual reports that the DRT-F contributed to both of these indicators.</td>
</tr>
<tr>
<td><strong>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 One</strong></td>
<td>Baseline: N/A Target: 85%</td>
<td></td>
</tr>
<tr>
<td><strong>Programme and the Common Budgetary Framework</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>

**Number of Results Groups engaged in the development of joint policy initiatives funded by DRT-F**

| 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). |

**Number of integrated policy initiatives receiving DRT-F funds monitored and reported on by UN Country Teams**

| Baseline: N/A | Target: 20 per year/60 LOP | 45 policy initiatives were launched, monitored and reported by UNCTs. New, comprehensive country-level reporting template was introduced in 2016. |

As the UNCT reports show, the DRT-F helped generate a large scope 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.

**DRT-F contribution to strategic policy change**

The analysis of UNCTs reports lead to identification of 270 documents produced. More specifically, UNCT reports indicate that the DRT-F support contributed to, amongst other, the following:

- Development of 89 government plans and policies (34 formally adopted and the remaining in the process of finalization), and 43 initiatives on legal drafting.
- 83 initiatives, which aimed to improve the alignment of national legislation with international norms and standards
- 97 policies informed through joint UN data collection and analysis

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, or the ratio of resources allocated to primary thematic 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 dominantly 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 majority involving aspects of governance, or human rights.

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.
The above graph implies the following:

- It validates the Theory of Change that UN Cohesion is crucial, but it indicates that it is not sufficient for integrated policy support. It has most leverage but other capacities are required.
- The most leverage would be produced by focusing capacity development efforts on:
  - Policy literacy,
  - Future literacy, including methods of strategic foresight, and
  - 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.

---

6 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.
3. Stories from the field

Owing to the global nature and policy focus of the Delivering Results Together Fund, it can be difficult to capture the concrete impact achieved. In order to address this challenge the stories from the field section has been added.

Giving young people a future in Montenegro

Montenegro is experiencing a crisis in youth unemployment. Since the 2008 financial crisis, youth unemployment has risen to historically high levels in Montenegro and across South-Eastern Europe. In 2013, 41 percent of young Montenegrins were unemployed. They face shrinking job opportunities, while their education and skills are not well-matched to labour market needs. Labour regulations and high levels of income tax are a disincentive to the creation of formal part-time and low-waged employment. As a result, many young people are pushed into insecure, informal work, or are not active at all in the labour market. They face long-term economic insecurity, and difficulty in making the transition to financial independence.⁷

Strengthening youth empowerment and employability was the focus of the DRT-F intervention in Montenegro. This complex area demands integrated policy making across sectors including education, skills training, labour legislation, and the economy. The UN agencies and the Government have worked together on two main approaches designed to improve the position and prospects of young people in Montenegro.

Upgrading and improving youth policy

An important first step has been to upgrade and develop greater coherence across the body of youth-related policy and legislation. A key result of this is the new Youth Strategy for Montenegro 2017-2021.

“The vision of the Youth Strategy is that Montenegro should be a country where young people are autonomous, involved in decision making and have decent jobs,” explains Nenad Koprivica, the head of the Directorate for Youth in the Ministry of Sport.

The strategy promotes higher quality education; economic and social security for young people; and greater participation by young people in decision making and community development. New and innovative national policies and programmes have been designed, based on the strategy, to support better educational outcomes, improved employability, and greater participation by young people.

Working directly with young people

Alongside the work to upgrade Montenegro’s youth policies, the Youth Empowerment Programme has led a series of efforts to engage and work directly with young people themselves.

UN support to the development of the Youth Strategy enabled the participation of a wide range of stakeholders, supported by international expertise and innovative methodologies. Around 20 young

---

people from across Montenegro gave direct inputs during the strategy development process, communicating directly with decision makers about their needs, aspirations, and their ideas for solutions. According to 19-year old Jovana, a participant in the youth programme: “I think this is the first time that someone in Montenegro has asked young people what they really want.”

Participants exchange views in the 2015 Youth Strategy consultation.

Enabling young people to lead the change they need

The UN system is supporting implementation of the Youth Strategy through a public competition for youth organizations to design and implement projects which will support strategic priorities. As a result, 36 youth-led projects have been funded to improve the education, training, employability and overall quality of life of young people in Montenegro. Such initiatives place the power and opportunity to create the future into the hands of young people themselves.

Helping young people to develop the skills and knowledge to lead change was also a priority for the Youth Innovation Lab. This initiative worked with 224 young people to help them develop the skills and knowledge to define and tackle some of the most pressing social challenges that they face.

Helping young people chart their future pathways

The Sebi želim [I wish for myself] initiative has supported 266 young people to think about their future and explore opportunities. During the process participants define their aspirations, and work to develop social and emotional skills, such as perseverance and empathy. Stana is a 17-year-old participant in Sebi želim: “This programme has definitely empowered me to recognize my potential and aspirations, but also define my personal goals for the future.”
Haris, a participant in the Sebi želim initiative, believes that online security is the biggest challenge for young people in Montenegro today.

Prilike is a pilot programme, based on behavioural science, which helps young people to make informed decisions about their career. The pilot has enabled 500 students from eight secondary schools to experience real work settings in 50 companies across several sectors. According to Benjamin Perks, the UNICEF representative in Montenegro, Prilike is “a good example of a model directly linking the education system and the labour market”. Young people who participated in the programme felt it had been a great opportunity to learn how to build their skills and identify the kind of career they want. Marija Knežević visited Ernst & Young and the Red Cross in Montenegro. "My interests go more towards IT and it is very interesting that I had the opportunity of visiting a humanitarian sector, so different from sciences. Now I see such jobs as my Plan B, an alternative in my career. The best of all is that here I could combine one thing that I have always liked, IT, with humanitarian work, for instance by doing the web design for such organizations."

For the companies involved, Prilike had a positive impact on their view of students and young people. Some 39 percent of company respondents said that their opinion of students’ competences had improved as a result of Prilike, while 15 percent said that there was a higher chance that they would hire secondary school graduates in the next six months.

Developing Skills for the 21st Century

Reform is also proceeding in the education sector. Quality education and developing the right skills are both essential for young people to prosper in the 21st century. Recognizing this, students in ten primary schools are participating in a pilot programme to help them develop their socio-emotional skills. The aim is to expand this work to more schools in the future.
“Quality education is a key to ensuring that the future generations will have a good standard of living. Countries like Finland, Estonia and even Slovenia are reforming quickly to help pupils acquire the 21st-century skills needed for the global economy. Their interventions are based on the latest science concerning brain development. We need to reform the education sector quickly to catch up, otherwise, today’s 15-year-olds may be much poorer when they are 40 than today’s 40-year-olds,” Perks said.

The DRT-F Youth Empowerment Programme has reached around 12000 young people in Montenegro overall. The process has facilitated outreach and inclusion of young Montenegrins in developing and defining the policies and interventions that they need, to ensure that they will have the future they hope for.
supporting the rights of home-based women workers in Pakistan

Razia Sultana, 40, is a home-based woman worker who stitches gloves for construction workers. Unable to continue her education after primary school, she began stitching footballs as a young girl, earning just 4000-5000 Pakistani rupees ($38-48) per month. Baidarie, a Sialkot based NGO, identified her as a potential grantee for a microcredit loan. Today she has her own home-based micro enterprise with five sewing machines, and her earnings have increased by 50 percent. Leaning into the day’s work, she pulls the fabric taut and sets her machine in motion. Years of practice mean that she barely pauses in telling her story as finished gloves pile up on her sewing table. “A person would go through every trouble to earn a livelihood,” Razia says. She has been able to use her extra income to pay for her children’s weddings and mortaring her house. She would now love to see her youngest daughter continue in her education. She is also able to extend the benefits of Baidarie’s investment to two of her neighbours, lending them her sewing machines so that they can produce gloves which she sells on their behalf.

The Global Gender Gap Report 2016 ranked Pakistan in 143rd position (out of a total of 144 countries) for women’s economic participation and opportunity. Women are significantly under-represented in Pakistan’s workforce, with just 26 percent of women of working age participating in the labour force.8

Statistics from UN Women suggest that some 30 percent of working women in Pakistan are home-based informal workers, often working in the garment industry – like Razia.9 Some estimates place the number of home-based women workers at as many as 11.6 million.10 Traditions of seclusion mean that many women in Pakistan are highly restricted in their movements outside of the home. Home-based work can offer them important livelihoods opportunities that they could not otherwise access. At the same time, however, women working in home-based roles typically earn low wages and experience high levels of job insecurity. Their work is unrecognized and unregulated, with no health and safety or social security provisions.

DRT-F supports the creation of Pakistan’s first policy on home-based workers

Recognizing the challenges that marginalized and vulnerable home-based workers face led the United Nations to include Pakistan among the recipient countries of DRT-F in 2015. Home-based workers and nutrition were identified as the key areas for joint policy initiatives. Three UN agencies, ILO, UNIDO and UN Women, have been working with the Government and other stakeholders to strengthen the policy and legislative environment for home-based workers in Pakistan. This has resulted in Pakistan’s first draft policy on home-based workers. DRT-F also supported the implementation of the first ever socio-economic survey of home-based workers in Punjab, where many home-based workers are concentrated. The findings of the survey led to the approval of the home-based workers policy by the Provincial Chief Minister of Punjab on 21 April 2017.

---

9 Ibid.
Training home-based workers to enhance their skills and their rights
The work to improve policy and legislation for home-based workers has been accompanied by on-the-ground efforts to offer training in rights and skills enhancement to women homeworkers.

Using skills training to increase home-based workers’ incomes
DRT-F’s capacity enhancement intervention worked with 1000 marginalized women to enable them to access higher incomes. Aneezah Hafiz is a home-based football stitcher who has benefited from skills enhancement training by Baidarie. Prior to the training, she was manually stitching garments and footballs and barely earning enough income to make ends meet. The training she received has enabled her to increase her income significantly. “A large proportion of women are lurking on the periphery and denied work by middlemen owing to their capacity issues. Through the Government’s involvement under this policy, a shift is expected to take place in the rural settings as more girls will aspire to enroll in training programs,” she says.

regulating employment, improving bargaining power
The home-based workers policy recognizes the rights of home-based workers to earn and negotiate fair wages, and seeks to promote greater transparency around earnings in the supply chain. It aims to reduce exploitation by middlemen and women who often control the supply chain that links home-based workers with exporters and retailers. Khair-un-Nissa displays her colourful embroidery and complains, “The middle-woman pays me only PKR 200-250 per piece. When I saw my product being sold at a shop for about PKR 1000-1200, it made me cry. I dared to once protest against this unfair cut on my proceeds and demanded PKR 500-600 but the threats of not being given work orders in the future sealed my lips forever.”

Farameena Adnan, who stitches footballs, is hoping to benefit from the legal equality in status and rights that the policy accords to home-based workers. “I delivered the same quantity and quality of work as other piece rate labourers working in a factory. But being a home-based worker, I earned only PKR 2000-3000 per month compared to female workers of a factory whose income fell in the PKR 12000-25000 bracket.” With more bargaining power promised through the HBW policy, Farameena rejoices at the potential for home-based workers to take greater control over the value chain.

Saima Naseem Kamran, is a supervisor working in a micro enterprise which is established at her house. As she supervises other home-based workers in a small room with sewing machines lined up neatly on two sides, Saima discusses the work-related benefits denied to this large invisible workforce. “Like our counterparts working in factories, we work eight hours a day in this centre. But because we are home-based, these benefits are denied to us. This policy will help us rightfully claim benefits such as leave, bonus, marriage grant and others.” Saima discusses how the situation of female home-based workers in her neighbourhood who cannot travel long distances to work in factories. By bringing better-regulated employment contracts into their homes, she believes the policy will support women’s empowerment.
Working with business to secure benefits for women workers

The business sector is also being encouraged to take steps to implement the policy measures, and in particular to build stronger direct linkages between industries and the home-based workers who depend on them. Increasingly, business leaders recognize the benefits of working more directly with women workers, who are more likely than men to remain in their roles for the long term. By providing better skills training and more secure employment to women workers, companies can meet the gap in skilled workers, and reduce workforce turnover. Syed Ghayyoor Abbas is Compliance Manager for Kampala Industries, which produces sports goods in Sialkot. He argues that, “The exports of Indonesia, China, Malaysia and Vietnam have seen exponential growth in recent years through better integration of HBWs in the manufacturing industries. With a policy framework that catalyzes these linkages, we can replicate their models and win a substantial share of international trade.”

While there is a long way to go to achieve full adoption and implementation, the draft policy and on-the-ground actions are important steps towards recognition and implementation of equal rights for home-based women workers in Pakistan. The Executive Director of HomeNet Pakistan, Ume Laila Azhar, even considers that the policy may form the basis for lessons and best practice that can guide other countries in South Asia: “With the technical and financial support of UN DRT-F, Pakistan has emerged as a vanguard country in South Asian region for enacting such a policy. In this context, the lessons learnt would help identify best practices in Pakistan that may be replicated and up-scaled in other South Asian countries that have a large presence of home-based workers, including Bangladesh, India and Nepal.”
Violence against women in Albania: From a hidden problem to a national priority

It’s easy to walk past the National Shelter for Abused Women and Girls and not see it. That’s the point. Nestled on a leafy street with no name, just minutes from the centre of Tirana, Albania’s capital, the nondescript building looks like an elementary school. Inside, women who are victims of domestic violence find a peaceful refuge, while their children play freely.

“I feel tranquil here,” says 36-year-old Adelina, who found refuge there with help from her brother and local police. She had been abused by her husband “since day one” of her 12-year marriage to a violent, alcoholic gambler.

Ms. Fatbardha Hoxhalliu is Director of the National Shelter. She explains how the women who arrive here sustain the physical and emotional impacts of domestic abuse, and need a range of medical, psychological, social, and legal support. “They learn to live life independently,” says Ms. Hoxhalliu. “They learn that they have the right to be free of violence. They learn how to live amongst a community, how to orient themselves in a world outside of their homes.” The women, who range in age from 18 to 76, stay on average six to eight months. Some stay as long as a year.

While shelters are run throughout the country, usually with NGO and private support, this is the only National Shelter run by the Albanian Government, with UN support. UN assistance helped establish the shelter in 2011. Today, UN-funded professionals train the women at the shelter in economic empowerment, providing training for jobs that will build on the skills the women already have, such as tailoring, catering, hairdressing, or professional cleaning. Some learn computer literacy. They all learn how to manage household budgets because many of them have never had responsibility for managing their own finances.

A “reintegration” expert determines when the women are ready to leave the shelter, and take care of themselves and their children. When they leave, the women are provided with psychological help and legal support so they know their rights, and what help is available.

Through UN programmes and technical expertise, in 2016 more than 55 percent of the women at the National Shelter were able to access employment, social housing and legal support. This compares with just 38 percent in 2014.
Taking coordinated action to tackle violence against women

Violence against women in Albania is associated with cultural traditions of patriarchy and hierarchy within the family; traditionally strict gender identities and roles; and notions of honour and shame. A recent survey conducted by the Albanian Institute of Statistics (INSTAT), with support from the UN, found that more than 59 percent of women in the country experienced some form of domestic violence in their lifetime, with 53 percent currently living in a violent relationship. Rural women, and those with only basic education, and women who never worked outside the home are more likely to have experienced domestic abuse.

Tackling widespread and deep-seated patterns of domestic violence effectively requires coordinated action from a wide range of agencies, including the Government of Albania, international organizations, local civil society groups, law enforcement officials, legal and judicial officials, health care workers and community leaders. No single agency can tackle gender-based violence alone, but together they can make a difference.

The Delivering Results Together Fund initiative in Albania brought together the UN Development Programme (UNDP), the UN Population Fund (UNFPA) and UN Women, with additional support from Sweden, to advise on policies, improve the legislative framework surrounding gender-based violence, develop coordinated multi-disciplinary response and referral mechanisms, and promote public awareness about violence against women.

This work has helped to change attitudes, improve laws, and in some instances, save lives. At the heart of the improved legislative and policy frameworks for combating gender-based violence is a strengthened Coordinated Community Response system (CCR) which manages cases of domestic violence.

new Community-based responses provide rapid services to women

The model for the CCR was set up by the UN in collaboration with local authorities. The CCR are teams of community professionals, currently located in 31 of the country’s 61 municipalities. They have institutional responsibility to identify the needs of victims of domestic violence and provide the required services to them, depending on each case.

They serve as fast-acting referral mechanisms that involve the entire community, from local government units to law enforcement agencies, police, healthcare providers, judges and prosecutors, and specialized civil society organizations which immediately come to the aid of individual domestic violence survivors. More than 2,213 cases of domestic violence were registered through the CCR tracking system from July 2014 until the end of 2016, compared with just 400 in 2013.

“The CCR has shown realistic potential to be scaled-up nationally,” says Brian William, the UN Resident Coordinator in Albania. However, to bring this community response system to every municipality will require more human and financial resources.

In the meantime, the CCR makes a difference in the municipalities where they work well. “If I had known about these services earlier, I would have left my husband years ago,” said Adelina. She is looking forward to “Finding a job, having a house of my own, and starting a new life.”

improving national laws on gender-based violence

The establishment of the National Shelter and the CCR system are firmly rooted in Albanian law, which criminalized domestic violence in 2013. The UN has provided continuous support to the Albanian
Government in drafting new amendments to the law on measures against violence in family relations, and other related laws pertaining to gender-based violence.

The aim is to ensure that Albania’s laws are compliant with international standards, including the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). The new National Strategy on Gender Equality 2016-2020 now includes a work plan with concrete actions for specific ministries, and budget allocations to advance the public gender agenda in the country.

Examples of recent legal changes have made it easier for women to collect alimony, have forced authorities to alert women when their abusers are released from prison, and have ensured that women have electricity in their homes after a divorce, even if they are not considered to be the head of their household. These may seem like obvious entitlements, but such changes have required advocacy and lobbying.

Supporting civil society to take action on gender-based violence

“The UN gave civil society groups and NGOs the skills and means to pull together for a stronger voice and be heard by the government,” says Fabiola Laco, Executive Director of the Today for the Future community centre. “We used to march and protest. Now we understand procedures and protocols on how to lobby and advocate for better laws,” she says.

Her organization receives UN support for creative national campaigns that use volunteers, including men and boys, to promote messages on ways to end gender-based violence. They hold monthly events across the country in city centres, village squares and local schools. A summer camp encourages young people aged 6-13 to use art and story-telling to illustrate ways to end domestic violence. The camp and other local activities have helped communities to develop a better understanding of issues around domestic violence, as well as showing them how to use the CCR mechanism if they need help. In one prominent case, an 11-year-old boy learned at the summer camp about which official to go to report that his mother was at risk of being killed by his father. “The young boy saved her life,” said Ms. Laco.

A free hotline handles distress calls at the local level. The phone lines are closely linked with the CCR mechanism and the National Shelter, which means cases can immediately be referred to the relevant authorities who can help without delay. These local services are now extended through a national helpline for victims of gender-based violence, with standards of services put in place through UN assistance.

Training police and legal professionals to respond effectively

Due to an increased level of awareness, victims of domestic violence and their families reported 4,000 cases of violence to state police in 2015, compared with only 94 reported cases in 2005. Behind the statistics are attitudinal changes. “Police now take action when they are called to a domestic violence case,” says Evis Garunja, a lawyer from the Center for Legal Civic Initiatives. “It used to be a hidden, family issue, but now it’s more out in the open.”

UN support has meant that an increasing number of police are trained to handle gender-based violence cases. Over 120 police officers received training on procedures and protocols for such cases in 2016. The State Police Academy also upgraded its training curricula on gender-based violence in response to the legislative improvements. More than 23 trainers from the State Police Academy now have the skills to teach other police staff on how to apply the revised curricula. Over 300 magistrates and other legal
professionals have completed training sessions on gender equality and domestic violence so they are better informed about the intricacies and changes in relevant laws.

“Gender-based violence was something that people spoke about in whispers,” says Elida Metaj, who conducted a national assessment on the CCR mechanism. “Now, people are more open about it. They feel more comfortable reporting it, and denouncing it. There is a shift in mentality. Change starts there.”
Tackling child malnutrition in Papua New Guinea

Papua New Guinea (PNG) faces an epidemic of child undernutrition. It has the fourth highest child stunting rate of any country in the world, and almost half of all children have stunted growth due to malnutrition. Around one third of all hospital deaths among children under five are directly or indirectly caused by malnutrition. The levels of child malnutrition in PNG are so high as to be similar to those seen in situations of severe famine or conflict.

Nutrition-specific interventions alone are not enough to combat persistent and widespread child undernutrition. Systemic child malnutrition is usually the result of a toxic interaction between several factors. These can include food insecurity; prevalence of disease and a lack of clean drinking water and sanitation; poor access to health services; and insufficient access to education and family planning – for women and girls in particular.

Scaling Up Nutrition: collaboration to end hunger and malnutrition

The Delivering Results Together Fund has supported the implementation of the Scaling Up Nutrition (SUN) initiative in PNG. Scaling Up Nutrition is a multi-sectoral initiative which emphasizes the power of collaborative working to end hunger and malnutrition. In PNG, the initiative has resulted in the new integrated National Nutrition Policy 2016-2026. The policy has been adopted by the government and is being developed into a Strategic Action Plan. It is creating a shared basis for the mobilization of resources, partnerships and capacity building for all stakeholders working to tackle malnutrition in PNG. In particular, the intervention has prioritized capacity building for national partners.

Child malnutrition in poorer communities: A stubborn problem

Nurse Evelyn Suagin and Dr Michael Landi work closely with undernourished children at the Port Moresby General Hospital. The majority of their patients are less than five years old. Many come from poorer families where there is a lack of knowledge about children’s health and nutrition, and a lack of access to vital resources such as clean water. The situation is made worse by the widespread system of informal adoption in PNG, where the children of less well-off parents go to live with wealthier relatives, which has been linked with cases of child neglect and poor health. The use of staple foods such as sweet potato and taro are also a contributory factor. High in starch and low in protein, they are not well-adapted to the nutritional needs of small children. Suagin and Landi see many cases of readmission of children from poorer backgrounds with nutritional problems.

Scaling up nutrition: Early results

However, health workers and families are beginning to see positive results of SUN in Papua New Guinea. Julie and Simon’s little girl, Binabina, is in Ward 1D in the largest referral hospital in Port Moresby. She is 16 months old, and is underweight for her height. Her parents knew something was badly wrong when her body swelled up abnormally, she lost her appetite and her skin started to turn dark, dry up, and peel off.

“Family members told me it was caused by hot water,” Julie recalls, “But I knew it wasn’t hot water.” Julie and Simon brought Binabina from their village to the capital in search of assistance. At the hospital, Binabina was diagnosed with kwashiorkor, a form of severe acute malnutrition that affects children who lack protein and energy.

Two years ago, in the same hospital, the chances of Binabina surviving this condition were much lower. Back then 16 percent of children admitted for specialized care died. Now, however, the mortality rate has dropped to six percent. This is the result of the implementation of a new treatment programme for malnourished children. The programme focuses first on stabilizing the children’s condition, and then helping them to grow to their ideal weight.

Noel was two when he became ill. His father Gunai cries as he remembers how sick Noel was. “By then he could only lie in bed, he couldn’t move. Food he was eating came out the way they went in. I took him to the health centre and forced them to refer us to the main hospital.” Gunai and his wife Julie brought Noel to the Port Moresby General Hospital, where he was diagnosed with severe acute malnutrition. Gunai believes that being admitted to the nutrition programme saved Noel’s life.

The UN system in PNG will continue to work with the Government across sectors to try to secure children’s rights to nutrition. The new National Nutrition Policy is an essential resource and roadmap to guide the efforts ahead. A commitment to sustained investment in multi-sectoral approaches can ensure that PNG’s children begin to thrive.
Supporting civil society to overcome HIV/AIDS in Viet Nam

Viet Nam is a “Fast Track” country for the AIDS response, committed to accelerating progress towards ending AIDS as a public health threat by 2030. However, international funding for HIV interventions in Viet Nam is decreasing rapidly. To avoid slipping backwards, Viet Nam urgently needs to ensure that it can continue to scale up its response to HIV/AIDS, and sustain this into the future.

There were an estimated 260,000 people living with HIV in Vietnam as of 2014. Estimates suggest that incidence peaked in the early 2000s, and that new cases of HIV have gradually declined in number year-on-year since then. In 2014, Vietnam became the first country in Asia to adopt the 90–90–90 targets set by the United Nations Joint Programme on HIV/AIDS (UNAIDS), under which: by 2020, 90 percent of people living with HIV will know their HIV status; 90 percent of people who know their status will be receiving HIV treatment; and 90 percent of all people receiving treatment will have undetectable levels of HIV in their body.

In 2016, UN agencies in Vietnam used DRT-F funds to bolster their work with civil society organizations, supporting them to participate more meaningfully in the nation’s HIV response, and to provide effective and efficient services for their peers. These activities build on many years of UNAIDS Viet Nam’s engagement with local actors, communities of people living with HIV (PLHIV), and “key populations” at risk of HIV – people who use drugs, sex workers, men who have sex with men (MSM) and transgender (TG) people.

Civil society organizations in Viet Nam have historically faced a challenging context, characterized by high levels of Government control, and difficulties in gaining legal registration or project approvals. However, since the 1990s, there has been gradually increasing openness on the part of Government to the role CSOs can play in national life and development. Civil society organizations (CSOs) have grown in number and developed rapidly over the past few years. Recognizing the key role for CSOs in Viet Nam, and the support that they need to be effective, the UN system has used the DRT-F support to strengthen the legal environment for CSOs, and to build their capacity to influence and deliver services. The UN supported national stakeholders to review the national law governing CSOs, and to make recommendations for amendments: these efforts resulted in important changes to the Law of Associations.

civil society organizations: essential service providers and powerful advocates in the HIV response

For people living with HIV and key populations at risk of HIV, fear of stigma, discrimination, or loss of confidentiality can discourage or prevent them from accessing testing or treatment services. CSOs with experience in working with these populations do essential work in helping to overcome these barriers, through building up knowledge and trust within local communities. This work is crucial to boosting the uptake of HIV prevention, testing and treatment services. DRT-F and UN support for CSO interventions is producing tangible improvements in HIV-related services, and is helping to build CSO leadership and advocacy capacity.
Expanding testing and outreach in key communities

Community-based and community-led service delivery models are crucial for expanding access to HIV services in Viet Nam. CSOs have led in delivering community-based services in innovative ways. The Centre for Applied Research for Men and Community Health (CARMAH) and other organizations are bringing HIV testing to communities that are hard to reach. This approach trains lay testers to provide rapid testing, diagnostic and counselling services at appropriate outreach locations in their local communities. As a result, in Ho Chi Minh City nearly 900 MSM were tested, and 53 men accessed life-saving HIV treatment. Nguyen Thanh Huu is a CARMAH lay tester, and says, “I have overcome my fear – that really makes me proud of what I’m doing. Doctors and nurses look at us differently, and I feel I have more brothers. We reach our peers, which many people cannot.”

UNAIDS Viet Nam assisted CARMAH to develop a case study documenting these successes and to bring evidence of the benefits of using community lay testers to the attention of the Viet Nam Administration of AIDS Control. This will in turn increase government support for CSO involvement in reaching those most in need of testing and treatment.

CARMAH provides rapid testing, diagnostic and counselling services to key populations at risk of HIV/AIDS.

Using smart tools to monitor HIV service quality

The population of Viet Nam has high levels of access to the internet and familiarity with social media. UNAIDS has supported CSOs to adapt and the iMonitor+ app, creating a pilot application for smart phones which enables PLHIV and key populations to monitor HIV service quality. Using the app they can report any experiences of health care-related stigma and discrimination, or of violence, abuse and exploitation, as well as difficulties faced when registering for HIV services or when buying and using health insurance.
Community leaders have been trained to respond quickly to reports, to link individuals to relevant services, and to gather and analyse data for advocacy purposes. The pilot in empowering the CSOs involved to decide what they should monitor, and to dialogue with service providers and health authorities. The tool has proven valuable for both CSOs and service providers and its use will be expanded.

Enabling civil society participation in key policy platforms
DRT-F funds also supported CSO participation in key policy platforms and mechanisms, including Viet Nam’s Global Fund for AIDS, Tuberculosis and Malaria’s Country Coordination Mechanism, as well as advocacy on HIV-related stigma and discrimination in health care. CSOs advocated for wider access to legal aid and contributed to Viet Nam’s participation in international high-level meetings.

By creating a better environment for civil society in Viet Nam, DRT-F support has helped to bolster the national response to HIV/AIDS. Going forward, sustained investment in civil society capacities and in public policy reform can ensure that CSOs achieve their full potential as equal partners in the campaign to end AIDS by 2030.
4. Working across the policy cycle

This section presents a selection of country-level outputs and activities delivered by DRT-F policy initiatives across 12 countries. The information comes from the UNCT annual reports. 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 depends on the design of policy support, and 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 the 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 43 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. Furthermore, the DRT-F support contributed to the development of policy papers with actionable recommendations in the areas of innovation capacities for priority industries, development of green jobs and enterprises, and youth entrepreneurship.
Beside conducting a legal review of the Public Debt Law, **Capo Verde** helped draft the Organic Law on Coordinating Commission of Alcohol and other Drugs aiming to introduced a more integrated legal response to addiction problems. In the context of a substantive technical contribution for improving the compliance with international norms, tools, and standards, Capo Verde also supported the drafting of the Cybercrime Law, Law on Criminal Policy, and Law on Criminal Investigation, as well as laws on municipal finances and on the status of locally elected officials. Capo Verde supported the government in elaboration of the Strategic Plan for Sustainable Development to align with the SDGs, which included programme restructuring and a more advanced Result-Based Management approach. Finally, it helped improve the juvenile justice legal framework by working with the government on a new bill, along with new internal operations regulation and pedagogical and therapeutic programmes.

Regarding the new draft of the Law on Child Rights and Protection, **Albania** supported the government in 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 represent a stronger compliance with the Convention on the Rights of Child. Another law addressed in Albania was the Labour Code, for which the DRT-F provided 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) – as well as 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. **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. 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.

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.

**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, it 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 support of the UN, the new system was established and tested, and is being now 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 relating 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 **UN Framework Convention on Tobacco Control** in Mozambique. The focus on **CEDAW** was central in the work of the DRT-F in Capo Verde, Rwanda, Albania, Malawi, and Ethiopia. Albania started introducing a **web-based platform for UPR and CEDAW monitoring** to improve the monitoring of international human rights instruments. 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 an adjacent aspect of an activity dealing with policy assessment, legal drafting, or capacity development for policy implementation. However, UNCTs reported on more than 89 activities that dominantly focused on strategic advocacy and facilitation of broad national dialogues. Several selected cases are presented in this report, emphasizing how those advocacy activities led 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 the special emphasis on inclusive growth and economic opportunities for the most vulnerable. Amongst other, the Direct Youth Consultations led to 81 consultation events with 32 target groups. One specific activity – “Youth Employment” – included, amongst other, 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 an 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 communication channels of TV, radio, social media, and print media. It also organized advocacy on quality integrated health services in the area of Cre for Child Development.

**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 mainstreaming the SDGs in national strategic plans Capo Verde organized, amongst other, 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 other, Capo Verde engaged in advocacy with small farmers from local Goat Cheese Cluster Assemblies, and with several national associations regarding the Blue Growth Initiative. Finally, it organized a series of advocacy and training events regarding the parity law on women’s political participation.

**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 the “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 nationwide 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 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 material 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 lead 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 underling 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.
- The Capo Verde White Ribbon Association (Men Against GBV) in partnership with the UN Women’s HeforShe campaign, has organized the orange march “Violence is Not Love” in July in the capital city of Praia. The parade aimed to sensitize and mobilize men, boys, women and girls in changing attitudes and putting an end to gender based violence. In the parade participated armed forces, national police, members of the government, and public in general (especially young men).

- 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 massively 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, videos\(^\text{12}\), and online sessions on Twitter and Facebook. Pakistan also organized a wide campaign regarding HIV/AIDS prevention.

- 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. It also developed and promoted the Step-by-Step Guide on how to start e-commerce, and contributed to improving the enabling environment for the green jobs.

- 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 video\(^\text{13}\) 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. It also translated in local languages and widely promoted the CEDAW women’s health booklet.

---


\(^\text{13}\) See the video at: https://youtu.be/Ayok-59qeSo?t=3
Assessments and studies

There were a total of 130 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
- Situation 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
- Right based health service monitoring report for decision and advisory tool
- Migration profile for Ethiopia
- 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

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 operational plan for HIV and SRH among adolescents and young adults (draft)
- CRVS assessment report
- Review of the Development of Reproductive, Maternal, Newborn, Child and Adolescent Health Policy
- 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
- 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
- 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
- Furniture production diagnostic study
- Strengthening competitiveness and innovation capacities of SMEs
- Report on the Research on Green Jobs and Enterprises

**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
- Comprehensive evaluation of the Special Law on GBV
- Study on the Status of Justice

**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. Several selected examples are presented below.

- **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. It also supported the platform and mechanisms for internal and external information-sharing, dialogue, and cooperation between key countries along the migratory route to protect migrants and refugees’ rights, address irregular migration, trafficking, smuggling and promote regular migration.

- **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 supported government to assess the readiness for SDGs implementation and monitoring and analysis of the relevance for 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 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. **Pakistan** organized a comprehensive training program for the use of new operational tools on the issue of maternal and neonatal deaths.

- **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 ESDEM 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). DRT-F in **Montenegro** organized training to support the implementation of new practices, such as e-commerce, agro-techniques for olive producers, value chain in the green jobs context, and the introduction of ISO standards in youth entrepreneurship.

- **Tanzania** developed Advanced Data Planning Tool (ADAPT) for the National Bureau of Statistics regarding Global Agenda 2030, Africa Agenda 2030, and National Five Year Development plan. It was accompanied by preparation of the SDGs Baseline Report for Tanzania and Mainland, and the comprehensive Mapping of the Data Ecosystem.

- **Montenegro** provided capacity development related to informed policy-making, which resulted in the software for the Tracer study of graduated high-school students. It also helped develop the e-Regulations online portal. **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, as well as a series of training events on the use of foresight and long-term planning for the SDGs.

**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, criminal 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. Beside 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 the 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. Rwanda also organized massive training on coordination, monitoring and implementation of comprehensive HIV prevention for pregnant women, children and youth across several districts. In another 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 the 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 led to training of health professionals on compliance with the provisions of the GBV Law supported by 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. In addition to that the UNCT organized several training programmes in the areas of provision of protective services to particularly vulnerable migrants and refugees, and migration and security challenges. **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 the 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. Tanzania combined training with technical assistance for developing capacities for evidence-based policy making for industrial development.
5. After the DRT-F

As this report showed, the DRT-F had a twofold purpose: to enable inter-agency collaboration at the country level, and to support integrated policy and the “whole of government” approach. Both of those focused on overcoming the conventional, siloed approach – in the UNCTs and in the government - and promoting inter-disciplinary and multi-stakeholder policy. In some cases, the attention was put on international norms and legal drafting, and in others on policy briefs and strategies. Furthermore, such upstream work was combined with investing in effective policy implementation and institutional capacity.

DRT-F aimed to be catalytic, both in terms of funding and systemic change. It helped countries innovate policy and systems, and it was uniquely positioned to enable the SDGs through the development transformation across social, economic and environmental arenas. Hence, the DRT-F was a pioneering effort, and even a herald of the kind of change that UNDS is expected to embrace more broadly in the near future.

However, the approach applied in the DRT-F did not fully succeed in incorporating some other strategic intentions.

One of those is the acceleration through identifying and actionably addressing specific policy bottlenecks and institutional barriers. DRT-F would develop a new, or revise existing, policy, but would tend to fall short of making it sufficiently impactful, or adequately scaling the new solutions. Another major challenge for the DRT-F was financing. The policy initiatives would benefit from the funding provided by the DRT-F and they integrated it with the the sources of funding. But they often could not generate the context that would attract and mobilize private sector investment. DRT-F policy initiatives did not leverage new social finance instruments and impact investing, or effectively engaged with social entrepreneurship.

Hence, the DRT-F only started to advocate for the systemic transformation, the shift from funding to financing, and iterative and agile design and implementation of development innovation. More work was also required to help UNCT move away from conventional roles, functions and operations toward convening and brokering, AI-enabled solutions, and introducing co-creation and innovative business model such as platforms.

The lessons learned from DRT-F represent a framework for upcoming UN initiatives. Amongst other, the torch of the integrated approach to the SDGs is being taken over by the new Joint Fund for the 2030 Agenda (Joint Fund).

The Joint Fund represents a UN catalytic SDG grant facility designed to leverage additional resources to finance the SDGs, by unblocking existing national policy bottlenecks that in turn ready a country for scalable investment with sustainable social, environmental, and economic returns. It will provide grants to UNCTs to develop inter-agency joint programmes that are SDG policy focused and have the potential to leverage the Joint Fund’s short-term grants to the development of longer-term partner investment vehicles and financing.

It aims to raise $290 million per year. The Fund is administered by the UN Multi-Partner Trust Fund Office (MPTFO) which boasts the highest standards of transparency and accountability. Joint Fund partners include: UNDP, WFP, UNFPA, UNICEF, ILO, UNOPS, UNWomen, UNCDF, UNCTAD, UNODC, FAO and UNHCR with others in process of signing the MOU.
Very much in line with the DRT-F framework, the Joint Fund posits that policy coherence is the most effective way for the UNDS to leverage its resources to attract SDG financing, and that the UN’s effectiveness is greatest when its agencies serve together. However, it is expected to address some of the weaker points of the DRT-F by emphasizing SDGs acceleration and new financing opportunities beyond official ODA and current public investments.

Learning from the DRT-F, the Joint Fund will be based on an iterative and lean approach directed toward scaling, new partnerships and systemic change, as presented by its Theory of Change below:
Annex 1: Key Results at the country-level

This annex summarizes Key Results at the country-level for the period 2014-2017. 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 its global results and indicators. They do not, however, provide sufficient information on what has happened in particular countries, policy initiatives, or activities. The new reporting template led to UNCTs generating more than 400 pages for 12 integrated UNCT reports and 45 reports for individual DRT-F policy initiatives in 2016, which was then updated with the information from the country reports for 2017. These reports were presented in tables and with specific data 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 – 2017 was 171.

These are only the results considered by the UNCTs to be “Key”, as selected out 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 putting focus on those that are considered to have the most impact and relevance.

Albania

UNCT in Albania was one of the most prolific by managing to considerably leverage the DRT-F funding. The UNCT produced 50 Key Results, while using approximately 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 37 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:

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;
- Audio-visual Media Authority (AMA), responsible by law to monitor that media do not publish content advocating hate 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 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.

**Inclusive Social Policies**
- Enforcement mechanisms for the new Mother and Child Health regulatory framework developed in one target region (including: over 80% of the eligible health personnel participated in accredited training activities; supportive supervision tools developed in collaboration with 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 UNICEF’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 of 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:

**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 the 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 and ways.
- 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 lead to the following Key Results accomplished:

**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. These were very successful activities leading to 10 government plans and policies and integrating 9 Thematic Policy Areas. Amongst other, the DRT-F contributed to: 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

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 focus on neonatal care;
- Development of national adolescent health programs and integrated quality services on the basis of human rights and gender approach including sexual and reproductive health rights and prevention of drug use;
- Development of integrated health promotion interventions and services network 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 according with international standards.

The DRT-F work on Employment and Decent Work related to strengthening national policy frameworks to promote employment in key driving sectors of the economy within the framework of decent work. 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 recommendation regarding public debt management and trade facilitation on customs operations - in the context of the enhancement of UNCTAD Automated System for Customs Data, ASYCUDA-World Version.

Under the auspices of this initiative, Capo Verde contributed to capacity development of central and local governments in the area of urban and periurban 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;
- 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;
- Enhanced capacities in monitoring and reporting country’s gender progresses and challenges are
- Increased prevention efforts and service provision to GBV victims though effective implementation of the legal framework; and
- Strengthened capacities and skills in promoting women’s leadership and participation in decision-making positions.

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 predominantly 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 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
- Establishing 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 dialog 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 so far produced 3 Key Results all of which cutting 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;
- Increased awareness on the use of the CEDAW Women’s Health Rights booklet for vulnerable women/girls (female commercial sex workers, out of school girls, potential female domestic migrant workers, domestic workers) with the aim to enhance right-holders’ understanding of their constitutional right and increase demand for it, and
- 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 and finalized the Migration Profile Initiative for Ethiopia;
- Deployed the Ethiopian Migrants Data Management System at federal level;
- Introduced SOPs establishing a National Referral Mechanism for Victims of Trafficking; and other vulnerable migrants established and cascaded down to two Regional States;
- Increased awareness on the use of the CEDAW Women’s Health Rights booklet for vulnerable women/girls (female commercial sex workers, out of school girls, potential female domestic migrant workers, domestic workers);
- 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.

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 theDemographic 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 such, 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 sensitisation on Sexual, Reproductive, Maternal and Child Health;
- Support for 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 succeed 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 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; 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: Survey on and 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 promote in the government a more integrated and participatory policy design culture.

The “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 applied a strategically multi-sectoral approach with the focus on SDGs 8 and 9. It is expected to help improve: the framework for regional and clusters development in the country; the policy for upgrading of manufacturing and product/s finalization capacities by local MSME, the framework for more conducive environment for creation of green jobs, and business environment related to registering, setting up and running businesses. 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. Overall, it helped improve:

- The framework for regional and clusters development;
- The policy for upgrading of manufacturing and product/s finalization capacities by local MSMEs;
- The framework for more conducive environment for creation of green jobs; and
- The business environment related to registry (business registration, registration of property and obtaining construction permits online) and setting up and running businesses.
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-sectoral mechanism service providers for 10 districts of Nampula Province. DRT-F also contributed to promotion of and the support to implementation 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. Finally, the DRT-F contributed to capacity development of service providers in multi-sectorial mechanism to improve the attendance of woman and girls’ victims of violence, as well as to the development of the Real Time Monitoring System to measure Sexual and Reproductive Health and Rights.

Pakistan

UNCT in Pakistan organized the overall DRT-F funding into 6 initiatives. 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 contribute 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) engaged with provincial governments on development and implementation of nutrition polices, 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 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, prepare 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 ensure informed decision making by the policy makers and implementing partners.

The policy initiative that focused on improved survival of vulnerable groups through implementation of maternal and neonatal death audits dealt with the SDGs 3 and health care issues towards awareness raising, adaptation and piloting of new initiatives at provincial level. On this initiative DRT-F supported a comprehensive technical assistance, advocacy, and capacity building of main stakeholders improved the National Maternal and Perinatal Deaths Surveillance and Response (MPDSR) Protocol for Pakistan. The support to human rights based HIV/AIDS legislation supported new legal drafts 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) is 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 increase the survival of all new-borns, children under-five and mothers”. Although producing only 1 Key Result, this result was of 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 the 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. 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 respectively).

The DRT-F policy initiative on employment-centered growth strategy dealt with reducing poverty through 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 other, 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 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.

UNCT Tanzania finalized the policy initiative “Enhanced National Capacity to Monitor and Report on SDGs in 2017. It focused on UNDAF aspects of improvement of national governance to meet the needs of women, children, the poor, and other marginalized groups. Amongst other, the UNCTs 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);
- Enhancement of the government capacity to monitor and report on SDGs on focus on inclusive economic growth and employment.
- Improved availability of Metadata for reporting of SDG in Tanzania Mainland and Zanzibar;
- Development of the SDGs Baseline Report for Tanzania Mainland, with the Poverty Monitoring System and mapping of the Tanzanian data ecosystem; and
- Study on dialogue platforms at sub-national level for SDG localization and Local Economic Development.

**Rwanda**

One of the main emphases that UNCT in Rwanda put in their DRT-F policy initiatives was on national policies and regulations better integrating international standards and norms. Other activities integrated policy areas as diverse as human rights, economic development, healthcare, governance, gender, children, and education. This led to a large number 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 that was finalized with the focus on strengthening national capacities of institutions delivering integrated health and education services and information on sexuality and STIs.

The first of its Key Results 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 needs and rights of children with special needs in order to mainstream disability solutions. It involved 1327 Deputy Head teachers in charge of studies and 2373 Teachers; 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, amongst other, trained 38 nurses on how to provide quality youth-friendly sexual and reproductive health services and reached out to more than 73000 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 last DRT-F policy initiative is the extension of the previous one with its focus on issues of human rights and education in healthcare, thus contributing to 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 the support from the DRT-F, 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 Strengthened Legal Framework for Civil Society Participation was organized into two projects. The first project focused on revision and implementation of the 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 tacking 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;
- Development of tools to measure progress on poverty reduction and institutionalization of equity-focused planning, including Health information dashboard and Health Vulnerability Profiles for provinces’
- Technical support for finalization of the first ever national midwifery report and the report to review interventions on ethnic minority midwives to generate evidence on needs, availability, accessibility, utilization of services, midwifery human resources and visions towards 2030
- Strengthened capacity of CSOs and GoV agencies contributed to prevention of child marriage using evidence based data;
- Support to Empowering ethnic minority women in Viet Nam provided through gender-responsive policies and programmes; and
- A multi-dimensional and human development approach adopted in the poverty reduction components of socio-economic development plans at national and sub-national level.