UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

SDG Integration – Engagement Facility

Project Title: SDG Integration Service Offer for the Global Policy Network (GPN) to Deliver Integrated Policy Solutions for UNDP and the United Nations Development System (SDGI Global Project)

Project Number: 00124566

Implementing Partner: UNDP, SDG Integration Team, GPN/BPPS

Start Date: May 2020 **End Date:** December 2022 **PAC Meeting date:** N/A

Brief Description

This global project will enhance the service offer of the UNDP Global Policy Network (GPN) to support countries and the wider UN system in integrated implementation of the SDGs.

UNDP's integrator function, reaffirmed by General Assembly resolution 72/279, underpins a strong, coherent UN development system prepared to offer integrated support to countries. At UNDP, the GPN is the central mechanism for mobilizing and connecting multidisciplinary teams and streams of expertise. It has a vital role in backing country offices as they respond to government demand for assistance in tackling complex development challenges. To meet the call of UN Member States for the UN development system to be "fit for purpose" in the era of the 2030 Agenda, and in line with the UNDP Strategic Plan (2018-2021), the SDG Integration team (SDGI Team), anchored in the GPN will help develop the processes and necessary procedures to support Country Offices and Resident Representatives in approaching complex development challenges and drawing on the learning and expertise from across the GPN. The global project will focus on leveraging the GPN to design integrated development policies and programmes, access and generate finance, source and analyze data, and drive innovation and learning to achieve the SDGs. This is based on the four dedicated SDG integration enablers.

The current project builds on progress made in establishing UNDP's integrator function, including through the previous MAPS (Mainstreaming, Acceleration and Policy Support) project. The main project stakeholders are governments, UNDP country offices and UN country teams.

Planned outputs include:

1) **Responding to complex SDG challenges**: The SDGI team will work closely with country offices to strengthen capacities and offer the expertise they need to respond to increasingly complex, interdependent and ambiguous challenges.

2) **Collaborating as integrator across the UN system:** The SDGI team will develop a central role within the UN development system as a provider of systems leadership and state-of-the-art integrated development solutions.

3) **Harnessing collective intelligence to address global challenges**: By harnessing expertise and capacity across the GPN, the SDGI team will strengthen the use of knowledge in policy making and practice.

The project is implemented by the SDG Integration team, hosted in the Bureau for Programme and Policy support.

Contributing Outcome UNDP SP:

SP outcome 1 Advance poverty eradication in all its forms and dimensions (primary outcome)

SP outcome 2 Accelerate structural transformation (secondary outcome)

SP outcome 3 Strengthening resilience to Shocks and Crisis (secondary outcome)

Organizational Performance outcome 3 Operational Services Arrangements for United Nations system-wide results, coordination and coherence (primary outcome)

Contributing Output UNDP SP:

SP Outputs 1.1.1, 1.3.1 (primary outputs)

Org. Outputs 3.1, 3.2 (primary outputs)

SP output 2.2.1, 3.3.1, 3.4.1 (secondary outputs)

Indicative Output(s) with gender marker:

Project Output 1: SDG integration service offer developed and implemented at scale throughout the GPN/ GEN 1

Total resources required:	**USD** $8,171,159	
Total resources allocated:		
	UNDP:	$1,346,294
	Government of Korea:	$900,000
	Government of Norway- in kind:	JPO/ $227,000
	Government of Sweden- in kind	JPO/ 227,000
Unfunded:	**USD** $5,924,865	

Approved by UNDP:

_____ _2nd June 2020_____

Adriana Dinu, Deputy Director, Bureau for Policy and Programme Support Date

I. DEVELOPMENT CHALLENGE

Background and challenges

In 2015, UN Member States adopted the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs). With just 10 years left, an ambitious global effort is underway to mobilize more governments, civil society organizations and businesses to deliver on its promises. At the centre of the UN development system, UNDP is positioned to lead global mobilization under the UN Secretary-General's call for a revitalized United Nations. UN Member States have asked UNDP to act "as the support platform of the United Nations Development System providing an integrator function in support of countries in their efforts to implement the 2030 Agenda" (General Assembly resolution 72/279).

Three recent shifts put UNDP at the centre of a new generation of UN country teams, where it can offer its expertise to the UN development system as well as national and local partners. These changes include: 1) the revamping of inter-agency coordination mechanisms through the UN Sustainable Development Group (UNSDG), 2) the de-linking of the UN Resident Coordinator and UNDP Resident Representative functions, and establishment of the UN Development Coordination Office (DCO), and 3) the new approach to coordinating UN country teams centered on UN Sustainable Development Cooperation Frameworks. The project also aligns to the Sustaining Peace Doctrine, the Secretary-General's Prevention Agenda and the New Way of Working.

In 2019, the SDG Integration Team was formed to act as the "engine" within the Global Policy Network (GPN) to help frame the integration offer focusing on integrated SDG solutions to increasingly complex development challenges, and is anchored in the Strategic Plan**.** The team was tasked to provide a substantive, programmatic and technical offer, supporting a new way of working to accelerate progress, which includes collaborating with partners across all levels of government, with UN sister agencies both resident and non-resident, including the Resident Coordinator, civil society and business communities.

The SDG Integration team is responsible for developing processes and procedures to support Country Offices and Resident Representatives in approaching complex development challenges**,** and facilitate access to resources drawn from across UNDP's GPN, structured across three stages of support:

1. Resources to help respond to complex requests from Governments and other partners, and to cultivate demand for integrated solutions
2. Resources to team the right internal and external capabilities
3. Resources to provide effective leadership to deliver integrated solutions

The SDG integration offer supports countries through four strategic enablers that can drive progress across the whole 2030 Agenda. The transformational power is in the combination of these four enablers around which the SDG integration team is organized:

1. **Integrated Policy and Programming** helps countries diagnose complex challenges to unlock a new generation of development solutions, connecting whole of government and whole of society approaches.
2. **Data and Analytics** help measure development progress and gaps, identify root causes to challenges and map out how SDGs interact in a given context. This workstream applies new data, including geo-referenced data and multi-layered mapping, to link environmental, social and economic information, as well as new analytics, including machine learning and predictive analyses, to help countries identify future development scenarios.

3. **Financing:** UNDP's SDG Finance Sector Hub helps countries identify innovative ways to expand and redirect public and private contributions towards sustainable development, and support investors and businesses to align investments with the SDGs.
4. **Innovation and Learning** help build countries' capacity to deliver change at scale and deal with the pace of change and uncertainty by investing in scalable and fast-moving knowledge networks, sourcing local solutions, supporting experimentation and scaling, and injecting new approaches into development such as sense-making, collective intelligence and solution mapping.

The project was informed by the findings of two reviews, the Midterm evaluation of the MAPS Project (2018) and the Audit (2018). Both highlighted the value of the knowledge products and tools developed in response to countries' needs and in partnership with a wide range of stakeholders. They also highlighted the innovative and demand driven approach which is kept under this proposal. The project was assessed as highly flexible and evolved successfully by continuously learning and improving in diverse contexts. The MTE recommended an effective programming modality, an *Engagement Facility* that would provide a framework and business model better suited for the Project's need for iterative programming and implementation (p. 19)

> The project achieved major breakthrough in moving the SDG agenda forward, including:
>
> - Providing a solid foundation and capacities for understanding the MAPS methodology that had been adopted by the UNDG, and to explore what this meant in action at the country level (through guidance, capacity development and MAPS missions).
>
> - Prototyping and scaling up an innovative way of bringing UN agencies together to deliver coordinated support, starting with UNDP and slowly building up to 27 UN entities and other partners.*
>
> - Establishing a solid foundation of UNDP contributions to the arena of SDG support.
>
> - Establishing UNDP relationships with other key UN agencies as inputs to initiatives such as the Joint Fund for the 2030 Agenda.
>
> - MAPS *Project Audit Report,2018 (p.3)*
>
> * *UN DESA, RECs, UNICEF, ILO, UN Women, UNFPA, WFP, FAO, IFAD, UNHCR, UNEP, WHO/PAHO, OCHA, IOM, UN Habitat, UNESCO, UNODC, UNIDO, OHCHR, UNECE, PBSO, UN Special Envoy for Haiti, World Bank, EU, OECD, ADB*

Corporately, the project is positioned to report to **SP outcome 1 and organizational performance outcome 3 as primary outcomes**. It will also contribute to results achieved under SP outcome 2 and 3 which are expected to be captured under the annual reporting (ROAR).

II. STRATEGY

This project proposes actions to strengthen UNDP's policy function, making it more agile and equipped to respond to country demands for integrated support. The project builds on the achievements of the MAPS approach as well as the recommendations of the GPN Governance Board,[1] lessons and innovative solutions from a first generation of country support platforms, and external engagement and learning. It will draw on UNDP's unique mix of resources, broad development experience and deep operational presence to head up the SDG integrator function.

Three outputs (translated into activities in section III) are designed to deliver integrated development advisory services to countries.

[1] Confer GPN Governance Board Meeting https://undp.sharepoint.com/teams/gpn/retreat2019/.

OUTPUT 1: RESPONDING TO COMPLEX SDG CHALLENGES

This output focuses on developing UNDP's service offer on SDG integration, scaling it up as a corporate practice, and mobilizing existing capacities within and across the GPN to support country offices in addressing complex development challenges. The team will closely collaborate with country offices, regional bureaux and thematic advisors, to formulate **Integrated Policy and Programming**, help countries diagnose complex challenges to unlock a new generation of development solutions. These are solutions that connect whole of government and whole of society approaches, aligning planning and budgeting processes, and connecting local and regional innovations and service delivery. The team will capitalize on UNDP country request platform (STARS, formerly COSMOS) as a service tracking system linking all business units worldwide. This will help define how to support countries address complex SDG challenges and prioritize needs as they arise. The inclusion of both 'development' and 'crisis' expertise in one network that is the GPN irrespective of home bureau and locations, is an asset that the team will utilize to identify multi-disciplinary support packages to countries.

With regard to Fragile and Conflict Affected Settings, the team will continue to provide integrated support and solutions to fragile and conflict affected countries through MAPS and by working closely with the Crisis Bureau. Building on the results achieved in 2019 through the 'SDG Implementation in Fragile States' Facility, the team will capitalize on partnership platforms, multi-stakeholder dialogues, national planning and budgeting, and supporting the VNR processes and preparation to advance conflict sensitive analysis and institutional capacities. This builds on the central tenants of the UN-WB Pathways for Peace Report which puts integrated responses to crisis at its centre and recognizing the driving factors of grievance and marginalization in instability. Given the highest number of people in poverty are expected to be in conflict affected settings by 2030, this is a significant focus for SDG achievement globally.

Building on learnings from 'first movers'

To help the organisation develop a new system for how it responds to complex challenges and designs integrated solutions, in 2019 the SDGI Team started testing new approaches in a set of 'first mover' countries and regions in 2019, working closely with teams across the GPN, Regional Bureaus and Hubs, and Country Offices. The 'first movers' included Serbia, Uruguay, Uzbekistan (see box) and the Asia-Pacific region, and were centred on either new or longstanding issues that required an integrated, multidisciplinary approach.

Learnings from this work will help inform a new global standard for how UNDP responds to complexities and inform an approach that any Country Office can take, across development settings. To bring the offer to scale, the SDGI Team will establish a pipeline of multiple initiatives across all regions, building on experiences from the 'first movers' and new country demand, and working through new protocols established with Regional Hubs. This operationalisation is expected to consolidate knowledge and insights into a dynamic learning programme, anchored in the community of practice for SDG integration, and enable the refinement of further communications materials and training courses for the SDG Cadre of Experts to bolster both the demand and capacity for UNDP's integrated SDG support.

The new system is building on and reviewing existing procedures and will align with annual planning processes, with built-in agility to address ad hoc and urgent requests**. Three critical entry points have been identified to better support country offices**: first at the demand stage, when confronted by complex requests or to help cultivate demand for integrated solutions. Second, at the 'teaming' stage, the integration approach helps connects the right experts across the GPN or outside the organisation. Finally, the approach focuses on

supporting CO leadership in delivering integrated solutions and practical actions to push development frontiers anchored in the organisation's thematic priorities (COVID-19, climate change, inequalities and migration).

Examples of first movers on complex challenges

In **Serbia,** the studio design approach helped reframe the challenge of depopulation, after the Serbian President and UNDP Regional Director emphasized the issue as a major priority for the country and region at large. Bringing together a multi-disciplinary team, UNDP helped design a strategic vision and portfolio of interventions to help the country shift from a focus on migration and fertility only, towards opportunities and assets available in the country. The team found that if depopulation is considered in an integrated, many solutions are available, including in the tech sector, among the diaspora and the ageing population. Blogs, videos, op-eds and public discussions pushed the topic to the top of local news coverage in January 2019. UNDP is currently working with sister agencies and the Government to implement the portfolio.

In **Uruguay,** UNDP is helping the Government pivot towards systemic change, exploring how to transform a longstanding and now risky economic model based on extractive, commodity-led growth and the export of primary products. Using the studio approach, UNDP convened a multi-disciplinary comprised by eight experts to devise a long-term strategic vision, helping the country shift its growth model from extractives to knowledge, along with a portfolio of strategic actions to help the country get there. The Government is now considering these suggestions, including an urban laboratory to learn how to better serve a fast-changing population, a co-design forum to stimulate large-scale civic engagement, and future-proof procurement to stimulate new markets and create jobs.

In the Aral Sea region of **Uzbekistan,** people's health, food and jobs have vanished along with what was once the fourth largest lake in the world. At the Government's request, UNDP put together a multidisciplinary team comprised by innovation, technology and policy expertise —covering water management, rural development, climate finance and adaptation—to work with Uzbek and international partners to revive the region socially, economically and environmentally. The team is supporting the Government to turn the region into a 'zone of environmental innovations and technology' and uncover key barriers to systemic change – to ensure that people have sustainable livelihoods, good health, clean water and fresh air.

Strengthening methodologies and tools for SDG analysis (integration and acceleration)

The team will continue to use new sources of joined-up data and integrated modelling frameworks, to help countries map out their possible future development scenarios, and explore linkages across the SDGs to identify policy choices that create transformational change. Some of these analytics partnerships include Frederick S. Pardee Centre-the University of Denver, the International Futures model[2], the Millennium Institute, UNDESA, the World Bank, UNECA and others from the private sector and academia.

Strengthening internal guidance and learning around SDG integration

Developing clear and readily available tools and guidance to staff that articulate how UNDP's Global Policy Network (GPN) organizes itself to support the needs of country offices confronted by complex development challenges. The Team will develop **Standard Operating Procedures** to guide specifically RRs, DRRs and Country support teams, and other programmatic leads on practical steps for deployment of UNDP experts and resources, and the processes involved. The team will develop a **toolkit** that will serve as the operational guide to put in practice the new set of standard operating procedures for SDG integration (under development),

[2] International Futures (IFs) is a free and open-source quantitative tool for thinking about long-term futures. The platform helps users to understand dynamics within and across global systems, and to think systematically about potential trends, development goals and targets.

which outline the mechanisms, processes and workflows to support country offices in responding to complex development challenges. While this component is specific to UNDP personnel and programme staff, they complement existing tools, also developed with the help of the team in 2019, such as the SDG Primer Course and the SDG Acceleration toolkits in partnership with UNSDS and UN agencies.

Support for HLPF and VNR follow-up

Based on demand and specific country needs, and in line with the Voluntary National Review (VNR) 2019 Handbook, the team will support countries carry focused multi-stakeholder engagements for the preparation and drafting of their VNRs, strengthening the linkages to national planning processes. Either through a MAPS engagement if requested, or direct country request, the team will help deploy necessary expertise and analytical tools to inform VNR drafting, address data gaps pertaining to the IAEG SDG indicators. The team will also work closely with the Governance Team to enhance reporting on SDG 16 and support the development of necessary data and normative guidance.

SDG Integration Communications and advocacy

Building on the SDG Integration communications infrastructure set up in 2019, SDGI communications and advocacy will help position UNDP as SDG integrator, mobilize external stakeholders and staff across UNDP to adopt an integrated approach, and develop partnerships for integrated solutions, targeting development practitioners (UNDP staff, Member states, UN agencies, and the wider development community). The SDGI communications function will both produce assets, content and messaging on behalf of the SDGI Team and support the organisation at large to adopt the SDGI narrative in its external communications. Anchored in a strategic SDGI communications plan developed together with BERA and a robust KPI framework, SDGI comms will engage audiences through a strengthened country focus and application of integrated solutions, including good examples, human interest stories and deployment of SDG integration tools, using the whole suite of channels and methods (web, social media, storytelling, campaigns etc). The team will leverage the Decade of Action and the organisation's thematic priorities (COVID-19, climate change, inequalities and migration) to position the integration offer.

OUTPUT 2: COLLABORATE AS INTEGRATOR ACROSS THE UN SYSTEM

This output involves supporting the adaptation and roll-out of the UN-wide MAPS approach and continuing to support UN reform though the UN development system results groups. Common Country Analyses (CCAs) and Cooperation Frameworks.

To facilitate a common understanding of sustainable development among the UN development system, the SDGI Team co-led the development of the SDG Primer in 2019, an e-course for the UN and its partners that brings all stakeholders onto the same page for joint action. This critical new tool will continue to be promoted by the SDGI Team as part of this project, to help the shift from business as usual to accelerated progress and impact.

Building on lessons from MAPS engagements

Since their inception, **MAPS engagements have provided a solid foundation for an integrated approach to the SDGs.** To date, over 51 countries have had engagements. An important success factor has been the ability to learn continuously from practice, and to dynamically adapt to changes in inter-agency and intergovernmental processes brought about by the 2030 Agenda.

MAPS has become an important tool for the UN development system to provide integrated SDG support. It is a highly flexible approach that can be applied to CCAs and Cooperation Framework formulation and review as well as national and subnational development planning and reform efforts, the preparation of

Voluntary National Reviews, the operationalization of humanitarian-peace and development linkages in fragile settings, and the identification of integrated SDG financing solutions. An online technical course, developed by UNDP in partnership with UNICEF will be launched in 2020 to equip experts across the UN development system with a common understanding of MAPS and how to apply it to SDG integration.

Both a mid-term evaluation and the project audit report[3] recognize major MAPS breakthroughs in moving the SDG agenda forward, including through developing its innovative methodology and prototyping new ways of bringing 27 UN and other entities together to deliver coordinated support. MAPS has evolved from single-agency missions to sustained country engagements, and ever-increasing participation and ownership. Over 25 organizations and partners have joined MAPS engagements, coming from the United Nations, international financial institutions, the European Union and the Organization for Economic Co-operation and Development.

The SDGI Team will continue to support UNDP's contribution to the MAPS engagements as an essential vehicle for integrated implementation of the SDGs, working in its integrator role through the UN development system and DCO. The support will be channeled through a new interagency MAPS team with staff from UNDP and UNICEF, which will take forward the next generation of MAPS engagements and diversify the menu of MAPS options through a bundle of operational services, policy support and networked engagement.[4]

OUTPUT 3: HARNESSING COLLECTIVE INTELLIGENCE TO ADDRESS GLOBAL CHALLENGES

This output includes leveraging and building partnerships; leading multi-stakeholder engagements, outreach and advocacy; and building capacity for integrated responses across the organization.

GPN Digital Platform

For the past eight years, UNDP has conducted over 30 online consultations that have brought together plurality of voices to engage in constructive dialogue through an open, inclusive and transparent way. It has been a convenient way for people to gain unprecedented access and build capacity to connect with decision-makers. Our multi-stakeholder platforms, including the Global Dev Hub, allows for co-creation and co-collaboration in a simple but intelligent way and the ability for UNDP staff to access experts externally.. The Rio+20 Dialogues in 2012 were the first Online Consultation that UNDP managed, and it brought people together to generate ideas and set the stage for the event. Through dedicated communication and outreach, it reached out to people to add their voice, expertise and commitment and set the stage for the "Sustainable Development Dialogues". Since then, it has supported numerous online consultations internally and externally. These have linked to important global events including the 8th World Water Forum, the world's biggest water-related event which expanded the possibilities for people's participation to a global audience through online consultation in lead up the event in Brasilia, in 2018.Tunis Forum on Gender Equality is another example where UN agencies and stakeholders came together go conduct an online consultation to create more robust outcomes. In 2020, the GPN is strengthening this work, by launching the online engagement platform SparkBlue which is managed by the SDGI Team, connecting UNDP's communities of practice and external development practitioners. The platforms allow development actors to participate in online consultations and policy discussions, share knowledge, and co-design solutions and projects. These can be targeted to a certain

[3] Mid-term Evaluation of the project "Enabling Responsive, Coherent and Inclusive Support to the Implementation of the 2030 Agenda for Sustainable Development," https://erc.undp.org/evaluation/evaluations/detail/9382.
[4] Reflecting the recommendations and observations highlighted in the 2019 Mid-term Evaluation and Audit reports.

group of stakeholders or open and can g provide valuable insights, feedback and expertise, generate new partnerships, and influenced policy decisions.

Communities of practice

The Communities of Practice (CoPs) are central to the functioning of UNDP's Global Policy Network (GPN). They act as incubators for knowledge building and solutions co-creation, connecting practitioners and experts across the global, dispersed Network, and ultimately strengthening UNDP's thought-leadership and promoting agency-wide collaboration across flattened hierarchies. Hosted on the GPN's Digital platform SparkBlue, the CoPs are aligned with the 6 signature solutions and supported by thematic advisors & facilitators. The engagements on the CoPs are curated locally, regionally and globally to create collective intelligence and demonstrate UNDP's capacity as a convener and integrator across the 2030 Agenda.

III. RESULTS AND PARTNERSHIPS

OUTPUT 1: RESPONDING TO COMPLEX SDG CHALLENGES

Activity 1.1 Build out country support platforms (acceleration enablers/first movers)

The team will expand support for SDG acceleration through the country support platforms. This work is demand driven and intended to build government ownership, with the support of country offices, regional bureaus and BPPS through the SDGI Team.

Activity 1.2 Expand data analytics and forecasting

The team will continue to expand its analytical work, specifically with DESA, the Pardee Center and MI, and by forging new partnerships with UN organizations, civil society and academia. It will expand the preapproved rapid response expert roster of modelers, data analysts and capacity development professionals who can effectively support project implementation as required.

Activity 1.3 Further develop normative guidance

The team will develop guidance for coherent policy support and deploy integrated SDG support packages to high-priority country offices, including through MAPS engagements, SDG data/analytics, deep demonstrations and thematic policy bundles.

Activity 1.4 Establish the OECD-UNDP Global Hub for Governance

As part of a UNDP partnership with the United Arab Emirates to prepare a global report on government, the SDGI and Governance Teams will collaborate with the OECD to establish the Global Hub on Governance for the SDGs. Through knowledge-sharing, technical assistance and peer-learning, the hub will support countries to enhance leadership skills and institutional capacities (financial and human resources, knowledge, organizational structures, processes and practices, technologies and innovations) needed to effectively strategize, communicate, plan, coordinate, finance and monitor progress on SDG implementation.

Activity 1.5 Support countries undertaking VNRs

In line with the VNR Handbook, the 2019 VNR synthesis report and updated guidelines from the Secretary-General, the team will provide direct support to countries in preparing VNR reports for the HLPF, either through MAPS engagement if requested or by providing technical support toward the development of the VNR and the consultation process leading up to the HLPF.

Activity 1.6 Strengthen statistical capacity

The team will develop tools and guidance on strengthening national data ecosystems, improving data disaggregation of the SDG indicator framework as an integral part of leaving no one behind, and expanding inter-agency coordination and innovative data approaches.

Activity 1.7 Further develop and strengthen SDG Integration communications

Anchored in the SDGI communications strategy which aims to position UNDP as the go-to actor for integrated solutions, mobilize stakeholders/staff to adopt an integrated approach and build partnerships for the SDGi work, the team will further develop its communications platforms including web and social media presence, showcase integration in action from across the world through storytelling and multimedia products, roll-out campaigns on integrated solutions, produce integration content to the corporate communications platforms and channels, and support teams across the GPN and UNDP, including BERA, to integrate the SDGI narrative into corporate communications products.

OUTPUT 2: COLLABORATE AS INTEGRATOR ACROSS THE UN SYSTEM

Activity 2.1 Roll-out new SOPs for MAPS support and a countries pipeline

This will anchor UNDP's contribution to UNSDG SRG1 Task Team 1 on integrated policy support and Task Team 2 on data and aligning MAPS engagements with UN reform entry points (CCA, UNSDCF, Inter Agency Expert Group, Voluntary National Reviews)

Activity 2.2 Establish and host a joint MAPS team

A project unit will operate within UNDP with secondments from other agencies and DCO coordination support.

Activity 2.3 Launch practitioner course and toolkits

This encompasses disseminating the MAPS practitioner course, developing a UNDP-UNHCR joint toolkit on forced displacement, revising the UNSDG SDG acceleration toolkit, and so on.

OUTPUT 3: HARNESSING COLLECTIVE INTELLIGENCE TO ADDRESS GLOBAL CHALLENGES

Activity 3.1 Harness the full power of the 8 communities of practice for corporate learning and networking

UNDP will ramp up the eight communities with dedicated thematic advisers and facilitators for each, and strengthen the capacities of country offices and GPN teams to capitalize on networked intelligence and learning through the communities. In addition to increasing knowledge flows the COPs can inform future thinking and help identify solutions across functions and locations. They allow UNDP to mobilize colleagues, as experts and custodians of organizational knowledge, into online communities.

Activity 3.2 GPN Digital Platform

Through a dedicated digital platform, SparkBlue together with dedicated facilitators and advisors, UNDP will empower staff to think out loud, learn from each other, connect, collaborate and co-create to strengthen its role as a convener and integrator across the 2030 Agenda.

Activity 3.3 Develop an organizational learning strategy

Working through interlinked internal and external GPN platforms, the SDGI team/Innovation Facility will map, review and synthesize success stories for organizational development and learning. Consolidated, they

can provide a working proof of concept for investing in a corporate strategy for organizational development and learning at scale.

Resources Required to Achieve the Expected Results

With the support of the Government of the Republic of Korea, through the ROK-UNDP SDG Trust Fund, the global project began in the first quarter of 2020. Further resource mobilization is required to achieve and sustain planned results.

- Output 1 addresses UNDP's organizational needs to fully assume the integrator function. It will rely heavily on contributions from multilateral and core donors (Germany, Republic of Korea, Nordic countries).
- Output 2 addresses UNDP's collaboration within the UN development system and other partners in providing the integrator function. This will require contributions from both core donors and other partners (Germany, Republic of Korea, Nordic countries).
- Output 3 is dedicated to UNDP's knowledge broker role and the GPN network. It will rely predominantly on core contributions.
- A key resource for this project is the expertise available throughout UNDP and the GPN, the UN system and broader civil society. The management arrangement section of this document outlines the needs for SDGI team to tap into financial and non-financial resources, A resource mobilization and partnership strategy is being developed.

Risks and Assumptions

The main risks are:

- **Funding**: If fully expected funding is not available, and if the demand for support is greater than what the project can supply, activities may have to be scaled back and prioritized. Countries/country offices may not receive expected support. The project team is preparing a resource mobilization strategy, and new partnerships are being explored in additional to more traditional ones. Multiyear funding will be essential for the global staff and management structure.

- **Strategic matters**: UNDP will need to position itself within the UN development systems and UN results groups in a way aligned with its integrator mandate. It will need to ensure strategic buy in from other UN entities as well as DCO and its regional directors. Failing to do so will jeopardize UNDP's ability to fully assume the integrator function.

- **Operational matters**: The project requires swift responses to requests from countries, bureaus and the UN development system. UNDP will need to think beyond business as usual and adopt a flexible project management modality, especially to forge new partnerships, explore new funding sources and commission a new calibre of experts/thinkers. Not doing so will hinder project delivery. UNDP will need to define the management system most appropriate for this service offer.

Stakeholder Engagement

The main stakeholders are governments and UNDP country offices and UNSDG. UNDP's global cadre of experts and thematic advisors are other core stakeholders, along with expert partners.

The SDGI Team will work closely with the UNDP Finance Sector Hub, which offers tools and expertise under flagship initiatives such as on Development Financing Assessments and Budgeting for the SDGs. The team will also draw on relationships and expertise at UNDP's five Global Policy Centers.[5]

Within the United Nations, UNDP will continue to collaborate closely with the UN Sustainable Development Group, where the UNDP Administrator is the Vice-Chair. It will engage with DCO at headquarters and through its five regional offices. At the country level, UNDP will engage as a member of UN country teams, and provide additional technical support through MAPS engagements and CCA and Cooperation Framework processes.

South-South and Triangular Cooperation

UNDP's new corporate strategy on South-South and triangular cooperation recognizes the critical role of national capacities and the importance of access to knowledge and expertise in accelerating achievement of the 2030 Agenda. In line with the strategy, this project will support policy advice packages focused on **building national capacities**, **harnessing "leadership**" around accelerating themes/ issues.

Knowledge

UNDP will prepare a periodic report on "**best-fit solutions"** for SDG integration to share lessons and innovations, including through the country support platforms, and across countries and sectors.

Besides the dedicated website on SDG Integration, the team will capitalize on **storytelling and multimedia series**, including photo-essays, videos and written stories that showcase integration in action, engage audiences and inspire stakeholders. **Blogs** from countries taking new approaches to tackling complexities will offer real-time accounts of how UNDP is putting integration into practice. **The CoP's through dedicated engagements on SparkBlue** will provide rich learnings, exchange of ideas, best practices, solutions and innovations that address development challenges in an integrated way.

Sustainability and Scaling Up

To ensure sustainability, the project will emphasize institutional learning and capacity-building, strengthened national systems and networks, a strong and broad global network of practitioners, a solid and inclusive roster of experts, a detailed database of in-house expertise, and interactive and dynamic tools for policymaking and programming. The project builds on positive experiences from MAPS engagement and working across UNDP and the UN system.

IV. PROJECT MANAGEMENT

The core project team will be located within the SDG integration team in New York (BPPS) under an Engagement Facility modality. The team will collaborate closely with the Country Management Support Team (CB) to prioritize requests from countries, whether these are made directly or through STARS or through thematic advisors. The team will work in tandem with regional hubs, programme advisors, BERA

[5] Namely, the Oslo Governance Center, the Nairobi Global Policy Center on Resilient Ecosystems and Desertification, the Istanbul International Center for Private Sector Development, the Seoul Policy Center for Development Partnerships, and the Singapore Global Center on Technology and Sustainable Development.

and BMS to design and quickly deliver effective country services. The team will work closely with the UNDP SDG Finance Sector Hub and the Istanbul International Center for the Private Sector in Development and to support countries secure and manage international public resources, and combine these with other sources of public and private financing, capitalizing on their work through research, advocacy for inclusive business, facilitation of public-private dialogue and brokering partnerships.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS [6]	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE					
			Value	Year	Year 2020	Year 2021	Year 2022	DATA COLLECTION METHODS & RISKS
OUTPUT 1: RESPONDING TO COMPLEX SDG CHALLENGES GEN 1	Number of Countries that have tested and/or used innovative tools for integrated policy and SDGs acceleration (Activity 1)	Country reports, Mission reports, Country platform, stories, STARS	14	2019	*TBD*	*TBD*	*TBD*	*STARS, country reports, monitoring tracking sheets, ROAR*
	Number of south-south or triangular initiatives implemented through SDGI convening actions (Activity 1)	***ROAR, SSC/TrC report***	0	2019	*0*	*3*	*3*	*SSTrC reports, country reports,VNRs*
	Number of Publications and knowledge products showcasing evidence and data analytics aligned to policy. (Activity 2)	Knowledge tracking reports, CoPs	5	2019	*3*	*3*	*3*	*Knowledge tracking reports, website knowledge uploads, ROAR*

[7] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	Number, type and scope of normative guidance and learning actions developed with UNDP direct contribution (including SDG Integration tool kits, SoPs, RR guidance, etc) measured by reach/ use/ feedback/country /theme) (Activity 3)	UNSDG, ROAR	1	2019	*2*	*2*	*2*	*Training and normative tools developed, knowledge platforms,*
	Level of integration narrative fed into GPN technical teams', COs/Reg Hubs and BERA's communications (stories, messaging, videos etc), measured by # of stories, posts, reach and engagement. (Activity 3)	SDGI website, undp.org, UNDP pages on Medium and Exposure, UNDP's corporate social media handles	Approx.5	2019	*5*	*6*	*7*	*SDGI website, corporate website, relevant CO websites, Media outlets*
	OECD-UNDP Global Hub for the Governance is established and operational, list of CO pilot identified and rolled out (Activity 4)	SDGI progress reports	0	2020	*0*	*5*	*5*	*OECD- UNDP concept deliverer tracking, (SDGI and Governance Team)*

	Number of countries that received support on SDG follow-up and review, including through VNR and SDGR processes and targeted support on data and statistical capacity (Activity 5 and 6)	UNDESA HLPF platform, ROAR	29	2018, 2019 (cumulative)	*2*	*5*	*5*	*Data project monitoring reports, country report feedbacks, VNRs, SDGRs*
	The number of country cases ("integrated solutions map") and country stories grow on the SDG Integration website, measured by # of cases and stories, # views, and reach and engagement in social media. (Activity 7)	SDG integration website, @SDGintegration	Cases: 5 Stories: 11	Cases: 2019 Stories: 2018-2019	*5* *2*	*7* *5*	*7* *5*	*SDGI website*
OUTPUT 2: COLLABORATE AS INTEGRATOR ACROSS THE UN SYSTEM	Number of countries submitted requests - # of countries that received actual support (segregated by country type/ gender maker/LNOB/ policy streams)(Activity 1)	UNDCO systems, MAPS project pipeline	0	2019 (UNDOCO roll out)	*3*	7	7	*MAPS project monitoring and tracking tools, Country MAPS reports*

GEN 2	MAPS project team is established and functional (sub-team for TT1 jointly coordinated by UNICEF and UNDP joint), with sustainable financial support to respond to countries requests (with clear ToRs, work plan and pipeline) (Activity 2)	UNDCO systems, MAPS project pipeline	Team is formed ToRs, AWP, Budgetplan	2019	*Yes*	*Yes*	*Yes*	*TTI minutes, TT1 AWP, MAPS project monitoring and tracking tools, Country MAPS reports*
	Number of UNSDG and Joint UN knowledge and learning tools developed, gender sensitive, revised and disseminated with UNDP direct support (incl UNDG SDG Acceleration toolkit, UNHCR forced displacement, MAPS Practitioner course rolled out) Measured by reach/ use/ qualitative feedback from users (Activity 3)	UNDCO systems, UNDP reports	1	2019	*1*	*1*	*1*	*TTI minutes, TT1 AWP, MAPS project monitoring and tracking tools, Country MAPS reports*

OUTPUT 3: HARNESSING COLLECTIVE INTELLIGENCE TO ADDRESS GLOBAL CHALLENGES GEN 2	Community of Practice measurement framework is in place and functional (collating and segregating corporate on knowledge and expertise across UNDP) and informing corporate decision.(Activity 1)	UNDP BI system, CoP tracking monthly reports	*0*	*2019*	*TBD*	*TBD*	*TBD*	*CoP monitoring system, SparkBlue platform reports.*
	Number of public and global fora hosted by UNDP Engagement Hub (measuring reach/ interaction/ thematic focus/ partners/ demand etc) (Activity 2, 3)	SparkBlue progress reports	9	2019 (cumulative)	*2*	*7*	*7*	*Sparkblue platform reports*

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Mid-year, within IWP and ROAR.	Progress will be addressed by project management.	SDGI Core team	N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	SES does not apply Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	SDGI Core team	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	SDGI Core team	N/A
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	SDGI Core team	N/A

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project management and used to make course corrections.	SDGI Core team	N/A
Project Report	A progress report will be presented to the Project key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually	Report presented to donors and partners	SDGI Core team	N/A
Project Review	The project's governance mechanism will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project management shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	The project does not have a project board but will meet regularly with partners for Annual review on progress and review of multi year WP.	SDGI Core team	N/A

Evaluation Plan[8]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	SP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding

[8] Optional, if needed.

Mid-term assessment	UNDP- Government of Korea	1.1.1 1.3.1	1	June 2022	GPN, CO, RBx, UNDSG, DCO, BERA	TBD
End of project Evaluation	UNDP- Government of Korea	1.1.1 1.3.1	1	December 2023	GPN, CO, RBx, UNDSG, DCO, BERA	TBD

VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			PLANNED BUDGET		
		2020	2021	2022 Y4	Funding Source	Budget Description	Amount
OUTPUT 1: RESPONDING TO COMPLEX SDG CHALLENGES GEN 1	Activity 1.1 Country support platforms (Acceleration enablers/First movers)	$285,000	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 1.2 Data analytics and forecasting	$137,660	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 1.3 Normative guidance on SDG integration	$140,000	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 1.4 Establish the OECD-UNDP Global Hub for the Governance	$50,000	TBD	TBD	UNDP, ROK-UNDP TF		

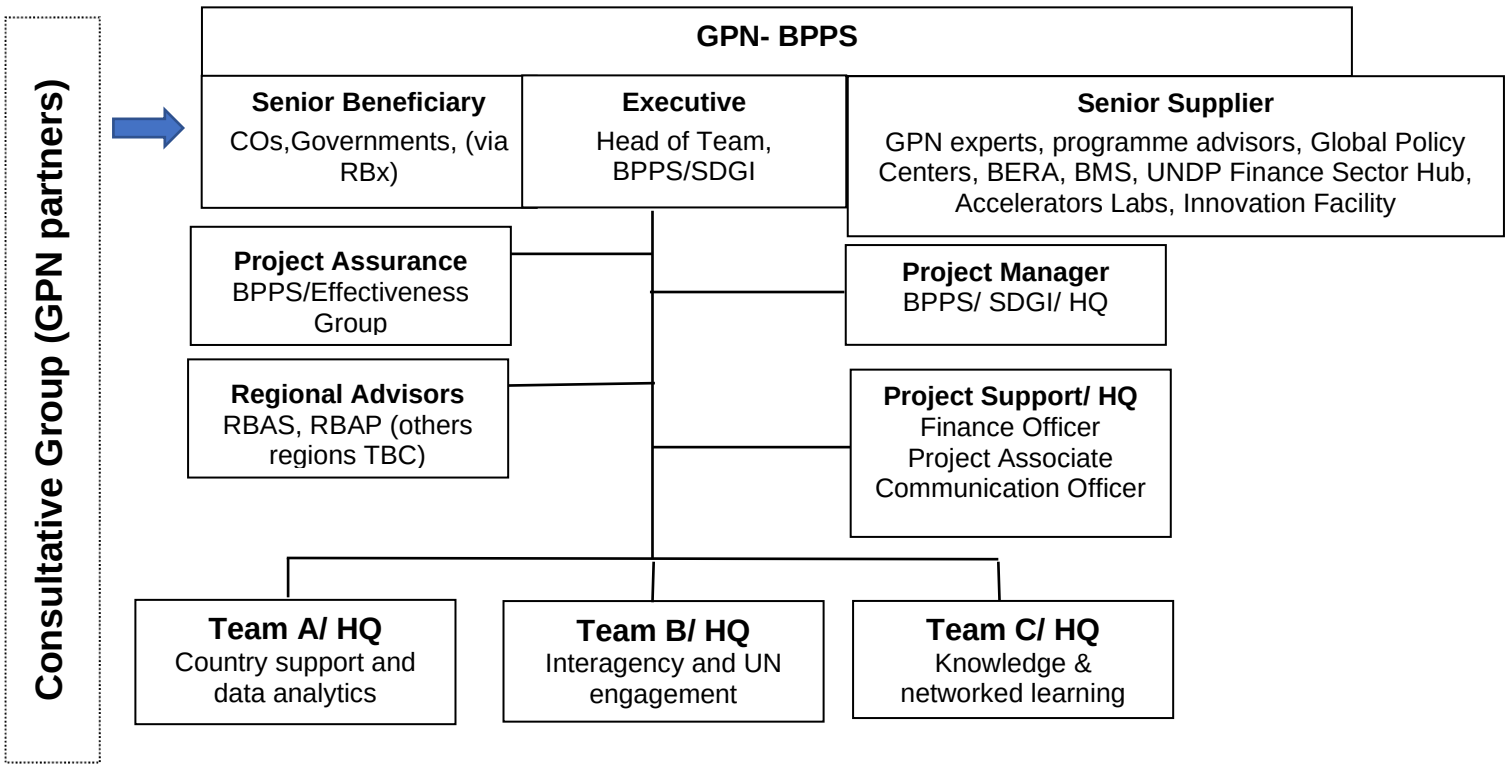
	Activity 1.5 Support countries undertaking HLPF voluntary national reviews	$50,000	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 1.6 Statistical capacity needs identified and strengthening plan initiated/ provided	$57,500	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 1.7 Further develop and strengthen SDG Integration communications	$108,000	TBD	TBD	UNDP, ROK-UNDP TF		
	Sub-Total for output 1/year	**$828,160**	**$1,100,000**	**1,210,000**			**$3,138,160**
OUTPUT 2: COLLABORATE AS INTEGRATOR ACROSS THE UN SYSTEM GEN 2	Activity 2.1 Roll-out of new SoPs for MAPS support and countries pipeline	$145,000	TBD	TBD	UNDP, ROK-UNDP TF		

	Activity 2.2 Establish and hosting of a joint an operational MAPS team (including operational and technical support to CCA/ UNSDF systems)	$75,503	TBD	TBD	UNDP, ROK-UNDP TF		
	Activity 2.3 Launch MAPS practitioner course and revise UNSDG SDG toolkits, UNHCR joint learning on forced displacement, others	$53,503	TBD	TBD	UNDP, ROK-UNDP TF		
	Sub total output 2/ year	**$274,006**	**$301,400**	**$331,540**			**$906,946**
OUTPUT 3: HARNESSING COLLECTIVE INTELLIGENCE TO ADDRESS GLOBAL CHALLENGES GEN 2	Activity 3.1 Galvanize the 8 CoPs for corporate learning ad networking	$700,000	TBD	TBD	UNDP		
	Activity 3.2 Digital Lighthouse Initiative[1]	$346,294	TBD	TBD	UNDP		

	Sub-Total output 3 by year	**$1,046,294**	**$1,151,000**	**$1,661,000**			**$3,858,294**
Evaluation/Assessments *(as relevant)*		**$25,000**	-	-			**$25,000**
General Management Support		**$73,341**	**$80,675**	**$88,743**			**$242,759**
TOTAL		**$2,246,801**	**$2,633,075**	**3,291,283**			**$8,171,159**
	PROJECT BUDGET TOTAL						**$8,171,159**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Global Project will be implemented as an *Engagement Facility*, managed by the Head of the SDG Integration team, under the strategic guidance of the Director of the Bureau for Programme and Project Support (BPPS).While an *Engagement Facility* does not require either a full-fledged "ProDoc" or a "project board", the project has prepared a full document to guide its implementation and scope, and will solicit the input of key members from the GPN, RBx and potential external partners with direct stake in the project to provide input, feedback and recommendations on a periodic basis. The document will also serve as a foundation for outreach and resource mobilization actions.



IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

X. RISK MANAGEMENT

Not applicable for Engagement Facility.

XI. ANNEXES

1. **Project Quality Assurance Report.** ***To be initiated on Corporate Planning System for Engagement Facility under the respective Atlas number.***
2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).* ***Not applicable***
3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions ***To be initiated on Corporate Planning System for Engagement Facility under the respective Atlas number.***
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) ***Not applicable***
5. **Project Board Terms of Reference and TORs of key management positions** ***Not applicable***