**UNITED NATIONS
DEVELOPMENT
OPERATIONS
COORDINATION
OFFICE**

THE UN:
INNOVATING
TOGETHER

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INTRODUCTION

OVER HALF OF UN COUNTRY TEAMS USE INNOVATION IN THEIR COUNTRY PROGRAMMING

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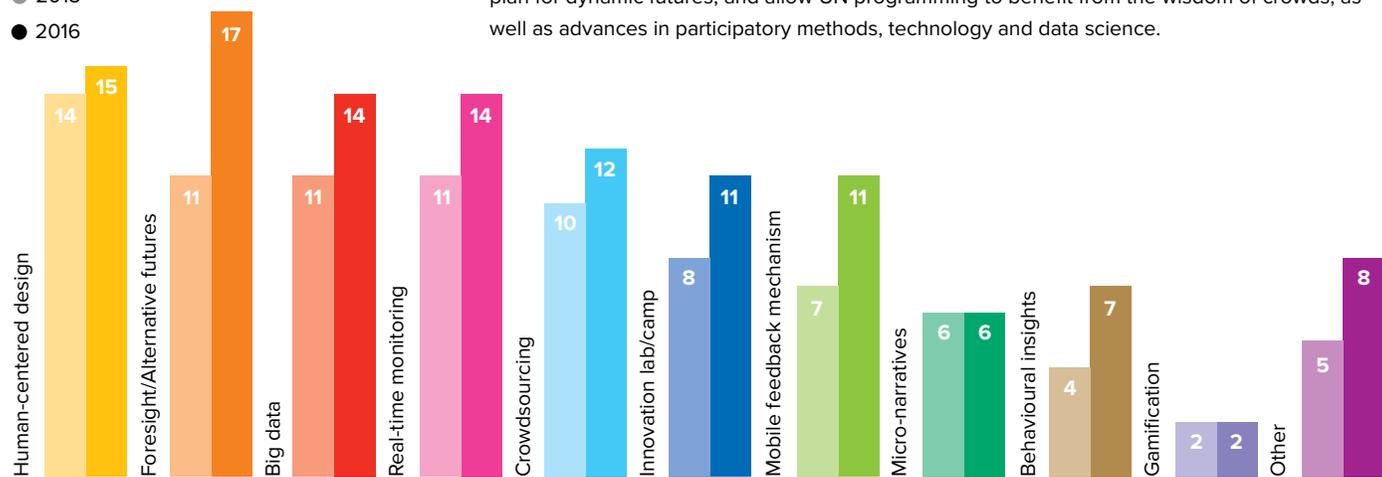
This figure shows numbers of UN teams implementing various types of innovation within their programming activities. A total of 68 UN teams reported undertaking some form of innovation in 2016, an increase from 57 in 2015. These new methods and approaches feed into UNDG policy and practice. They invite public participation into the UN's work, help stakeholders plan for dynamic futures, and allow UN programming to benefit from the wisdom of crowds, as well as advances in participatory methods, technology and data science.

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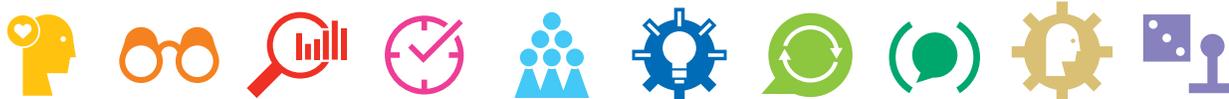
This report summarizes the practices and insights of innovations carried out jointly by 40 UN teams across the United Nations development system. The teams received support from the UN Development Operations Coordination Office (UN DOCO) on behalf of the UN Development Group (UNDG) with funding from the governments of Germany and Norway during 2015-2016. As joint innovations within the UN system continue to advance and emerge, this is a reflection on what we have learned and still need to learn.

The United Nations is increasingly embracing innovation. It's creating innovation strategies, units and funds across its agencies and programmes in 165 countries. While innovation cannot (and likely should not) ever be fully coordinated, the innovation niche of the UN Development Operations Coordination Office is twofold:

- to apply innovation to the function of United Nations coordination
- to help scale-up tested innovations within the UN development system and beyond

The natural focus of joint UN innovations is on UN Development Assistance Frameworks, the one-stop-shop UN plan in country that outlines our partnerships and commitments over a multi-year period.

In 2015, we began a loosely structured innovation journey to test ways to advance UN programming. The target was to improve UN and national development planning through:

- **Data innovations:** Using data better and taking advantage of new sources of data
- **People's engagement:** Increasing multi-stakeholder engagement and participation
- **Foresight:** Planning in a way that makes sense for sustainable development
- **Human centered designs in business operations:** Getting support from technology and human centred design in business operations

In 2015-2016, we worked with UN teams in 40 countries on innovation in data, people's engagement, sustainable development futures and business operations.

The innovations tested, documented and shared in 2015-2016 informed the UNDG's global UNDAF guidance published in 2017. These experiments illustrate new methods for situation analysis; engaging the general public in development planning and monitoring; and techniques to plan for future sustainability challenges as a key part of development that meets the current generation's needs without compromising the ability of future generations to meet their needs.

The insights in this report come from the reflections, and blogs, and a workshop held among innovators from 25 countries held in December 2016 organized with the support of the UN in Jordan and led by Nesta, the National Endowment for Science Technology and the Arts, a leading innovation charity in the United Kingdom. The insights in this report have benefited from colleagues from throughout the UN innovation network, UN Global Pulse, The School of International Futures, and the Center for Postnormal Policy and Futures Studies. Huge thanks go to Nesta colleagues Geoff Mulgan, Tom Saunders, Eddie Copland Glehn Mehn, Isobel Roberts and Kelly Duggan for direct support and formation of the basis of this report. Iterative support and inspiration came from, among others, Giulio Quaggiotto and Beth Noveck.

The heroes of this innovation story are the UN teams and their partners working across the world supported by the UN Resident Coordinator Offices who learn from, build on, and support the delivery of expertise from agencies throughout the UN system. Wearing many hats and overcoming silos, some Resident Coordinator's Offices are beginning to take on a new role: that of innovation instigators. This is part of their story.

DATA
INNOVATIONS

WHY WE DO DATA INNOVATIONS

Innovations in data are needed to make the invisible visible, to demystify data, to help decision-making, and to increase scrutiny over publicly funded investments. Attempts to ground development policies and programmes in data are nothing new, but to drive real-time decisions, data needs to be frequent, quick and varied. Innovation makes this possible.

Even in the most solid sustainable development planning processes, traditional statistics are often only available every three to five years. Without a systematic "finger on the pulse," there is a risk of finding out too late whether or not sustainable development investments are having their intended effect. When using surveys, it is hard to keep an eye out for trends that are not already on the radar. Data also needs to be visualized and put in context to influence our thinking. And new forms of data, particularly big data and citizen generated data, can serve as a proxy for areas that traditionally have been hard to measure, i.e. movement of people, transactions and household vulnerability. These areas, loosely defined in the interest of pragmatism, are the data innovations that we would like to highlight.

The assumption driving these innovations is that UN can use data as a means for planning in the way that the private sector is building platforms and businesses around data. Data is part of a larger process: a value created to ensure feedback loops and constantly improve the strategy and results. Just as Nike can redirect trucks of shoes in real-time towards locations where they are selling more, how does the UN move towards real-time decision making to target resources where and when they are needed most during emergencies, or as part of sustainable development? Slowly the answers to this question are popping up around the world, often with the support of UN Global Pulse and its labs.

Data innovators in the UN have focused on broadening or improving data sources, analysis, and using data for decision-making during various stages of the UNDAF processes. Thus far the biggest impact can be seen by infusing data into the planning stage, increasing transparency through open data and ensuring that data can be disaggregated to combat discrimination and promote equality. Going forward, data innovations should inform public sector decision-making, to target resources in real-time, and to influence stronger public accountability mechanisms.

A SELECTION OF DATA INNOVATIONS UNDERTAKEN BY UN TEAMS:

- **Albania:** Blending and opening up administrative data from the police department, the tax office, and the education system with data that shows how women, children and parents perceive the safety of their cities
- **Burkina Faso:** Youth-led data collection as a means of increasing government responsiveness to young people

- **Jordan:** A frequent monitoring framework to inform programming
- **Kyrgyzstan:** Open data on the Sustainable Development Goals (SDGs)
- **Malawi:** Running quarterly citizen surveys to improve accuracy of socio-economic data
- **Mauritania:** Near real-time data to report maternal deaths and target health supply and response
- **Moldova**: A citizen-generated poverty index that goes beyond income as a defining feature of poverty
- **Mozambique & Tanzania:** Open data on UN programmes
- **Thailand**: People-generated data to monitor human immunodeficiency virus (HIV) services
- **The former Yugoslav Republic of Macedonia:** Crowd-sourcing needs and solutions for people with disabilities
- **Uganda:** Data mining to analyse discussions on local radio on development issues
- **Viet Nam:** A focus on marginalized groups in an evaluation to determine who the UN helps and how

WHAT WE ACHIEVED

Data innovations undertaken jointly by UN Country teams focused on improving the frequency of data availability, mining new sources of data, advancing the use of machine readable data and opening and blending data sets.

The UN team in Uganda is mining the hundreds of local radio call-in programmes to understand what issues people are facing. This new source of data allows the UN and partners to analyse feedback and tap into the pulse of what rural Ugandans are experiencing. Machines turn speech in three Ugandan languages into text, and then people review to make sense of the raw outputs. Many people in Uganda have mobile phones and they call in to radio talk shows about the issues their crops are facing, immunization campaigns, conditions at schools etc. As the first voice recognition breakthrough for Ugandan-accented English, Acholi and Luganda, this new source of data is allowing the UN to look beyond the issues already on its radar, to hear from rural people and better support their development.

The UN teams in Jordan, Malawi, and Mauritania are moving towards real-time data. In Jordan and Malawi, the teams developed 'frequent monitoring frameworks' for the UNDAFs which identify data points from administrative and survey data, often conducted through mobile phones, that should be mined more often in order to monitor impact and target resources. The data allows the UN and the Government to quickly identify bottlenecks and take corrective action as required. The logic is that by having more frequent information available to us, we are better informed when making decisions, planning, reporting and advocating – and our programmes are more responsive to the environment around us. In Mauritania, rather than developing a framework for the whole programme of the UN, the team chose to limit their near-real-time experiments to data on maternal health, using open source

software to gather survey information at health centers to better target resources.[1]

Opening data sets to the public is another emergent result among the data innovators in UN country teams. In Tanzania and Mozambique, the UN teams are focusing on opening up UN programme data. Together with UN DOCO they are working on a digital platform to share results and investments of the UN with the general public and partners and governments. The idea is to have forward looking and publicly available data about the UN's plans in these countries to support better coordination and target resources to those areas that need it most. Ideally, a journalist can look at this open data and know whether resources were used as planned and who in the country benefits from the UN's investments. The team is also using machine readable standards such as the International Aid Transparency Initiative data standard to make data easier to analyze.

In Albania and Kyrgyzstan, UN teams are working with governments to open up government data and blend it with qualitative survey data to reach new insights. In Albania, the team is bringing together administrative data from the police department, the tax office, the education system, with survey data on violence against women and children. They are blending data sources to triangulate information and get a fuller picture to make Tirana a safer city. In Kyrgyzstan, the UN team off innovators are partnering with the country's National Statistical Committee developing an open data website and the StatKG mobile application to make specific national data available to everyone free of charge. The mobile app supports data in English, Kyrgyz, and Russian languages.

THE CHALLENGES

Data innovators working in joint UN teams faced three buckets of challenges: technical, operational and political.

Within the UN context, tech innovations are notoriously difficult to manage. And with the emergent nature of tech, UN offices don't always have the in-house skills to manage the innovations directly or to identify, tender for, and handle innovations at a deeply technical level.

Due to the innovation focus, these challenges can be significantly amplified. For example, cutting-edge information communication technology (ICT) systems often come hand-in-hand with agile and adaptive management principles, which can be difficult to fit into a more traditional project management cycle. The data projects carried out by UN teams demonstrate that there is a significant need for technical skills. It is also important to find the right data partners that have the right skillsets and, more important, the right cultural understanding that UN teams often take for granted; the ability to work in highly politicised environments with ambiguous accountabilities and evolving institutional capacities.

On occasions where these skills were lacking, there was a risk of a communications breakdown between tech partners and UN teams. The ICT partner might have built exactly what was described, but the platform or tool may not have collected or used the right types of data or it simply wasn't fit for purpose. Selecting the right partners, tech and non-tech, is not simple. UN innovators still need to shape new partnerships to fit old formats to get them off the ground. In the UN, these teams are walking a tightrope between balancing risk management and innovation. Some agencies are refining their procurement procedures to help tap into to vast potential for partnerships between tech start-ups and the UN.

The operational level is often the interface between the technical challenges and the political challenges. For instance, in Moldova the team focused on putting a human face to the numbers that define poverty to understand how poverty is experienced beyond low incomes and opportunity. The team spent a long time designing the survey while also running into a series of technical limitations. This meant working twice as hard to get the surveys delivered in a shorter than ideal timeframe because of strict financial year-end constraints.

At the top level, there are also political challenges: getting government partners on board, coordinating with other UN agencies with new and unproven ideas and ensuring that the pieces of the puzzle fall together at the right time. This is a special challenge for the inter-agency innovation teams that may need to spend time and energy coordinating these activities whilst dealing with complex technical and operational challenges. Data insights can help identify new areas for programme activities which can often be time-sensitive. For example, navigating decision-making structures to ensure data is used to target resources and communicating data to the general public, particularly where data literacy and technology are not diffused, remains a challenge.

THE "A-HA!" MOMENTS

UN teams identified new ways in which data innovations can move their work forward. Many of these approaches are applicable to other innovations as well.

FOLLOW YOUR "WHY" DURING OPEN INNOVATION

Focusing on the "why" of an innovation will help keep the scope as it progresses. Technical capabilities can easily be a distraction from the core objective of the project. Developing a strong narrative around the project can help keep the scope of the innovation focused, while also building technological know-how.

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1   For more on Kampala Pulse Lab's work with machine learning and radio content, see: http://www.unglobalpulse.org/projects/pilot-studies-using-machine-learning-analyse-radio-content-uganda-2017

For example, during the roll-out of a software that analyses discussions on local radio in Uganda, the excitement of the first voice recognition application in Ugandan languages increased the temptation to explore a range of use cases. This technology is used to mine call-in radio shows to understand what issues people are facing. Both to narrow the scope and to manage risks, the UN team in Uganda focused their local radio scanning on key word issues related to the Sustainable Development Goals. This helped them build a better tool and allowed them to get a glimpse of early results that they could show, thus increasing the chances that the "might be possible" would become reality.

Scope creep is always a danger when working on innovations, and even more when working with larger data sets. There's an impulse to collect as much information as possible and run the risk of getting caught up on the idea of "what might be possible?" rather than "what can we do now?" and "what will we do differently once we get the new data?"

In Moldova, the team focused on telling the stories of people who experience poverty in order to develop a better measure of poverty. This meant the team had to be flexible and accept different types of data and different ways of getting that data. The team didn't know the narrative yet so they had to focus on disaggregating traditional sources of poverty data and unpacking people's feelings of poverty to bridge a gap between income poverty stories which indicated good progress in Moldova, versus perception data that told a whole different story.

VISUALISING DATA BUILDS TRACTION

In Sudan, the innovation focused on addressing the challenges in monitoring progress against their UNDAF, in part, due to weak and fragmented data collection and analysis mechanisms. However, when the team in Sudan put up their first platform, called IREPS, the data dashboards were so useful that UN agencies in Sudan began to use it for their reporting purposes. While regulatory challenges still exist which limit the use of the innovation, beneficiaries of UN programmes in Sudan can now give feedback on sustainable development programmes. Visualizing data in Sudan increased demand for this new form of citizen-generated data, but proving the value of data generated by people's experiences and transmitted via SMS remains a challenge.

WE WILL STILL NEED STATISTICS FOR A COMPLETE PICTURE

Not all interventions can be monitored in real time, and real time monitoring with new sources of data cannot replace traditional statistical methods. In order for real time monitoring to work, the thing you want to measure needs to change often enough that more data adds real value. Real time data provides quicker, interim data, but does not replace traditional surveys or administrative data within government departments. Taken together, old and new forms of data provide the fullest picture.

BOX 1:
DATA PLATFORMS: A STEP FORWARD BUT NOT A PANACEA

WHAT CAN AND CAN'T DATA PLATFORMS DO?

Will help solve:
- Starting coordination on data
- Help managers learn more about data
- Sometimes – showing data will expose a need to improve its quality
- Could promote transparency if made public

Won't necessarily solve:
- Changing behaviour
- Making decisions based on data
- Empowering people
- Improving accountability
- Whose data is it – how granular will it be?
- Whose analysis is it – who does the platform empower?

Representative data, backed by sound statistics, can be used to validate early findings from new data sources. And real time data helps identify bottlenecks in your programme, or geographical areas which are in most need and require immediate action, all of which allows us to be more responsive in our efforts to advance sustainable development.

Data platforms are proliferating and building them is often seen as a panacea to many problems: the lack of data, poor data, low data literacy and data that goes unused for accountability purposes. When data platform projects are designed, it is best to test the data hypothesis. One idea is to run through a scenario that enacts what you will do once you get your data platform. Once you have access to data as you imagine it in your platform, who do you contact? What action do you to take? The biggest challenge remains understanding where and how data influences decision making.

NEXT STEPS IN DATA INNOVATIONS

Data about people's well-being, public sector programmes, behaviours and impact will continue to become more critical to everyday development operations. Tools for collection, management, visualisation and use of data are increasingly expanding beyond specialist fields into the mainstream. As the UN takes on the frontiers of greater availability, variety and velocity of data, it is critical to remain focused on impact, public accountability and risk management.

DATA: USING IT REAL-TIME

Experiences from joint UN data innovations illustrate that collecting and analysing data is easier than getting people to use it for policy decisions. Visualising data is key, but more work needs to be done to unpack the essential ingredients to get decision-makers to use, consult and demand data to drive sustainable development investments. Several key questions remain: What are the new forms of data that have the most impact and for what? What does continuous adaptation based on real-time monitoring look like in the UN? And, with the proliferation of data, what are the necessary steps to take in order to get the most out of data that is spread throughout the UN system in multiple agencies, countries, platforms and teams?

WHOSE DATA IS IT?

Likewise, UN teams around the world need to ground their data innovations in public accountability and build partnerships with people as the real experts in their development efforts. Our goal with data innovation should be less about extracting data to drive resource decisions and more about engaging people to use data in their own way as an instrument for accountability. We need more innovations led by people who collect and interpret their own data.

RISK MANAGEMENT: BOTH FOR USING NEW DATA AND FAILING TO USE IT

With the growth of data, comes the growth of risk management tools to ensure human rights are at the core of data use and even non-use. The UN and the public sector need to understand the potential risks and harms involved in data use for social and public good. Even if data is aggregated so that the individual can't be identified, geography, gender, political and social norms should also be taken into account. On the other hand, risk management for data innovation should also oversee the risks of failing to use data, failing to do things differently and missing out on partnerships that have the potential to reduce inequalities, protect people in life-threatening situations and harness sustainable development opportunities.

During the Ebola crisis in West Africa, some attempts were made to access anonymized call detail records from mobile phones to understand people's movement patterns in order to design prevention and response plans for a rapidly moving deadly disease. One of the challenges experienced during this effort was the lack of a regulatory framework that would assure governments and private sector companies that data would be used responsibly. This meant that using data when it was needed was harder than it needed to be.

While there are many benefits to using big data for the achievement of the 2030 Agenda for Sustainable Development, the absence of a common set of principles on data protection, privacy and ethics makes it harder to use big data for development and humanitarian goals. These gaps complicate efforts to develop standardized, scalable approaches to risk management and data access from partners outside the UN.

Together with UN Global Pulse and its Data Privacy Advisory Group, the UNDG is developing frameworks for the safe and responsible use of big data for the achievement of the 2030 Agenda. UNDG's Guidance Note on Big Data for SDGs: Data Privacy, Ethics and Data Protection is the first guidance that has been officially approved and adopted by the UNDG with regard to big data, privacy and ethics.

The guidance sets the ground for further work and implementation of more substantial mechanisms for responsible data access and use for the achievement of SDGs. The main objectives are to:
- Establish common principles across UNDG to support the operational use of big data for the achievement of the SDGs;
- Manage risk, taking into account fundamental human rights
- Set principles for obtaining, retention, use and quality control for data from the private sector

The UNDG guidance goes beyond privacy of individuals as it takes into account the needs and interests of vulnerable groups. It recognizes the need to establish proper risk management frameworks and understanding of the risks involved in the use of data as well as its non-use.

It's a small step, but one we think is in the right direction. Growing sources of data can and should be used for the public benefit taking human rights into account, while embracing a quickly evolving technological environment. That's the UN of the future.

CASE STUDY 1:
REAL-TIME INFORMATION FOR MATERNAL HEALTH IN MAURITANIA[2]
Jose Levy and Blandine Bihler, UN in Mauritania

Each week 13 women die during pregnancy, childbirth or post-birth in Mauritania. Although the maternal mortality curve is beginning to slow down, it is still one of the highest in the region. The UN system is committed to support the government's efforts to drastically reduce maternal mortality by providing timely and adequate obstetric care by women. The World Health Organization (WHO), United Nations Population Fund (UNFPA), and the United Nations Children's Fund (UNICEF) are supporting the Ministry of Health to supply health care centres with life-saving products and medicines to improve health care conditions.

In January 2017, the UN developed a real-time monitoring system with support from the Ministry of Health. The system allows healthcare providers to report maternal deaths in hospitals in real-time (less than 24 hours) via a smartphone app. By collecting and analysing data, it will be easier to understand the reasons for the deaths and help improve the malfunctions observed in the medical care given to the mother and her child. UN Mauritania tested the system in three health centres in the capital city of Nouakchott, where more than 80% of the maternal deaths were registered at the national level in 2016. The real-time monitoring system also provides live information on the situations and trends of essential products and medicine stocks in maternity hospitals, paediatric units and health centre pharmacies. This will prevent overstocks and enable quicker responses to breaks in supply.

The test phase was a success. The app was widely used across health centres and it gained attention from other health structures tested. Within two or three months, all health facilities in two regions of the country will have access to the system. With adequate response measures in place, the goal is to prevent new deaths.

The commitment of project stakeholders is strong and sustained, with demands exceeding even the response capabilities of the proposed system. At one point the team faced many obstacles during the development of the system, which sometimes led them to doubt their ability to achieve their goals. Here are some of the lessons learned on the road to innovation:

WHAT DATA?
The team felt it could respond to gaps identified in the follow-up of the UNDAF, therefore, expectations for the real-time monitoring system were high. One of the first challenges was to establish its scope – what areas to focus on? Basic social services were identified, but such a broad remit would make the system cumbersome and non-functional. The team decided to focus on areas with clear bottlenecks and priority actions that could also be monitored in real-time. The existence of an accelerating framework for Millennium Development Goal (MDG)

5 on maternal health allowed them to choose specifically that issue.

TECHNICIANS ON BOARD FROM THE BEGINNING.
Discussions were carried out by the programme management group, which is responsible for UNDAF monitoring. When the health technicians were brought on board, stakeholders felt more commitment for implementing the system and the team overcame obstacles. The technicians immediately understood the added value of the system. They saw it as an action-research tool that allows them to adjust their response strategies.

MOBILIZING TECHNICAL EXPERTISE.
Once the scope of the real-time monitoring system was identified, the next challenge was to find an actor capable of supporting the implementation. After several unsuccessful attempts, the team got in touch with the Community Systems Foundation (CSF), who was already working on an UNDAF online monitoring tool. Because CSF has a long-term agreement (LTA) with UN agencies at the corporate level, it was easy to kick-off the contract and start collaborating. After a first scoping mission in October 2016, CSF conducted a pre-piloting mission in Nouakchott January 2017 to propose a mobile-based solution to capture data at the health facility level.

THE COSTS OF DATA COLLECTION.
Several options for data collection were considered, based particularly on UNICEF's local experience with a real-time monitoring system: these included using tablets; ensuring data through regional planning units and regional offices of the national statistical office, or through the recruitment of United Nations Volunteers (UNVs) responsible for on-site collection, etc. All of these options had high cost implications so the team eventually created a light app that requires only a smartphone. The personnel at the health facilities directly enter the data via smartphone.

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2   To read more about the work in Mauritania
     check out: https://undg.org/silofighters_blog/
     the-journey-begins-real-time-information-for-maternal-health-in-mauritania/

CASE STUDY 2:
PAVING THE WAY FOR A SAFER AND CHILD-FRIENDLY ALBANIA USING OPEN DATA[3]
By Jorina Kadare, Dajna Sorensen, Eno Ngjela, Fioralba Shkodra, and Bas Berends – UN in Albania

The UN team in Albania began their data innovation with this hypothesis: if more data from administrative sources and surveys is collected and made available to the public, better and more efficient policies can be designed and implemented.

With this as the starting point, the team had to decide which open data to use and how to source it. In Albania, they felt there were data gaps in areas around sustainable cities, including safety for women, child friendliness and gender equality. To help fill this gap, they launched a citizen survey.

BLENDING DATA
The survey was divided in two parts. The first half focused on how children and their parents perceive their own cities. UNICEF, along with the Child Observatory, had already done some vital groundwork which could be built upon. Questions included: Are there spaces where children can be in contact with nature? Are there health check-ups in the community where children are sick? Is it safe for children to walk or cycle in their community? The second half of the survey focused on safe cities, as part of UN Women's "Safe Cities and Safe Public Spaces[4]" initiative.

Data from these public surveys will be combined with administrative data from the police department, the tax office, the education system, and other government departments to create new insights. It will then be made available as open data for citizens to provide a better picture of the situation.

As a next step, the survey data about child-friendly and safe cities will be used as the basis for conducting two boot camps; one on child-friendly cities in October 2016 and one on safe cities in November 2016. The hope is to design solutions with children, youth and women.

TUNING IN TO TIRANA
UN Albania's open data work has also been involved supporting the city of Tirana. Since 2013, it has hosted nearly one third of Albania's inhabitants, meaning the municipality has expanded to a much larger area. This has created challenges as well as opportunities, particularly with respect to improving the delivery of services, supporting local economic development, and reducing inequalities between the different local governments. In Tirana, public service reform is high on the political agenda and the Mayor's office is busy modernizing and digitizing public services. The vision of the municipality is to transform Tirana from a city struggling to provide its citizens with basic services to a city that is desirable and accessible to residents and visitors. The reform effort has already resulted in an in-depth review and the reengineering of 148 services, such as waste management, public kindergartens, public works and issuing of permits.

In this backdrop, UNDP Albania and the Municipality organized the Tirana Smart City Conference 2016 – 2026. At the conference, which focused on five key themes – mobility, economy, living, society and rural life – participants spoke about how Tirana could become an efficient, economically viable, sustainable and more liveable city. Open data and citizen engagement at the local level were particularly important, as they can lead to greater transparency and accountability. More importantly, they can lead to a more efficient local government, and better public service delivery and policy through evidence-based decision-making.

The United Nations Development Programme (UNDP) is currently supporting the Municipality of Tirana in making the data collection processes more effective and making the data visible through an open data portal. There are challenges to overcome, ranging from quality and interoperability issues, to city officials seeing data gathering and entry as additional work, unrelated to their jobs. This means some steps are still needed to make sure that Tirana benefits from a functioning open data portal that can incorporate data from different sources. Moving forward, the municipality, assisted by UNDP, will continue to work on smart city data infrastructure, so that high-value data sets can be posted in the open data portal. UNDP is also discussing a similar data infrastructure with the municipality of Korca in the south of Albania.

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3   To read more, visit: https://undg.org/silofighters_blog/
open-data-for-a-safer-and-child-friendly-albania/
4   UN Women's Global Flagship Initiative, "Safe Cities and Safe Public Spaces,"
builds on its "Safe Cities Free of Violence against Women and Girls" Global
Programme was launched in November 2010 with leading women's
organizations, organizations, UN agencies, and more than 70 global and
local partners.

PEOPLE'S ENGAGEMENT

WHY INNOVATIONS IN PEOPLE'S ENGAGEMENT[5]

The goal is to have a UN Development Assistance Framework — the five-year plan governing the whole of the UN's work in a country — that better reflects the views and priorities of people, including those left farthest behind, and that can support government ownership. It is important for people to see that their views are being heard and their voices can influence the way the UN approaches its common programming and builds trust in public institutions.

Some assumptions underpin this goal: people want to be consulted; people will feel free to share their views honestly and without fear of retribution, people will trust the process and the outcomes, and their views will be fed impartially into the UN's planning process (and that the UN will know how to synthesize their input).

Public dialogues, surveys — face-to-face or digital — are inputs in this process. The outputs are perceptions, ideas, solutions, suggestions and innovation already led and underway by people that advance sustainable development work. The ultimate outcome is to hone the way the UN partners collaborate with countries leading to more responsive, accountable and nationally owned programming.

A SELECTION OF INNOVATIONS UNDERTAKEN BY UN TEAMS FOR PEOPLE'S ENGAGEMENT

- **Albania:** Online youth surveys and video diaries for a unique view of young people's priorities and expectations
- **Bangladesh:** Collecting stories from migrants, young people and vulnerable groups,
- **Benin:** Social media and text messaging to gain feedback on UN programming from a wide swath of the population, enhancing accountability and transparency
- **Cameroon:** Outreach to women, young people and refugees via face-to-face interviews to build their priorities into UN strategic planning
- **Central African Republic:** Engaging internally displaced populations, people living with HIV and disabilities to map priorities and target specific locations and population groups
- **Costa Rica:** Reaching out to indigenous populations, youth, people with disabilities, LGTBIs, women and children to change UN strategic planning for the country
- **Ghana:** Listening to people who often have little or no voice in Ghana to hear what they have to say. The groups we talked to are people with disabilities, people that identify as LGBTI, underage sex-workers, prisoners and injecting drug users

WHAT WE ACHIEVED

Innovations carried out in people's engagement illuminate the constructive dialogue which is possible when the UN engages people in programme design and identify new methods and approaches for reaching vulnerable communities.

In Tanzania, for example, the team is adopting a 'collective intelligence' approach, where young people have been trained in using mobile-enabled engagement approaches (text messages and Whatsapp) as a means of bringing more citizens into the conversation surrounding the SDGs. Community members were empowered to give their opinions as the experts of their own experiences, resulting in a richer source of qualitative data shared through narratives and stories.

To understand what development means for the people of Bangladesh, the UN engaged communities directly via qualitative methods to collect narratives that provide greater insights on how poverty affects people's lives beyond quantitative financial constraints.

In Lesotho, the SDG Challenge Prize was used to motivate people to generate innovative solutions for pressing issues of HIV, acquired immune deficiency syndrome (AIDS) and youth unemployment. Launched in partnership with a leading university, over 200 young people of the community took part in the challenge. It also provided the UN with access and insight to alternative sources of data and ideas that otherwise would not have been seen as potential solutions for scaling.

In Cameroon, the UN created a hashtag #UNCMR4U (the UN in Cameroon for you) to learn how young people, women, refugees and other vulnerable groups view the UN's work and its role in improving the lives of youth, girls and women. People identified a number of common themes: equality between men and women, food security, confidence in the banking system, education and the job market, and health care. The key findings of this exercise helped set the priorities for the new UN strategic framework.

The value of people's engagement lays beyond generating rich insights which can be mined and explored as data, but also assists in raising awareness of the accountability of the UN to the people of a given country. Calling for input and ideas can also serve to validate and improve how the UN's values are seen and regarded. This was demonstrated in Ukraine, a country that, before the 2014 crisis, had been on the path towards becoming a donor country. When circumstances changed, Ukraine faced new challenges and the UN's partnership was in direct demand. Using the SDGs as an entry point, the UN was able to engage government, civil society organizations (CSOs), academics and citizens themselves in consultations, producing people-informed data. The unexpected result was

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5   Often referred to as 'citizen engagement', the term people's engagement is used here to be inclusive of all people, regardless of citizenship status.

an increased trust and confidence that the UN can convene constructive dialogues with people to open up accountability lines and improve trust in government.

THE CHALLENGES

There are several common challenges faced by citizen engagement projects: from the practical groundwork of encouraging people to participate, to the structural, economic, political, and logistic barriers the organization must work within.

In Tanzania, UN project officers and staff engaging with community members were treated with wariness and distrust. Having never been approached or included in the development of previous policies, people were apprehensive regarding why they were being asked to be involved and why now.

Many countries' public sectors are still transitioning from 'top down centralised structures'. When trying to open up channels for people's engagement, it can take time to convince public-sector employees that there are more inclusive, bottom-up approaches. For example, modelling citizen engagement in Ukraine, the UN team and public service partners learned by doing that this kind of approach is not only valuable, but achievable.

Another particular challenge for the UN is to bring together each UN agency's mandate, expertise and constituencies. Many agencies are conducting outreach and crowdsourcing ideas as a regular part of their programmes. Pulling these efforts together happens most naturally during campaigns, whereas regularized public engagement which aggregates the results of all outreach is the exception, not yet the norm. For example, in the context of a campaign related to engaging people to define or prioritize the SDGs, coordination challenges can be overcome. When UN agencies agree to pool the results of engagement of their long-estab-lished constituencies – children for UNICEF, employees and employers for the International Labour Organization (ILO), environmental actors for UN Environment and UNDP, gender equality activists for UN Women, migrants for the International Organization for Migration (IOM), the results paint a coherent and constructive picture of how different groups in society see certain issues and the value for public problem solving is clear.

Another significant and persistent challenge when it comes to people's engagement is how the UN and its partners absorb what we learn from people. After engaging 10 million people through the MY World[6] and World We Want[7] campaign that fed into governments decisions on which areas to include in the SDGs, it is fair to say that proof of concept of engaging the public has been established. It is possible for the UN to engage constructively through crowdsourcing.

But where and how are the results of crowdsourcing put to use? In the innovations underway, the focus has been to influence the programming decisions of the UN. This is an important step to model outreach efforts which lead to programmes and change. However, during consultations, it can be difficult to communicate what policy or programme or budget will change based on people's voices. Beyond the UN, much of the processes and results of the programmes remain unknown due to their inward facing nature. This makes it difficult to get stakeholders on board. If stakeholders don't understand what they are being asked to become involved in, it may reduce buy-in.

THE "A-HA!" MOMENTS

USE PEOPLE'S OWN STORIES TO BUILD A BIGGER PICTURE

One of the main lessons surrounding citizen engagement is the value of bringing the voices of communities into the conversation, which cuts across the experiences highlighted here. Doing so enables the UN to understand issues from the perspectives of those who experience it. Citizens are always best positioned to decide what works for them, and whilst data can tell us where gaps or problems are, it is people and their stories that provide valuable insights and information as to why there is a gap or problem, and how to solve it.

TAILOR THE CROWDSOURCING APPROACH: BLEND IN-PERSON AND DIGITAL METHODS

Micro-surveys via mobile phones are options that can be easier to administer and cost less than traditional surveys. However, these should be part of the research used in combination with other methods to gain input into development planning. While mobile phones are proliferating in developing countries, excluded communities are often only able to engage in face-to-face methods. Countries looking to engage people in planning, generating ideas and monitoring progress are blending traditional methods with new ones. For example, having a focused group discussion with a community and using mobile surveys, online consultation platforms and social media campaigns.

Being aware of context is also important. Regions, even within a country, have different views and experiences. We need to be able to capture the voices from all areas. As identified in Tanzania, different regions use different languages, and in Moldova it was the different levels of literacy that needed to be taken into consideration.

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6   "MY World is a global survey for citizens led by the United Nations and partners. It aims to capture people's voices, priorities and views, so that global leaders can be informed as they begin the process of defining the new development agenda for the world." Available here: http://www.myworld2015.org/?page=about-my-world

7   As the original goal states: "The World We Want will gather the priorities of people from every corner of the world and help build a collective vision that will be used directly by the United Nations and World Leaders to plan a new development agenda launching in 2015, one that is based on the aspirations of all citizens!" Available at: http://www.worldwewant2030.org/

To achieve meaningful engagement, it is important to tailor the approach. Create a common language which meets the needs and abilities of citizens and make sure outreach efforts are relevant. Tanzania achieved this through the 'training-a-trainer' scheme; training individuals from the different villages that then return and engage their community in their own dialect.

MAKE SURE TO GIVE, NOT JUST TAKE

If you are going to consult people, make sure they understand what they are contributing to, and why their contribution is purposeful. If people offer their time to help UN teams understand a development issue, they have to be kept informed. Innovators in public engagement often find that feedback results are a critical missed step, and one that is fundamental. If nothing happens and people are not told why, they are less likely to contribute again and they may also develop a negative opinion of the UN.

HAVE A PLAN FOR HOW TO USE WHAT YOU HEAR

The proof of concept at this point should be clear: the UN and partners can, in a wide variety of contexts, engage and dialogue with the public to learn from their views and ideas. This can be managed constructively and adds value to governments and partners' activities to advance sustainable development. A critical part of the process is to plan ahead: once you increase public engagement in the UN's work, what do you do with what you hear? It is critical to identify what part of programmes you are willing to adapt based on the results of crowdsourcing. Is it the analysis – will you pair crowd wisdom with traditional survey and administrative data to paint a full picture in your pre-planning analysis? Is it in the programmes – will you change your outreach plans based on the engagement you garner? Is it the budget – will you set aside a portion of available budgets to be determined based on the issues that people communicate, even those that might not be on the radar or part of your agency's mandate? An absorption plan for the wisdom of the crowd is essential.

WORDS OF ADVICE

- Have passion, determination, and belief that the voices of people really matter in shaping the development of their country, and have a genuine desire to bring these voices into the conversation and listen to them
- Find the right people to work with internally, people who will provide peer support and moral support. This includes government engagement; they need to be involved in prioritization
- Have something to back up your innovation e.g. a perception survey to show government or stakeholders why, what you are doing matters
- To engage with people, get to know them. Be aware of their

cultures, their strengths, weaknesses, abilities and create a shared language that promotes genuine conversations. It will be hard, but avoid jargon!

NEXT STEPS IN PEOPLE'S ENGAGEMENT

EVIDENCE OF THE ACTIONS TAKEN BASED ON PEOPLE'S ENGAGEMENT

The impact of people's engagement is often tangible and nebulous. UN teams that crowdsource feel passionate about their work, but when asked what changed based on what was learned, the direct impact on decision-making is hard to quantify. It will be critical in coming years to generate evidence of the impact of people's engagement and crowdsourcing in the development space. By simply undertaking these efforts, the UN is demonstrating that it can be an outward and forward-looking institution, accountable to the people it serves. But equally important is to advance the knowledge base in how outreach and public engagement changes and improves what the UN does and how it does it.

PEOPLE CAN GIVE MORE THAN OPINIONS

The current state of people's engagement is often related to their perspectives, opinions and experiences. These insights are crucial because people facing challenges up-close are more aware of the problems in their communities. How can the UN take on more than people's perspectives? The next frontier in people's engagement innovations for the UN would be to establish methods and practices for crowdsourcing beyond opinions. Beyond using perception surveys to inform analyses, people can help the UN and partners make decisions on programming and budgets. Diaspora communities, for example, may want to crowdfund the UN's work to see acceleration on a critical sustainable development issue back home. Can people undertake tasks that advance the UN's work? One such example already in motion is the UN Jakarta Pulse Lab's Translator Gator, a crowd-sourced translation game which is improving written translations in Indonesia's 500 languages to advance disaster response by translating key terms. Can people take it even further and develop their own solutions which the UN can help to scale-up? Can people be engaged to monitor and evaluate the UN's programmes? These are the next levels in people's engagement innovations.[8]

8   For a useful tool, see the Govlab's Crowdsourcing Advisor at
    http://crowdsourcingadvisor.org/advisor.html

CASE STUDY 1:
INVOLVING CITIZENS IN THE UNDAF AND GLOBAL GOALS
Hoyce Temu, UN Tanzania

When the UN team in Tanzania was reflecting on the MDGs, something in particular stood out from their reports. There was a feeling among citizens that they hadn't been part of the creation of the goals. The UN had led on their implementation with the government, but there hadn't been enough communication to the public about what they were or how they could participate.

With the launch of the new Global Goals, the UN team in Tanzania decided to rectify this with the help of the innovation facility by engaging the public and a wide range of stakeholders, including NGOs, CSOs, the private sector and faith-based organisations. By making sure that people really understood the UN's actions on the Global Goals, the UN team could also demonstrate how citizens can play a role and share in the responsibility for making the Global Goals happen. At the same time, by listening to citizens and stakeholders, the UN could feed these voices into their planning and the UNDAF process to make it more aligned with citizen needs.

The project has involved travelling the country to speak to different communities as well as sending SMS, WhatsApp messages and media campaigns. At first it was a challenge to explain to citizens what the aim of these activities were and why. Since hearing their visions, the process has influenced the way the UN is viewed within the country. Having traditionally worked closely with the Tanzanian government, and not engaged directly with citizens, this project has demonstrated that the UN values the people's perspective too.

To maximise reach, the project has also invested in the 'training-a-trainer'' scheme, and has trained at least 200 people to act as Global Goals champions. These champions are able to educate people in their local communities and talk to them in a language that they understand. One particular focus of this scheme are the young people, the future policy and decision-makers of the country.

The next stage is to ensure that all the stakeholders come together to turn these new people-focused visions into action.

CASE STUDY 2:
COLLECTIVE INTELLIGENCE FOR BETTER PROBLEM SOLVING IN LESOTHO[9]
Asel Abdurahmanova, UN Lesotho

In Lesotho, a landlocked country surrounded on all sides by South Africa and classified as a lower middle-income country, about 310,000 adults and children are living with HIV. The country has an unacceptably high maternal mortality ratio – 1,024 deaths per 100,000 live births (2014). High poverty rates, socio-cultural barriers, delayed health seeking behaviours, poor access to health services are among key reasons for weak health outcomes.

In order to try and tackle the problem, the UN in Lesotho has been using collective intelligence methods to tap into the ideas, information and possible solutions distributed among partners, the private sector, and the two million people of Lesotho. The project, run in collaboration with Nesta, launched in September 2016 with three key objectives:

- To support in grounding UN planning and accountability mechanisms in the voices of the people of Lesotho
- To identify opportunities to embed new tools into planning and strategies development
- Provide proposals for the UN Country Team to integrate citizen engagement and digital technology into its programmes, with a focus on improving service delivery in health and filling gaps in data availability and use

WHAT IS A COLLECTIVE INTELLIGENCE FRAMEWORK FOR SUSTAINABLE DEVELOPMENT?

Using a framework for collective intelligence, Nesta and the UN have been working with partners to tap into the ideas and data that is dispersed throughout the country. The stages of the collective intelligence framework are iterative and focus on:

- Defining the exact problem
- Better understanding the facts, data and experiences
- Better development of options and ideas
- Better oversight and improvement of what is done[10]

Since the introduction of the collective day methodology, the team has taken up a '100 days of innovations' model to draw government and public attention and to sustain the buzz. The elements include:

LISTENING TO PEOPLE'S VOICES THROUGH A MOBILE PUBLIC PERCEPTION SURVEY

Mobile surveys are being used as part of the longer-term idea of public monitoring platform and feedback mechanisms. These surveys gather perceptions about the UN, what people know and think about the work of the UN, as well as getting people's responses on the most pressing SDGs. The data will be analysed via location and disaggregated by respondents' profiles throughout Lesotho.

STIMULATING INNOVATIVE SOLUTIONS THROUGH AN SDG CHALLENGE PRIZE

As an incentive to source innovations from people, the team is launching the SDG Challenge Prize to help solve the most pressing questions around: areas of SDGs; behaviours of young people and HIV and AIDS; and the disconnect between education and employment. Citizens will be invited to develop innovative solutions. By providing monetary prizes and follow-up entrepreneurship and project management skills packages to the most innovative solutions, the UN team aims to trigger innovative thinking and gain access to new and alternative sources of data and ideas.

EXPLORING 'UBER AMBULANCE' TO IMPROVE ACCESS TO HEALTH CARE SERVICES

The mountainous topography and harsh winters in Lesotho also present a challenge for access to basic services, including health care services. The UN team is planning to develop a taxi app – an 'uber ambulance' – to move into the health care sector and provide support where there is limited transportation or poor road conditions. The move could allow the Basotho people to access health services through SMS-based platforms or directly through their smartphones in partnership with local IT companies and taxi service providers.

By generating more inclusive, participatory ways of tackling problems and simultaneously creating solutions coming directly from the people of Lesotho, the UN team hopes to bring added value and to contribute to the leave no one behind part of the 2030 Agenda.

9   This work is the result of a partnership with Nesta to test an operational strategy for collective intelligence. For more, see https://undg.org/silofighters_blog/collective-intelligence-for-better-problem-solving-in-lesotho/
10   For more on this, see http://www.nesta.org.uk/publications/governing-collective-intelligence

FORESIGHT
AND
ALTERNATIVE
FUTURES

WHY WE USE FORESIGHT FOR SUSTAINABLE DEVELOPMENT PLANNING

Foresight and alternative futures[11] are emergent methods that use the future as a strategic planning tool. It is the newest, and the rebel in the family of planning methods, that champions the idea of not being tied down to a single path because change can come swiftly and disrupt even well-laid plans. By building on the idea that change is the new normal, we can help guard against fragility. Without including an explicit step for foresight in a strategic planning process, we risk falling into three cognitive traps:

1. **Internal-focus:** focusing intently on internal organisational features and overlooking external environmental changes.
2. **Premature convergence:** quickly agreeing the shape of the futures (and appropriate response) due to group dynamics. This happens as a result of groups having similar points of view, and therefore blind spots, and also (whether consciously or unconsciously) wanting to agree.
3. **Uncertainty:** either deciding the future is too uncertain to make any plans for, so it is better to just muddle through; or, assuming that tomorrow will be like today.

Foresight methods can target experts and decision-makers, but they can also be designed for multi-stakeholder participation. For example, gaming is often used to help people understand the interactive nature of complex systems and to imagine plausible and positive futures.

Foresight is particularly relevant for sustainable development planning, which is inherently about the future. Achieving the SDGs will require decision-makers to take the longer-term into account, beyond quarterly earnings for businesses and beyond election cycles for political leaders. Agenda 2030 will also demand systems thinking about the future(s), and participatory foresight is a key part of building up the public constituencies who understand how economic, environmental and social agendas are connected.

THE INNOVATIONS

- **Bosnia and Herzegovina:** Helping people engage with the SDGs through a participatory SDG tool
- **Democratic Republic of Congo (DRC):** Taking a longer-term perspective using foresight methods to see what "sustainable peace" really means across pillars of the UN

- **Lao PDR:** Crowdsourcing people's views through the Futurescaper online platform
- **Montenegro:** Enhanced survey tools to increase familiarity with the SDGs and to gather data on priorities and connections among them
- **Rwanda:** Using foresight to mainstream SDGs into national development planning

WHAT WE ACHIEVED

At the very basic level, involving people in UN-convened foresight exercises helped them to see possible futures as tangible tools that can provide new insights, rather than the future as an abstract theoretical concept. Simply trying out these foresight methods has hopefully increased the interest and take-up of this new approach within planning.

The foresight innovations demonstrate how using this approach can drive both collaboration and participation in UN planning processes. Using foresight can also help understand what challenges might come up in the future. This can help take preventive actions sooner rather than later, and it can be an effective way to encourage people to think more tangibly about what actions actually need to be taken now.

In the Democratic Republic of Congo, foresight methods were used to bring two different parts of the UN system together: the UN agencies, whose strategic direction is defined through the UNDAF, and the UN Peacekeeping Mission, who in the past have created their own strategic planning document. But through the foresight process they recognised that although they did have individual goals, they were ultimately both working towards the same aim: peace, stability and development. This has led them to agree in creating one strategic document focused on SDG 16 that covers both of their work. This might not have been achieved without the help of the foresight process.

With foresight, the UN in Montenegro discussed probable and preferred futures by 2021 and even by 2030, once the UN, citizens, government, private sector and civil society, implement the 2030 Agenda and the SDGs. We employed this methodology of thinking and planning by developing and playing a game,[12] which is also available online. The colourful board, numerous cards and tokens that we used to play and discuss the futures from the perspective of challenges, opportunities, partners, actions and values, helped unleash our mind sets. They touched the blind spots of our futures and emerging issues to discover the critical uncertainties. The team targeted a wide variety of viewpoints, from young people to academics, and their input was fed and included in the UNDAF planning process.

In Bosnia and Herzegovina, the UN used strategic foresight as part of its consultations process to build momentum for the SDGs. It helped stakeholders understand the inter-connectivity between the goals, and that focusing on sectoral challenges

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11 This section and the UN's efforts in foresight have benefitted from the knowledge, expertise and generosity of Cat Tully, Co-founder of The School of International Futures and From Over Here, and John Sweeney, futurist and Deputy Director of the Center for Postnormal Policy and Futures Studies at East-West University in Chicago. Excerpts are taken here based on collaborations and written work for the UN of both foresight experts, including https://undg.org/wp-content/uploads/2016/10/Final-DOCO-foresight-paper.pdf and https://undg.org/silofighters_blog/reflections-on-montenegros-forward-looking-plan-of-cooperation-with-the-un/

12 To learn more about the initiative, visit: https://www.youtube.com/watch?v=67ItizsuiUY

alone would not be enough and instead, a more holistic approach would be necessary.

More broadly, using foresight approaches helped to inject new methods into the UNDAF process amongst different agencies, and it was a useful tool for bringing agencies together to collaborate.

THE CHALLENGES

A lack of understanding of what foresight is or how it can help was one of the initial challenges that the teams promoting the method had to overcome. Convincing staff that it was worth their time and support took time, but once on board they appreciated the benefits and saw it as worthwhile.

Other challenges were more context-driven and connected to the location where the foresight innovations took place. For example, in DRC, where the country is in a state of political uncertainty, the absence of a national development plan to align to and the lack of a common dialogue caused some difficulties in kick-starting the process. The UN team in Bosnia and Herzegovina faced a similar problem but with a slightly different angle. During the initial phase, there was no government agency responsible for the SDGs making it difficult to align with the government around the aims of the foresight tool.

Another challenge comes from internal UN processes. Innovators still feel that a lot of time and energy is eaten up by internal procedures and that this isn't conducive to running innovation projects that need more freedom. Current plans are also based on where countries will be in the next five to 10 years. Therefore, these are often heavily formulated, generating concern that the UN and its partners may not have the flexibility to be responsive to future changing circumstances.

THE "A-HA!" MOMENTS

WE ARE ALL EQUALS WHEN IT COMES TO THE FUTURE

Innovators found that foresight not only helps you think collectively about the future but it also makes a dent in overcoming situations where participatory planning is difficult. We are all equals when it comes to the future – by design no one voice can dominate, as no one really knows which potential future will materialize. Experts, ministers and decision-makers are on equal terms with people living on subsistence wages, the excluded and young people. As an equalizer, foresight is a good start to the 2030 Agenda that vows to leave no one behind.

MAKE FORESIGHT TANGIBLE: FOCUS ON THE SUSTAINABLE DEVELOPMENT GOALS

As with many of the innovations, the ability to show tangible evidence of what the foresight process could achieve helped to gain more buy-in from both internal and external partners.

The most immediate benefit seen in these innovations is to use foresight to raise awareness, gauge priorities and plan for action on the SDGs. The enhanced survey tool, which is a sophisticated form of game, developed in Montenegro and then refined in Bosnia and Herzegovina helps prioritise different aspects of sustainable development– all important, urgent, and long-term issues that cannot be solved with short-fixes. With this tool, the UN team in Bosnia and Herzegovina worked with 600 people to generate 80 'bright ideas.' These were then presented at a high-level SDG Conference with policy-makers as accelerating solutions. The tool/game also generates demographic data such as priorities, values actions and institutional suggestions that can be disaggregated by the various groups who engaged in the participatory process.

ALTERNATIVE FUTURES AND RESULTS BASED MANAGEMENT

How does the idea that many futures are possible align with results-based management which requires predetermined results and indicators? It is often difficult for UN planning methods to surpass "closed box" thinking, as budgets are planned based on the foreseeable results they will help achieve. Data investments are made to primarily track the indicators that are already on the radar. Deviations from the planned results need to be explained in reports to funders. Even if "out of the box" thinking is encouraged, it's often not accessible to people who are focused on fulfilling their respective accountabilities. An administrative, budget-focused approach often takes insufficient consideration of the changing external context.

These innovations demonstrate that reviewing and monitoring should be done in real-time (as far as possible) with data on assumptions, risks and success. Leaders should reward trying out different alternatives and consider allocations of budgets structured for learning, development and experimentation. The UN should be able to track the value of this adaptive approach over time by collecting evidence on how planning with new methods has enabled them to be more flexible and responsive, and possibly to be better partners with those outside the UN.

WORDS OF ADVICE

- Don't waste too much time explaining what strategic foresight is, jump in and demonstrate by doing
- The best way to keep a new planning method moving forward is to fly under the radar at the start; this allows a space for experimentation
- Set aside budgets for issues which are not on the radar. Foresight might uncover blind spots which don't fit neatly into the UN's mandates, and failure to respond quickly can mean missed opportunities for collaboration with government and partners who are seized of an issue
- The moment has to be right for an innovative idea to take hold. Make good use of 'new start' moments – new UNDAFs, new government partners and a relatively new set of Global Goals are all moments to try out new ways of planning
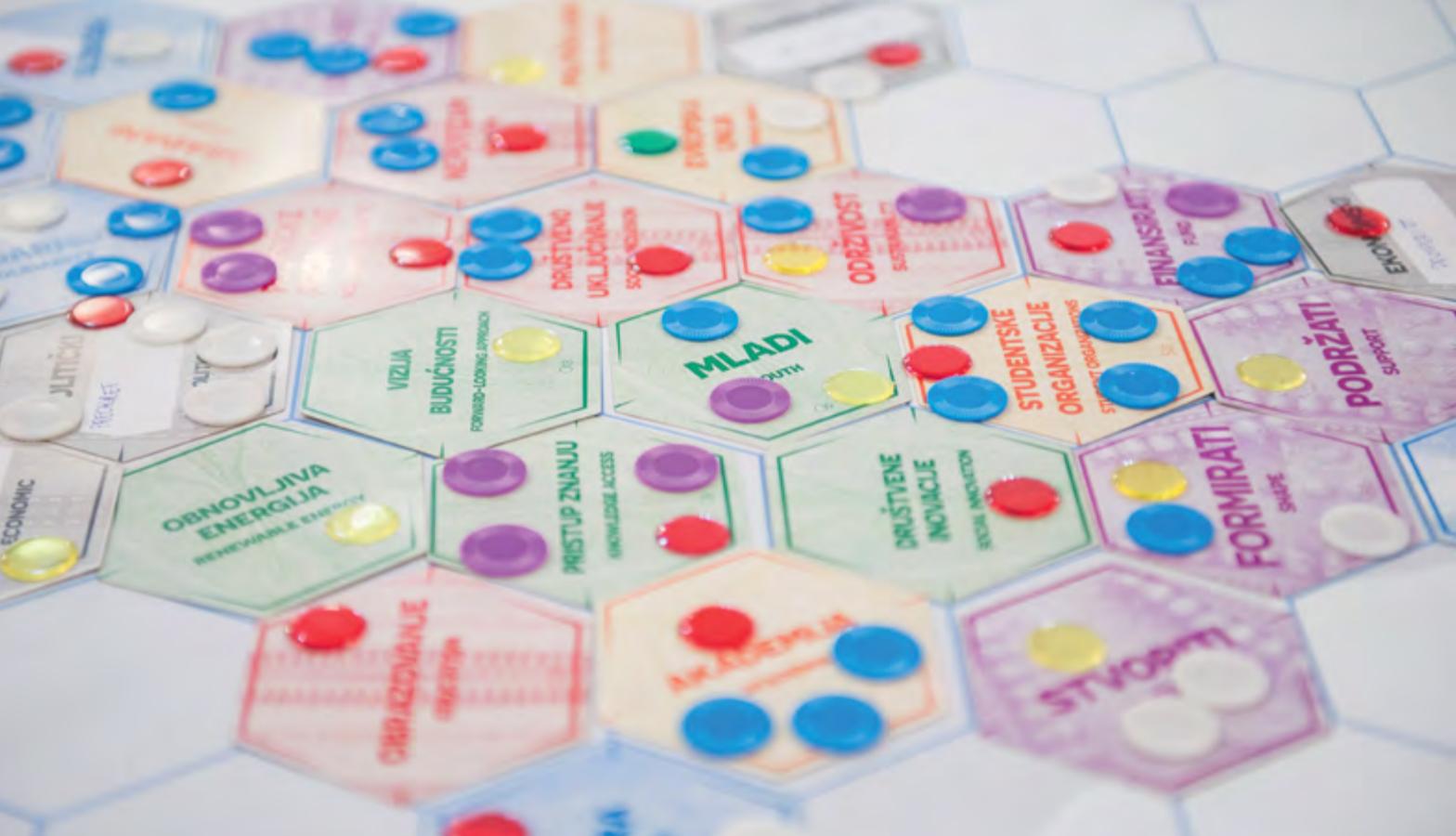
- Keep an eye out, and a record of, how traditional planning changes and whether new approaches like foresight lead to different priorities within a strategic plan

NEXT STEPS IN FORESIGHT

FORESIGHT: TO MAINSTREAM OR TO LET IT BE FREE SPACE?

Foresight as a method is still new in the UN system and raising awareness of its value and showing concrete results is key to increasing its acceptance. Finding ways to transform a concept into something practical people can use, for example by creating a game, is a path that has gained traction. Thinking on the long term, foresight activities also need to move away from being seen as one-off experiments so that UN teams have the resources and time to see them through.

Just how far into regularized UN planning and public service processes should foresight be? On the one hand, the degree to which foresight gets institutionalized and becomes part of the normal planning process is a sign of its success. The aim is to institutionalize foresight as a forward-looking and anticipatory approach to policy, planning, and strategy development. On the other hand, there are those who feel foresight exercises should be a free space - particularly when it comes to UN strategic planning where competition for resources persists among UN agencies. Linking foresight to strategic planning – and particularly the budget allocation process may inhibit those who are new to longer term horizon thinking. UN teams may need to separate their space for 'thinking together' from where they go to hedge out space for mandates and resources. Foresight, in this line of thinking, should remain a reflective space outside budgets until internal trust across departments and agencies is established.

LEARNING WHAT IT MEANS TO STEER, BUT NOT CONTROL PUBLIC SECTOR RESULTS

It is increasingly clear to many partner governments that being emergent is vital to the future of public service. In our uncertain world where we face big, long-term threats like climate change, traditional policymaking and government structures fall short. It is increasingly acknowledged that reforms and campaigns cannot be designed in capital cities and rolled out seamlessly across a country or territory. In order to plan strategically for the future, governments must move from being commanding controllers to "system stewards". This means that they are able to balance competing influences and demands, while also reacting and adapting to changing environments, all while steering, but not assuming to control, the results.

These capacities are arguably essential for the achievement of the SDGs. In the coming years, the UN should invest in its ability to steward, and engage in peer-to-peer learning with governments, civil and private sector partners who are also using foresight to drive inclusive policy-planning process, which effectively plans for and responds to opportunities and risks.

MEET THE INNOVATORS:
PER BJALKANDER, UN IN DEMOCRATIC REPUBLIC OF CONGO

TELL US ABOUT YOUR PROJECT.
The idea was to collaborate with the Peacekeeping (PK) Mission in the country and draw on its strength and abilities to improve the implementation of the UNDAF. We believed this would help us achieve better results, and avoid double efforts from the PK Mission and agencies doing different activities and not recognising that we were both working towards the same goal.

WHAT DID YOU DO TO MAKE THIS HAPPEN?
We managed to get the PK Mission on board with using the UNDAF as a joint framework. This isn't something to take for granted as the UNDAF is development-focused and the PK Mission has its own mandate and guiding frameworks. But, we looked at areas where the mission and the UN country team could work together. For example, to stabilize a region, it's important to collaborate with social services experts, just as the PK Mission is trying to do. Given the complex situation in DRC, it's important to give people hope and opportunities. It's not only about stopping the violence, but recognizing that the violence is the result of many underlying causes.

We also brought in the government by doing a workshop with the Ministry of Planning, who is leading on the SDGs. We focused specifically on SDG 16 (peace, justice and institutions) because it is considered a transformative SDG for DRC. If you can crack some of the governance issues around it and reduce violence, then you open the door for other things to happen.

WHAT DO YOU HOPE THE OUTCOMES WILL BE?
The SDGs are a 15-year commitment. At the moment, the government has no baseline for SDG 16, but we are beginning to work together to develop one. We've also been able to share information on what the SDGs are about with counterparts who are not used to these frameworks. This is helping to get everyone on board and prioritize what they can contribute. It is also increasing ownership of the UNDAF process as a tool to work together.

We're also developing the concept of 'joint actions' between peacekeeping and agencies. The issues we are trying to tackle are big, and we need to change systems and break down the barriers and silos between different organisations and culture. This isn't going to happen overnight, therefore the idea behind joint actions is that we try out things on a small scale. It's about people working together, understanding each other and making connections. We are trying to identify a few priority areas where this will work.

WHAT ARE THE CHALLENGES YOU'VE COME ACROSS?
One of the challenges has been finding the right analytical support to help us understand where we are now and what are the options for the UN system to achieve what we would like

There have also been challenges with the political environment, as the country is in political turmoil. Currently, there is a transitional government. That means there's no National Development Strategy to align to yet or a government counterpart to discuss these issues with.

WHAT'S NEXT FOR YOUR PROJECT?
We're focusing on the joint actions to show that it makes a difference when you join forces, not just on paper. If we can show this in certain areas, we hope this will draw others into doing the same in other areas. This will help us build a portfolio of evidence. The conflict continues and new armed groups are forming every month. We believe that this is connected to a lack of other options, such as jobs and social services. We feel these are areas where the UN can help. The issues are complex, but by starting with small steps we could make a difference.

REFLECTIONS ON MONTENEGRO'S FORWARD-LOOKING PLAN OF COOPERATION WITH THE UN
Ana Dautovic and Milos Popovic, UN In Montenegro and John Sweeney

Administration, planning, and foresight are three siblings of varying age with different familial responsibilities.

Administration is the elder and has been moving things ahead, which often requires negotiation and some degree of compromise.

Planning, the middle child, feels the same pull of the present as her elder sibling but also recognizes the importance of looking ahead, if only to forge a path forward.

Foresight, the youngest, is the rebel in the family and champions not being tied down to a single path as change can come swiftly and disrupt even well-laid plans.

When separated, the limits and constraints of each practice are evident, but when integrated, these three interrelated operations can and might enable an anticipatory capacity for not just navigating uncertain futures but also shaping the future. This cohesion is precisely what UN Montenegro sought to develop in using a foresight approach to enhance the UNDAF planning process. As anyone who has siblings can attest, tensions are certain to arise, but at the end of the day, family is what matters most. Here is what this family looks like.
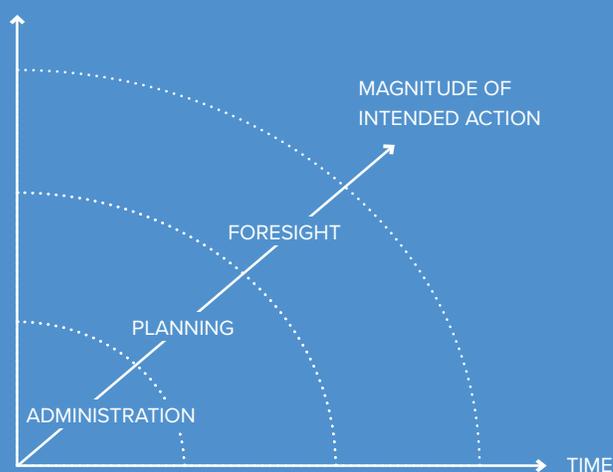
Whereas **administration focuses on the here and now, planning moves a bit further afield** in time and usually necessitates including additional perspectives. **Foresight requires one to imagine effects and impacts on a grander scale** by mandating a diverse range of perspectives and broadening the scope of time under consideration. Conversations invariably change when one begins to think about the effects of climate change upon his own grandchildren and beyond, and some have called for the advent of "Ministries of Future Generations" to institutionalize a forward-looking and anticipatory approach to policy, planning, and strategy development.

Looking Back... Insider's perspective

"Old ways won't open new doors". – (unknown)

If someone told me few years ago that I would actually enjoy every step of a process of developing a new five-year programme of cooperation so much, I would declare them mad. Apart from the dull process of planning and strategizing the new plan, there were other challenges: How to align it with the new global 2030 Agenda for Sustainable Development? How to make the process innovative? How to involve new voices?

And all of that having in mind the positioning of the UN in the relatively developed and European Union candidate country? But, I enjoyed it all thanks to the youngest, the rebel in the family. Integrating administration, planning and foresight seemed as a challenge at the beginning. But, you have to open your mind for new opportunities and insights. Like the rebel child does, it woke me up from a routine and changed the way of doing things, living, meetings, practices, and deliberations.

With foresight, **we discussed probable and preferred futures by 2021 and even by 2030**, once we, citizens, government, private sector and civil society, implement the 2030 Agenda and the Sustainable Development Goals. We employed this methodology of thinking and planning by **developing and playing a serious game, which we have also put online**. The colorful board and numerous cards and tokens that we played and used to discuss the futures from the perspective of challenges, opportunities, partners, actions and values, helped us unleash our mindsets. We touched the blind spots of our futures and emerging issues to discover the critical uncertainties of what the future on which we could have a lot of influence holds for us. We saw opportunities that seemed uncommon before but feasible now.

Thus, we learned that citizens prioritize family values and culture before all. They see the **biggest potential in youth**, the generations to come, for whom we should leave at least the same opportunities for development and growth which we inherited. Sustainable future. We learned that experts see the same strength in the youth, the agents of change who have opportunities to transform the world for the better. We learned that people want **employment and quality education and health services**, they want to be **equal in all terms** and help **save the planet**.

We also learned that they saw the UN's role in all of this challenging but possible work. We learned that most people are optimists, ready to give their wholehearted contributions in helping develop the country in the **areas of social inclusion, democratic governance, environmental sustainability and economic development.**

We learned all of this and much more from more than 700 people, young and older, experts and non-experts, public servants and citizens, who took active part in the development of the new UN's programme of cooperation with Montenegro.

We also learned that one cannot live without good old administration and strategic planning but one can make them much more proactive with innovative approaches such as foresight and backcasting.

LOOKING BACK… AN OUTSIDER'S PERSPECTIVE

"In preparing for battle I have always found that plans are useless, but planning is indispensable." – Dwight D. Eisenhower

As it has been six months since UN Montenegro held its strategic prioritisation discussion with the government, the question of institutionalization has been on my mind. While the results from our public consultations and the outputs from a joint Backcasting exercise with UN Montenegro's government partners were well-received and impactful, **my ultimate goal**, as well as my primary metric for success, **centres on the degree to which foresight gets institutionalized and becomes part of the normal planning process.** In short, did it scale?

My sense is that there continues to be lots of interest and future initiatives will be driven by champions rather than institutional mechanisms, but this is often how big changes begin.

It is easy for foresight to get lost, or take a back seat, once the drive to move forward with a plan takes over. Foresight works best, as in the above family, when it is integrated into administration and planning processes. This, however, is easier said than done, but there are good examples of how to do it. Yes, it requires resources of various scope and scale, and, perhaps most importantly, the process is more important than the product to paraphrase Eisenhower.

One clear lesson learned from the Montenegrin UNDAF development process comes from the Futrplayplatform. First and foremost, we should have gone fully mobile. When we tracked how participants were accessing the site, it became evident that a mobile application would have provided a more seamless user experience and likely reached more participants. Face-to-face events, such as mini-workshops at schools and universities, could have supported further participation, and with more time these would have certainly been easy to organize. Overall, I am excited to see if others can learn from what we did and take our efforts further. After a positive experience using foresight for the UNDAF, UN Montenegro will also introduce the use of foresight in strategic planning on a new national youth strategy.

CASE STUDY 3:
FORESIGHT FOR THE SDGS IN BOSNIA AND HERZEGOVINA
**Envesa Hodzic-Kovac, Development, Research, Monitoring and Evaluation Specialist
in the Office of the United Nations Resident Coordinator**

The SDGs are an ambitious set of goals: no poverty. Zero hunger. Reduced inequalities. Sustainable cities. Climate action. Decent work. All by 2030. They demand that different entities of the UN work together in new ways. In order to tackle them, we need to have a plan. We need to know where to start.

How do you prioritise different aspects of human development? All are important, and all are urgent, and all are long-term issues that cannot be solved with short-fixes. It is not just about the government doing their bit, it is really about everyone. It requires individual action, communal action, citizen action. So how to get people on board with a complex agenda such as the SDGs? And how to do it in a complex administrative set-up such as Bosnia and Herzegovina?

In Bosnia and Herzegovina (BiH), the UN has used strategic foresight as part of its consultations process to build momentum for the SDGs, and create a participatory planning process that gets beyond the past and present to looks to create a better future.

Building on the foresight work already done in the UN Montenegro, the BiH team have adapted their 'Enhanced Survey Tool' to develop a collective problem-solving tool. The tool looks and feels like a board game, and has been used with 600 people to gauge their positive and negative associations about the past and present, their visions for the future, how they think about the future, what values, actions, structures and threats/opportunities they identify around specific SDGs, and ideas on how to achieve the SDGs.

Through this process, they've been able to collect over 80 'bright ideas' to present at their high-level SDG Conference with policy-makers as accelerating solutions that people collectively envisioned to meet the SDGs in BiH's country context. The game also generates demographic data so that priorities, values actions and institutional suggestions can be disaggregated.

At a minimum, everyone who played the SDG game now knows what the SDGs are. People also have a personal association with them, which in itself is a big achievement. The tool also highlighted the interconnectedness of the 2030 Agenda and the approaches needed to achieve them.

Foresight helped the team move beyond thinking that the future has to be an extension of the present, and beyond thinking that forecasting is exclusively based on quantitative data. The next step could be to support a shift among partners in the government responsible for planning towards using human-centred, citizen-derived data about the future alongside data driven modelling which they may already be using. Beyond thinking about the future, the game also helped them to engage in participatory planning around a complex and difficult subject.

HUMAN
CENTRED
DESIGN
AND
BUSINESS
OPERATIONS

WHY WE DO THIS

The UN operates in 165+ countries, often under difficult conditions. Accompanying governments with new sustainable development tactics often requires the full UN system to leverage each other's assets to avoid duplicating costs while retaining decentralized operations. It necessitates smart use of ICT to facilitate programme implementation in remote and isolated areas.

The UN also models ways to improve its carbon and human rights footprint. This means using renewable energy sources, while at the same time reducing waste and promoting recycling. The development of "green" UN premises is a key driver for this agenda, as well as more effective use of our fleet, reducing travel frequency and reduction of our consumption patterns where possible. It means using labour and sustainability standards while procuring goods and services, both for the UN as well as for supply chain partners.

Innovations in business operations are designed to find new or non-obvious ways to reduce costs, improve humanitarian access to remote or dangerous areas, support governments to ensure equity in the implementation of their basic service policies and use data to inform how investment decisions are made. A key assumption of the innovations tested as joint UN ventures is that the UN can test small-scale methods that can later become models for governments in their own logistics, procurement and design endeavours.

- **Lao PDR:** Building a fleet management system to cut down on costs and emissions
- **Pakistan:** Integrating human rights protocols into procurement procedures
- **Bosnia and Herzegovina:** Using ICT tools to support smoother working in the One UN office

WHAT WE ACHIEVED

Through business operations innovations, we've been able to run several exciting new experiments in the way that the UN does business. These have ranged from new procurement guidance to fleet management solutions to bringing business operations online in one place.

In Pakistan, the UN Country Team focused on a project establishing a human rights and environmental due diligence policy for operations to be as compliant with UN fundamental principles as programme work is. Despite initial hesitation by several staff that this couldn't be done in the context of the country, they've been able to develop guidelines and have started to run training sessions with staff on human rights and environment in general, equipping them to then carry out assessments on partners.

In Laos, the UN took part in a global pilot testing car-pooling between agencies, which cut down on the size of the fleet and therefore the amount of emissions produced. This trial demonstrated that the UN can not only save on costs and increase efficiency, but also make a positive contribution environmentally. The team calculated that if they cut the fleet by 10 percent, within a year they could reduce the carbon footprint by 5,600 kg CO_2, which is equivalent to planting 256 trees. By 2021, the UN fleet-sharing could save the participating six UN agencies in the city of Vientiane alone at least $194,000 based on conservative estimations ($161,000 if the existing investment costs are applied).

In Bosnia and Herzegovina, the UN Country Team tested new tech tools to support joint operational processes. With all agencies now housed in one building, the ICT team crowdsourced ideas for apps that could help streamline processes and enable the different entities to work more closely. The issues ranged from vehicle and driver booking, to translator rosters and consultancy management, and so the team got to work. So far, they have released all-agency apps for vehicle, meeting room and workstation booking on the country's One UN intranet, as well as for IT, Building Management and Communications Services requests, with more in the pipeline.

One of the biggest impacts of all of these experiments has been the change in the mindsets of both UN staff and organisations that the UN works with. Whether that be convincing staff in Pakistan that it was possible to incorporate human rights standards and still find partners to work with, or encouraging staff in Laos that sharing their fleet with other agencies would be beneficial for everyone, the projects helped staff to see that there are achievable ways to improve the way the UN runs. This took continuous exposure to the ideas and, in some cases, training to show how it would work in practice, but with encouragement from the project teams they were able to get on board.

THE CHALLENGES

The challenges faced by the business operations innovations will sound familiar to anyone who's tried to change organisational processes and habits; rather than actually implementing the solutions, it was most often encouraging people to change their behaviours and habits that proved the biggest challenge.

This often started with trying to convince people that there was a need for a change in the first place; and not just internal staff, also anyone else involved. This was the case in Pakistan when it came to integrating labour standards into the UN's procurement procedures.

When it came to the technology-based projects, the fact that many agencies use different systems to do similar things created some roadblocks and work needed to be done to try to simplify the processes agencies used before the real innovation could happen.

THE "A-HA!" MOMENTS

USE EVIDENCE TO ENCOURAGE BEHAVIOUR CHANGE

Several of the lessons learned on these business innovations connected to the issue of encouraging people to change their habits. The success rate in getting people to adopt new behaviours was much easier to achieve when they were able to show potential impact in a tangible way - for example, showing how an idea would create cost savings meant it was more likely to get support.

START SMALL TO GAIN TRACTION

In a similar vein, being able to show initial or early results was another tool to help get people on board with the new ideas. This meant that instead of going for full implementation immediately, starting small and achieving quick wins was a better way to persuade others about the value of the project and in turn increase its chances of success. This also helped the agencies work towards a 'tipping point' - the more UN agencies involved, the more others wanted to join in with the experiment.

BE AWARE OF SENSITIVITIES - BUT DON'T LET THEM STOP YOU

Another takeaway was being aware of the cultural sensitivities and environment of the country the team is working in, and also knowing when to keep pushing for change in spite of these. In Pakistan, where human rights can be a controversial issue, the team didn't shy away from pushing on with their project despite the potential for friction. Instead, they found a way around it. By changing the language, they went from 'human rights' to 'social safeguards' in order to make it fit better with the country's context and therefore also more likely to succeed.

KEEP YOUR USERS FRONT OF MIND AT ALL TIMES

Finally, keeping the end users constantly in mind when developing a new solution was an essential lesson learned. For example, the fleet drivers in Laos weren't accustomed to using car-pooling style mobile apps and this created some teething problems when it came to setting up the service. Having all users involved from the beginning helps you to create something that's easy to adopt and use when it comes to launching it.

WORDS OF ADVICE

- Any innovation project that is attempting to create significant change to engrained back-office functions will take time, so make sure to build that in. Progress can be slow, and for many of the projects in the facility, these initial 12 months have just been the beginning.

- What works in one country and context might just not be feasible in another, so you need to tailor your innovation to the culture and society you are working with.
- It can be tricky to set up new practices and processes if they haven't been done within the organisation before; if there aren't best practices within the UN, look to best practices in the corporate or commercial world to use as a guide

WHAT'S NEXT IN HUMAN CENTRED DESIGN IN BUSINESS OPERATIONS?

The innovations underway have already shown signs of success, and the hope is they will continue to strengthen and become more robust as they are tested and tweaked. And as many of these processes happen in UN operations across the globe, the opportunity for them to be streamlined and then scaled to other UN teams is huge.

This has the potential to result in significant savings, not just financially but also in terms of time. The knock-on positive environmental impacts that some of the projects could have adds yet another reason to support their spread and scaling across the UN. We could also reach a tipping point where we can go beyond the UN and begin to spread these practices to in-country partners and governments too.

In order to turn these pilots into more widespread practices however, support from a broad range of stakeholders is needed. Particularly in cases where the new processes are trying to streamline operations across agencies. Agencies need to buy into the ideas and think about advantages for the whole UN and not just their own unit. There is also a question of funding, and finding the most efficient way to share the learnings and processes from the innovations.

Beyond just the innovations explored here, it's also essential to keep our eyes open to what's happening beyond the UN and to learn from other sectors. Similar to how the car-pooling service has created a type of Uber for UN, what other new practices from beyond our field can we adopt and adapt to improve the way that we work?

MEET THE INNOVATORS:
ZUMRAD SAGDULLAEVA, UNITED NATIONS LAO PDR

TELL US ABOUT YOUR PROJECT.
When we heard about the facility we asked ourselves how we could improve business operations. We thought about creating a type of Uber for the UN by using carpooling to create a more efficient car service. We discovered that there was an existing global pilot launching in four other countries so we joined as a fifth test site. The concept was to build an online single system for cars that shared them across agencies, and that allowed users to book with a simple click.

HOW WAS THIS DIFFERENT TO WHAT WAS HAPPENING PREVIOUSLY? WHAT MADE IT INNOVATIVE?
Before, we didn't have a system for fleet management. The agencies relied on phone calls and a whiteboard system, which made it difficult for both managers and drivers to plan. If there were no cars for staff to attend meetings, they had to use less safe alternatives such as motorbikes and mopeds. The pilot helped to produce one transparent system with more options – enabling small agencies with no cars to use the cars of other agencies and repay the cost.

WHAT HAS BEEN THE BIGGEST CHALLENGE IN IMPLEMENTING THE PILOT?
Behavioural change. People were used to using whatever cars their agency had, and it was easy for people to call a driver and not have to bother with logistics. Now they have to go on a system to make a booking. It's easy if you are used to this type of system, but some staff are not and have found it to be a burden. Introducing a culture of car sharing between agencies was also a challenge, as they had to give up ownership and sole use of the cars.

The current system doesn't include all the things the Laos team needs. For example, there is no separate app for the system, which means it is useful for pool managers but it's not user-friendly for staff booking cars.

WHAT'S NEXT FOR YOUR INNOVATION?
The immediate next step is to integrate the lessons learned and challenges we've encountered into a new system, or to update the existing system, depending of suitability and cost. But the potential for savings both financially and environmentally are huge.

CASE STUDY 2:
BRINGING HUMAN RIGHTS CHECKS INTO THE PROCUREMENT PROCESS IN PAKISTAN

The UN was established on the principles of human rights and respect for the environment, and these principles still govern our work. And although we have long recognised these as central to our programmatic work, not much has been done to integrate these same principles into our operations work at the country office level.

To combat this, the UN in Pakistan has been trying to ensure that UN operations, in particular procurement, are as compliant with those fundamental UN principles of human rights and environmental sustainability as its programmes. To do this they have established a human rights and environmental due diligence policy for operations. Specifically, this includes developing human rights and environmental sustainability assessment and recommendation protocols and procedures for LTAs.

This has the potential to transform how the UN does business. Currently, in terms of UN contract conditions, there are only two on human rights, around child labour and sexual exploitation and one on mining for sustainability. But there are a whole range of other issues that can be included to create a much more comprehensive procurement approach. The goal is that the due diligence policy will guide procurement officers when vetting vendors and monitoring compliance, as well as taking corrective measures in cases where principles are not abided by.

The project kicked off with a series of consultations across stakeholders such as UN agencies, vendors, civil society and private sector partners. Without any internal UN guidelines to build from, the team also looked to best practices in the corporate world to start developing their own versions. This is still in its early stages, but some initial achievements have included having the draft policy approved by the UN team and vetting the first UN vendor using the protocol.

For the project team, one of the biggest accomplishments so far has been influencing the mindsets of staff. At first there was a collective sense that developing and implementing the policy would not be possible. But through continued training on environment and human rights and encouragement from the project team, attitudes towards its success have become more positive.

The next step is to start putting the policy into wider practice, with the aim of incorporating it into the business operation strategy for 2017 or 2018. The team is also planning to build other tools to help implementation, such as an online assessment for vendors looking at their human rights and environmental sustainability compliance. And if it can work in a complex environment like Pakistan, they believe it can be used anywhere.

APPENDIX

ANNEX 1:
ABBREVIATIONS

AIDS	Acquired immune deficiency syndrome
BiH	Bosnia and Herzegovina
CSF	Community Systems Foundation
DRC	Democratic Republic of Congo
HIV	Human immunodeficiency virus
ICT	Information communication technology
ILO	International Labour Organization
IOM	International Organization for Migration
LTA	Long term agreement
MDG	Millennium Development Goal
PK	Peacekeeping
PMG	Programme management group
RC	Resident Coordinator

SMS	Short message system
SDG	Sustainable Development Goal
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UN DOCO	United Nations Development Operations Coordination Office
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteer
WHO	World Health Organization

ANNEX 2:
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UNITED NATIONS
DEVELOPMENT
OPERATIONS
COORDINATION
OFFICE

The United Nations Development Group (UNDG) unites
the 32 UN funds, programmes, specialized agencies,
departments, and offices that play a role in development.
Since 2008, the UNDG has been one of the three pillars
of the UN System Chief Executives Board for Coordination,
the highest-level coordination forum of the United
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At the regional level, six Regional UNDG Teams play
a critical role in driving UNDG priorities by supporting
UN Country Teams with strategic priority setting,
analysis and advice.

At the country level, 131 UN Country Teams serving
 165 countries and territories work together to increase
the synergies and joint impact of the UN system.

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is the secretariat of the UNDG, bringing together the
UN development system to promote change and innovation
to deliver together on sustainable development.