

## Concept Note

### Longer-term re-profiling and restructuring of the regional assets of the United Nations development system – Regional Review Phase II

#### Introduction

The overarching objective of the reform of the UN development system (UNDS) as outlined in the Secretary General's December 2017 report on *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet* is to support member States achieve the 2030 Agenda for sustainable development. Harnessing all assets (global, regional and country) of the UNDS is critical to achieving this objective.

In his December 2017 report on repositioning the United Nations development system to deliver on the 2030 Agenda, the Secretary-General re-affirmed the important role of regional entities in the UNDS and the importance of capturing the regional dimension in the repositioning of the UN development system for Agenda 2030. Better-harnessing of these substantial assets at the regional level – some 9,000 staff and some \$2.8 billion in expenditure in all – is a key goal of these reforms. The Secretary-General's report recognized the important role of these regional actors in: offering a convening platform for both intergovernmental and multi-stakeholder discussions on key development priorities.; delivering integrated policy advice; provide normative support and technical capacity on regional priorities; enhancing the policy and analytical capacities of RCs and UNCTs; and contextualizing country analysis in regional specificities.

At the same time, the Report recognized that current set-up was not leveraging these regional assets effectively enough to deliver on these responsibilities. The report also identified a need for closer alignment of the activities of DESA at the regional and country levels as well as with Regional Economic and Social Commissions and the regional teams of the UNSDG.

Subsequently, the May 2018 GA resolution A/RES/72/279 on Repositioning the United Nations development system endorsed the Secretary-Generals' vision and called for a two-phased approach to the UNDS regional reform. The first, focused more on enhancing collaboration between different entities at the regional and sub-regional levels. The second, is to look more comprehensively at how to re-align these assets more fundamentally.

#### Global level reforms

Department of Economic and Social Affairs (DESA)

As mentioned in my report to the General Assembly on the repositioning of the United Nations development system (A/72/279/684-E/2018/7), the reform of DESA is closely interlinked with our overall efforts to reposition the United Nations system to support the 2030 Agenda for Sustainable Development. At the global level, DESA is a critical asset of the United Nations development system, making its own

repositioning vital as the United Nations development system, as a whole, strengthens its collective support to Member States in their path towards Sustainable Development Goals (SDGs).

Going forward DESA will focus on the six priority areas as outline in the SG's letter dated 28 December 2018. In summary these are:

1. Strengthening thought leadership to respond to the new demands of the 2030 Agenda.
2. Enhancing intergovernmental support for implementation of the 2030 Agenda.
3. Improving data, statistics and analysis to inform decision-making and enhance collective accountability for results.
4. Stepping up capacities to leverage financing for the implementation of the SDGs.
5. Contributing to the provision of strategic and substantive support to the reinvigorated Resident Coordinator system and the new generation of United Nations Country Teams.
6. Strengthening the strategies and mechanisms of DESA to enhance external communications and strategic partnerships, including with the private sector and academia.

### **The Regional dimension**

The UN development system also includes substantial regional assets that operate as a bridge between the country and the global level and support regional cooperation and integration efforts of Member States, while addressing sub-regional and trans-boundary issues. These regional level assets include regional economic commissions; regional offices of specialized Agencies, Funds and Programmes (AFPs); and regional UN Development Group teams.

#### **Regional Economic Commissions**

**Regional Economic Commissions (RECs)** are intergovernmental entities mandated to promote regional cooperation and integration, and address regional level development issues in the economic, social and environmental sphere, including transboundary issues that impact national development. They were founded through various GA and ECOSOC mandates and report to ECOSOC and to member States through their intergovernmental subsidiary bodies. They foster multi-sectoral approaches to development, region-wide priority setting, and provide a voice to countries in special situations including LDCs, LLDCs, SIDS, middle-income countries (MICs) and countries in conflict. With respect to the 2030 Agenda, and in recognition of the different contexts at the regional level, the RECs are mandated to provide a platform for member States to share information and best practices on the SDGs, and to present a regional picture to the annual and global High Level Political Forum (HLPF).

They are staffed by approximately 2800 personnel and have a total of \$360m in total annual expenditures. Overall RECs' expenditures are spread evenly across the SDGs; according to a recent Dalberg study, the top 3 SDGs account for the work of 27 percent of their personnel. And only one SDG (17) accounts for more than 10 percent of their staff.

RECs allocate a substantial share (roughly 30 percent) of personnel toward normative support and Policy Advice/Thought leadership. In relative terms, it means, ECA (38%); ECE (43%) ECLAC (27%); ESCAP (20%); ESCWA (14%). They primarily serve National governments and focus largely on three core functions:

- 1) the production of evidence-based knowledge in support of policy-making, including original research and analysis to promote global and regional development challenges, agendas and norms and to propose policy-solutions for these challenges, as well as, toolkits, databases and the collection and dissemination of comparable data and statistics;
- 2) regional convening of intergovernmental and multi-stakeholder policy dialogues on a broad range of development issues with the purpose of advocating and facilitating the adoption and adaptation of global and regional development agendas by member states
- 3) operational support and capacity-building to member States, including on trans-boundary issues in collaboration with the Resident Coordinators and UN Country Teams.

In 2016 for example, RECs produced approximately 847 reports and convened 1100 meetings. On average approximately 60 percent of their effort is oriented to national governments with 5.4 percent through UNCTs, including through direct support to the preparation of CCAs. They also provide advisory serves to member States on demand including through the Regional Programme for Technical Cooperation (RPTC) and the capacity-building projects of the UN Development Account, in coordination with DESA and other ECESA entities with a particular focus on transboundary issues.

#### Regional offices of Agencies, Funds and Programmes (AFPs)

The primary role of regional offices of the Agencies, Funds and Programmes (AFPs) is to provide programmatic as well as operational support to country offices of their agencies. In addition, some AFPs have a regional programmatic portfolio and regional technical and policy advisory products. Regional offices of AFPs command a significant amount of resources comprising a total of 6600 personnel and \$2.5bn in annual expenditures spread in multiple regions and sub-regions and across thirty Plus UNDS entities. AFP clients are mostly country offices (28%) and national governments (18%). Most AFP regional outputs relate to country programming but some also produce regional reports and run regional programs. Approximately 46 percent of regional AFP staff are reported to be focusing on SDGs 3 (Health), 16 (Governance) and 2 (Hunger).

Agencies with high country presence primarily support country-level programming, while those with minimal country presence actually run country programmes directly. Other models include sub-regional offices and multi-country offices. The regional offices of the AFPs report to the CEB through the UNSDG and report back to their Executive Boards/Assemblies.

#### Regional teams of the United Nations Sustainable Development Group (UNSDG)

Comprising relevant UNDS entities at Regional Director or equivalent level, Regional UNSDGs teams support and oversee UNCTs and their coordination work; they bring together the regional directors of relevant AFPs located in the regions to facilitate stronger and more coherent support to UNCTs. They are chaired by the heads of UNDP regional bureaux. Specifically, they provide policy guidance and technical

support to UNCTs; quality assurance of UNDAFs; performance management of RCs; and dispute resolution and troubleshooting. Regional UNSDG Teams are supported by very small Secretariats currently, which organize trainings for Peer Support Groups and support UNCT retreats. The Regional UNSDG teams' functions in terms of oversight and management of the RC System have been subsumed by the new DCO.

### Country-level reforms

At the country level the reforms have focused on harnessing the assets of the UNDS in line with GA [72/279](#) (Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system) in collective support of country priorities and in line with the 2030 Agenda by setting out to, inter alia: create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the UNDS system; empower and capacitate RC and RCOs to better deliver on the UNDAF; position UNDAFs as the single most important country planning instrument in support of the 2030 Agenda; and implement a new generation of United Nations Country Team. These measures are at various stages of implementation.

To better assist member states achieve the 2030 Agenda, reform measures have also been introduced at the global level aimed at strengthening the UNSDG's oversight of the RC system, improving alignment of the wider system to the SDGs and strengthening accountability of the system to Member States. Measures have included inter alia: transferring the UN Development Operations and Coordination Office from UNDP to the Secretariat with a reporting line to the Deputy Secretary General in her capacity as chair of the UNSDG; transforming DCO into a standalone coordination office with scaled-up capacity; improving the quality and availability of pooled funding and incentives for joint programming including through the launching of a dedicated global Joint SDG Fund; negotiating a Funding Compact between the Secretariat and Member States; and the development of a System Wide Strategic Document to improve global alignment of efforts and address gaps and overlaps.

## REGIONAL REVIEW APPROACH

### Regional Review Phase I – 'Optimizing'

Phase I of the regional review – the so-called 'optimization' phase – focused on improving the interaction between the Regional Economic Commissions and the Regional UNSDG teams and with the Resident Coordinators and UNCTs. Phase I involved executing a series of institutional measures such as: the development of a clear protocol for country engagement by Secretariat entities and other non-resident agencies, to ensure that resident coordinators are informed of all in-country development activities; integrating the regional dimension into UNDAFs; more systematic participation of RECs in CCAs; inclusion by RECs of all their country-level activities in UNDAFs; coordinating meetings of RCMs and regional UNSDG teams; systematic participation of UNSDG entities and Resident Coordinators in Regional Forums for Sustainable Development and; establishing a mechanism for better coordination of regional publications and reducing duplication of knowledge products.

The Phase I workplan outputs are now operational as of 30 January 2019. The outputs are listed in the [annex 1](#) below.

## Regional Review Phase II – ‘Reprofiling and restructuring’

These terms of reference cover this second phase of the review. It is considerably more ambitious than Phase I and targets more comprehensively, all the regional assets of the UN development system. Under Phase II, the Secretary-General will identify options, on a region-by-region basis, for the longer-term re-profiling and restructuring of the regional assets of the United Nations (OP 19.b, Resolution 729/279). The Secretary-General’s recommendations will be presented to ECOSOC in May 2019.

### Firstly, getting clarity on the ‘what’

The Phase II exercise will start by interrogating two issues that are central to the SDG agenda and the UN development system’s role therein.

#### Issue I: Leveraging regional assets in support of country-level policy priorities

With the adoption of the 2030 Agenda the demands and priorities of governments have focused on support for the implementation of the 2030 Agenda and follow-up of the SDGs. Specifically, given the comprehensive and integrated nature of the 2030 Agenda and the need to ensure balanced progress on its economic, social and environmental dimensions, member states are increasingly requesting integrated policy support as well as tools to assist them sequence their policy actions and to evaluate the synergies and trade-offs associated with their SDG interventions.

The country response to these demands is (or should be) largely delivered through resident and non-resident entities of the UNDS and articulated in the country UNDAF.

Improving that development policy offering at the country level could be accelerated by better leveraging regional and sub-regional assets. Approximately, 50% and 49% of normative support and policy advice of the UNDS system, resides at the regional and HQ levels. Regional entities account for approximately 21 percent and 25 percent respectively of total policy advice and normative support functions offered by the UNDS. But how are regional/sub-regional assets managed and what opportunities exist to optimize the use of such assets to deliver more effectively on the policy-demands of member States? How can UNCTs better take advantage of the knowledge, analysis, expertise, policy frameworks, standards, norms and conventions developed regionally? How can regional solutions and interventions contribute to transboundary development challenges at the national level? How can regional assets enhance peer learning and promote South-South and triangular cooperation among countries and among UNCT entities?

**The review will develop options for ensuring optimal use of regional assets in support of national policy priorities.** This requires a mapping of regional assets per focus areas, locations and institutions, to understand what staff capacity is available amongst those 9,000+ staff, the knowledge products produced and the standing intergovernmental convening function of the UNDS in the regions. It requires analysis of inter alia: the alignment between these areas of expertise and Member State demand and the SDGs; an understanding of how this knowledge reaches the country level and through what delivery channels; how these functions are funded; how this knowledge is managed within home institutions and whether/how it is shared with sister agencies; and how these services are linked to country level UN services and planning instruments. How some regional entities partner with non-UN regional actors is another key part of understanding this policy eco-system at the regional level. **Based on this analysis, the review will identify ways of configuring these assets to produce better development results at the country-level.**

## Issue II: Leveraging regional assets in support of regional cooperation and subregional priorities

In pursuing the SDGs the countries rely on sub-regional and regional policy frameworks, programmes and strategies for operational delivery.

The UNs regional support is often delivered in partnership with regional and/or subregional institutions (e.g., ASEAN, the African Union, CARICOM, PIF, the League of Arab States-LAS, EU, Euro-Asian Union) which provide the political imprimatur for country-level buy-in. In providing such support regional entities often generate the policy-oriented research and provide regional coordination mechanisms and intergovernmental platforms to discuss issues of common concern among country groupings and to foster regional thought leadership on key issues such as intra-regional trade, regional infrastructure, cross border conflicts and regional value chains. When successful, regional initiatives can also have country-level impacts that are not only transformative and concrete but accelerate the advancement of national priorities in line with the 2030 Agenda. For instance, ECA working with the AU and the African Development Bank has been at the fore in the formulation and implementation of regional development initiatives such as the African Peer Review Mechanism (APRM), Agenda 2063: The Africa we want, and the African Continental Free Trade Area (AfCFTA). The direct (i.e., country) and indirect (regional/transboundary) level initiatives of regional entities are not mutually exclusive. On the contrary, if well-coordinated and executed, they can be mutually reinforcing.

The UN development system needs to get better at pulling together sub regional strategies that are more integrated and multi-dimensional, across the breadth of the UNSDG's 40 members. The resources to make this happen are likely not available at the country level and more likely to be found at the sub-regional and regional level across the range of UNDS entities. Better understanding these regional and sub-regional dimensions and factoring them into the UN development system's country strategies and plans such as the UNDAF is already included in Phase I of the regional review. **Under Phase II, within the SDG framework, the review needs to develop options to better harness the system's regional assets to upgrade our integrated and multi-dimensional regional policy and programming response to regional and sub-regional agreed policy agendas and cross-border tasks.** This requires better understanding and analysis of, inter alia: the different demands and priorities in the regions/subregions; a mapping of existing policy frameworks/agendas/visions that are owned by the regions/subregions; some analysis of, inter alia: the different typologies of sub-regional programs and cross-border operations supported by the development system; how this work is financed; how/where these transboundary priorities are articulated in regional and sub-regional agency plans; how the different parts of the UN development system come together to deliver regional / sub-regional and trans-boundary responses to requests by Member States; how can country-level entities support regional entities and initiatives; what obstacles prevent greater pooling of assets to deliver these responses; what models have been developed which should be replicated; and how this work links to the role of regional/sub-regional partners in their delivery.

### **Secondly, turning to the 'how'**

Working on the basis that any reprofiling or structuring of the UN development system's regional assets needs to be judged by how it ultimately delivers optimal development results (a) improved policy support to Member States at the country, subregional and regional levels and (b) an upgraded policy,

programming and operational response to cross-border and subregional challenges and opportunities, the Phase II exercise will also turn to the question of the re-structuring of the broader regional architecture.

Issue III: Adapting the regional architecture in support of regional, sub-regional and national priorities.

What implications will the findings of the preceding workstreams have for the structure of the regional architecture? Drawing on the analysis emerging from Issues I and II above, **the review will develop options on how to adapt the current UNDS institutional architecture for better results.**

#### Coordination mechanisms at the regional level

There are two coordination mechanisms at the regional level: Regional Coordination Mechanism (RCM) which is mandated by ECOSOC Resolution 46/1998 and Regional UNDGs that started in 2008 as Regional Directors' Teams (RDTs). RCMs are convened twice a year by the RECs and chaired by DSG or USGs/Executive Secretaries of the RECs in DSG's absence. As per ECOSOC mandate, RCM coordination focuses especially on ensuring policy coherence and knowledge products, regional and subregional programming of UNDS in the regions and promoting UNDS support to regional and subregional agendas and policy frameworks owned and politically agreed by non UN regional and sub-regional organizations and ensuring alignment of these agendas with global UN agendas. In some regions, membership of the RCM is also open to key regional development partners and international financing institutions. RCMs often coordinate the work of thematic working groups that offer a platform for policy coherence on specific priority challenges and the opportunity to produce joint analysis and knowledge products.

R-UNSDG teams convene 3-4 times annually and are generally focused on oversight and support of country-level activities specifically RCs and UNCTs. From 2008 to 2010, RDTs chairmanship was on an elected rotational basis from directors located in the regions. As of 2010, they have been chaired by the heads of UNDP regional bureaux.

#### Beyond coordination mechanisms

Restructuring regional assets could go well beyond improving the organization of coordination mechanisms. Thinking about knowledge management raises questions about inter-agency knowledge management platforms and how these could be better organized. Moving from the virtual to the physical, back-office administrative streamlining may open new possibilities for better linking and even co-locating regional and sub-regional assets in inter-agency teams supporting/working through a specific number of UNCTs on a particular SDG priority issue. How regional expertise is financed will also likely be a critical enabler or disabler as to how these assets are pooled, requiring some evaluation of the current financing instruments and incentives for sharing knowledge between entities operating in a given region. Being resident should not be a pre-requisite to enable Member States to access your expertise – multiple delivery channels should exist. And the value of that knowledge should be recognized (and funded) even if it is delivered by a different entity on behalf of the UN development system as a whole.

The value propositions of the UN's regional entities are not the same. Regional AFPs focus on specific SDGs, deliver their services through country offices and national governments with relatively less orientation to regional and intergovernmental organizations. Regional economic and social commissions



are spread across the broad spectrum of the SDGs to ensure the integrated approach of the 2030 Agenda, provide direct support to national governments through convening regional/intergovernmental forums and advisory services. Regional UNSDG teams are predominantly oriented to supporting the RC system deliver better at the country-level. DESA attempts to link the regional and country-level to the global. All of these assets need to connect more effectively to deliver a better development result to Member States.

### Guiding principles

The review will be guided by the following principles to ensure that it appropriately captures the reality of the regional dimension:

#### Inclusiveness

- An inclusive and multi-pronged approach combining desk reviews with surveys and interviews with regional UN entities (i.e., regional offices of AFPs, RECs) as well as a representative sample of their key clients (e.g., EU, Euro-Asian Union, ASEAN, AU, CARICOM, PIF, LAS, government representatives).

#### Recognition of regional specificities

- As much as possible, reviews should be informed by and leverage regional specificities and avoid a “one size fits all” approach.

#### Build on existing work

- The review should as much as possible, build on existing studies and analyses including pre-existing regional staff profiling exercises and data sets.

#### Sequencing

- Recommendations emanating from the review should indicate the appropriate sequencing of interventions to ensure optimal impact.

### Governance and management of the Review

Phase II of the regional review will be undertaken under the overall guidance of an **Internal Review Team**.

The IRT will be led at the USG level, including representation from the RECs (5 USGs), the UNSDG (represented by the big 7+2 representing the rest of UNSDG) and DESA. Independent advisors are also proposed to join the IRT. The IRT be chaired by the USG/Advisor on Reform. The UNDS Transition Team is the secretariat for the IRT. Additional expertise can be brought in.

The IRT work will be phased in two parts.

1. The first part of the IRT work will focus on the analysis of the assets at the regional level with relevancy to both regional issues and country level support.
2. Following the conclusions from the first part, the second part of the IRT will focus on turning to UN regional architecture with a view to optimizing the structures for a more effective and efficient UN at the regional level.

The work of the IRT will be informed by background analysis and a thorough mapping and inventory of the UN development system’s knowledge and policy assets available in each region. Consideration is currently being given as to whether this can be generated leveraging existing resources or whether to



contract some dedicated capacity for 6 weeks to do this data collection and analysis. This analysis should also build on existing data sets where possible and based on validation of data.

| Action/Deliverable                        | Tasks   | Timeline       |
|---|---|----------------|
| Identification of Review Team members     | <ul style="list-style-type: none"> <li>Develop, select Review Team for 45 working days over 3-month period, in consultation with IRT members</li> </ul>                       | End-January    |
| Knowledge inventory/survey                | <ul style="list-style-type: none"> <li>Knowledge assets survey designed and questionnaires dispatched to UNSDG entities</li> </ul>  | Early-February |
| First meeting of the IRT                  | <ul style="list-style-type: none"> <li>Presentation of Inception Reports by Task Teams</li> <li>Review and feedback by IRT</li> </ul>   | February       |
| Data collection and analysis completed    | <ul style="list-style-type: none"> <li>Meetings with ReCs, Regional Teams, regional AFPs, Non-UN Regional bodies and select government representatives</li> </ul>             | Early March    |
| <b>Interim report</b>                     |   | Mid-March      |
| Second meeting of the IRT                 | <ul style="list-style-type: none"> <li>Presentation of analysis and preliminary findings</li> <li>Review and feedback</li> </ul>  | End March      |
| Secretary-General's final recommendations | <ul style="list-style-type: none"> <li>Review by UNSDG Core group</li> <li>Revision of recommendations</li> <li>Final sign-off by DSG</li> </ul>                              | April          |
| <b>Submission to QCPR report</b>          | <ul style="list-style-type: none"> <li>Key findings go to the QCPR report</li> </ul>  | 14 April       |
| Conference room paper                     | <ul style="list-style-type: none"> <li>Conference room paper submission including an annex on the interlinkages between MCO review, UNDAF guidelines, SWSD and MAF</li> </ul> | TBC            |
| <b>ECOSOC Session</b>                     |   | May            |

## Annex I: Key deliverables of the optimization phase

| Key Deliverable   | Action Point  | Lead  |
|---|---|---|
| Include all ReCs in the respective Regional UNSDG Peer Support Group mechanisms, which support the development and review of UNDAFs, to leverage their cross sectoral expertise and ensure a more thorough analysis of regional and trans-boundary issues, with the ReCs as an integral part of this process through a deeper and sustained substantive engagement (para 99, SG's Dec 2017 report)  | Letter to be sent from R-UNSDG Chairs to the ReC, inviting them as permanent members of the Peer Support Group.                                   | R-UNSDG Chairs  |
| Include in UNDAFs a more thorough and integrated analysis of regional and transboundary issues and those country activities of ReCs that contribute to its outcomes. This requires active engagement of the RCMs (including ReCs) and the Regional UNSDGs (para99, SGs Dec 2017 report)   | ReCs and R/UNSDG Teams to be involved in CCA and UNDAF planning and implementation process at country level using most cost-effective modalities. | RC/UNCTs and ReCs   |
| Within six months of starting as a UN Resident Coordinator (RC), RCs should undertake familiarization visits to the ReC and key regional offices. (para 98, SG's Dec 2017 report)   | Organize familiarization visit  | RCs, DCO Regional Desks, and ReCs                                       |
| ReCs, in consultation with relevant Regional Directors, to invite RCs with an active role to participate in regional conferences and platforms. (Action 11, SoC)  | Invitations to be issued by ReC Executive Secretaries or relevant UN Reg. Directors, depending on host entity                                     | ReCs, Regional UNSDG Directors  |
| Develop and implement a clear protocol for country engagement by ReCs and other Secretariat entities and non-resident agencies to ensure that RCs are informed in advance for coordination purposes of all in-country development activities, with the clear understanding that this is for information and not clearance, since technical cooperation missions are by direct request of Member States to ReCs. (para 98, SG's Dec 2017 report) | Development of engagement protocol  | UNDCO, DESA, RCNYO (in close coordination with the ReCs' ESs), and NRAs |
| RCM and Regional UNSDG meetings are held jointly or back-to-back, with agendas informing each other, with strengthened cooperation between the RCM and the Regional UNSDG secretariats. (para 100, SG Dec 2017 report)  | Organise joint or back-to-back meetings; with the meetings planned and serviced together by the secretariats                                      | R-UNSDGs, RCM and ReCs  |
| DESA's participation in the RCM should be strengthened. (para 100, SG's Dec 2017 report)  | Invitation letters to be issued by the Executive Secretaries of ReCs to USG of DESA   | RECs  |

|   |   |                                |
|---|---|--------------------------------|
| <p>Greater participation of UNSDG entities in regional sustainable development fora under the auspices of the ReC s. (para 100, SG’s Dec 2017 report) Ensure coordinated information–sharing and dialogue between ReC s and Regional UNSDG Teams in the planning and preparations of regional sustainable development fora.</p> | <p>Invitation letters to be issued by Executive Secretaries of ReC s</p>  | <p>s and RCM</p>               |
| <p>Joint Inter-agency publications and knowledge products in the regions, together with an online repository of knowledge products (current and planned).</p>   | <p>Initiate a mapping of publications and knowledge products in the regions; Identify specific joint Inter-agency publications and knowledge products</p> | <p>R-UNSDGs, RCM and ReC s</p> |

## Annex 2: List of UN entities to be covered by the regional review

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|----|--|
| 1  | <a href="#">United Nations Department of Economic and Social Affairs</a>                               |
| 2  | <a href="#">Economic Commission for Latin America and the Caribbean</a>                                |
| 3  | <a href="#">Food and Agriculture Organization (FAO)</a>  |
| 4  | <a href="#">International Atomic Energy Agency (IAEA)</a>  |
| 5  | <a href="#">International Civil Aviation Organization (ICAO)</a>                                       |
| 6  | <a href="#">International Fund for Agricultural Development</a>  |
| 7  | <a href="#">International Labour Organization (ILO)</a>  |
| 8  | <a href="#">International Maritime Organization</a>  |
| 9  | <a href="#">International Organization for Migration(IOM)</a>  |
| 10 | <a href="#">International Telecommunication Union (ITU)</a>  |
| 11 | <a href="#">International Trade Centre (ITC)</a>   |
| 12 | <a href="#">Joint United Nations Programme on HIV/AIDS (UNAIDS)</a>                                    |
| 13 | <a href="#">Office for the Coordination of Humanitarian Affairs (OCHA)</a>                             |
| 14 | <a href="#">Office of the High Commissioner for Human Rights (OHCHR)</a>                               |
| 15 | <a href="#">United Nations Capital Development Fund (UNCDF)</a>  |
| 16 | <a href="#">United Nations Centre for Regional Development (UNCRD)</a>                                 |
| 17 | <a href="#">United Nations Children’s Fund (UNICEF)</a>  |
| 18 | <a href="#">United Nations Conference on Trade and Development (UNCTAD)</a>                            |
| 19 | <a href="#">United Nations Convention to Combat Desertification (UNCCD)</a>                            |
| 20 | <a href="#">United Nations Development Programme (UNDP)</a>  |
| 21 | <a href="#">United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)</a>         |
| 22 | <a href="#">United Nations Economic and Social Commission for Western Asia</a>                         |
| 23 | <a href="#">United Nations Economic Commission for Africa (UNECA)</a>                                  |
| 24 | <a href="#">United Nations Economic Commission for Europe</a>  |
| 25 | <a href="#">United Nations Education, Scientific and Cultural Organization (UNESCO)</a>                |
| 26 | <a href="#">United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN)</a>      |
| 27 | <a href="#">United Nations Environment Programme (UN Environment)</a>                                  |
| 28 | <a href="#">United Nations Framework Convention on Climate Change (UNFCCC)</a>                         |
| 29 | <a href="#">United Nations High Commissioner for Refugees (UNHCR)</a>                                  |
| 30 | <a href="#">United Nations Human Settlements Programme (UN-HABITAT)</a>                                |
| 31 | <a href="#">United Nations Industrial Development Organization (UNIDO)</a>                             |
| 32 | <a href="#">United Nations Information Centres</a>   |
| 33 | <a href="#">United Nations Institute for Training and Research (UNITAR)</a>                            |
| 34 | <a href="#">United Nations International Strategy for Disaster Reduction (UNISDR)</a>                  |
| 35 | <a href="#">United Nations Office for Project Services (UNOPS)</a>                                     |
| 36 | <a href="#">United Nations Office for South-South Cooperation (UNOSSC)</a>                             |
| 37 | <a href="#">United Nations Office for West Africa and the Sahel</a>                                    |
| 38 | <a href="#">United Nations Office on Drugs and Crime (UNODC)</a>                                       |
| 39 | <a href="#">United Nations Population Fund (UNFPA)</a>   |
| 40 | <a href="#">United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)</a> |

|    |   |
|----|---|
| 41 | <a href="#"><u>United Nations Special Coordinator for the Middle East Peace Process</u></a> |
| 42 | <a href="#"><u>United Nations University (UNU)</u></a>                                      |
| 43 | <a href="#"><u>United Nations Volunteers(UNV)</u></a>                                       |
| 44 | <a href="#"><u>Universal Postal Union (UPU)</u></a>   |
| 45 | <a href="#"><u>World Food Programme (WFP)</u></a>   |
| 46 | <a href="#"><u>World Health Organization (WHO)</u></a>                                      |
| 47 | <a href="#"><u>World Intellectual Property Organization (WIPO)</u></a>                      |
| 48 | <a href="#"><u>World Meteorological Organization (WMO)</u></a>                              |
| 49 | <a href="#"><u>World Tourism Organization (UNWTO)</u></a>                                   |

## Annex 3: Governance meeting calendar for all RECs in 2019

|   |  |                       |
|---|--|-----------------------|
| African Union   | <p><b>15 – 16 January 2019:</b> 37th Ordinary Session of the Permanent Representatives' Committee (PRC).</p> <p><b>07 – 08 February 2019:</b> 34th Ordinary Session of the Executive Council (Ministerial)</p> <p><b>10 – 11 February 2019:</b> 32nd Ordinary Session of the Assembly of the Heads of State and Government of the African Union</p>  | Addis Ababa, Ethiopia |
| Economic Commission of Africa                           | <p><b>20 – 26 March 2019:</b> 52nd Session of the Economic Commission for Africa [Fiscal policy, trade and the private sector in the digital era: a strategy for Africa] AND Regional Coordination Mechanism meeting</p> <p><b>16 – 18 April 2019:</b> Fifth session of the Africa Regional Forum on Sustainable Development [Empowering people and ensuring inclusiveness and equality]</p> | Morocco               |
| Economic Commission for Europe                          | <b>9-10 April 2019:</b> Sixty-eighth session of the Commission [Smart Sustainable Cities: Drivers for Sustainable Development]   | Geneva, Switzerland   |
| Economic Commission for the Latin America and Caribbean | <p><b>22-23 January 2019:</b> 58th Meeting of the Presiding Officers of the Regional Conference on Women</p> <p><b>23 April:</b> Regional Coordination Mechanism</p> <p><b>24-26 April:</b> Regional Forum on Sustainable Development</p>  | Santiago, Chile       |
| Economic and Social Commission for Asia and the Pacific | [None on website]  |                       |
| Economic and Social Commission for Western Asia         | [None on website]  |                       |

Annex 4: Relevant publicly available background documents (including evaluations)

- [System-Wide Outline of Functions and Capacities of the UN Development System](#) Consultant's report June 2017
- RECs programmes/strategic frameworks/plan of action
  - o [Framework for a renewed United Nations and African Union Partnership on Africa's Integration and Development Agenda 2017-2027](#)
  - o [2030 Sustainable Development Agenda - Joint Positioning by the Regional UN System in Europe and Central Asia](#)
  - o [ASEAN-UN Plan of Action 2016-2020 To Implement the Joint Declaration on Comprehensive Partnership between ASEAN and the United Nations](#)
  - o [Revised draft Strategic Framework for the biennium 2018-2019](#) ESCWA
- Agencies regional programmes
  - o UNFPA [Global and Regional Interventions 2018-2021](#)
- Others to be added