

The Resident Coordinator System

A Report on the Annual Reports of Resident Coordinators for 1997

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TABLE OF CONTENTS

<u>CONTENTS</u>	<u>PARAGRAPHS</u>
1. Methodology	1 - 8
2. Observations	
2.1. Statistical and Procedural Aspects	9 - 27
2.1.1. Compliance and Timeliness	9 - 13
2.1.2. Report Format and Presentation	14 - 19
2.1.3. Reference to 1997 Work Plan	20 - 24
2.1.4. Country Team Participation	25 - 27
2.2. Substantive Aspects	28 - 77
2.2.1. Implications of Recent Political and Socio-economical Trends for UN Development Assistance	30 - 31
2.2.2. Highlights of UN Assistance in Support of National Development Objectives and Priorities	32 - 38
2.2.3. Progress Report on Actions taken at the Country Level towards the Implementation of the Secretary-General's Programme for Reform	39 - 55
2.2.4. 1998 Work Plans of the Resident Coordinator System	56 - 62
2.2.5. Self-appraisal of the UN Country Team on the 1997 Work Plan of the Resident Coordinator System	63 - 69
2.2.6. Utilization of Funds allocated to Support Coordination Functions	70 - 75
2.2.7. Overview of the Development Assistance to the Country	76 - 77
3. Recommendations	78 - 79

1. Methodology

1. The launching in 1997 of the Secretary General's Programme for United Nations Reform has been without doubt the most significant event in recent years, both for the Resident Coordinator System (RCS) and the work of UN System's Organizations at the Country Level.

2. The reform is expected to have a profound and positive impact on the cooperation and coordination of UN Funds, Programmes and Specialized Agencies amongst themselves and with other actors such as the Bretton Woods Institutions. It is intended to increase efficiency and effectiveness of UN development operations and to strengthen the Resident Coordinator System.

3. Annual work planning and reporting of Resident Coordinators and Country Teams are gaining an increasing importance in the implementation of the UN Reform Agenda. This exercise provides essential feed-back on the degree to which the reform process has actually taken hold at the country level and in forming the basis for performance assessment for both the RC and the CT.

4. Recognizing these developments, the format and contents of the 1997 Annual Report of UN Resident Coordinators and Work Plan for 1998 were significantly modified compared to previous years. In his letter of 8 December 1997 requesting Resident Coordinators to prepare their 1997 Annual Reports, the Administrator emphasized the importance of these changes and stressed the need for close consultation with all members of the country team when producing the report and work plan.

5. Detailed guidelines for the drafting of the report were sent to Resident Coordinators by the United Nations Development Group Office (DGO) after review by the Consultative Committee on Programme and Operational Questions (CCPOQ). These requested that RCs should focus on results, progress and the impact of the UN Systems' operations rather than on listings and descriptions of activities and processes. A further emphasis was to be placed on management issues of the RC System which are of interest to the United Nations.

6. Given the importance of the Annual Report and Work Plan for the strengthening of the Resident Coordinator System, as well as the need for better response and follow-up by headquarters, new procedures for review and processing of RC Annual Reports were developed by DGO in consultation with the United Nations Development Group (UNDG) Support Group. These included the establishment of "inter-agency readers' groups" in New York, which reviewed every annual report and documented their observations at country, regional and global levels. The identification of "good practices" and opportunities for improvement were the main objectives of the readers groups' work.

7. Although being New York based, the readers' groups were open and in fact welcomed contributions from agencies located elsewhere. Thus, UNESCO participated from Paris in an exemplary manner, reviewing every single annual report and sharing with DGO the results of their analysis in the form of a matrix capturing all important elements of the reports as well as the RCS operation in a country.

8. At the conclusion of the review process, letters were to be sent to each Resident Coordinator, providing him/her and the Country Team with specific feedback and offering DGO's support, where required.

2. Observations.

2.1. Statistical and Procedural Aspects.

2.1.1. Compliance and Timeliness.

9. Resident Coordinator's compliance in preparing reports reached an all time record level in 1997. Of the 131 Resident Coordinators who received the request to submit an annual report for 1997, altogether 129 did so, an impressive 99%.

10. The high compliance rate is remarkable considering that Resident Coordinators had also been requested to provide their input for the Triennial Comprehensive Policy Review at about the same time, causing a significant workload peak.

11. However, timeliness of report submission was less than hoped for. Up to the deadline of 31 January 1998 only 19 RCs (15%) had submitted their report. The bulk of the reports (100 or 76%) reached DGO between 2 February and 9 April 1998 and the last report was received on 29 May.

12. Consequently, the work of the readers' groups and the dispatch of DGO's letters with feedback to Resident Coordinators were delayed by a similar margin.

13. In some instances, the change of RC during the year or at the time of report preparation was presented as a reason for late submission of the report. Delays in the designation and arrival of a new RC, in the designation of a RC ad interim (RC a.i.), and sometimes the absence of RC hand-over or briefing also slowed the reporting process.

2.1.2. Report Format and Presentation.

14. With very few exceptions, reports received by DGO followed the new format introduced for the 1997 reporting exercise. Where they did comment on the changed format, Resident Coordinators were positive about it. For example, the RC in Panama stated, "we welcomed the modifications which allowed a more concentrated presentation of the information, a useful

overview of the socio-economic and political situation in Panama and the UN's development assistance role, and a clear presentation of the implemented 1997 Workplan and proposed 1998 Workplan.”

15. The guidelines foresaw that the report should consist of two parts the first of which could be widely distributed in order to provide public information on the activities and achievements of the UN System in a country. This prompted several countries such as Cuba, Myanmar, Pakistan and Vietnam to reproduce the reports in high quality and very attractive presentation. Pakistan even collated the report in two separate brochures, one for wide distribution containing all of Part I of the report as well as Section 2.4, “Overview of the Development Assistance to Pakistan,” and a second one consisting of Part II of the RC report only.

16. In spite of clear direction given in the guidelines on the number of pages for the individual sections of the report, report lengths varied.

17. Whilst a number of RCs prepared the report in the official language of the country of assignment (French and Spanish), others might have taken the fact that the guidelines were sent in English only as an indication that the report should be submitted in English. This seemed to have led, in some cases, to the preparation of the report in the official language of the country and local translation into English prior to submission, resulting in a loss of clarity and quality of the report.

18. Preparation and submission of the report was the responsibility of the Resident Coordinator and most reports were indeed sent under cover of a letter signed by the RC or RC a.i. However, there were cases where the cover letter was signed by the UNDP Resident Representative a.i..

19. Guidelines on the preparation and presentation of the 1998 Work Plan in sections 2.1 and 2.3. apparently need greater clarity. For both these sections the guidelines provided tables as the standard format, but did also indicate that narrative reports of two pages elaborating further on both issues were expected. Most Resident Coordinators understood the guidelines in this way and submitted a table **and** narratives for both sections. However, several did not and restricted themselves to completing the tables only.

2.1.3. Reference to 1997 Workplan.

20. The guidelines for the preparation of the 1996 Annual RC Report include a section on “Goals of the Resident Coordinator System for 1997.” These were to constitute a broad outline of a work programme of coordination activities for 1997, including performance goals agreed upon by the Country Team. Additional communication in the course of 1997 clarified that these goals were to be developed into concrete work plans for 1997.

21. Logically, the guidelines for the 1997 report stated that the eventual self-appraisal of the UN country teams was to be based on the performance and implementation of the 1997 work plans.

22. Of the 120 reports received, 75 indicated that the self appraisal was made against the 1997 work plan; in 13 cases the report stated that no work plan for 1997 existed and 40 reports make no reference to the 1997 work plan in chapter 2.2. but speak of achievements of the RCS/CT in general terms.

23. Even in the 75 reports that do refer to a 1997 work plan, the degree of linkage between the performance analysis and the work plan is rather varied. Most quote progress or the lack thereof at the level of and in reference to individual “goals”, objectives and areas of planned cooperation, but very few undertook the analysis in a systematic manner, focusing on results and/or impact of the implementation of the 1997 work plan.

24. Reports with a good link between work plan and performance analysis, such as the Report prepared by Nicaragua, not only restated the objectives of the work plan, but also reproduced or quoted the plan. The report received from Pakistan also serves as a example of “good practice.” The self-appraisal was done in the format of a matrix with columns for a) individual work plan objectives/areas, called “product/service process”, b) “planned outputs”, c) “actions required” and d) “progress to date”.

2.1.4. Country Team Participation.

25. In his letter to Resident Coordinators requesting them to prepare the 1997 RC Annual report, Mr. Speth stressed that while, “the Resident Coordinator has the personal responsibility for the Report’s quality as well as for its timely submission, the Report should be prepared in close consultation with all members of the UN country team”. He also wrote, “Given the importance of participation by the UN country team, please include an indication of the nature of the country team’s inputs into its preparation in the cover letter submitting your report.”

26. To a large extent, Resident Coordinators did not respond to this latter request by Mr. Speth. 71 Resident Coordinators made some reference to consultation and/or collaboration with the country team, but 57 were entirely silent on this issue. Even among those who did state that the report and the 1998 work plan were prepared “in consultation with” or, “with the collaboration of” the country team, most did not go beyond the use of these terms in their cover letters, and gave no further details as to the nature, mechanisms or process of the consultation/collaboration.

27. A number of Resident Coordinators did provide, however, such details, some of which are highlighted here below as examples of good practices:

- Immediately upon receipt, the Guidelines for the preparation of the RC Annual Report were distributed to all members of the CT, Chairs of any existing Theme Groups and non-resident representatives of agencies.
- Organization of a series of at least weekly meetings of the CT in order to agree on a work plan for the preparation of the report, on the contents of the individual sections of the report, on responsibility for the drafting of the various sections and on a time frame for circulation and review of drafts as well as finalization of the report.
- Holding of a Retreat of the country team, Theme Group Chairs, and other relevant participants for the purpose of a final joint review and finalization of the report and the subsequent year's work plan.

2.2. Substantive Aspects.

28. Annual Reports from 129 countries are obviously influenced by and reflect the great diversity of factors which form the environment for the United Nations and the RC System in any given country. Factors leading to the diversity of reports included: size of the country; economic status; a high level of ODA with a large portion of bilateral donor assistance or predominantly multilateral and UN assistance; whether the UN System is present with a large country team or a small one; and, what role or "niche" the UN occupies in a given country.

29. All these different factors have a bearing on the role of the UN in a country, its importance in the development process, the degree to which the Resident Coordinator System can function and fulfill its mandate of providing assistance in the follow up to global UN conferences and implement the Secretary-General's Programme for Reform. This diversity shapes country teams' work plans and annual reports to such a degree that "good practices" and "lessons learnt" in one region and country may make them less relevant in another.

2.2.1. Implications of Recent Political and Socio-economical Trends for UN Development Assistance.

30. Most reports are well written in this section. In many cases, given the fact that this section, as all of part I, was meant for wide distribution, the clarity and candidness of the analysis was highly commendable.

31. In some instances, mainly for countries in special circumstances or post-conflict situations, reports have benefited in this section from contacts between the resident coordinator and the Department of Political Affairs at the UN Secretariat. While the limitation imposed on this section of two pages was intended to focus it on the description and analysis of trends with major implications for the work of the UN system, such focussing was not always achieved. In

a number of cases the section was rather lengthy and descriptive of events without an indication of clear relevance to the development process in the country or the role of the UN.

2.2.2. Highlights of UN Assistance in Support of National Development Objectives and Priorities.

32. This section provided factual information on UN assistance in a country. It also served as one of several “barometers” on how the United Nations made a difference in achieving national objectives and priorities, and whether it had done so through collaborative programmes and activities, working in a more integrated and coherent manner.

33. From the flavor of many reports it is evident that the launching of the Secretary General’s Programme for UN Reform has indeed injected new energy and purpose into plans or ongoing efforts of organizations of the UN System at the country level to move closer together, physically and in terms of program planning and implementation.

34. It is apparent from the reports that “collaborative programming” is still in its infancy, with the emphasis of most reports on the presentation of planned activities, rather than results and impact. In many reports, projects or activities were presented which involve only one or two agencies and in fact often were UNDP funded projects executed by a specialized agency.

35. Descriptions of UN assistance usually did not make the link to or identify the assistance as a follow-up to global UN conferences.

36. With very few exceptions, such as in the context of refugees or in connection with the inclusion of this issue in the preparation of a United Nations Development Assistance Framework (UNDAF), reports in general did not refer to the subject of human rights, be it as a separate theme or as a subject that permeates all other areas of UN assistance. One reason for this might be what some Resident Coordinators call a “lack of clarity in their mandate” in this area.

37. The Inter Agency Readers’ Groups that reviewed the reports identified a number of “good practices” that emerged from the Reports that facilitate collaborative programming and coordinated implementation of UN assistance.

- Establishment and operation of Thematic Groups for follow-up to global UN conferences.

The most prominent Theme Groups seem to have been those for HIV/AIDS. This is possibly because they benefit from UNAIDS mandated procedures for annual work planning and monitoring of plan implementation, backstopping and

support from institutionalized country focal points, country or inter-regional advisors and, very importantly, financial support from UNAIDS, Geneva, and co-sponsors of UNAIDS.

Theme Groups such as those on gender and human rights also appear to be successful where their work is coordinated and supported by full time focal points who might be JPOs, UNVs or jointly funded program officers. A further important factor for success of Theme Groups is the inclusion of stakeholders from Government, Civil Society and the Private Sector. In some cases, stakeholder collaboration has been formalized and strengthened through a compact made in the form of an MOU.

- Other areas of success include collaborative planning and implementation of programmes for poverty elimination, gender mainstreaming and sustainable development **in specially selected geographical areas**. The piloting of collaborative programming in a smaller region and subsequent phased expansion seems to promise a greater chance for success than attempts to introduce the approach immediately for the entire country.
- Harmonization of UNS organizations' programming cycles between themselves and Governments' strategic planning cycles was also seen as vital to the encouragement of collaborative programming.

38. Cooperation between the UN system and the Bretton Woods Institutions has been dealt with widely in the reports and is recognized in most of them as one of high significance for the UN system. In many countries, notably in Latin America, this cooperation centres on the implementation of projects financed from BWI loans. In others it consists mainly of information sharing, participation of country representatives of the BWI in UN Heads of Agency meetings and joint programme planning groups. A number of reports, however, make reference to collaboration on UN system participation in and contribution to the work of the Consultative Groups.

2.2.3. Progress Report on Actions taken at the Country Level towards the Implementation of the Secretary-General's Programme for Reform.

39. The RC reports reflect a wide range of positive reactions to the SG's Reform Programme. They also reflect great enthusiasm to implement what is seen as an innovative, timely and determined vision to ensure that the UN works more effectively at the country level.

40. However, there were also remarks of caution which observe that while the vision may be shared by all, its implications for UNS organizations and the more operational consequences at the country level are not universally accepted. Resident Coordinators feel that, while the responsibility for implementation of the reform is primarily theirs and that of their Country Teams, not all CT members appear to be comfortable with the prospect of a "single UN office"

at the country level unless and until they are fully confident of their respective agency's headquarters cooperation in and consent to the reform process and its consequences.

41. Nevertheless, reports show that Resident Coordinators in most countries clearly understood the importance of the reform programme and immediately shared the reform documentation with all UNS organizations in order to start a discussion among the members of the country team.

42. Country team meetings, inter-agency workshops and retreats were the fora in which the reform programme was reviewed, its implications for UNS organizations at the country level analyzed and plans developed for its implementation. In some countries in order to commence a broad based policy dialogue, discussion groups were organized which included participants from Government, Civil Society, the NGO community and donor country representatives. Newspaper articles and introduction of the reform through Radio and TV interviews were other vehicles used to give the reform programme wide publicity and a first example of a unified, public UN appearance.

43. Obviously, time was too short for Resident Coordinators and Country Teams to produce many concrete results between July and December 1997, apart from information sharing and the development of joint plans for implementation of the reform. Nevertheless, reports show that in most countries very intensive preparatory activities took place, which will result in concrete output in 1998. Furthermore, many reports did highlight areas of the reform in which country teams had already been working and produced results prior to July 1997.

44. Aspects of the reform most covered in the reports are common programming, common premises and services and common information.

45. Some of the information given in relation to **common programming**, such as the harmonization of programme cycles and the formation and initial work of theme groups, was overlapping with and repeated part of what was stated in section 1.2 of the reports. However, further information showed a great interest in the application of the programming tools, the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF).

46. In most countries the logical relationship of these instruments to the previously introduced Country Strategy Note (CSN) was recognized as the complementary responses they should be, but in spite of the wide distribution of explanatory notes on the purpose, nature, ownership and methodologies of preparation of the CSN, CCA and UNDAF, there still seemed to exist some confusion.

47. Many country teams wanted to embark on the preparation of an UNDAF. They are eagerly awaiting the outcome of the pilot exercise under way in 18 countries.

48. One element for the selection of the 18 pilot countries was the status of preparation of a CSN. 23 countries reported that either a government approved document existed (10), was available as a draft (7) or in various stages of preparation (6). Seven Resident Coordinators elaborated on the involvement of the UN system in the preparation of the CSN, which in some cases seemed to be so strong as to risk diminishing government ownership of the process.

49. Reports from 27 countries also gave information about the prospects of undertaking a Common Country Assessment, again an important step on the way to the development of the UNDAF. Six RCs stated that their CCA had been completed and the others reported theirs to be in various stages of planning and preparation.

50. Some Resident Coordinators found that the preparation of National Human Development Reports and/or Basic Social Sector Studies involving several UNS organizations proved to be a very useful experience for their work on a CCA.

51. The creation of a “UN House” is the second element of the reform programme, which produced very positive reactions. Common premises in three countries were designated UN Houses in 1997, one in early 1998, another 16 fulfill the requirements to become a UN House and will be designated in 1998. Information contained in the reports on a further 15 countries indicates that the common premises existing there could also be considered for designation as UN House in the near future.

52. The last area of the reform programme on which results were reported, was that of **public information**. Six countries mention that the UN System has published either a joint booklet/brochure or periodic UN Information Bulletins. Joint UN Libraries or Documentation Centers have been established in three countries, the latter as a “virtual” one. One country has a UN Conference Facility and another country plans to set up a UN Learning Resource Center.

53. As countries have gained increased access to the Internet, UN Web-Sites or Home-Pages have been developed as an attractive format for the presentation of information on the work of the RC System and UNS organizations at the country level. Complete UN System Home-Pages are on the Internet for Argentina, Dominican Republic, Guatemala, Malaysia, Mongolia, Ukraine and Uzbekistan. Fiji, India and Trinidad & Tobago also have UNDP sites that include some information on the RC System. A further seven countries reported that their web-sites were either planned or under preparation.

54. From the above a clear geographical imbalance in the use of Internet web-sites is apparent. Whilst 29 and 28 per cent of countries in Asia and Latin America respectively reported the existence or preparation of web-sites, the corresponding figure for Europe and the CIS was 10% and in Africa 2%; only Mauritius indicated that work was in progress to design a web-site. Evidently, there is considerable scope for expansion in this area, given that Internet accessibility should be higher than these percentages suggest.

55. The question in which areas support from United Nations Headquarters was needed to advance further in the implementation of elements of the UN reform was not covered by many reports. However, those that did strongly stated that without decisions and changes “at the center” progress at the country level would eventually come to a standstill. Crucial issues mentioned were:

- Lack of support for the harmonization of programming cycles by headquarters.
- Discrepancies in rules, regulations and procedures for project formulation and approval, budgeting and financial management.
- Lack of common/standardized rules, regulations and procedures for budgeting and accounting for administrative funds, recruitment of staff and consultants and procurement of goods and services.

2.2.4. 1998 Work Plans of the Resident Coordinator System.

56. Compared to the 1996 report exercise there has been considerable improvement in the preparation of work plans. While for 1997 a good number of countries had not developed a structured work plan, the 1997 annual report exercise resulted in work plans being developed for **128 countries**.

57. Furthermore, the quality of the 1998 work plans is generally very high, having clearly benefited from the new format introduced in the guidelines for the preparation of annual reports. In particular, the grouping of planned actions and initiatives under the five main management and coordination functions of the UN System seems to have been a very useful guide for RCs and country teams.

58. Many RC reports stress that the work plan has been the result of extensive consultation and cooperation between the CT members, often having been finalized at a workshop or retreat.

59. Signs of shared responsibility for the implementation of work plans can be found in a number of reports. In these cases both the RC and other CT members and Theme Groups will be sharing responsibility. Also, in many cases the financing required for the initiative/activity is shared between SRC funds and agency resources.

60. Unfortunately, in some cases work plans did not include figures for required funds, resulting in the need for verification and follow-up by DGO in order to allow an early allocation of SRC funds.

61. As mentioned above, the guidelines did not seem to have been sufficiently clear in stating that the work plan in tabular format was also to be elaborated on in a narrative of not more than

two pages. Hence, most reports only submitted the work plan table. However, those countries which did accompany the work plan with further explanations, did so in an excellent quality, providing useful background information and justifications for initiatives/ activities planned in each of the functional clusters.

62. Depending on a given country situation, work plans vary in giving emphasis to initiatives in the different clusters. However, the cluster that in almost all work plans receives the highest attention - and usually the highest funds allocation - is that for support to collaborative and more integrated UN programming. Thus, apart from the earlier mentioned pilot countries, another 27 are planning to prepare an UNDAF in 1998; 14 in Africa, 4 in Latin America and the Caribbean and 3 each in the other three regions.

2.2.5. Self-appraisal of the UN country team based on the 1997 Work Plan of the Resident Coordinator system.

63. Where reference was made to a 1997 work plan, self-appraisals often consisted of a listing of activities that repeated information given in other sections of the report, and were short of specifics and results.

64. In a number of cases the main factor quoted for a less successful self-assessment is the reassignment of the Resident Coordinator during the year. The Africa region seems to have experienced such cases more often than the others. Even with the designation of an RC a.i., the success of RCS work in a country, in spite of the involvement and sharing of responsibilities by country team members, still heavily depends on and revolves around a competent leader.

65. Other problems reported were those of small countries with no agency representative (or very small country teams) and RCs with a multi-country responsibility where it is difficult to develop the range of RCS activities possible in single country situations with larger country teams.

66. There have also been observations by RCs which point to difficulties country team members can experience in “wearing two hats”, that of a CT member and that of the agency’s representative. Thus, while team members may be personally committed to cooperation, coordination could still face difficulties due to the “importance of separate agency mandates, preoccupation with agency-based programming and projects/programme implementation, different programming and operational procedures and staff time constraints”.

67. The measure of self-criticism reflected in the self-assessments varied considerably in this section of the reports. Often, the absence or lack of reference to a work plan for 1997 resulted in a somewhat uncritical and superficial self-assessment omitting any reference to difficulties and problems. In such cases, information sharing and other less challenging activities still seem to have been the nature of the country team’s interaction.

68. Nevertheless, many reports did contain excellent self-assessments with well structured, well analyzed and impact oriented descriptions of the work done by the country team. These cases seem to be the ones of real and healthy country team co-operation under an able RC leadership.

69. Some reports have used an interesting approach and format to reflect achievements. They present this section as one matrix, reproducing parts of the 1997 work plan matrix and add columns for results achieved and expenditures made in relation to each of the work plan's objectives/goals.

2.2.6. Utilization of Funds allocated to Support Coordination Functions.

70. The total amount of funds for the support of Resident Coordinator functions allocated in 1997 was \$ 11,754,300 with Africa having received \$ 4.1 million, Asia \$ 2.4 million, Latin America and the Caribbean \$ 2.1 million, the Arab States \$ 1.2 million and Europe & CIS \$ 1.5 million.

71. Resident Coordinators are generally highly appreciative of the availability, through UNDP, of these funds. Nevertheless, the overall utilization of allocated funds was only at 68%, with use in Africa at 61%, Asia and the Pacific at 73%, Latin America and the Caribbean at 76%, the Arab States at 58% and Europe and the CIS at 76%.

72. This may be due in good part to the substantial increase in the overall allocation of RC funds with the beginning of the new UNDP funding cycle in 1997, which required a significant commitment build-up. A much higher utilization of SRC funds is therefor expected for 1998.

73. Most Resident Coordinators only provided a completed table and no narrative for this section of the report. The few Resident Coordinators who supplemented the table with a narrative provided detailed and useful background information on the use of the funds and made links to the achieved results.

74. In cases where initiatives were not only funded from SRC funds but also cost shared with other UN agencies, such narratives were used by Resident Coordinators to give useful additional information that underscored the value of these joint initiatives.

75. As regards the utilization of SRC funds in 1997, expenditures were concentrated around support to collaborative and more integrated UN programming, followed by UN system public information and advocacy, in particular related to the launching of the Secretary General's Programme for Reform.

2.2.7. Overview of the Development Assistance to the Country.

76. A large number of Resident Coordinators were able to report in early 1998 using data for 1997, which undoubtedly enhanced the utility of the reports. Again, although the guidelines may not have been clear in this respect, the expectation was that the financial information contained in the prescribed tables should have been accompanied by a narrative.

77. The few Resident Coordinators who wrote a narrative to this section, provided very valuable analyses and explanatory comments regarding the nature of the ODA performance and impact of the various types and sources of external assistance, i.e. bilateral versus multilateral overall and UNS-ODA in particular.

3. Recommendations.

78. The reporting guidelines for 1997 were greeted by many Resident Coordinators as an improvement over those of previous years in particular as they relate clearly to and attempt to focus on progress of the reform programme. For that reason, and to allow RCs and Country Teams to gain more familiarity with the guidelines, it is recommended that the annual RC report process should be maintained and the guidelines should be modified only marginally over the next two to three years.

79. Other recommendations regarding process, format and contents of the annual reports include:

- In order to grant RCs and Country Teams more time for preparation of the report, requests to start work should be sent out in November of the year under review and should set a deadline of end of February of the following year for receipt of the report by all agencies. Availability and use of annual reports by agencies in their RC Performance Appraisal should be compulsory.
- The overall structure of the report should be maintained, i.e. a first part, which would be a public document and could be widely distributed and a second part, concentrating on management issues of the RCS. However, sections should be rearranged between and within the two parts so that the contents of the report would be structured as follows:
 - 1.1. Implications of recent political and socio-economic trends for UNS development assistance.
 - 1.2. Overview of the development assistance to the country.
 - 1.3. Highlights of UN Assistance in support of national development objectives and priorities.
 - 1.4. Progress report on actions taken at the country level towards the implementation of the Secretary-General's Programme for Reform.
 - 1.5. Members of the UNS Country Team.
- 2.1. Methodology for report preparation. (CT participation, problems, etc.)

- 2.2. Self-appraisal of the UN Country Team based on the current year's work plan of the RCS.
 - 2.3. Report on the utilization of funds allocated to support coordination functions.
 - 2.4. Following year's Work Plan.
 - 2.5. HQ/DGO support received during year under review and required for following year.
- Guidelines should stress more clearly that analytical and explanatory comments should elaborate on the information in the tables. Tables for ODA should distinguish between grant and loan financing.
 - For (new) section 2.1, the guidelines should stress that detailed information is requested on the involvement of the Country Team in the preparation of the report in general and in the self-appraisal of the current year's work and preparation of the following year's work plan in particular.
 - Modified Guidelines should be considered for Countries in Special Circumstances (complex emergency post crisis situation, etc.) and used by RCs in such countries.
 - Guidelines should be translated into French and Spanish and the reports should be written in the UN working language the RC and CT feel most comfortable with (English, French or Spanish).
 - In case of a change of Resident Coordinator during the year or at the time of report preparation, an RC a.i. should be designated immediately. The departing RC should prepare hand-over briefing notes on the status of operations of the RCS, with the help of which the RC a.i. or the new RC can quickly assume the RC function and prepare the RC Annual Report together with the Country Team.
 - Resident Coordinators should again be reminded that their reports must be specific and results/impact oriented.
 - Reports should more specifically reflect work planned and results achieved in regard to follow-up to Global Conferences. However, reporting on issues such as human rights, gender in development, collaboration with NGOs and Civil Society and joint resource mobilization should also be strengthened.
 - Timely, country-specific and meaningful feedback to Resident Coordinators and useful follow-up to RC reports should be continued by DGO, taking account of the views of the UNS organizations participating in the RCS. For that purpose, readers groups should be maintained in New York, but, in order to open participation to agencies globally, they should be expanded by the establishment in UNDG's web-site of "Annual RC Report Discussion Groups" for the five geographical regions.