



2003

Resident Coordinator Annual Reports

A Compendium of Good Practices
UNDG Response to TCPR 2001



Working Together for Greater UN Impact

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FOREWORD

Statement from Mark Malloch-Brown on behalf of UNDG

As the Principals of the UNDG, we have collectively tried to lead our respective organizations in response to the vision of the Secretary-General and the guidance provided by the Member States. The Triennial Comprehensive Policy Review (TCPR) in 2001 gave us a clear sense of what we needed to build on and how we needed to improve.

In the three years since 2001, it is heartening to see the transformations that have begun and the efforts that have been undertaken by our teams at the country level. The UN at the country level is quite obviously a different organization – more focused in its support to the MDGs, more coherent in its mechanisms, more harmonized in its planning and programming procedures. What is more, the way in which staff throughout our organizations support these collective efforts has dramatically changed. Many of our Regional Directors and their teams play a much more active role in ensuring quality support and assurance for the Common Country Assessment and the United Nations Development Assistance Framework processes. Our financial and administrative tools now enable joint programming, monitoring and evaluation, and our performance assessments and career development reflect the value of inter-agency collaboration.

We cannot be content, however; we need to achieve more. But we can congratulate UN Country Teams for their work this year and over the past three years while reiterating our collective commitment to further progress towards the Secretary-General's vision of UN reform and the priorities of Member States.

Mark Malloch Brown

EXECUTIVE SUMMARY

This year's compilation of good practices once again tries to capture the wealth of achievements by UN Country Teams (UNCTs) working together and with national partners. In addition, it places the progress made in 2003 within the broader context of the directives set by the Triennial Comprehensive Policy Review (TCPR) of 2001, setting out the policy response by the UNDG and the actions taken to introduce new policies and procedures to the UNCTs. It then gives examples of the response by the UNCTs as requested by the "Resident Coordinator's Annual Reports."

In terms of their support to national efforts to achieve the Millennium Development Goals (MDGs), the Resident Coordinator Annual Reports demonstrate that the UN has contributed to greater awareness and ownership of the MDGs among national partners and has ensured that the MDGs are integrated into national policies and strategies. The reports also show that the UN has played a critical role in the past year in enhancing national monitoring capacity as well as the quality of information and databases for tracking progress towards the MDGs.

UNCTs in countries in transition from relief to development have been able to incorporate UN reform tools and processes to make their partnerships and support more effective. Likewise, at the global level, important strides have been taken to improve the system-wide mechanisms for responding to such countries.

A second group of UNCTs has begun to complete Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) cycles using the new policy guidelines. In doing so, the UNCTs have been able to ensure clearer linkages between the MDGs, national priorities (including Poverty Reduction Strategy Papers) and the strategic programming response of the United Nations. Critically, a number of UNCTs have adapted their programming cycle to respond better to national priorities and schedules. Evidence confirms that UN reform tools such as the CCA and UNDAF Results Matrix are improving the quality of UN analysis and the prioritization of UN response.

The country-level results of simplification and harmonization of procedures are beginning to have an impact, not just in the common country programming process but also with regard to administrative arrangements at the country level. The reports highlight cost savings and more effective services stemming from common services and common premises.

Lastly, it is clear from the reports that UNCTs themselves are stronger as a result of enhanced teamwork, staffing and support.

INTRODUCTION

In the 2003 Resident Coordinator Annual Reports, UN Country Teams (UNCTs), under the leadership of the UN Resident Coordinator, summarized their collective contributions to national priorities. Through their collaborative efforts, they are advancing the Millennium Declaration and the Millennium Development Goals (MDGs) through national plans and goals, as well moving forward the Secretary-General's reform programme. The RC Annual Reports covers only those areas of cooperation and collaboration in which two or more UN agencies were involved. As such, they do not cover all aspects of the work done by each organization or agency at country level.

The 2003 Resident Coordinator Annual Reports were structured around four overall coordination objectives:

- Improved support to national efforts to achieve the MDGs;
- Improved country-level programme coordination;
- Increased cost-effectiveness in programme implementation and operations; and
- Strengthened coordination capacity of the Resident Coordinator System (RCS).

The examples cited in this compendium were, for the most part, extracted from the 2003 Resident Coordinator Annual Reports. They highlight the UNDG progress and results that respond to the specific requests by the UN Member States in the 2001 TCPR process and, more specifically, in General Assembly resolution 56/2001 of 21 December 2001 on the triennial policy review of operational activities for development of the UN system. Each chapter of the Compendium starts with quoting the relevant paragraph(s) of the TCPR resolution; and then highlights the UNDG response through UNDG policy and operational guidance and support to UN Country Teams; followed by concrete country-specific examples of good practices.

RC Annual Reports can be viewed by country or topic, together with background information, on the UNDG website (www.undg.org). General information on UNDG, including access to policy guidance mentioned in the report, can also be found on the site.

CHAPTER I.

IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS

INTRODUCTION

Since the adoption of the Millennium Declaration in September 2000 and the agreement on the Millennium Development Goals (MDGs) in 2001, the MDGs have become central to the activities of United Nations Country Teams (UNCTs). The MDGs provide a cohesive and more focused framework for action by UNCTs in support of national priorities. Following the adoption of the United Nations Development Group (UNDG) Core Strategy on the MDGs in June 2002, many UNCTs have made considerable progress in assisting UN Member States to advance the MDGs in national policy frameworks and processes. UNCT activities centre on three main areas of collaboration: (a) joint advocacy, communications and campaigning; (b) monitoring and reporting; and (c) operational support focusing on strategic priorities outlined in the UNDAF.

What the TCPR requested

“Calls upon the organizations of the United Nations system to strengthen and adapt their strategies and activities and enhance their coordination and collaboration in order to enhance their supportive role in meeting the commitments, goals and targets of the Millennium Summit and major United Nations conferences, in particular the development and poverty eradication goals and targets”.

para.12

“Requests the United Nations system to conduct the common country assessment and the Framework processes as efforts to improve support for national development priorities and policies, and stresses that full governmental participation and leadership are required at all stages of those processes”;

para. 34

RESPONSE BY THE UNDG

Programming and Operational Guidance to UNCTs

- ***The UN and the MDGs: A core UN strategy*** – In June 2002, the UNDG issued its strategy for global and country-level assistance in achieving the Millennium Development Goals (MDGs). The strategy, which consists of four core elements (monitoring, analysis, campaigning/mobilization, and operational activities), forms the basis for coordinated UN country-level assistance to countries' efforts to achieve the MDGs.
- ***Guidance Note on MDG Reports*** – In 2003, the UNDG issued a guidance note on preparing the national MDG reports (MDGR). The guidance describes how the UN can help governments establish systems to monitor the progress towards meeting national MDGs and measure national capacity. It is expected that every programme country has prepared at least one national MDG report by the end of 2004.
- ***Revised CCA and UNDAF Guidelines*** – The CCA and UNDAF guidelines were revised in 2003 to better reflect the UN collective contribution to the achievement of national priorities as described in the PRSP or other national strategic planning tools, and how UN programming responses are framed by the national MDGs. The revised guidelines introduced the UNDAF Results Matrix, which spells out the expected results of UN assistance to national priorities over a four- or five-year time frame.
- ***Revised guidance on UN engagement in the PRSPs*** – In 2003, a revised guidance note was issued on the UN's involvement in PRSP processes. The guidance spells out how UNCTs can help inform the PRSP, especially through the analytical contributions in the CCA, and the prioritization of development issues based on the MDGs.
- ***UNDG Briefing Note on MDG Tracking*** – In March 2004, a Briefing Note on strengthening MDG tracking and monitoring at the country level was sent to all UNCTs. The Note informed UNCTs about the introduction of a software tool, DevInfo, aimed at helping countries to monitor the MDGs and to advocate their achievement through policy measures, multisectoral strategies and the development of appropriate interventions.

Support to UNCTs

- ***MDGNet*** – The Millennium Development Goals Network (MDGNet) is a global network managed by UNDP on behalf of UNDG and is open to all UNDG agencies and national counterparts. Since its launch in January of 2002, the capacity of the UNCTs has been strengthened through more access to new and updated information, lessons learned and best practices related to MDGRs and MDGs in general.

- **MDG Training Modules** – UNDG prepared a training strategy for five learning modules aimed at ensuring that UNCTs have the capacity to provide effective support to national efforts to achieve the MDGs and integrate them into national poverty reduction strategies.
- **DevInfo** – DevInfo is an integrated database based on UNICEF's (United Nations Children's Fund) ChildInfo software. Its specific purpose is to provide a consolidated source of data on the MDG indicators and help countries monitor poverty reduction, especially (but not only) the MDGs and advocate for their achievement through policy measures, multisectoral strategies and the development of appropriate interventions. DevInfo is now used by national statistical offices in 42 countries and is being introduced into another 120 countries in 2004.

KEY RESULTS

- Most countries report that there seems to be greater ownership and awareness of the MDGs among national partners;
- A large number of countries have made considerable progress in integrating the MDGs into national policies and strategies;
- Through support from UN agencies and other development partners, many countries have been able to enhance their monitoring capacity and the quality of their information and databases, allowing them to use data more effectively in policy formulation;
- There has been a marked increase in the support provided to UNCTs in countries in transition from conflict to development, with 14 countries developing additional capacity to improve strategic planning and resource mobilization for post-conflict reconstruction.

GOOD PRACTICES

Advocacy and Campaigning

UNCTs have worked closely with the governments to increase the ownership and national capacity needed for achieving the MDGs. According to the reports, 21 UNCTs have arranged national or regional workshops on the MDGs. In Ethiopia, for example, the UNCT arranged awareness-raising workshops on the MDGs for 450 parliamentarians and civil-society organizations (CSOs). In the Philippines, a multi-stakeholder workshop on MDG mainstreaming and advocacy focused on the Philippines Progress Report. The workshop, which was led by the Government, with 100 participants from government, civil society, donors and the private sector, produced a detailed work plan on

advocacy and mainstreaming of the MDGs into national and local-level government plans. In Papua New Guinea, the National MDG Action Plan was adopted by the Government. The Prime Minister of Samoa, the Prime Minister and President of Sri Lanka, and the President of Venezuela highlighted their Governments' commitment to the MDGs as well as synergies between the Governments' development strategies and the MDGs. In Ukraine, the MDGs have been included in the Government's Economic and Social Development Strategy for 2003-2015, and in Romania, the Government agreed to include the MDGs in national and all local anti-poverty policy and social inclusion plans. In Uganda, the MDG framework was integrated into the National Poverty Eradication Action Plan. Thailand conducted an MDG national synthesis workshop for all stakeholders, and an MDG PLUS campaign was launched for region-specific focus. In Maldives, the UN Task Force on Nutrition assisted the Ministry of Health in launching the National Nutrition Campaign and Nutrition Strategy.

Some UNCTs have taken advocacy further by localizing the MDG campaigns. For instance, nationally owned MDG work plans have been developed and endorsed by Cabinets of all three island States covered by the Samoa UNCT. Civil society is represented on all task forces and plays a lead role in public campaigning and shadow reporting. The Samoa MDG Report is an integral part of the mid-term review process of the national development strategy. Animated by the support of non-governmental organizations (NGOs), villagers gave their definition of the MDGs and priority issues to senior government officials, including the Prime Minister. In the Cook Islands, the MDG process is linked to the first visioning process, which will establish a 10-year development plan and annual strategies. The MDG indicators are key tools for measuring the progress of the plan. The 2004 MDG Report will set the baseline.

The Sri Lanka National MDG Campaign was endorsed by both the President and the Prime Minister. Collaboration between UN agencies was crucial for the success of the event. The workshop led to concrete proposals for localizing the MDGs in Sri Lanka. As a result of the launch, the MDGs have been incorporated into the national development framework, *Regaining Sri Lanka*.

Several UNCTs (e.g., Albania, Bhutan, Burkina Faso, Chile, Cuba, Jordan, Peru and Tunisia) have used International Days to advocate for policies for achieving the MDGs. In the Dominican Republic, the UNCT arranged a month-long advocacy campaign on the MDGs that included a children's art contest and a healthcare journalists' workshop. In the Russian Federation, a promotional event was organized to discuss regional differences in the status of the current information society, while the UNCT in Equatorial Guinea organized a campaign in schools to sensitize 3,000 school children about the MDGs and activities supporting MDG achievement. Intensive communication activities on issues of child labour, women's rights and their role in the economy were carried out in India. Child labour policies were also translated into 18 languages.

The reports demonstrate that UNCT advocacy efforts have fostered partnerships with civil society. Eight UNCTs specifically reported conducting training and capacity-building programmes for civil society, e.g., in Romania. In Moldova, 25 journalists received training leading to improved coverage of the MDGs. In the Former Yugoslav Republic of Macedonia, UN journalism and photography prizes were launched.

UNCTs in Bulgaria, Guyana, Kazakhstan and Somalia, among others, developed advocacy campaigns focused on youth. The UNCT in Viet Nam launched an MDG Youth Campaign on UN Day. In Lebanon, the awareness-raising campaign focused on youth-related health risks such as drug abuse and child labour. The campaign reached 100,000 youths between 15 and 24 years of age. In Ukraine, the UNCT established a Network of Young Journalists, ensuring a nation-wide campaign among youth, including joint MDG Action Plans and partnerships among youth NGOs. In Malaysia, an essay competition on HIV/AIDS was held for young people, with winning essays published in a book.

INNOVATIVE PRACTICES

- Bosnia and Herzegovina launched the MDG campaign, “Where will I be in 2015”.
- Bhutan published a music video on health, produced an MDG song in the national language and organized an inter-school quiz among the youths.
- Ethiopia, Lao People’s Democratic Republic and the United Republic of Tanzania developed MDG brochures in local languages.
- In Fiji, the UNCT, with counterpart contributions from the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF) and the United Nations Development Fund for Women (UNIFEM), jointly sponsored school-based dance competitions based on one or more MDGs. This led to the creation of a video that was shown on all Air Pacific flights travelling to Fiji.
- Peru promoted the MDGs at a national festival (Bus-Feria).
- Uganda prepared eight sets of MDG postage stamps, MDG posters, T-shirts and greeting cards.
- Uzbekistan arranged special events such as the Special Olympics and a UN Tennis Tournament to promote the MDGs.
- Viet Nam organized an internal UN staff-awareness campaign, including production of MDG mugs for all staff as part of the MDG Youth Campaign.

Monitoring and Reporting

The number and variety of MDG country reports continued to increase in 2003. Slightly more than twice as many MDG country reports have been produced to date (up from 23 to 50), with another 60 on track for production by the end of the first half of 2004. The next major target is to help to ensure that every developing country has prepared at least one report by the end of 2004. Armenia, Bolivia, Cameroon and Senegal have produced their second reports. Viet Nam has published its third consecutive annual report.

In 2003, MDG Regional Reports were also produced to influence local and regional strategies. The UNCT in Albania, for instance, prepared and evaluated regional reports through a participatory process and the lessons will be incorporated into future regional reporting processes. In the Philippines, the UNCT worked with the officials from the Department of Interior and Local Government to develop a framework for localizing the MDGs.

Last year, UNCTs provided technical and financial assistance to national partners to improve skills and technical knowledge for monitoring. UNCTs (among them India, Malawi, Mauritania, Paraguay, Senegal, Sri Lanka and Yemen) reported about 82 activities relating to monitoring, which is clearly becoming a major contribution of UNCTs.

In Lao People's Democratic Republic and Maldives, there was strong leadership by the Government and the UNCT in establishing an institutional framework to support national efforts to identify MDG targets and indicators in the preparation of the first MDGR. The UNCT also helped to enhance the statistical capacity within the Lao National Statistics Centre to monitor MDGs and aligned monitoring with other national development instruments.

In 2003, based on a good-practice example of localizing the MDGs in Carapegua, Paraguay, MDGNet offered two scholarships to members of the Carapegua town council that adopted the MDGs, to enable them to participate in a workshop on localizing the MDGs. The MDGNet scholarships contributed to knowledge-sharing that is at the heart of the network and provide the participants with a sense of community beyond the region and the country.

In Fiji, the proactive support of the UNFPA Regional Country Support Team to the UNCT is a good practice. The UNFPA Regional Adviser on Population and Development Strategies (PDS) provided extensive support to the Inter-Agency Task Force on Development Indicators. As a result of this support, a task force on poverty measurement was established with technical support provided by the regional PDS adviser.

DEVINFO

Over 60 UNCTs have established some form of tracking software packages, often based on various UN agency tools. In 2003, UNDG approved the roll-out of a new corporate software called DevInfo, based UNICEF's ChildInfo. The "look" of the software can be customized to encourage local ownership. DevInfo or an adapted version of it is already being adopted by national authorities in nearly 40 countries.

There is a wide range of existing, well-established United Nations and non-United Nations initiatives, including specific sectoral initiatives, for monitoring individual goals or topics. DevInfo 4.0 does not attempt to supplant or replace such efforts. The specific purpose and added value of DevInfo are to collect existing data, identify gaps in the MDG indicators, if they exist, and provide national decision-makers with a consolidated source of data on those indicators.

DevInfo is specifically designed to make it easy for national entities to use the integrated database for advocacy with key decision-makers. As such, DevInfo aims to contribute to more evidence-based policy-making, using quality data, and actual policy change and prioritization in governments to shift priorities and achieve localized MDGs. DevInfo 4.0 will be in open pilot-testing phase in several field locations in 2004. More information on DevInfo and other similar initiatives can be found on the UNDG web site (www.undg.org).

In Fiji, the development, promotion and use of DevInfo constituted an important next step in the CCA and UNDAF processes. In addition, DevInfo has become an important tool in tracking progress in the MDGs in that country.

Nepal Info is used as a common UN database by all UN agencies, bilateral donors, NGOs and government offices at the central and subnational levels. It has been translated into the Nepali language. Nepal Info is now run by the Central Bureau of Statistics and is now institutionalized at the national level.

Operational Support to the Achievement of the MDGs

It is evident from the reports that the collective work and programming of the United Nations are closely related to the achievement of the MDGs. In those countries with an UNDAF, collective priorities reflect the comparative advantages of the United Nations in helping governments to achieve particular goals and targets, with each UNDAF result directly linked to the MDGs and the related national priority. In addition, UNCTs are providing support on cross-cutting issues that underpin the individual MDGs, such as governance, human rights and gender.

What is very encouraging about 2003 is the number of countries that linked the MDGs to country programming. All of the UNCTs preparing their UNDAF in 2003 (and 2004) analysed country progress in achieving the MDGs and agreed with government on the priorities for the UNCT in support of national plans. This has since been taken forward into the country programmes and projects of the UNCTs (Angola, Armenia, Azerbaijan, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Guatemala, Islamic Republic of Iran, Kazakhstan, Kyrgyzstan, Madagascar, Philippines, Romania, Serbia and Montenegro, Tajikistan, Turkmenistan, Uzbekistan).

Examples of how the UNCTs are operationalizing the MDGs through inter-agency Theme Groups and government-led sectoral groups are presented in Annex 1. In Namibia, for example, the National Planning Commission Secretariat facilitated the establishment of Sector Core Teams responsible for reporting on each of the eight MDGs. The Teams are led by line ministries and comprise representatives from government, NGOs, academia, the private sector and UN agencies. In Afghanistan, the work of 16 consultative groups and six cross-cutting advisory groups in coordinating with donors, government, UN agencies and civil society has been an important foundation for strengthening the country's capacity in aid coordination.

Several countries reported on comprehensive and strategic reviews of existing coordination mechanisms such as Theme Groups – often with a view to better ownership and alignment with national priorities and mechanisms. The UNCTs in Mauritania and the United Republic of Tanzania mentioned how they have refocused the Theme Groups around the UNDAF priorities. The UNCT in Honduras included in its report detailed examples of the organization of its work-planning process around Theme Groups and, in particular, how agencies are collaborating with specific municipalities through Theme Groups.

The Resident Coordination Annual Reports only covers actions taken by two or more agencies working together. Much of what the agencies are doing to directly support the MDGs is, therefore, not covered by this report.

Annex 1 provides information on Theme Groups arranged by MDG and cross-cutting theme, together with examples of results achieved. Additional information for each region, focusing on good practices, can be found in additional regional annexes two through six.

CHAPTER II.

IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION

INTRODUCTION

Promoting greater programme coherence, effectiveness and impact through improved country-level coordination is one of the core objectives of UN reform. In line with this objective, UNCTs reported on their achievements in supporting national planning processes, such as the Poverty Reduction Strategy Paper (PRSP), as well as on their activities that harmonize UN programming cycles, including preparation of common country assessments (CCA) and development of United Nations Development Assistance Frameworks (UNDAF). In addition, the undg worked together with the group of agencies focused on humanitarian assistance (Executive Committee on Humanitarian Assistance - ECHA) to develop more integrated planning methods for countries in transition from relief to development. New approaches to analysis and planning were used in several post-conflict countries with promising results.

What the TCPR requested

“Emphasizes the importance of ensuring, under the leadership of national governments, greater consistency between the strategic frameworks developed by UN funds, programmes and agencies and the Bretton Woods Institutions, and the national poverty reduction strategies, including the PRSPs where they exist”.

para. 44

“Requests the UN system to conduct the common country assessment and the Framework processes as efforts to improve support for national development priorities and policies, and stresses that full government participation and leadership are required at all stages of these processes”.

para. 34

RESPONSE BY THE UNDG

Programming and Operational Guidance to UNCTs

- **CCA and UNDAF Guidelines** – The CCA and UNDAF guidelines were revised in 2003 to provide improved guidance to UNCTs on how to align these processes to national planning processes or poverty reduction strategies and PRSPs, where they exist.
- **Joint letter on PRSP-MDG linkages from UNDG and World Bank** – In May 2003, the Chair of UNDG, Mr. Mark Malloch Brown, and the Managing Director of the World Bank, Mr. Shengman Zhang, issued a joint letter to all UN Resident Coordinators and World Bank Country Directors urging increased consultation and collaboration between UNDG agencies and the World Bank in PRSP processes.
- **Revised Guidance Note on UN Engagement in the PRSPs** – In 2003, a revised guidance note was issued on UN involvement in the PRSP (Poverty Reduction Strategy Paper) processes. The guidance spells out how UNCTs can help to inform the PRSP, especially through the analytical contributions in the CCA, and the prioritization of development issues based on the MDGs. The UN identified areas of comparative advantage with the PRSP process, especially concerning participation and the priorities of pro-poor growth strategies.
- **Quality Support and Assurance System** – In January 2003, a new quality support and assurance (QSA) system for CCAs and UNDAFs was approved by the UNDG. The system is designed to ensure better quality CCAs and UNDAFs through the support and oversight provided by regional bureaus of the UNDG agencies. A lead agency from among the UNDG Executive Committee agencies is responsible for coordinating the collective support provided to UNCTs in their preparations of CCAs and UNDAFs in each region. A global QSA working group is responsible for collecting and analysing good practices and lessons learned.
- **Nine tools for simplification and harmonization of the programming process developed, including Guidelines on Joint Programming** – A common programming process was introduced in 2003 with the completion and gradual roll-out of nine new and harmonized programming tools. Of particular mention was the thorough revision of the Guidance Note on Joint Programming, the revision of the UNDAF Results Matrix to improve its logic and transparency; the finalization of the UNDAF monitoring and evaluation plan; and the agreement on formats for Country Programme Action Plans, Annual Work Plans and Standard Progress Reports.

Support to UNCTs

- **Subregional CCA and UNDAF Orientation Workshops** – These workshops are held for UNCTs in CCA/UNDAF roll-out countries enabling discussion on the implications of the new CCA and UNDAF guidelines on country programming processes, with emphasis on ensuring that the CCA and UNDAF processes are clearly linked to country programmes, national priorities and the PRSP.
- **UNDAF Prioritization retreats** – These are designed to help UNCTs select the three to five priorities where the UN can make a difference in supporting the country to achieve the MDGs.
- **Training of trainers to support UNCTs** – With the assistance of the UN System Staff College in Turin, potential trainers are being trained to create a pool of qualified resource persons that UNCTs can draw upon in the areas of common country programming processes and teambuilding.
- **Regional Quality Support and Assurance System** – Following the introduction of the QSA system in early 2003, a workshop was held in Bangkok in December 2003 to review experiences and lessons learned. The outcome of the workshop led to further improvements in the QSA checklists and quality templates.
- **Country-level training on the new simplification and harmonization tools** – Training is being given to country teams in roll-out countries on the new common country programming tools designed to simplify and harmonize the development and implementation of country programmes.
- **Web-based support** – A comprehensive package of training materials covering the new common country programming process has been developed and compiled in a CD-ROM format to be piloted and shared with UNCTs. In addition, an electronic discussion group through which countries can share experiences has also been very useful.

KEY RESULTS

- In many countries, clearer linkages have been established between the MDGs, national priorities (including PRSPs) and the UNDAF as the UN strategic response;
- UNCTs in 35 countries reported some UNCT support to PRSP processes, ensuring that PRSPs mainstream the MDGs and Millennium Declaration in general;
- Several UNCTs have adapted their programming cycles to respond better to national planning cycles;
- More rigorous analysis through improved CCAs has been observed by the Quality Assurance Group;
- More strategic programming is reflected in the UNDAF Results Matrix.

Adapting to National Cycles

UNCTs in Ethiopia and Timor-Leste decided to change their own programming cycle so as to respond better to the national priorities. This is an early indication that UNCTs are applying the new guidelines and taking a strategic approach.

Letter from one UNCT

“An important step in the harmonization process is the further streamlining of the ... Sustainable Development and Poverty Reduction Programme (SDPRP) with the MDGs, starting with the revision in 2005 and the decision to make future SDPRP cycles five years in line with the MDG 2015 timeframe. The revision of the SDPRP will be based on, among other things, the findings of the ongoing MDG Needs Assessment Work supported by the Millennium Project and the UNCT as well as the World Bank’s MDG Microeconomic and Macroeconomic Modelling Work.

[...] the UNCT is actively engaged in the national harmonization processes and believes that the recent developments relating to the MDGs provide a unique opportunity to engage in a broad-based analysis feeding into the SDPRP process. Thus the UNCT has agreed that our planned MDGs-based CCA will be replaced by the Government-led analysis work on the MDGs and then we will subsequently revise the current UNDAF in early 2005.

The UNCT has further discussed the possibility of harmonizing our programme cycles with the national processes, which means having our next harmonized programme cycle from 2006 to 2010 instead of from 2007 to 2011.”

Supporting National Planning Processes

An examination of the reports for 2003 shows that UNCTs provided concrete and substantive support to national planning processes, including the PRSPs, in many countries. According to the reports, 11 UNCTs (including the Dominican Republic, Gambia, Nicaragua, United Republic of Tanzania and Uzbekistan) reported involvement in completed or ongoing PRSP processes. In addition, 10 countries, including Lao People’s Democratic Republic and Mongolia, reported linkages between the PRSP and UN activities.

Many UNCTs mentioned that they have used either the PRSP process or the document itself to guide work on the MDGs or the MDG Report. Georgia’s MDG Report, for example, is based on the finalized PRSP. In 35 countries (an increase from 22 countries in 2002), including Chad, Rwanda, Sao Tome and Principe, Sierra Leone and Zimbabwe, the UN agencies provided policy inputs to national poverty reduction plans and activities. The UNCT in Ghana, for instance, continued to provide technical assistance to the Government’s Technical Committee on Poverty and to the National Development

Planning Commission for coordination of poverty reduction programmes. In the United Republic of Tanzania, the UNCT has supported Zanzibar's Poverty Reduction Plan process and, in particular, economic and financial management reforms, including institutionalization of the Public Expenditure Review/Medium-term Economic Framework processes strengthening aid coordination and capacity-building for a participatory Poverty Monitoring System.

In Papua New Guinea, a series of workshops validated a strategy for internalization of MDGs through developing linkages with the National Poverty Reduction Strategy and the Medium-term Development Strategy (MTDS). The MDGs and associated targets integrated were into the overall MTDS framework as benchmarks for monitoring and evaluation. In Albania, the Parliament adopted a resolution on the Millennium Declaration and the Prime Minister issued a decree instructing line ministries to reflect the MDG targets and indicators in developing their PRSP implementation plans. A draft law prepared to institutionalize linkages between the MDGs and the PRSP will be submitted for approval in 2004. UNCT work on the CCA and UNDAF in Pakistan formed the basis for inputs to the draft PRSP on environment, gender and employment. In Myanmar, the UNCT supported the preparation of a Strategic Framework as the most suitable tool for the country at the moment, as a CCA and UNDAF would not have been appropriate.

In Afghanistan, the intention of the Government to undertake a PRSP process in 2004 was seen as an opportunity to ensure that the CCA feeds into the national PRSP. Influencing national planning processes and budgets in this way is one of the highest priorities for the UN. Consequently, it was agreed that the CCA would be part of (and not parallel to) the PRSP process. As a result, the UNCT is now considering timing the CCA in 2004 to best influence the PRSP process and developing an UNDAF either in 2004 or 2005, depending on the timing of the PRSP process and when the presence of expected new members of the UNCT is more firmly established.

Better CCAs and UNDAFs

Throughout 2003, 17 countries completed CCAs as part of their integrated planning and programming process. These countries have since finalized their UNDAFs. While a comprehensive review has not yet been undertaken and few details are provided in the Resident Coordinator Annual Reports, evidence would suggest that UNCTs are better placed to improve the CCA and UNDAF. Regional and global teams have reviewed the CCAs produced in 2003 and have identified the following good practices:

- Azerbaijan – Good example of a CCA closely linked to the PRSP;
- Former Yugoslav Republic of Macedonia – Good analysis of root causes;
- Kazakhstan – CCA provides a good basis for monitoring results of UN assistance and has been used extensively by media to highlight the socio-economic situation;
- Madagascar – Good example of an inclusive and participatory process;
- Serbia and Montenegro – Good example of a rights-based approach and MDG-centred analysis in the CCA.

The UNDAFs developed by UNCTs with the aid of revised guidance and increased support from the regions and headquarters are leading to a more focused and strategic set of UN priorities and opportunities for joint programming. The full benefit and impact of these changes, however, have yet to be made manifest in concrete terms. Only five countries began their harmonized programming cycle in 2004, with another 17 to start in 2005. Informal feedback suggests, however, that certain elements of the next group of UNDAFs do demonstrate good practices, for example:

- Azerbaijan – Focus on the analysis of development challenges, including those of oil-dependent economies;
- Bhutan – Although not benefiting from the latest guidance on the Results Matrix, the UNDAF Business Plan is an interesting example of linking UNDAF priorities, the MDGs and the national priorities as well as project-level activities;
- Serbia and Montenegro – High-quality Results Matrix;
- Uzbekistan – Integration of a rights-based approach into all agency programming.

UNDG Quality Support and Assurance System for CCA and UNDAF

A new system for quality support and assurance for the CCA and the UNDAF was approved by UNDG in early 2003 and put into practice for the 17 UNCTs preparing CCAs and UNDAFs in that year. The system includes quality checklists and review templates as well as mechanisms at the regional level to ensure appropriate support and effective oversight. Led by various agencies in different regions, inter-agency virtual teams scrutinize draft documents (in an electronic forum) and provide consolidated comments to UNCTs on their draft CCAs and UNDAFs. In addition, regional inter-agency teams review completed documents and identify good practices and lessons learned. The first reviews of CCAs completed in 2003 have been carried out. A global inter-agency team has been established to identify good practices and necessary improvements in guidance and support across regions.

The experiences of different regions in implementing the new system were shared at a workshop in Bangkok in December 2003 and then fed into a global assessment and revision of the system. This feedback is also being used to update standard guidance and training materials for the next generation of CCA and UNDAF roll-out countries, which begin their processes in 2004.

This experience has provided the first global effort for working in interagency virtual teams on a systematic basis. While much progress is still to be made, this approach looks very promising in terms of pooling technical capacity across the system.

The Annual Reports also reveal important lessons in the flexible use of the various tools for analysis and planning. For example, the Bhutan UNDAF Business Plan was seen as a good example of linking UNDAF priorities, the MDGs and the national priorities. It is structured around the MDGs and the objectives of the Ninth Five-Year Plan and provides a consolidated bird's-eye view of UN development assistance to Bhutan in support of the MDGs. It also ensures linkages with the project level. The Cambodian PRSP process was strongly supported by the UNCT, and as the key UN concerns were

covered, the UNCT decided that a separate CCA would not be justified. They may do some small studies on gaps identified to compliment the PRSP analysis.

SPECIAL SECTION

Support to Countries in Transition from Relief to Development

What the TCPR requested

“Reiterates that the phases of relief, rehabilitation, reconstruction and development are generally not consecutive but often overlap and occur simultaneously, and notes the urgent need to develop, through a strategic framework, when appropriate, a comprehensive approach to countries in crisis, ...”

para. 82

RESPONSE BY THE UNDG

The UNDG/ECHA Working Group on Transition, established in 2002, made a series of recommendations for new tools and procedures for UNCTs working in countries moving from relief to development. An expanded UNDG/ECHA/ECPS working team was set up to implement the recommendations. The status of these implementations is shown below:

1. Guidance note on the development of a transition strategy for post-conflict countries: work in progress;
2. Hand book on common Needs Assessment for transition and reconstruction: draft guidelines circulated for comments;
3. Development of a multi-year resource mobilization instrument for use in transition countries: draft concept note circulated for comments;
4. Design of a training module for the transition guidance note and related tools: awaiting the finalization of the guidance note and related tools;
5. Enhanced support to post-conflict countries in transition:
 - Definition of a seamless hand-over strategy of coordination functions from OCHA to UNDG in transition countries: draft strategy circulated
 - Enhanced coordination of support to transition countries: establishment of a monthly coordination meeting of UNDG, OCHA and ECPS;

- Provision of funding for a strategic planner for one year to selected transition countries (14) and setting up of a DGO roster for transition/strategic planning professionals to assist UNCTs in recruitment. The roster entries have been collected via a comprehensive referral system, and a three-tiered screening process has been set up to ensure the quality of the candidates.
6. Revision of CCA/UNDAF guidelines to incorporate transition issues: awaiting finalization of transition tools.

While the transition tools are being developed, UNDG has started applying some of the transition principles at the country level. Good experience has been gained from UN agencies including non-resident ones working together in the framework of joint post-conflict needs assessments and strategic planning in Afghanistan, Iraq, Liberia and Haiti. Moreover, Needs Assessments have been conducted in partnership with the World Bank, IMF and civil society, including local and international NGOs.

Good Practices and Lessons Learned

In 2003, UNDG facilitated a joint Needs Assessment in **Iraq** (in participation with all UN system entities, the World Bank and IMF). In addition, a UNDG Trust Fund was established in Iraq as one half of a joint Reconstruction Fund Facility with the World Bank. The use of the fund is based on the UNDG Strategic Plan for Iraq and it uses the Pass-through mechanism, which was designed as part of the revision of the Guidelines on Joint Programming in which one agency acts as the Administrative Agent on behalf of the other participating UN Agencies. The administrative agent receives funds, but passes these directly through to the UN partners. The Needs Assessment proved to be a positive experience and established a solid foundation for strengthening partnerships on the ground. The process was field-driven and broad consultative that included participation of a range of stakeholders, including government, civil society and donors.

In **Sri Lanka**, the team extended its focus beyond the IDPs to look at the longer-term needs of the war-affected districts and encompassed the 4Rs initiative. It was financed by the Asian Development Bank and, in conjunction with the UN and the World Bank, will be jointly planning a transition strategy in support of the peace process.

In **Angola**, efforts to tackle the challenges of transition prompted a range of innovative responses, including adaptation of a comprehensive CCA that provided the basis for transition planning strategy. Faced with the imminent phasing out of OCHA, the UNCT prepared a joint coordination programme, administered by UNDP on behalf of the Country Team, which projectized for donors the range of coordination functions previously supported by OCHA, and detailed which UN agencies would continue to operate on behalf of the UN system, under the overall coordination of the Resident Coordinator.

The UNCT in **Sierra Leone** successfully developed a number of comprehensive transition strategies and frameworks simultaneously addressing the humanitarian and development needs as the country is moving towards a peaceful and more stable environment.

CHAPTER III.

INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION AND OPERATIONS

INTRODUCTION

Increased efficiency and reduced support costs are important considerations in ongoing efforts to rationalize the UN's country presence. In the past few years, several efficiency-enhancing and cost-saving measures have been introduced in the fields of common premises, common services, and simplification and harmonization of administrative rules and procedures. The initial results are impressive, as many country teams have already recorded substantial savings in time and costs.

What the TCPR requested

“Requests the funds, programmes and specialized agencies of the United Nations system to examine ways to further simplify their rules and procedures, and, in this context, to accord the issue of simplification and harmonization high priority, and to take concrete steps in the following areas: the decentralization and delegation of authority; financial regulations; procedures for implementing programmes and projects and in particular the requirements in terms of monitoring and reporting; the common shared services in country offices; and the recruitment, training and remuneration of national project personnel”.

para. 60

“Notes the progress achieved in the area of common premises and shared services at the country level within the United Nations system, reaffirms the need to take fully into account cost-benefit studies as called for in relevant resolutions, and encourages further implementation of such initiatives, where appropriate, while ensuring that there will be no additional burden imposed on host countries”.

para.79

“Encourages the use of information technologies as a means to support more effectively the delivery of development cooperation by the United Nations system, and therefore calls for the urgent harmonization of the information technology platforms utilized by the United Nations system, at both the field and headquarters levels”;

para.81

RESPONSE BY THE UNDG

Joint Programming and Operational Guidance to UNCTs

- **UNDG Operational Guidelines for the Implementation of Common Services** – The UNDG Operational Guidelines for the Implementation of Common Services were developed in 2000 by an inter-agency group of senior operations staff from more than 20 country offices. The Guidelines offer practical suggestions and guiding principles on the governance and implementation of common services in country offices. The 2000 guidelines were disseminated and field-tested during the UNDG Common Services Pilot Programme (2001-2003). Based on this experience and input received during the Rome Common Services Meeting (September 2003), new Common Services Guidelines are currently being developed.
- **Monitoring and Evaluation (M&E)** – At the beginning of 2003, the Monitoring and Evaluation Working Group set the guiding principles for the UNDAF M&E and UNDAF evaluation. The group is now working on the guidelines for conducting UNDAF annual reviews (draft well-advanced and about to be submitted for approval) and the formulation of the guidelines for the UNDAF evaluation guidelines (scheduled for the third quarter of the year). The implementation of these measures will result in more cohesive monitoring and evaluation of the programmatic interventions of the UN system at the field level, resulting in enhanced effectiveness and reduced transactional costs.
- **Resource Transfer Modalities** – The harmonization of the Resource Transfer Modalities is a highly technical task. The working group has developed a framework for cash transfer that would lead to the harmonization of the procedures of the four Executive Committee agencies. The Working Group is also developing the corresponding roll-out plan and training materials in support to UNCTs.
- **Joint Programming** – After a comprehensive and participatory review process by interagency groups, the new Guidance Note on Joint Programming was approved in December 2003, and officially issued to all Resident Coordinators in March 2004. The revised Guidance Note draws on new programming tools – emphasizing the importance of the UNDAF Results Matrix as the basis for decision-making on Joint Programming. It also provides operational and fund management guidance for the implementation of joint programmes.
- **Joint Offices** – The aim of the joint office model is to rationalize UN representation and operations in countries with limited UN presence. Since the beginning of the work in this field, progress has been made and the Working Group is piloting this initiative in the Maldives and Cape Verde. The Working Group has developed a set of guiding principles, a methodology for the implementation of a feasibility study and, more importantly, the identification of a limited number of structural options for a joint office in Cape Verde. The working group will focus on 2004 for the implementation of the joint office model in the two pilot countries.

- **National Project Personnel** – In 2001, a new UNDG Guidance Note on the Harmonization/Coordination of Remuneration and DSA rates for National Project Personnel was issued and sent to all Resident Coordinators.
- **Information and Communications Technology (ICT)** – A UNDG Working Group on ICT provides guidance on issues relating to inter-agency ICT and is currently looking into developing common standards for hardware and “packaged” software.

Support to UNCTs

The new Expansion Programme for Common Services (2004-2006) will make a series of tools available to UN country teams and Operations Management Teams (OMTs):

- Improved practical guidelines on implementation of common services;
- A results tracking system to assess the impact of common services both within a country and globally;
- An online roster of technical experts;
- Country training workshops/missions; Trained Common Services Experts can upon request support the UNCT or OMT in organizing and facilitating in-country common services workshop, e.g., with focus on a particular service or issue;
- Financial grants/seed money to support new common services initiatives;
- Good practices/examples from various countries;
- Help-desk support from the UNDG Senior Coordinator of Common Services.

For more information on these tools, please visit the common services section of www.undg.org.

Simplification and harmonization efforts have indeed been a high priority within the UN system – both in terms of programming and with regard to common services and premises – as a result of the policy developments at the global level and the desire to reduce transaction costs and increase efficiency gains at the country level. UNCTs reported on their efforts to address the concerns expressed in the TCP/R with regard to, among other things, common premises, common services, and simplified and harmonized procedures as well as issues relating to programming and alignment with the donor community in follow-up to the Rome Declaration on Harmonization.

KEY RESULTS

- Improved services and collaboration, leading to cost-efficiency and effective services;
- Increased number of harmonized administrative procedures.

Common Premises (UN House)

In 2003, new UN Houses were designated, namely, in the Dominican Republic, Mauritania, Niger, Romania and Suriname, making a total of 58. In Romania, the establishment of the UN House has brought considerable savings to the UN (approximately \$30,000 a month).

A number of UNCTs have established joint field offices at the subnational level for improving collaboration and increasing cost-effectiveness, for example, Cuba and the United Republic of Tanzania.

The 18-hectare UN Operations Centre in Afghanistan (UNOCA) is a good example of a commitment for joint programming and established common premises and services. Managed by an inter-agency committee, UNOCA includes office and warehouse buildings, security infrastructure, a food service, vehicle maintenance and medical facilities as well as a shared communication network and other facilities.

Common Services

Overall results from 2003 reports show that the number of common services reported has increased. The most frequently reported common services include security (72 countries, including Central African Republic, Chad, Costa Rica, El Salvador, Eritrea, Islamic Republic of Iran, Mali and Mexico), information technology (35 countries, e.g., Honduras, Poland, South Africa and Turkey) and very small aperture terminal (VSAT) systems (18 countries, e.g., Libyan Arab Jamahiriya, Madagascar and Togo).

Reporting on security services increased by 85 per cent, with a significant proportion of the activities focused on improving current services. UNCTs worked with the support of the Field Security Officers and the UN Security Coordinator Office (UNSECOORD) to meet the Minimum Operating Security Standards (MOSS) requirements, which included issues such as procurement of satellite phones and establishment of around-the-clock radio rooms. Staff members received training in security-related matters such as first aid training for drivers (e.g., Bhutan and Namibia) and completed the CD-ROM on Basic Security in the Field.

Table 1. Most Frequently Reported Common Services

Common service	2003 total	2002 total
Security services	72	39
IT web sites, virtual libraries and other IT-related services	35	39
VSAT	18	17
Library/Document centre	15	7
Dispensary (1)	13	n/a
Travel services	13	30
Procurement	12	12
Communications	8	13
Vehicle, maintenance, garages, staff transport, etc.	8	14
Banking services	4	14
Other services such as conference room, cafeteria, insurance and contracts (1)	17	n/a
n/a - no figures in the 2002 Synthesis Report.		

Examples of Cost Savings in Common Services

- Armenia ordered a joint electronic news subscription and posted it on the UN Intranet, saving the UN agencies \$10,000 annually.
- Kazakhstan saved up to 10 per cent on parking arrangements as well as on vehicle and building maintenance and 20 per cent on hotel and cell phone rates, Internet connection, DHL, travel agency services and use of Outreach Centre facilities.
- Columbia saved \$67,812 by selecting a joint travel agency and 15 per cent by having a joint supplier for office materials.
- In Namibia, the cost for IT services (\$81,300) was shared among eight UN agencies.
- The Philippines reduced travel costs by 20 per cent by implementing preferred carrier arrangements with five airlines and shifted from a rebate to a fixed management fee system. It also reduced mail and messenger costs by 40 per cent by establishing a common mail room, leading to more accurate and timely services with automated billing and reporting.

Introduction of Common Services and Harmonized Administration

The reports showed progress in many areas. Eleven UNCTs (e.g., Egypt and Morocco) produced studies on different subjects such as the daily subsistence allowance (DSA) and 23 countries (e.g., Egypt, Guatemala and Syrian Arab Republic) carried out salary surveys. Many countries (e.g., Cameroon, Cape Verde, Islamic Republic of Iran, Lesotho, Liberia, Malawi, Myanmar, Nepal and Zambia) reported on harmonization of DSA rates. Some of the countries (e.g., Cameroon, Ethiopia, Lesotho, Malawi and Nepal) have also harmonized certain fee payments.

Measures to harmonize administrative procedures included:

- Development of a comprehensive database on project activities of the UN system, with information on activities by agency, sector, location, donor and time line (Lao People's Democratic Republic);
- Agreement on a standardized methodology for data collection, budget approval, cost-sharing mechanisms and billing cycles for current and future common services (Kenya);
- Standard recruitment procedures and a shared system for advertising vacancies and posts (Uzbekistan);
- Inter-agency participation in interview panels and common adjustments to salary scales for fixed-term contract holders (Ukraine);
- An introductory guide for newly appointed staff (South Africa).
- UNCTs in Jamaica and the Dominican Republic convened a joint video conference to share experiences on coordination and harmonization, while in Kosovo, agreement was reached on the reduction of agencies' branding and on joint billing for services.

Furthermore, some UNCTs have looked at strengthening cooperation and developing methods for information-sharing. In Ethiopia, the UNCT has established a review process for insurance claims and agreed on a common approach for reviewing claims and settlements. It is also studying possibilities for the creation of a spousal database. Rosters and databases for recruitment and procurement have been established in Armenia. In Namibia, the UNCT developed common rosters with information on national consultants and internships. The collaboration has improved the timeliness of services by making recruitment processes more efficient, structured and systematic.

Donor Alignment and Harmonization

The Rome Declaration on Harmonization (25 February 2003) set an ambitious agenda for improving the alignment of the donor community as a whole in its support of national goals and priorities, and in a number of countries, the UN is supportive of, and closely involved in, such efforts. The UNCT in Viet Nam, for instance, has acted as a secretariat for the Partnership Group on Aid Effectiveness, to help develop a comprehensive action plan for implementing the Rome Declaration and the Action Plan of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD).

In Ethiopia, the UNCT has actively participated in the preparation of a detailed policy matrix incorporating MDG indicators prepared and adopted by government and donors as a common set of indicators and outcomes. A similar exercise has been completed in Guyana. In Jordan, donors are sharing information leading to fully harmonized assessments on water, governance and public-sector reform.

The UNCT in Bhutan has worked on a joint donor database with detailed information on external assistance. The UN is working closely with the World Bank and other donors in Jamaica, one of the pilot countries for the OECD-DAC initiative on harmonization. The UNCT in Eritrea has undertaken joint missions to donor capitals to mobilize resources, and in Nepal, UN agencies jointly contributed to a national plan of action on donor harmonization (e.g., foreign aid delivery and donor practices), which is currently in the final stages of discussion and agreement with the Government.

CHAPTER IV.

STRENGTHENED COORDINATION CAPACITY OF THE RESIDENT COORDINATOR SYSTEM

INTRODUCTION

One of the principles identified in the Secretary-General's report, "Strengthening of the United Nations: an agenda for further change" (A/57/387), is strengthening the resident coordination system, with the aim of encouraging further collaborative actions at the country level. The principle is reflected in efforts to strengthen leadership and staff, inter alia, through training and additional staffing resources as well as better communication and knowledge management.

Analysis of the Resident Coordinator Annual Reports for 2003 reflects changes in the working environments, placing new demands on the UNCTs to address new challenges and plans to achieve development goals, particularly the MDGs. Resources from UNDP to support the Resident Coordinator System have increased significantly, resulting in increased coordination capacity at the country level. Many UNCTs have also recruited specialized staff such as MDG project coordination staff to support activities of the UN system. The reports show that a great effort has been made to provide training to increase the capacity of the UN staff, including coordination staff and the UNCT, with the number of training events up by 226 per cent from 1999. However, the reports also indicate the need for further training.

What the TCPR Requested

"Reaffirms that the resident coordinator system, within the framework of national ownership, has a key role in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of common country assessments and United Nations Development Assistance Frameworks, ... and requests the United Nations system...to enhance support to the resident coordinator system".

para. 66

RESPONSE BY THE UNDG

Support to UNCTs

- **Resources for country-level coordination support** – Funds have been increased by 16 per cent by UNDP (both from core funding and through donor support) over the period 2002-2004.
- **Modules on team management and coordination for Resident Coordinator Induction Course** – This course is designed to help new Resident Coordinators to be more effective leaders of the RC System and of the UNDP country office.
- **GlobalNet** – This is a global discussion group for UN staff working in the area of UN coordination to facilitate exchange of good practice and peer learning.
- **Coordination officer workshops** – These are designed to reinforce country coordination capacity through learning activities on the skills, competencies and knowledge needed by coordination officers to do their jobs better.
- **Workshop facilitation services** – The UNDG offers these services that country teams can access for team-building and their annual planning exercises.
- **Training materials and Facilitators Guide** – These are materials and a guide for country teams on the MDGs, emphasizing operationalizing, monitoring, advocacy and financing the MDGs.
- **Training of Trainers** – A cadre of resource persons available to run country-level training has been established and a roster maintained by the UN System Staff College (UNSSC).

KEY RESULTS

- Strengthened leadership and coordination capacity;
- Comprehensive coordination support at the country level, providing efficient and timely services to UNCTs.

A stronger RC system: What do our partners think?

In 2003, UNDP contracted an external company to conduct a partner survey of the organization. The survey revealed the perceptions that different partners (government, other UN entities, bilateral donors, international financial institutions, civil society and the private sector) had of UNDP at the country level, including opinion on the performance of the Resident Coordinator. The results were very positive: overall, 78 per cent of respondents were “very satisfied” or “satisfied” with the Resident Coordinator performance.

Staffing

A number of UNCTs have worked to address new challenges and have looked for innovative ways to strengthen coordination support. Some have addressed these concerns through recruitment:

- *Strategic Planners* – The following UNCTs reported strengthening their capacity for strategic planning through the recruitment of staff with these specific skills and competencies: Bosnia; Former Yugoslav Republic of Macedonia; Georgia; Kosovo; Serbia and Montenegro; and Tajikistan;
- *Specialized coordination staff* -- Communication officers (e.g., Equatorial Guinea, Latvia, Lesotho, Malawi, Malaysia, Maldives, Namibia, Samoa, Ukraine and Viet Nam); Several UNCTs mentioned recruiting a communications officer to enhance the implementation of their MDG strategy (e.g. Sierra Leone, Haiti, Namibia, Mozambique).
- Many UNCTs (e.g., Argentina, Armenia, Indonesia, Kenya and Sierra Leone) have also recruited staff to work on tasks relating to MDGs, such as consultants and project coordinators.

A variety of sources such as cost-sharing and donor contributions are used to fund coordination posts (for example, Benin, Bolivia and Viet Nam). In Zimbabwe, agencies share 50 per cent of the costs for the Inter-Agency Support Unit, and in Latvia, five agencies co-fund a communications officer. A considerable number of the coordination positions are currently filled by UNV volunteers (e.g., Benin, Botswana, Cameroon, Cape Verde, Gambia, Ghana, Guyana, Kosovo, Timor-Leste, Uganda, Ukraine and United Arab Emirates). Several UNCTs reported recruiting coordination staff (e.g., Azerbaijan, Nepal, Panama, Yemen and Zimbabwe) funded from the Support to the Resident Coordinator Fund (SRCF)/UN Country Coordination Fund (UNCCF) provided through UNDP/UNDGO.

Innovative Practices

The UN coordination staff from Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Kosovo, and Serbia and Montenegro met in Belgrade on 1-2 April in parallel with a regional resident representative/resident coordinator meeting. The coordination staff discussed issues of mutual interest regarding practical coordination in the field. The UNCT developed a coordination starter package (Coordination in a Box) and provided inputs to the agendas for the upcoming regional workshops for coordination staff.

Sharp Increase in Training Events

Throughout the year, UNCTs provided training and organized events such as workshops to improve efficiency and knowledge of issues relating to activities of the UN system. UNCTs reported 179 training events in 2003 (see table 2 below), an increase of 58 per cent compared to 2002. Training was provided to UN staff on issues such as the MDGs (e.g., Fiji and Lao People's Democratic Republic). Most UNCTs also hold annual retreats to review progress and plan for next year.

**Table 2.
Focus and
Number of
UNCT
Training
Events**

Training Event	Number	Per cent of total
MDG	29	16
CCA and UNDAF	21	12
Team-building	7	4
UNDAF implementation (including joint programming)	5	3
Human rights	10	6
Gender	9	5
HIV/AIDS	25	14
Poverty	1	1
Conflict prevention, early warning and preparedness	4	2
Disaster management and humanitarian coordination	5	3
Post-conflict, peace-building and transition	3	2
Security	37	21
Management and leadership	3	2
Administrative	12	7
Advocacy, communications, media	8	5
Total	179	100*
*Total exceeds 100 per cent because of rounding.		

In 2003, the reports indicated a noticeable increase in training activities associated with security, which accounted for 21 per cent of the total number of training activities, compared to 10 per cent in 2002 and 6 per cent in 2001. In 2003, the number of events increased by 236 per cent from the previous year. The events and activities reflect issues such as changes in the security situation and MOSS requirements. In Colombia, for instance, the UNCT arranged 79 security courses for 1,220 participants.

UNCTs arranged 29 training courses on questions relating to MDGs (e.g., Lebanon, Lithuania and Uzbekistan) and a further 44 events on questions pertaining to HIV/AIDS (e.g., Belarus, Islamic Republic of Iran and Uzbekistan), human rights (e.g., Colombia and Lebanon) and gender (e.g., Lesotho, Nigeria, and Sao Tome and Principe). Training events on HIV/AIDS increased by 108 per cent.

Twenty-one CCA and UNDAF training events were undertaken in 2003. At the country level, the majority of these training events became opportunities for UNCTs to agree with government and civil society on the three to five strategic priorities for the UN in the country. They were also an opportunity to finalize a work plan that charted how the UN would ensure the linkages between MDGs, the PRSP and national planning priorities, the UNDAF process and the development of country programmes.

In Afghanistan, the UNCT adapted and used the UNDAF prioritization methodology in its subnational planning exercises, with support from the UN System Staff College. In Timor-Leste, the Resident Coordinator requested UNICEF to take the lead in organizing the UNDAF prioritization retreat.

From Training Event to Knowledge Management

Complimenting the organization of face-to-face workshops, UNCTs have sought to reorganize systematically their approach to learning. In 2003, several UNCTs ventured into electronic learning:

- Albania – Staff of non-resident agencies (Food and Agriculture Organization of the United Nations, International Labour Organization (ILO) and the ILO International Programme on the Elimination of Child Labour, United Nations Educational, Scientific and Cultural Organization, United Nations Office on Drugs and Crime, UNV) are members of various thematic groups, and e-mail groups are created to facilitate communication among all members. All UN agency staff are members of MDG thematic groups and have contributed joint UNCT reports throughout the national and local-level process. Materials are sent to the headquarters of the non-resident agencies.
- Azerbaijan – CCA/UNDAF and Theme Group e-mail lists were established and used for sharing local knowledge on various topics.
- Romania – An electronic gender network was established to strengthen women's empowerment and promote gender equality. The network has 70 members.

Several UNCTs have taken e-mail-based approaches further and have ventured into knowledge management, which blends various approaches to enhance training and learning.

- India – Knowledge-sharing proposal developed around the Inter-Agency Working Group on Indian Development Goals/MDGs;
- Lebanon – Programme staff workshop and training on knowledge management in relation to the implementation of the MDGs;
- Lithuania – Use of knowledge networks among UN agencies to support the initiative of the Office of the United Nations High Commissioner for Refugees (UNHCR) on gender-based violence;
- Viet Nam – Comprehensive, internal knowledge-management survey undertaken and a strategy and roadmap for knowledge management completed for approval and implementation in 2004.

ANNEX 1. Operationalizing the MDGs

MDG	UNCT Theme Groups	Examples of UNCT Results
<p>Eradicate extreme poverty and hunger, including: social development, micro-finance, NGOs and community development, economy, employment, agriculture, food security and rural development, rural infrastructure, nutrition</p>	80	<p>Malawi – Food aid monitors stationed in all 14 districts with 94 centres treating acute malnutrition and support provided by supplementary feeding centres reaching 40,000 children under 5 years of age and 21,000 pregnant and lactating women per month.</p> <p>Venezuela – Social vulnerability study concluded.</p>
<p>Achieve primary education, including: basic education and human resources</p>	38	<p>Afghanistan – UNCT constructed or renovated 150 schools, including provision of teaching and learning materials for 4.2 million school children and training of 35,000 teachers.</p> <p>Lebanon – Law on free and compulsory education raised age from 12 to 15 years. All tuition fees in public schools cancelled for first two cycles and all school books in public schools reduced in price by 45 per cent for the three cycles.</p> <p>Paraguay – Development of joint project on social spending to ensure MDGs are at centre of government planning and budget process.</p>
<p>Promote gender equality and empowerment of women, including: trafficking</p>	49	<p>Bhutan – Gender Theme Group’s work in supporting the Government in preparing the first Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Report resulted in the establishment of Bhutan’s first national Commission for Women and Children.</p> <p>Costa Rica – Joint project for development of a set of indicators for gender.</p> <p>Egypt – Specific budget allocations for gender mainstreaming included in national annual development plan.</p> <p>Rwanda – Plan of Action implemented, with 45 per cent of the seats in the legislative elections won by women, including 39 out of 80 seats in Parliament and six out of 20 seats in Senate.</p>

MDG	UNCT Theme Groups	Examples of UNCT Results
Reduce child mortality, including: child labour, child protection	6	Gambia – Provision of 94,269 bed nets treated with insecticide, increasing access to treated nets for children under five from 49.1 per cent to 87 per cent (Lower River Division) and from 36.1 per cent to 84 per cent (Central River Division).
Improve maternal health, including: health, population, maternal health, reproductive health, basic social services, youth and adolescents	46	<p>Cambodia – Joint annual health-sector review as part of the Government's Sector-Wide Approach (SWAp).</p> <p>Mauritius – Six <i>Ateliers de Savoir</i> trained adolescents and youths to develop vocational skills such as electrical engineering, creating employment and source of income.</p> <p>Yemen – Reproductive Health Community Security Group and Plan helped elevate reproductive health, particularly family planning and maternal health, to the highest political agenda; all new programmes from bilaterals see reproductive health as a key entry point to the Poverty Reduction Strategy (PRS).</p>
Combat HIV/AIDS, malaria and other diseases	126	<p>Bhutan – Integrated UN system support to the national response to the HIV/AIDS epidemic (includes causal analysis)</p> <p>China –Visible, high-level government commitments to address HIV/AIDS; joint government and UNCT assessment of HIV/AIDS prevention, care and treatment.</p> <p>Fiji – Given the sensitivity of the issue in Fiji, the HIV/AIDS workshop, which involved the president and Fijian council of chiefs, was very innovative and considered a good practice. Leaders from Papua New Guinea have organized a mission to learn from the experience.</p> <p>Moldova – Interventions supported by the Theme Group on HIV/AIDS led to a reduction of intravenous drug users in the total number of new cases from 76 to 52 per cent (2000-2003).</p> <p>Sierra Leone – Provided support in implementing the first nationwide measles campaign targeted at children between 9 months and 14 years, with 2.5 million children immunized.</p> <p>Ukraine – Joint comprehensive strategy/programme (ACT NOW) to combat HIV/AIDS; contributing to major breakthroughs, including a reduction in mother-to-child HIV transmission from 30 to 11 per cent (2001-2003).</p>

MDG	UNCT Theme Groups	Examples of UNCT Results
Ensure environmental sustainability, including: water and sanitation	22	Guinea – Positive collaborative programmes between UNDP, United Nations Environment Programme and the World Bank on the environment and the effects that refugee populations have on environmental integrity.
Develop a global partnership for development, including: regional integration, trade, globalization, aid coordination, and donor coordination	24	<p>Kazakhstan – Sensitization of the private sector and increased understanding of the potential for partnership between State and non-State actors in promoting MDGs through hosting of a regional meeting, “Promoting Stability and Growth in Central Asia through Expanded Business Opportunities”, for representatives of the private sector, government and international organizations.</p> <p>United Republic of Tanzania – Consolidation of mission calendar to minimize transaction costs of multiple missions’ demands on government.</p>
Governance, including: democracy, rule of law and decentralization	31	<p>Mexico – Preparation of Comprehensive Analysis on Human Rights as an input to national action plan.</p> <p>Somalia – Training of 60 legal personnel, including 15 judges in Somaliland and 15 judges in Puntland, in legal procedures and substantive law.</p>
Human rights, including: race, disability, indigenous people	25	<p>Gambia – Promoted the “right to a name and a nationality” by registering 7,860 children under five years of age in the Lower River Division/Central River Division and 3,200 children under age five in Banjul.</p> <p>Chad - Preparation of a programme for strengthening national institutions in the context of the implementation of Action 2 on Human Rights contained in the report of the Secretary-General on Strengthening of the United Nations.</p>
Drugs	5	Myanmar – Illicit Drugs Technical Working Group Partners launched a Kokang and Wa initiative aimed at meeting basic human needs to poor families deprived of their traditional primary income from opium cultivation.

MDG	UNCT Theme Groups	Examples of UNCT Results
<p>Disaster management, conflict and recovery, including: contingency planning, natural disasters, humanitarian assistance, conflict, internally displaced persons (IDPs), rehabilitation, reconstruction and transition</p>	53	<p>Bhutan and Nepal – Meeting of the UNCTs of Nepal and Bhutan on 26 January 2004 to exchange views and ideas on refugee camps in Bhutan.</p> <p>Guyana – The Social Cohesion Programme, a multi-donor response to address the root causes of tensions, instability and development in the country, aims to improve social cohesion, security and governance. The project received funds from the UN Trust Fund for Preventative Action (\$457,800) and the Department for International Development – United Kingdom (\$900,000).</p> <p>Sri Lanka – Support for the Assessment of Needs resulted in donor pledges of US\$4.5 billion.</p>
<p>Communications (49) (including: advocacy, sharing information, information and communications technology, information officers network); Management and operations (62) (including: common services and premises; management and operations, including administration); CCA, UNDAF, MDG Reports (57); and Others (14).</p>		
Total	687	

ANNEX 2. AFRICA: GOOD PRACTICES

Coordination Objective	Country examples
IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS	
Joint advocacy, communications and campaigning	<p><u>Mauritius</u>: Materials produced on MDG experiences along with strategic joint support to MDGs. An inter-ministerial MDG Committee was set up to foster government ownership. The MDGR process was linked to a campaign for which a variety of tools were created: video clip on the status of MDGs in Mauritius, a cartoon clip, brochures, banners and CD. This material helped to achieve a wide outreach, including parliamentarians, donors, students, youth, NGOs and civil society. Follow-up mechanisms have been created by the Government to ensure policy shifts to reach the MDGs by 2015.</p>
	<p><u>United Republic of Tanzania</u>: Strong communication strategy developed for disseminating PRSP/MDG findings. This was accomplished by the translation of the findings into Kiswahili. Making PRSP/MDG accessible to the local populations is an important step towards local ownership and commitment.</p>
Operational support to MDGs – strategic UNDAF outcomes (see subsections below)	<p><u>Uganda</u>: Advocacy campaign on the MDGs, with the overall objective of demonstrating that the MDGs are not additional to or competing with the national development framework but that they can help to enrich it by drawing attention to the gaps in it and helping to mobilize and focus efforts on the eradication of human poverty. The strategic approach of the campaign was to mainstream the MDGs into the Poverty Eradication Action Plan. One of the major factors in the success of the campaign was the involvement of a wide range of stakeholders, leading to their buy-in, as well as the effort to work within existing frameworks.</p>
Poverty and hunger	<p><u>Ethiopia</u>: Recognizing the difficulty in addressing the problem of food security in Ethiopia in a coherent and integrated manner, a partnership was established in June 2003 between the Government, UN agencies, donors, civil society, NGOs and the private sector. The “Coalition for Food Security” aims at fostering partnerships to take action to lessen the impact of droughts, improve livelihoods and ensure that communities have adequate food supplies. The UN played an important part in its establishment and will closely monitor coordination between the Coalition and the Emergency Appeal to ensure that the most vulnerable are provided with necessary humanitarian assistance during the transition phase to longer-term programmes.</p>
HIV/AIDS	<p><u>Mauritius</u>: Partnership UN-Indian Ocean on HIV/AIDS. Through networking and partnering with other donors, the European Union, Indian Ocean Commission, the French Regional Cooperation and the African Development Bank, the UN system has provided a mechanism to catalyse resource mobilization for regional initiatives (\$10 million). The leadership of the Indian Ocean Commission in responding to the epidemic has been strengthened. Networking was carried out among directors of national programmes on HIV/AIDS, PLWHA (people living with AIDS), and scientists to exchange expertise.</p>

Human rights and governance	<p>United Republic of Tanzania: Increased common understanding of the human rights-based approach to programming, which was achieved through comprehensive preparations, including a dedicated Human Rights Approach Task Force responsible for training UN staff on issues relating to the human rights-based approach, preparation of work plan and budget and the strategic engagement of government. These extensive and consultative preparations ensured a common understanding of the human rights-based approach, gender and environment among UN agencies and how the UN can work effectively with the Government on supporting these issues.</p>
Disaster management, conflict prevention and the transition to development	<p>Angola: A range of innovative responses to efforts to tackle the challenges of transition, including the adaptation of a comprehensive CCA that provided the basis for a transition planning strategy. Faced with the imminent phasing out of OCHA, the UNCT prepared a joint coordination programme, administered by UNDP on behalf of the Country Team, in which the different coordination activities, previously undertaken by OCHA, are presented as projects for funding by donors, under the overall coordination of the Resident Coordinator.</p>
	<p>Central African Republic: Despite the critical political situation, a poor response to the Consolidated Appeals Process and the short evacuation of international staff in March 2003, the UNCT made significant progress in dealing with the incipient crisis. There was a joint mission of the UNCT to donors that had recently closed and relocated their embassies to raise awareness of the humanitarian situation in the country. With technical support from OCHA, the UNCT then engaged in contingency planning and finally updated the UNDAF matrix, narrowing the number of outcomes to three: democratic governance, HIV and post-conflict reconstruction.</p>
	<p>Chad: Strong coordinated response to emergency situations such as refugees from Central African Republic and Sudan (Darfur); joint field missions; synergy among UN programmes and projects reinforced; timely information available for a quick UN response in support to government efforts; and coordination mechanisms put in place: National Commission for Assistance to Refugees, Coordination Committee, Steering Committee for Humanitarian Crisis, Inter-Agency Coordination Unit.</p>
	<p>Liberia: Despite extremely challenging humanitarian circumstances, UNCT coordination culminated in an inter-agency, multisectoral needs assessment in collaboration with the World Bank, donors and the National Transitional Government of Liberia. The needs assessment established a strong, analytical platform of priority needs, which was used as the basis for an international conference on Liberia's reconstruction as well as the development of a results framework for a two-year transition period. This results framework was an effective modification of the UNDAF for a transitional period, and the needs assessment exercise was able to substitute for a CCA. The participation of both donors and government in the exercise meant full buy-in and support for the priorities laid out and for the range of interventions proposed.</p>

Additional results (including, for example, country-level activities in support of regional initiatives, e.g., NEPAD)	Guinea: Strong collaboration between Resident Coordinators in the region to take a regional approach to the problems affecting West Africa.
IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION	
Preparation and use of CCA	Madagascar: Fully consultative and participatory CCA-UNDAF process, including the Government the UN system, the private sector, civil society and other development agencies. A detailed work plan with a budget and clear responsibilities helped to achieve timely products. Working and support mechanisms helped to make the process participatory: Steering Committee, Theme Groups, Drafting Committee, and a Readers Group. The ownership and involvement of the Government and the UNCT helped to ensure linkage of the UNDAF with national priorities and the MDGs.
Preparation and implementation of UNDAF	<p>Mauritania: To facilitate the implementation of the UNDAF, the UNCT reorganized and revitalized working mechanisms and worked out clear reporting mechanisms. These included self-evaluations by all Theme Groups at the end of the year. "Terms of reference" for the implementation of the UNDAF have been elaborated and posted on the web site.</p> <p>Senegal: Regional UNDAF, focusing on the Tambacounda region, was initiated, covering the MDGs in line with national priorities. Concerted efforts, among others, in advocacy, resource mobilization, involvement of local populations, monitoring and evaluation.</p> <p>United Republic of Tanzania: Comprehensive, strategic review of UNDAF Theme Groups provided the UNCT with the opportunity to reflect on the specific challenge of operationalizing thematic groups and how to improve integration of UN support into national mechanisms. An additional notable achievement was the first joint World Bank Portfolio and UNDAF Review. Although the programmes reviewed were very different, they provided an opportunity for information-sharing on a wide variety of issues, including HIV/AIDS, MDGs and development strategies for the northwestern part of the country.</p>

Support to national processes, including PRSP	<p>Sao Tome and Principe: MDGR process was used as an opportunity to strengthen national institutions (National Statistic Institution and PRSP Unit).</p> <p>Sierra Leone: Strong support to the national recovery process through the National Recovery Committee and Development Partnership Committee. Bi-monthly meetings (chaired by the Government and co-chaired by UNDP and the World Bank) are held to support the link between the PRSP and the MDGs.</p> <p>United Republic of Tanzania: Consultative joint UN strategic support to PRS Review process, accomplished through a rapid, well-coordinated UN response to government request for support during its review of the PRS. The resulting Joint UN Strategic Support to the PRS Review process was much appreciated by the Government and was also positively noted by donors. This process was crucial in underlining the UN's stated commitments to work effectively together in moving forward with the simplification and harmonization and Rome agenda.</p>
INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
Common services	<p>Mauritania: UNCT members contributed funds and documents for the establishment of a common information centre, the operating cost of which will be shared. This joint initiative allowed the agencies to professionalize and modernize their work in the area of documentation and information, while at the same time reducing overall costs by an estimated 10 per cent. The initiative also increased the visibility of the UNCT: currently there are on average 10 visitors per day.</p>
Donor alignment and harmonization	<p>Eritrea: Successful fund-raising for the 2003 Consolidated Appeals Process through raising awareness of the international community as well as effective UNCT missions to donor capitals. A number of donor/inter-agency missions to the most affected areas in Eritrea were also organized as well as regular humanitarian briefings for donor partners.</p> <p>Mozambique: UN Communication Strategy formulated for resource mobilization using "one voice".</p>
STRENGTHENED COORDINATION CAPACITY OF THE RESIDENT COORDINATOR SYSTEM	
Staffing of RCS Support	<p>Benin: Resource mobilization to support the coordination capacity. The UNCT was able to negotiate with the Government of Belgium and secure financial support for two posts: Coordination Officer and Advocacy and Communication Officer (\$87,000 for 2004).</p>

ANNEX 3. ARAB STATES: GOOD PRACTICES

Coordination Objective	Country examples
IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS	
Joint advocacy, communications and campaigning	<u>Jordan</u> : Events to raise MDG awareness through UN Day commemorations, support to Jordan DevNet and capacity-building for NGOs.
Monitoring and reporting	<u>Somalia</u> : Publication by the UN and the World Bank of the Somalia Socio-economic Survey Report, a nationwide household survey that was the first of its kind in over two decades. <u>Tunisia</u> : DevInfo Tunisia is the first version of DevInfo in French. The UNCT contributed intensively to its preparation and it is the first to be developed in the Arab States region.
Operational support to MDGs – strategic UNDAF outcomes (see subsections below)	<u>Libyan Arab Jamahiriya</u> : Operational support to localized MDGs for non-resident UN agencies, programmes and funds, concentrating on joint activities relating to drug control, HIV/AIDS (establishment of a National AIDS Programme as a result of a Theme Group set up by the Resident Coordinator System), and privatization and modernization of the economy. <u>Somalia</u> : Strategic framework for HIV/AIDS and zonal plans of action were developed and a countrywide survey was conducted.
Poverty and hunger	<u>Yemen</u> : Support to the Government in preparing the MDG Progress Report; the demonstration of Child Info by UNICEF as a tool to monitor progress on the PRSP and MDGs; formulation of a programme document that will support the Government in coordinating, following up, and monitoring progress of the PRS towards meeting the MDGs by 2015, including support to the Central Statistical Organization to improve statistical data capabilities. Establishment of the link between the UNDAF and the UNDP country programme helped to create a platform for the development of a comprehensive partnership between the UN, civil society, government and the donor community. This expanded collaboration not only resulted in better coordination and joint programming at the donor level but also prompted the creation of a government-led PRS monitoring unit.
Education	<u>Lebanon</u> : Law on free and compulsory basic education to raise the age from 12 to 15 years; all tuition fees in public schools cancelled for the first two cycles; all school books in public schools reduced in price by 45 per cent for the three cycles. <u>Somalia</u> : UN provided schools nationwide with new textbooks and teachers' guides for grades 1-4 and launched a pilot school feeding programme in three regions.
Gender equality	<u>Egypt</u> : Specific budget allocations for gender mainstreaming included in annual development plan.

Maternal/ Reproductive health	Yemen: Operationalization of Reproductive Health Community Security Group and Plan, receiving pledges for contraceptives from UN, bilaterals and the Social Fund for Development; dissemination of joint messages for family planning, joint partnership statement on Emergency Obstetric Care (EMOC) within the framework of decreasing maternal mortality; reproductive health, in particular, family planning and maternal health, has been elevated to the highest political agenda. All new programmes from bilaterals see reproductive health as an important entry point to the PRS. Results were achieved through a consultative process involving strategic planning, knowledge-sharing, stakeholder analysis and leveraging of the comparative advantage of all partners.
HIV/AIDS	Yemen: Theme Group focused efforts to further increase national political commitment for HIV/AIDS, streamlining advocacy and creation of awareness, and foster resource mobilization. The expanded theme-group model was used as a platform to reach out to all sectors (including the often-overlooked armed forces sector) and civil society to promote dialogue in order to create consensus on issues and common actions, leading to a clear understanding of HIV/AIDS and ownership of the interventions that followed. Joint advocacy initiative, "Yes to HIV/AIDS prevention, No to discrimination of its patients", was launched; sexually transmitted diseases and HIV/AIDS protocols and training were developed; awareness and orientation activities with uniformed armed forces and religious leaders were begun; and Global Fund proposal and subsequent appeal were submitted (Yemen was granted \$14.7 million from Global Fund).
Environmental sustainability	Lebanon: Two laws on implementation and enforcement of Environment Code prepared (MDG 7).
Human rights and governance	Lebanon: Draft revision of labour code in line with international conventions discussed and commented on by Council of Ministers. Somalia: With UN support, the clan elders were able to reassert their authority and stop the brutality of killings of civilian women caught up in a cycle of revenge attacks arising from internecine clan warfare.
Disaster management, conflict prevention and the transition to development	Kuwait: Remarkable level of flexibility shown by members of the UNDP staff in generously accommodating additional personnel arriving in Kuwait before, during, and after the military operations in Iraq.
Additional results (including, for example, country- level activities in support of regional initiatives, e.g., NEPAD)	Kuwait: Preparation of contingency plans well in advance in consultation with UNCT, the expanded UN presence, consultants and experts.
	Lebanon: UN Space in Parliament established (library, information and communication materials, online documentation).
IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION	
Preparation and use of CCA	Yemen: Consensus-building among UN and other partners on selection of PRSP poverty indicators.

INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
Common premises	<u>Djibouti</u> : Successful negotiations with government on common premises for UN agencies.
Harmonization and simplification measures	<u>Libyan Arab Jamahiriya</u> : Joint UNICEF/UNDP office almost in place. Resident Coordinator represents UNICEF in the country.
Donor alignment and harmonization	<u>Jordan</u> : UN action in the Donor-lending Consultation Group process. World Bank included it in its web site relating to Harmonization and Alignment of Donor Policies and Practices. The process was substantially strengthened in 2003. The outcome of the process for 2003 proved highly valuable on three levels: active policy dialogue fully supported by the Government of Jordan and UN-Donor/Lender Missions; effective operational harmonization of initiatives/programmes in two major sectors of assistance; joint analysis of major issues relating to Jordan's development process fully endorsed by major partners.
UNCT training	<u>Jordan</u> : Eighty-five UN staff members from UNCT were trained in organizational behaviour, team-building and stress management. <u>Lebanon</u> : Programme staff trained in knowledge-sharing/management in relation to implementation of the MDGs.

ANNEX 4. ASIA AND THE PACIFIC: GOOD PRACTICES

Coordination Objectives	Country examples
IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS	
<p>Joint advocacy, communications and campaigning</p>	<p><u>Afghanistan:</u> Joint advocacy with government, leading to increased national ownership. Includes the Afghan Update, the weekly press briefings and the expertise shared with public-information counterparts.</p> <p><u>Bhutan:</u> MDG advocacy initiatives: (a) UN Inter-school quiz on the MDGs; (b) a coordinated image of the UN system and its support for MDGs projected around special events such as International Women’s Day, UN Day; (c) two joint UN statements at the Round-Table Meeting, Geneva, one of which focused on the MDGs and represented 18 UN organizations (including agencies without field representation); (d) a UN system wall calendar focusing on MDG no. 3; and (e) MDG song and video in the national language broadcast regularly on national radio and television.</p> <p><u>Fiji:</u> UNCT, with counterpart contributions from UNDP, UNFPA, UNICEF and UNIFEM, jointly sponsored school-based dance competitions based on one or more MDGs. This led to the creation of a video programme on the MDGs, which was shown on all Air Pacific flights travelling to Fiji.</p> <p><u>India:</u> Extensive advocacy and communication activities on issues of child labour, HIV/AIDS and rights of women, especially their role in the economy. Translation of child labour policies into 18 local languages.</p> <p><u>Islamic Republic of Iran:</u> Involvement of government and CSO in launching the first MDG forum in the country.</p> <p><u>Malaysia:</u> Launch of a local global compact involving the private sector on environmental and social-awareness issues. Developed draft strategy on communicating MDGs and MDG web site was designed. Completed draft manual on HIV/AIDS and Islam.</p> <p><u>Mongolia:</u> Production of human rights-based portal for Mongolia, and involvement of prominent cultural figure as “Friend of the UN” to advocate UN work and civil-society participation in MDG monitoring. Production of glossary on gender issues in local language.</p>

Samoa: Nationally owned MDG work plans developed and endorsed by Cabinets of all three countries. Civil society is represented on all task forces and plays a lead role in public campaigning and shadow reporting. MDG Report for Samoa an integral part of the mid-term review process of the national development strategy. Animated by NGO support, villagers gave their definition of the MDGs and priority issues to senior government officials, including the Prime Minister. In the Cook Islands, the MDG process is linked to the first national visioning process, which will establish a ten-year development plan and annual strategies. The MDG indicators are key tools for measuring progress of the plan. The 2004 MDG Report will set the baseline.

Thailand: MDG PLUS campaign launched for region-specific focus. MDG national synthesis workshop for all stakeholders to provide input for the first MDG report.

Viet Nam: Internal MDG campaign with all UN staff.

Lao People's Democratic Republic: MDG advocacy and campaign for media and public awareness of MDGs, particularly the production of six MDG video clips aired on national television, radio spots, regular local newspaper coverage; alignment of MDGs in the PRSP/National Growth and Poverty Eradication Strategy process; provision of support to the Government to set up an MDG Secretariat within the Ministry of Foreign Affairs to oversee the first MDGR and agree on baseline data, indicators and targets. The UNCT produced a quarterly development journal in the Lao language designed to stimulate debate and discussion on development issues among partners and the public.

Maldives: Eight UN success stories (two from each agency) were published in local newspapers in local language. However, some activities still focus on the work of each individual agency rather than on the UN working together, e.g., a series of 30-second infomercials on the work of different agencies broadcast on television during prime time).

- **Lesson learned**: The UNCT members should focus more on working together as one in the preparation and implementation of the UNCT Communications Strategy for 2004.

Philippines: Activities involving champions, especially from the sector specifically targeted for advocacy.

Sri Lanka: Sri Lanka National MDG Campaign endorsed by both the President and the Prime Minister (major political rivals). Collaboration between UN agencies was crucial for the success of the event. The workshop led to concrete propositions on how to localize the MDGs in Sri Lanka. As a result of the launch, the MDGs were incorporated into the national development framework, Regaining Sri Lanka.

Monitoring and reporting	<p><u>Fiji:</u> Proactive support of the UNFPA Regional Country Support Team to the UNCT. As a result of extensive support provided by UNFPA Regional PDS Adviser to the Inter-Agency Task Force on Development Indicators, a task force on poverty measurement was established, with technical support provided by the regional PDS adviser.</p> <p><u>Lao People's Democratic Republic:</u> Enhanced statistical capacity within National Statistics Centre to monitor MDGs and alignment of monitoring with other development instruments. Strong leadership by the Government and the UNCT in establishing an institutional framework to support national efforts in identifying MDG targets and indicators in the preparation of the recently completed first MDGR.</p> <p><u>Maldives:</u> Sound preparation of data collection and analysis for MDG tracking and reporting through the Task Force on MDGs/Data/Statistics to help to build national capacity to produce MDGR (first MDGR expected in 2004).</p> <ul style="list-style-type: none"> • Lessons learned: Apart from the work of the two task Forces on Nutrition and MDG Data, there was limited mention of other concrete operational support to MDGs. UNCT should work together more to address cross-cutting issues, including human rights, environment, gender equality (e.g., education, violence against women, etc.). Now that the UNDG Guidance Note on Joint Programming has been issued, the UNCT should explore the opportunity to work coherently on these cross-cutting issues as well as on a common resource mobilization strategy. Also, the UNCT should address the issues of the shortage in the water supply (especially drinking water), transport between islands, and resettlement of population on other islands in order to address the overcrowded city of Male. Drawing on the expertise of non-resident agencies in these areas is recommended. <p><u>Timor-Leste:</u> Government and UN organized a joint MDG Workshop that resulted in an MDG Steering Committee for Timor-Leste, composed of government and UN representatives, to ensure follow-up activities as well as in joint oversight of the process of producing Timor-Leste's first MDGR.</p> <p><u>Viet Nam:</u> Government endorsement of DevInfo as the agreed national monitoring system.</p>
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<p>Operational support to MDGs – strategic UNDAF outcomes</p>	<p>Bhutan: Gender Theme Group's work in supporting the Government in preparing the first CEDAW Report resulted in the establishment of Bhutan's first national Commission for Women and Children</p> <p>Bhutan: Work by the UNAIDS Theme Group in establishing integrated support of the UN system to the national response to the HIV/AIDS epidemic in Bhutan (includes causal analysis and a results matrix in the area of HIV/AIDS).</p> <p>Fiji: Given the sensitivity of the issue in Fiji, the workshop on HIV-AIDS was very innovative, involving the Fijian council of chiefs and the President of Fiji. It is seen to be a best practice and leaders from Papua New Guinea have organized a mission to learn from the experience.</p> <p>Cambodia: Operational support to MDGs undertaken, e.g., joint annual review of the health sector and subsequent comprehensive planning process as part of government-coordinated Sector-Wide Approach (SWAp), implementing Cambodian Education for All Plan.</p> <p>China: Work of UNAIDS Theme Group resulted in visible, high-level government commitments to address HIV/AIDS (turn-around from the previous year, when government denied existence of HIV/AIDS) and in joint government and UNCT assessment of HIV/AIDS prevention, care and treatment in the country.</p> <p>India: Enhanced data usage and analysis with respect to MDGs through creation of CensusInfo and DevInfo version 2. High profile given to women's rights issues in a culturally sensitive environment.</p> <p>Indonesia: UN Joint Action Programme selected by UNAIDS as good joint programming practice.</p> <p>Lao People's Democratic Republic: Several activities supported by individual agencies and the UN system as a whole in all eight areas of the MDGs.</p> <ul style="list-style-type: none"> • Lesson learned: There should be increased joint programming in light of the planned joint mid-term review of UNDAF and preparation of the next CCA and UNDAF. <p>Maldives: Task Force on Nutrition assisted Ministry of Health in launching the National Nutrition Campaign and Nutrition Strategy.</p>
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<p>Disaster management, conflict prevention and the transition to development</p>	<p><u>Afghanistan:</u></p> <ul style="list-style-type: none"> • Lessons learned: The UNCT analysed the strengths of the Transitional Administration – the strong strategic vision – and its challenges – weak institutional structures that “limit its capacity to translate this vision into execution of programmes in support of it, necessitating an increased emphasis on institutional development and promotion of good governance.” In this context, capacity-building is key, including efforts by the UN agencies to post staff members within the various ministries. To sustain capacity-building initiatives, resource mobilization is important. The work of the 16 consultative groups and 6 cross-cutting advisory groups in coordinating with donors, government, UN agencies and civil society is an important foundation for this effort. How this is carried forward systematically in a manner that strengthens the country’s capacity in aid coordination is essential. In this regard, the role of agencies mandated to support government in aid coordination requires more clarity and support. <p><u>Bhutan:</u> Inter-agency group’s common efforts, led by World Food Programme, to develop a UNCT Humanitarian Contingency Plan for Bhutan.</p> <p><u>Bhutan and Nepal:</u> Innovative initiative of the UNCTs of Bhutan and Nepal, which met on 26 January 2004 to exchange views and ideas on refugee camps in Bhutan.</p> <p><u>Sri Lanka:</u> UN support for the "Assessment of Needs in Areas Most Affected by Conflict", which included a human rights and governance sector, resulted in donor pledging of \$4.5 billion at the Sri Lanka Reconstruction Conference in Tokyo.</p>
<p>Additional results</p>	<p><u>India:</u> UNCT actively pursuing new approaches for the UNCT in order to respond appropriately to the new government approach to official development assistance.</p> <p><u>Samoa:</u> Draft Joint Youth Programme Concept Paper prepared and approved jointly by the Government of Samoa and the UNCT. Programme Memorandum of Understanding currently being considered for signature and for programme launch in March/April 2004. Allocation by three UN agencies of funding totalling \$715,000 for the programme in the 2004 Resident Coordinator Work Plan. Other agencies currently considering their support to technical assistance and development of human resources. Government of Samoa allocated \$38,482 in kind (human resource, operational costs) to the programme.</p>

IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION	
Preparation and use of CCA	<p><u>Afghanistan:</u></p> <ul style="list-style-type: none"> • Lesson learned: Government's agreement to undertake a PRSP process this year should be an opportunity to ensure that the CCA feeds into the national PRSP. Influencing national planning processes and budgets in this way is one of the highest priorities for the UN. Consequently, the inter-agency review group agreed on the importance of embarking on a CCA that is part of (and not parallel to) the PRSP process. However, the group was concerned about the changes in majority of the membership of the UNCT and its implications for the team's capacity to give consistent leadership to the UNDAF process. Given these two concerns, the UNCT may wish to consider timing the CCA in 2004 to best influence the PRSP process and developing an UNDAF either this year or next year, depending on the timing of the PRSP process and when the presence of expected new members of the UNCT is more firmly in place. <p><u>Fiji:</u> Development, promotion and use of DevInfo constituted an important next step in the CCA and UNDAF process. DevInfo has become an important tool in tracking progress in the MDGs. Inter-Agency Task Force on Gender produced a gender analysis of the CCA/UNDAF documents for four countries (Kiribati, Solomon Islands, Tuvalu and Vanuatu), resulting in recommendations for further actions to ensure gender mainstreaming.</p> <p><u>Cambodia:</u> CCA process has taken fully into account the situation in Cambodia with regard to the national development process and the donor community, resulting in the integration of the programming process of the UN system into the National Poverty Reduction Strategy planning process.</p> <p><u>Nepal:</u> Nepal Info used as a common UN database by all UN agencies, bilateral donors, international NGOs and government offices at the central and subnational levels. Translation of Nepal Info into Nepali language. Nepal Info is now run by the Central Bureau of Statistics (CBS) and is now institutionalized at the national level.</p>

Preparation and implementation of UNDAF	<p>Bhutan:</p> <ul style="list-style-type: none"> • Lesson learned: UNDAF Business Plan was seen to be a good example of linking UNDAF priorities, the MDGs and the national priorities. Structured around the MDGs and the objectives of the Ninth Five-Year Plan, it provides a consolidated bird's-eye view of UN development assistance to Bhutan in support of the MDGs. It also ensures linkages with the project level. <p>Lao People's Democratic Republic: CCA and UNDAF translated into Lao language for wider distribution to national partners. UNDAF sensitization and training workshop conducted. Alignment of UNDAF to MDGs.</p> <ul style="list-style-type: none"> • Lessons learned: In the next UNDAF, the UNCT should consider focusing on fewer but strategic areas in which the UNCT could produce the greatest impact. Cross-border human/drug trafficking should also be considered. While the UNCT should support the Government's ambition to graduate from least developed country (LDC) status by 2020, the UNCT should be realistic and aware that the proportion of the population living in poverty is still relatively high. Also, the UNCT should adopt a human rights-based approach in the next CCA and UNDAF, for example, access to basic social services by all ethnic groups. If mainstreaming of human rights was not very successful, the UNCT may wish to consider establishing a Theme Group on Human Rights to assist other Theme Groups to mainstream human rights. <p>Maldives: Two Inter-Agency Task Forces were set up (mentioned earlier) to support UNDAF priorities. New country programmes for UNDP, UNFPA and UNICEF were launched at the beginning of 2003. The first Joint Annual Review (JAR) of the country programme was a significant breakthrough in partnership and cooperation between UN agencies and the Government.</p> <ul style="list-style-type: none"> • Lesson learned: Future Joint Annual Reviews should focus more on the extent of progress made towards the goals/objectives of the UNDAF. The UNCT was well placed and prepared to shift its strategy at the time of a decision regarding Maldives' graduation from LDC status.
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<p>Support to national processes, including PRSP</p>	<p><u>Afghanistan</u>: Several UN agencies and the Bretton Woods institutions collaborated in supporting the Transitional Administration in the work on the report Securing Afghanistan's Future. The UNCT plans to use the report as a key tool for the CCA/UNDAF process, especially because its 12-year time frame aligns the Government's development strategy with the MDGs. Use of the Consultative Group structure as the primary forum for consensus-building on sectoral priorities, with the national budget-making process as a central policy instrument.</p> <p><u>Myanmar</u>: Development by UNCT of a strategic framework in response to a political situation not conducive to CCA/UNDAF preparation.</p> <p><u>Samoa</u>:</p> <ul style="list-style-type: none"> • Lesson learned: Government declined the World Bank's offer to fund the PRSP. There are already several mechanisms that allow for the inclusion of poverty strategies in the national development framework/strategy. The MDG process and the development of the first Samoa National Human Development Report and the Case Study on the macroeconomics of poverty in Samoa provide ample opportunity and the basis for identifying poverty issues, target groups and appropriate strategies to address them. <p><u>Nepal</u>: Several UN agencies worked together with the Government on the preparation of the final PRSP/Tenth Plan. At the Joint Executive Board, the UNCT reported on its joint efforts in contributing to the realization of the MDGs, and government and civil society gave a presentation on their own plans to contribute to the MDGs.</p> <p><u>Viet Nam</u>: UNCT is the secretariat to the Partnership Group for Aid Effectiveness for follow-up to the Rome Declaration and OECD-DAC action plan.</p>
INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
<p><i>Common premises</i></p>	<p><u>Afghanistan</u>: 18-hectare UN Operations Centre in Afghanistan (UNOCA) is an example of a commitment for joint programming and established common premises and services. Managed by an inter-agency committee, UNOCA includes office and warehouse buildings, security infrastructure, food service, vehicle maintenance, and medical facilities as well as a shared communication network and other facilities.</p> <p><u>Islamic Republic of Iran</u>: Establishment of UNCT Building Committee to identify earthquake-resistant buildings.</p> <p><u>Lao People's Democratic Republic</u>: Agreement with the Government and allocation of land for a new UN House. In terms of a virtual house, the UN system web site and common database were enhanced.</p> <p><u>Malaysia</u>: Joint funding of project to improve access to UN building for persons with disabilities.</p> <p><u>Maldives</u>: Relocation of the Resident Coordinator Unit from the UNDP premises to a new location to make it more independent of its association with UNDP; UN Library improved and moved to the National Library to provide the public with better access to information. A short-term Library Assistant was hired using SRCF/UNCCF) funds.</p>

INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
Common services	<p><u>Afghanistan</u>: Formation of a committee of high-level administrative personnel comprising representatives of UN agencies in Afghanistan to which the Heads of Agency could assign coordination and policy issues for consideration. This committee led to agreements on: creation of a directory of hospitals and clinics suitable for training UN staff, which was put on a web site; analysis of varying R&R and ORB cycles of UN agencies operating in Afghanistan, and alignment of the UNAMA programme with other agencies; a proposal for uniform office hours for all UN agencies; a recommendation that DSA rates to be paid by UN agencies to national staff and government officials travelling within Afghanistan be standardized; and exchange of information on daily rates paid to labourers at locations throughout Afghanistan.</p> <p><u>Islamic Republic of Iran</u>: Establishment of a common security operations centre and vehicle-tracking map; training of UNCT officials on use of new technology.</p> <p><u>Lao People's Democratic Republic</u>: Development by UNDP and UNICEF of a common suppliers' database, which was made available to other agencies; monthly inter-agency meeting of Administrative Officers; establishment of an Inter-Agency Information and Technology Working Group; feasibility study on common UN medical service conducted and submitted to headquarters for follow-up; building and launch of a comprehensive database on project activities of the UN system that is housed on the UNCT web site.</p> <p><u>Maldives</u>: Work of the Task Force on Operations Convergence (UNDP, UNICEF, and UNFPA) resulted in one travel agent and sharing with respect to banking arrangements, quantity purchasing and office maintenance and repair, which produced cost savings.</p> <p><u>Nepal</u>: Establishment of a procurement officer's network for common services, and for security, a travel tracking system, which is monitored by the FSCO and provides daily reports on the status of UN travellers within the country.</p> <p><u>Philippines</u>: Good practices in many areas of common services, e.g., courier and travel operations, common mailroom, UN ID system and transport.</p>
Harmonization and simplification measures	<p><u>Fiji</u>: Framework for a joint programme for Isabel Province in Solomon Initiatives designed to support one province in the Solomon Islands and based in the Solomon Islands.</p>

	<p><u>Fiji and Samoa:</u></p> <ul style="list-style-type: none"> • Lesson learned: The way in which the Resident Coordinator System is organized to support the island countries covered from the Fiji and Samoa offices needs improvement. While some agencies (UNDP) have country programmes specific to Fiji or Samoa, others (UNFPA and UNICEF) have 50 per cent of resources coming from regional programmes that cover both Fiji and Samoa. It is also difficult to convene meetings for several reasons. First, members of the UNCT are constantly on mission. Second, regional office locations of key agency members are either in Fiji or Samoa. Those based in Samoa have difficulty participating in activities in Fiji; those based in Fiji have difficulty participating in activities in Samoa. Third, coordination is complex. One suggestion to solve the problem would be to have joint meetings that include the UNCTs of both Fiji and Samoa. <p><u>Nepal:</u> UN agencies jointly contributed to a national plan of action on donor harmonization (e.g., foreign aid delivery, donor practices), which is currently in the final stages of discussion and agreement with government.</p> <p><u>Viet Nam:</u> Draft policy paper on common DSA rates and compensation for national professional project personnel.</p>
STRENGTHENED COORDINATION CAPACITY OF THE RESIDENT COORDINATOR SYSTEM	
UNCT training	<p><u>Afghanistan:</u> UNCT adapted and used the UNDAF prioritization methodology in its subnational planning exercises, with support from the UN System Staff College.</p> <p><u>Lao People's Democratic Republic:</u> Joint training workshops on MDGs, human rights and security.</p> <p><u>Maldives:</u> Joint team-building training retreat on coordination was held (UNDP, UNFPA, UNICEF, and World Health Organization (WHO)).</p> <p><u>Timor-Leste:</u> UNICEF requested by Resident Coordinator to take the lead in organizing the UNDAF Prioritization retreat; UNICEF contributed \$4,000 in co-financing for the retreat.</p>
Other measures, including knowledge-networking, and involvement of non-resident agencies in national strategic planning processes	<p><u>India:</u> Project on knowledge management proposed for UNCT, government and CSO participation, with Theme Groups playing the major coordination role. (See project proposal attached to annual report.)</p>

ANNEX 5. EUROPE & CIS: GOOD PRACTICES

Coordination Objective	Country examples
IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS	
Joint advocacy, communications and campaigning	<p>Armenia: Formulation of a Joint Information Activities Plan aimed at disseminating key advocacy messages countrywide through pro-active engagement with print, audio and visual media. The UN has been able to project an image of unity to the broader public and communicate key messages in an effective, coherent and targeted manner. The UN agencies have saved substantial resources by cost-sharing all major public events, and planning and implementation time for public events has been substantially reduced.</p>
	<p>Albania: Continuation of the MDG Regional Tours: MDG Regional Reporting process, which localized the MDG targets and indicators and proved the usefulness of the MDGs not only as a benchmark or a framework but as a tool. They provide a comprehensive basis for joint UN programmes and will play a major role in the upcoming UNDAF finalization exercise. INSTAT capacity-building on data collection, analysis and dissemination as an excellent example of UN cooperation, including participation of the statistical office of the UN Economic Commission for Europe.</p>
	<p>Bosnia and Herzegovina: Successful MDG campaign, “Where will I be in 2015”, which received widespread coverage.</p> <p>Bulgaria: Consultative process of adapting the MDGs to the national development context. Activities included youth outreach (youth MDG coalition).</p> <p>Kyrgyzstan: Massive advocacy campaign undertaken, placing MDGs at the core of the country’s priorities. NGOs were contracted to ensure outreach to the most remote areas of the country.</p> <p>Latvia: Linking the UN and European Union agendas through outreach and advocacy, thus mainstreaming human development and the MDGs into Latvian social policy.</p> <p>Lithuania: Theme Group reviewed and provided input to the National HIV/AIDS Prevention and Control Programme for 2003-2008.</p> <p>Moldova: A series of training activities on MDGs strengthened the UN Journalist’s Club and increased the awareness of its members about key priorities and concerns of the UN.</p> <p>Romania: The UNCT created significant positive media attention around its key activities through joint communications efforts.</p> <p>Romania: The Regional Workshop on Capacity-building for the UN Informal NGO Regional Network in Eastern Europe contributed to building and reinforcing capacities of participating organizations to assist effectively in national, regional and international development efforts and promoted partnership initiatives for implementation of MDGs and overall objectives of the UN system.</p>

Monitoring and reporting	<p><u>Bosnia-Herzegovina:</u> Development of national human development report on MDGs, which will serve as the baseline for future MDG reporting.</p> <p><u>Romania:</u> MDG Report drafted with technical assistance from UN agencies. The Government adopted the MDGR as an official document and decided to include the MDGs and related targets/indicators in the revised National and all Local Anti-Poverty and Promotion of Social Inclusion Plans.</p>
Operational support to MDGs – strategic UNDAF outcomes (see subsections below)	<p><u>Former Yugoslav Republic of Macedonia:</u> Innovative Inter-Agency Strategy on MDGs.</p> <p><u>Kosovo:</u> Development of a baseline report and a wide range of advocacy and awareness-raising activities with respect to the MDGs.</p>
HIV/AIDS	<p><u>Bulgaria:</u> Work of the Theme Group, in partnership with local authorities and NGOs, resulted in development of awareness programmes, development and implementation of educational programme in prisons, and implementation of a needle exchange programme.</p> <p><u>Latvia:</u> UNDP, UNFPA, UNICEF and WHO joint initiatives to combat HIV/AIDS. Inter-agency project, “Coordinated support to young people’s health and development in Latvia” considered “one of the best examples of UNCT collaboration – reaches wide audience and minimizes duplication”.</p> <p><u>Moldova:</u> Interventions supported by members of the UN Theme Group on HIV/AIDS led to a reduction of the share of intravenous drug users in the total number of new cases from 76 per cent in 2000 to 70 per cent in 2001 to 52 per cent in 2003.</p> <p><u>Russian Federation:</u> Breakthrough achieved on the HIV/AIDS-related agenda due to the consistent and successful work of the UN Theme Group on HIV/AIDS and the UNCT in general, e.g., a joint project initiated with the Russian Orthodox Church, and commemoration of World AIDS Day by the UNCT received countrywide coverage.</p> <p><u>Ukraine:</u> UN system in Ukraine designed and implemented a joint and comprehensive strategy/programme to combat HIV/AIDS, called ACT NOW. The strategy has reportedly contributed to major breakthroughs, including reduction in mother-to-child HIV transmission from 30 per cent to 11 per cent from the beginning of 2001 until the end of 2003.</p> <p><u>Uzbekistan:</u> Joint UN project promoting training of trainers within the army for protection from and knowledge of HIV/AIDS, coordinated through the Resident Coordinator System and the Theme Groups on HIV/AIDS and the UNAIDS programme.</p>

Human rights and governance	<p>Moldova: With assistance of UNDP and the Office of the UN High Commissioner for Human Rights, a National Human Rights Action Plan was developed and approved by Parliament.</p> <p>Ukraine: Over 9,000 people attended “Human Rights Week”, which secured excellent media coverage, thereby stimulating debate in Ukraine on these issues.</p> <p>Uzbekistan: Advocacy partnerships particularly successful in the field of human rights and instrumental for mobilizing resources.</p>
Disaster management, conflict prevention and the transition to development	<p>Kyrgyzstan: Resumption of the regular work of the UN-Kyrgyz Joint Committee on Emergency Preparedness resulted in efficient and timely assistance during the landslides in the south of the country (coordination efforts with OCHA).</p> <p>Ukraine: Strategy for Recovery launched in 2002 has served as the joint programmatic framework for the UNCT in supporting people in the Chernobyl zones to return to normalcy and eventually prosperity.</p>
Additional results (including, for example, country-level activities in support of regional initiatives, e.g., NEPAD)	<p>Latvia: Linkage of the UN and Latvia’s nascent development cooperation.</p> <p>Ukraine: UNCT has undertaken targeted programming efforts in a common geographic area, Zakarpattia, ensuring greater UN coherence.</p>
IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION	
Preparation and use of CCA	<p>Former Yugoslav Republic of Macedonia: CCA and UNDAF prepared with high level of inter-agency and government participation, including 40 external partners.</p> <p>Kazakhstan: CCA recognized as one of the best-prepared in 2003 in Europe and Commonwealth of Independent States region. CCA received with great interest by national and international partners, including media, who use it extensively in reporting on Kazakhstan’s socio-economic situation.</p> <p>Lithuania: Joint CCA/MDGR used as rallying tool to raise awareness of MDGs.</p> <p>Uzbekistan: Human rights mainstreamed in CCA through the rights-based approach.</p>
Preparation and implementation of UNDAF	<p>Azerbaijan: Involvement of international expert in reducing poverty in oil-dependent economies drew attention to the country’s most pressing development challenges, bringing rigor and focus to the UNDAF process.</p> <p>Romania: UNDAF described by regional readers’ group as “clear and exceptionally well-written”.</p> <p>Uzbekistan: Human rights mainstreamed into UNDAF through the rights-based approach, and human rights integrated into all agencies’ programmes.</p>

Common premises	<p><u>Armenia</u>: Although not a pilot country, strides were made, including: review of the status of common premises and services and development of a comprehensive, year-long work plan covering all aspects of the UN House and introducing common services aimed at lowering costs, increasing efficiency, avoiding duplication and building on best practices. The work plan was operationalized through the Operation Managers Team, which met on a regular basis, and was periodically evaluated by the UNCT.</p> <p><u>Latvia</u>: Public Information Centre located in the UN House for visibility and advocacy work of the UN system. Costs of the Centre are shared by Resident Coordinator office and five UN agencies/bodies.</p> <p><u>Romania</u>: UN House designated and inaugurated. Rent-free building was obtained at considerable savings to the UN (Euro 32,000/month).</p>
INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
Common services	<p><u>Bulgaria</u>: Four-party memorandum with UNFPA, UNICEF and UNAIDS on a common unit to implement all four agencies' projects in Bulgaria. Enables Resident Coordinator to develop integrated projects with these agencies by using the financial project resources provided by them.</p> <p><u>Georgia</u>: Joint inter-agency procurement of fuel, vehicle insurance and office supplies implemented. IT and technical support provided as a common service.</p> <p><u>Kazakhstan</u>: Up to 20 per cent saved on corporate UN hotel and cell phone rates, Internet connection, DHL and travel agency services.</p> <p><u>Kyrgyzstan</u>: Significant reduction of expenses associated with common contracting, procurement and utilities usage, etc.</p>
Harmonization and simplification measures	<p><u>Kosovo</u>: Innovative approaches to coordination, with UNDG members agreeing on reduced branding and joint billing. A strong participatory approach to coordination, with shared leadership of inter-agency mechanisms.</p> <p><u>Uzbekistan</u>: UNCT ensured standard UN recruitment procedures; sharing of a vacancy and post advertising system.</p>
STRENGTHENED COORDINATION CAPACITY OF THE UNCT	
Staffing of RCS Support	<p><u>Bosnia-Herzegovina</u>: To assist regional information exchanges and planning with regard to phasing out of OCHA, a transitional officer was deployed. A paper on lessons learned, with suggestions for improved coordination in the field, has been developed.</p> <p><u>Latvia</u>: Full-time communications officer co-funded by Resident Coordinator office and five UN agencies.</p> <p><u>Tajikistan</u>: Reorientation of Resident Coordinator Unit to meet transition challenges.</p>

ANNEX 6. LATIN AMERICA AND THE CARIBBEAN: GOOD PRACTICES

Coordination Objective	Country examples
IMPROVED SUPPORT TO NATIONAL EFFORTS TO ACHIEVE THE MDGS	
Joint advocacy, communications and campaigning	<p><u>Dominican Republic</u>: Selected as a pilot country for the MDG costing analysis case study (Sachs' project).</p> <p><u>Peru</u>: Promotion of MDGs through Bus-Feria.</p> <p><u>Venezuela</u>: Promotion of MDGs, including Presidential briefing.</p> <p>Note: The majority of UNCTs in the LAC region reported fairly extensively on a range of creative activities to promote the MDGs through national society.</p>
Monitoring and reporting	<p><u>Mexico</u>: Terms of reference and work plan for preparation of MDGR with government.</p> <p><u>Paraguay</u>: Establishment of ParInfo (monitoring tool on MDGs) based on UNDAF priority.</p>
Operational support to MDGs – strategic UNDAF outcomes (see subsections below)	<p><u>Honduras</u>: Detailed work planning by inter-agency theme groups around UNDAF priorities.</p>
Poverty and hunger	<p><u>Ecuador</u>: Co-implementation of the National Plan on feeding and nutrition (225,000 beneficiaries).</p> <p><u>Venezuela</u>: Social Vulnerability Study; social vulnerability diagnosis implemented to assess risks and identify joint interventions (target population: roughly 7,000 households).</p>
Education	<p><u>Paraguay</u>: UNCT work to place MDGs at centre of government planning and budgeting processes, including PRSP, including development of joint project on social spending.</p>
Gender equality	<p><u>Chile</u>: Support to the <i>Servicio Nacional de la Mujer</i> for prevention of sexual abuse and violence against women.</p> <p><u>Costa Rica</u>: Joint project for development of set of indicators for gender (used results matrix terminology).</p> <p><u>Guatemala</u>: Strengthening of different national institutions and support for the implementation of various policies promoting the advancement of women in Guatemalan society.</p>
Child mortality	<p><u>Haiti</u>: Formulation of sectoral strategic plans (2003-2006) and an integrated child's health care strategy.</p>

Maternal health	Argentina: Humanitarian emergency programme in Chaco, <i>Misiones y Tucuman</i> .
HIV/AIDS	Brazil: Establishment of a Parliamentary Group on HIV/AIDS, which integrates executive, legislative and social movements to strengthen national response to the epidemic.
Malaria and other diseases	Guyana: The UNCT has agreed to develop a common UNCT programme strategy for HIV/AIDS and a unified work plan. A technical working group of agency representatives under the direct supervision of the Heads of Agency will assume responsibility for taking the project forward.
Global partnership	Argentina, Brazil, Peru: Launch of the Global Compact.
Human rights and governance	Mexico: Preparation of Comprehensive Analysis on Human Rights as input to national action plan.
Disaster management, conflict prevention and the transition to development	<p>Argentina: UNCT emergency response to the Santa Fe floods (technical coordination; joint contributions- \$650,000; and 100,000 beneficiaries).</p> <p>Colombia: Coordinating role within the framework of the political dialogue process (London Declaration)/work with displaced population/integral strategy of recuperation and prevention in three regions of conflict/demobilization of child soldiers.</p> <p>Cuba: Inter-agency review of how to collaborate better on issues relating to disaster management, including lessons learned, contingency planning and training.</p>
Additional results (including, for example, country-level activities in support of regional initiatives, e.g., NEPAD)	Jamaica: Leading role in coordination of annual retreat of the International Development Partners.
IMPROVED COUNTRY-LEVEL PROGRAMME COORDINATION	
Preparation and use of CCA	Guatemala: Through a highly participatory process, the preparation of the CCA was initiated, with completion expected in the first quarter of 2004.
Preparation and implementation of UNDAF	Ecuador: UNDAF completed in 2003.
Support to national processes, including PRSP	Nicaragua: MDG Report presented to Consultative Group and used to track PRSP.
INCREASED COST-EFFECTIVENESS OF PROGRAMME IMPLEMENTATION & OPERATIONS	
Common premises	Barbados: Extensive use of common services and provision of support to non-resident agencies.

Common services	Cuba: Development of a UN sub-office in Eastern provinces to reinforce collaborative activities and planning in region.
Harmonization and simplification measures	Ecuador: Newly developed Common Country Programming process completed (first generation of simplification and harmonization roll-out countries).
	Guatemala: Progress in the completion of the newly developed Common Country Programming process (second generation of simplification and harmonization roll-out countries).
Donor alignment and harmonization	Guyana: Donor community aligned with MDGs/coordination mechanism conducive to assuring operational alignment of external development cooperation strategies.
	Jamaica: Social Capital Group and the World Bank-led harmonization project.
STRENGTHENED COORDINATION CAPACITY OF THE RESIDENT COORDINATOR SYSTEM	
Staffing of RCS Support	Bolivia: Joint financing of Coordination Adviser by the Executive Committee and Pan American Health Organization.
	Panama: 10 simple but effective lessons learned/best practices (tips) for coordination developed.
UNCT training	Guatemala: In preparation for the CCA/UNDAF process, the UNCT and/or some members of the UNCT have benefited from at least three training events focusing on programming using the human rights-based approach.
Other measures, including knowledge-networking, and involvement of non-resident agencies in national strategic planning processes	Barbados: Innovative approaches to managing coordination in a multi-country situation (rotating locations of UNCT annual retreat to meet with different governments; rotation of chair of UNCT meetings; theme-based UNCT meetings; rationalization of Theme Groups and coordination mechanisms).
	Trinidad and Tobago: Strong partnerships with local organizations and civil society.

ANNEX 7. ABBREVIATIONS AND ACRONYMS

CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil-society organization
DAC	Development Assistance Committee
DSA	Daily subsistence allowance
FSCO	Field Security Coordination Officer
IDP	Internally displaced person
ILO	International Labour Organization
LCD	Least developed country
MDG	Millennium Development Goal
MDGR	Millennium Development Goals Report
MOSS	Minimum Operating Security Standards
MTDS	Medium-term Development Strategy
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PDS	Population and Development Strategy
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
RCAR	Resident Coordinator Annual Report
RCS	Resident Coordinator System
SRCF	Support to the Resident Coordinator Fund
SWAp	Sector-Wide Approach
TCPR	Triennial Comprehensive Policy Review
UNAMA	United Nations Assistance Mission in Afghanistan
UNCCF	United Nations Country Coordination Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNOCA	United Nations Operations Centre in Afghanistan
WHO	World Health Organization