

Guidelines for the completion of the 2009 Resident Coordinator Annual Report (RCAR)

A. INTRODUCTION

The Resident Coordinator system works to bring together different UN agencies to improve the efficiency and effectiveness of operational activities at the country level. The Resident Coordinator Annual Report (RCAR) is an essential element of the accountability and results framework for UN operational activities. These guidelines have been formulated to ensure that all necessary reporting requirements for UN coordination and collaboration at the field level, as set by the Secretary-General, are met, including the funding of coordination activities.

The RCAR provides an opportunity for UN Country Teams (UNCTs), under the leadership of the Resident Coordinator (RC), to review their **collective results**, share good practices in support of national development plans and priorities, improve their planning process and identify the support they need from Headquarters and Regional Directors Teams (RDTs) / UNDG Regional Teams. It also allows for UNCTs in transition settings to articulate processes and results achieved in cooperation with UN peacekeeping, peace building, political, and humanitarian actors in line with the Secretary General's decision on Integration issued in June 2008¹.

Since 2008, the format of the RCAR is aligned with the RC/DO/HC and UNCT Performance Appraisal process, in order to streamline planning and reporting. By doing so, it facilitates the **identification of the 5 key planned results from the workplan** that they would be accountable for delivering in 2010, for the purpose of performance appraisal. The RDTs / UNDG Regional Teams will shortly send to you a message outlining the appraisal process more comprehensively; however the reporting and planning procedures are outlined briefly below.

The deadline for completion of the report is Friday 26 February 2010. All elements of the report should be submitted electronically to DOCO using the on-line template. In addition, UNCTs should also send copies of the Introductory Letter to the UN Secretary-General (outlined below).

B. PURPOSE OF THE RC ANNUAL REPORT:

- ✓ Help UNCTs assess progress towards UNCT key planned results/UNDAF coordination results; identify good practices and lessons learned in coordination and common programming; and plan for key planned results in 2010 identifying UNCT contributions to those results as the basis for their performance appraisal to strengthen the mutual accountability for results.
- ✓ Gather specific information and statistics to feed into upcoming debates and events and to provide the Secretary General, ECOSOC and UN member states with information on progress in UN reform.
- ✓ Enable DOCO to (1) properly report to donors on the use of 2009 funds; and (2) to mobilize and allocate 2010 Support to Resident Coordinator (SRC) and UN Country Coordination funds (UNCCF).

¹ This includes Burundi, Central African Republic, Chad, Cote d'Ivoire, Democratic Republic of Congo, Guinea-Bissau, Liberia, Sierra Leone, Somalia, Sudan, Iraq, Israel/OpT, Lebanon, Afghanistan, Nepal, Timor-Leste, Kosovo, and Haiti.

C. OUTLINE OF THE 2009 ANNUAL REPORT:

The Report consists of the following parts:

1. Vital UNCT statistics
2. Introductory letter, highlighting progress in UN reform, major results achieved, good practices and lessons learned
3. 2009 results and use of funds table, and performance appraisal reporting
4. 2010 workplan and performance appraisal planning
5. Good and bad coordination practices and procedures

Ad. 1 Vital UNCT statistics

This section allows for the collection of relevant information and statistics in the composition of the UNCT, coordination capacity, and progress in some areas of UN reform. This information helps to: a) provide context to inform the performance appraisal process; b) create the baseline for the Secretary-General's Annual Report to ECOSOC on Cost and Benefits of the RC system; c) help estimate the minimum RC office structure per country typology; and d) inform the implementation of the 2007 TCPR. For the sake of comparability and timeframe for reference, please fill in data from 2009 for both staff and funding under at least 6 months contract.

The information is provided in a menu of options format and check boxes so it should be quick to complete.

Ad. 2 The Introductory Letter should address the following issues:

- ◆ **Brief description** of major development or political events that have had an effect on the work of the UNCT. It should not be longer than half a page;
- ◆ **Highlights on progress in UN reform.** Summarize the two or three most significant achievements in UN reform, in particular from the following areas: (i) efforts to align with the national development processes; (ii) support to the national government in the advancing the achievement of the Millennium Declaration/MDGs; (iii) progress UNCTs are making collectively in support of the national partners' endeavours towards capacity development and aid effectiveness; and (iv) experiences of common programming, including HACT; (v) progress on results achieved in cooperation with UN peacekeeping, peace building, political, and humanitarian actors in line with the Secretary General's decision on Integration of June 2008 (where relevant) as well as other highlights in coordination;
- ◆ **Highlights on progress towards UNDAF outcomes** (drawing from your UNDAF Annual Review) in support to the national development priorities. This section should also demonstrate how UN reform has impacted UN common programming.
- ◆ The **key aspects of the proposed 2010 workplan** and linkages to ongoing issues of concern within the country; and
- ◆ **Recommendations**, if any, for changes in policies, rules and regulations.

The letter should not exceed five (5) pages.

Ad. 3 **2009 Results and Use of Funds, and Performance Appraisal Reporting**

The **2009 Results and Use of Funds** table comprises two parts: 1) *UNDAF outcomes delivery rate, and 2) Coordination results*. The second part of the on-line table includes UNCTs outputs reported in 2009 workplan so country offices need only to reflect results against those outputs included in their workplan.

This table is the same as last year's 2008 workplan except for some minor changes. Specifically, the changes include:

- ◆ In part two: Coordination Results, under UNDAF/Common Programming, a row "Joint planning initiatives with UN peacekeeping, peace building, political and humanitarian actors" has been added to capture this area of work.
- ◆ Under HACT, the wording has been changed to "status of HACT implementation/compliance in the country from roll-out/implementation" to reflect the fact that the roll-out phase has been completed and most countries should currently be in the implementation phase.

All areas considered mandatory for TCPR reporting requirements are highlighted in **bold letters**. Please report only on results that were planned by the UNCT collectively (although implementation can be undertaken by a single agency). It is important that UNCTs report on all the outputs expected under coordination results included in their last year workplan even if results were not achieved. It will be useful to know why those planned outputs were not achieved in order to identify weaknesses and constraints in UN reform. Finally, UNCTs are encouraged to report on outputs that were not planned initially at the beginning of the year but were decided later in the year and for which the UNCTs devoted important efforts.

On-line templates have been made user-friendly based on comments received from staff in the field. The online formats will be ready for access by **early January 2010**.

We ask those countries that have been able to finalize the UNDAF annual review process to upload the reports as an integral part of the RCAR under other documents section. The UNCT guidance note on the UNDAF Annual Review provides more detail.

2009 Performance Appraisal Reporting: To further streamline the processes of the RC annual report and the performance appraisal system, the mechanism for actually reporting on the five key planned results established at the beginning of the year is now online, a part of the RC annual report. This will allow the completion both at the same time, in the same place, hopefully reducing the reporting requirements upon you. As a further streamlining mechanism, and as a lesson learned from past years, you will note that in the performance appraisal reporting section only the RC/HC/DO is asked to report on the five key results – the UNCT five key planned results have been removed. The UNCT will still be assessed and receive feedback by the RDTs/UNDG Regional Teams during the performance appraisal cycle, however they will use the RC annual report, the One80 competency development tool and other inputs to undertake that assessment. More information on the performance appraisal cycle for 2009 will follow soon from your RDTs / UNDG Regional Teams.

Ad. 4 **2010 Workplan and Performance Appraisal Planning**

The 2010 Workplan and Performance Appraisal Planning is much the same as last year – completed at the same time and same place in order to streamline the planning.

For the RC/HC/DO appraisal key planned results, a separate table is provided for these to be inserted. There should be one key planned result, per key result area – five in total. As with the above section on performance appraisal reporting for 2009, five key planned results are only to be set by the RC/HC/DO (it is no longer a requirement for the UNCT, which is reflected in the table). Further guidance on the appraisal process will follow soon from your respective RDTs / UNDG Regional Teams.

As before, 2010 Workplan topics are grouped according to the key results included in the *RC/HC/DO and UNCT Performance Appraisal* format. The key five results areas of the workplan are: 1) **Coordination for Results**; 2) **Coordination of Emergency Preparedness and Relief**; 3) **UN Advocacy and Resource Mobilization**; 4) **Security Management**; 5) **Non-Resident Agencies**. There is one more section in the workplan called **Coordination Capacity of the UNCT**. This section allows UNCTs to plan and request SRC/UNCCF funds for UNCT training and the salary of the coordination staff in the RC office.

The workplan format provides UNCTs with a list of key areas of work on UN reform to trigger ideas for further joint UN collaboration. **PLEASE NOTE THAT IT IS NOT EXPECTED THAT UNCTs WORK ON ALL THESE TOPICS IN ANY GIVEN YEAR.** UNCTs are expected to establish their own priorities in relation to their key areas of work, with the exception of those mandatory which are highlighted in bold letters. The format is also more flexible, allowing UNCTs to select topics that may not be included in the list by giving the option of “other” under each area of work. The workplan includes a column of **additional support needed from HQs and/or regional structures** requested by UNCTs to enable them to efficiently achieve their planned outputs. This information will be used by **RDTs / UNDG Regional Teams** during the regional review meetings of the annual reports in order to identify and focus regional technical support where it is most needed.

Finally, the workplan for 2010 is also the Results and Use of Funds table for next year so UNCTs only will have to complete one table.

Ad.5 **Good and Bad Coordination Practices and Procedures**

UNCTs are required to identify and report one or two coordination initiatives that have particularly increased efficiency and effectiveness in the delivery and impact of UN development activities (e.g. achieving collective UNDAF results, UNCT engagement in the national development strategy/PRS, joint programmes, etc). These effective and/or innovative coordination practices can be shared with other UNCTs for potential replication. UNCTs can also report on coordination initiatives that have on the contrary increased the burden and transaction costs for UN agencies and national counterparts so that corrective policy measures can be taken. The feedback on coordination should be presented in the below format as to facilitate systematic comparison and learning of experiences.

COORDINATION PRACTICE	RESULTS	RECOMMENDATIONS TO DOCO
Describe practice and intended purpose	Effectiveness/savings or increased costs as result of coordination practice:	Provide recommendations
	a. Transaction costs	
	b. Achievements	
	c. Lessons learnt	

D. SCHEDULE:

The timelines for the RCAR (not including the RC/HC/DO and UNCT appraisal process) is as follows:

November/December 2009:	<i>UNDAF Annual Reviews of results through Theme Groups (where applicable)</i>
December 2009/January 2010:	<i>Annual Review meeting/retreat of the UNCT to discuss main (UNDAF) results, lessons learned and plans for next year</i>
26 th February 2010	<i>Completion of the RCAR online</i>
March-May 2010:	<i>DOCO and RDTs / UNDG Regional Teams review meetings to assess Annual Reports and UN Results. Review of submitted Coordination Practices and Procedures by UNCTs and UNDG WGs, for subsequent analysis, compilation and dissemination in the UNDG website.</i>

E. ALLOCATION OF FUNDS AND ATLAS REPORTING:

A first allocation of funds for the support of country coordination capacity will be made available to UNCTs in December 2009. A second allocation will be sent in April 2010 – as soon as all workplans have been received and reviewed by RDTs / UNDG Regional Teams and DOCO. The allocation of funds will be based on minimum coordination capacity needed in the RC office and disbursement of previous funds. Additional funding will be available to countries in transition and those countries that cover additional countries and sub-offices within their RC functions..

Regarding the budgetary reporting within Atlas for 2010, as last year, UNCTs should establish in Atlas up to 6 projects covering the five key results areas and the section on Coordination Capacity of the UNCT. Under each project, identify the specific outcomes. This will improve consistency across countries and allow DOCO to report back to donor countries on the use of resources more effectively.

The key area/outcomes that you can choose from in the 2009 workplan format are:

Key Result Area 1: Coordination/Teamwork for Results

Outcomes

1. UN contribution to the national development plan/PRSP
2. Aid coordination and management/Follow up to “Paris Declaration”
3. UNDAF/Common programming
4. Joint programmes
5. HACT
6. Gender equality
7. HIV/AIDS
8. Human Rights
9. Common services and premises
10. Other

Key Result Area 2: Coordination of Emergency Preparedness and Relief

Outcomes

11. Preparedness
12. Relief

Key Result Area 3: UN Advocacy and Resource Mobilization

- 13. Joint UNCT advocacy and communications
- 14. Joint UNCT resource mobilization strategy

Key Result Area 4: Security Management

- 15. Security

Key Result Area 5: Non-resident UN agencies

- 16. Special measures to integrate UN non-resident agencies in UNCT processes

Coordination capacity of the UNCT

- 17. Strengthening UNCT Coordination Capacity

Annex I - Vital UNCT Statistics (attached in excel file online)

Annex II - 2009 Results and Use of Funds Table and Performance Appraisal Reporting (attached in excel file online)

Annex III - 2010 Work Plan and Performance Appraisal Planning (attached in excel file online)

Annex IV - Joint Programmes Database (attached in excel file online)