



Approved by the UNDG, 29 January, 2009

UNDG work plan 2009

Working Group on Country Office Business Operation Issues					
<i>Issue</i>	<i>Priority</i>	<i>Deliverables</i>	<i>Performance indicator</i>	<i>Time frame</i>	<i>Lead Responsibility</i>
Country business operations – ICT, common services, procurement, human resources	Identification and facilitation of quick wins for all pilot countries	Based on solutions identified for some of the pilot countries in 2008, more generic guidance for other pilot countries developed and selective mission support to the pilots in 2009 undertaken.	Guidance in each area of common business operations provided to pilot countries. Applicability to other countries following DAO approach considered and recommended to UNDG Minimum mandatory package on common services for UNDAF roll out countries identified and included as part of support	Q2	Task Team for each of the areas
Common Premises	Provision of guidance and support to country offices establishing Common Premises	Proposed options for funding Common Premises tested at country level and finalized in close cooperation with the WG on Joint Funding, Finance and Audit Issues	Paper on funding options for Common Premises, with pros and cons, communicated to country offices	Q1	TT on Common Premises Lead: UNICEF
		Establishment of eco-friendly UN Houses facilitated in cooperation with the Environmental	Number of countries pursuing eco-friendly UN Houses	Q3	

		Management Group			
		Proposal for institutional scaling up and implementation support for Common Premises projects developed; its implementation started	Systematized and timely country support	Q1	
HACT	Facilitation of HACT implementation by Funds, Programme and Specialized Agencies at country level	HACT fully integrated with the common programming process	HACT requirements are part of common programming process	Q1	HACT Advisory Committee
		Specialized Agencies supported in adoption and implementation of HACT through trainings and on-going advice	Number of Specialized Agencies implementing HACT at country level	Q3	Lead: UNICEF
		Standards for country level databases of Implementing partners reflecting status of micro assessments and assurance activities developed	Number of countries maintaining HACT databases,	Q3	
UNDG Toolkit & Change Management	Provision of continuous support to UN Country Teams in implementation of UNDG Toolkit on improved functioning of the UN development system at country level	Proposals for integration of programmes and operations developed	UNDG Toolkit fully integrated with the common programming process	Q1	UNDG Toolkit Facilitation Group Lead: TBD

Working Group on Joint Funding, Financial and Audit Issues

<i>Issue</i>	<i>Priority</i>	<i>Deliverables</i>	<i>Performance indicator</i>	<i>Time frame</i>	<i>Lead Responsibility</i>
Joint Funding	Management and oversight of MDTFs and One Funds enhanced	A guidance note on establishing and managing MDTFs developed	Template for TORs for new MDTFs/JPs, procedures on the establishment, management and governance of MDTFs, common criteria for fund allocations from MDTFs/JPs, guidelines for AA reporting to MDTF oversight committees, etc made available to the Participating agencies and Administrative Agents	Q1-Q2	TT on Joint Funding Lead - UNAIDS
		MDTF Oversight architecture reviewed and enhanced	MDTF Oversight structures fully operational	Q1-Q2	
Financial Issues	Financial issues from the DAO countries addressed	A Guidance Note on One Budgetary Framework Developed building on the experiences of DAO pilot countries	Guidance Note on One Budgetary Framework made part of UNDG Toolkit	Q1-Q2	TT on Financial Issues Lead: UNFPA
		Financial reporting, including agencies expense categories, harmonized and tested in selected DAO pilot countries	Eight pilot countries follow harmonized financial reporting in 2009	Q2	
		The draft policy paper on Deployment of Savings in Support Costs into Programme presented for inter-agency and inter-governmental discussions	Policy paper finalized and adopted by UNDG	Q2-Q3	
	Facilitation of inter-agency agreements for greater harmonization in the area of finance	Harmonized Financial Regulations and Rules finalized	Harmonized Financial Regulations and Rules presented to ACABQ followed by the respective governing bodies	Q3-Q4	

		Inter-agency agreement on application of harmonized cost recovery policies achieved	Funds, Programmes and Specialized Agencies apply harmonized cost recovery rate of 7% in MDTFs and other joint activities	Q3	
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Working Group on RC System Issues					
<i>Issue</i>	<i>Priority</i>	<i>Deliverables</i>	<i>Performance indicator</i>	<i>Time frame</i>	<i>Lead Responsibility</i>
RC System Policy	RC and UNCT policies strengthened	Tasks emerging from the management and accountability system implementation plan (once finalised and approved), and other work UNDG Working Groups, relevant to the WG-RCSI	TBD	Q4	Chair WG-RCSI
		Recommendations and lessons learned emerging from the DaO pilot countries collected and integrated into relevant WG policy	Key policy documents updated as necessary	Q4	Chair WG-RCSI
		Supporting implementation of WG-RCSI relevant actions within the NRA framework and implementation plan	TBD	TBD	Chair WG-RCSI
		Problem-solving at the policy level of emerging issues related to revised RC JD, Guidance Note on RC/UNCT Working Relations, and Dispute Resolution Mechanism	TBD	Q4	Chair WG-RCSI
RC/HC Talent Management	RC/HC candidate pool enlarged	Finalize and endorse the Talent Management Initiative recommendations and action plan	Implementation plan finalized and endorsed	Q1	UN-OHRM (as Chair of the Talent Management Task Force)
		Implementation of the sort-term quick wins within the Talent Management Initiative action plan	Achievement of short term targets (to be determined in the finalized action plan)	Q2	UN-OHRM (as Chair of the Talent Management Task Force) / IAAP
		Implementation of the medium and long term actions within the Talent Management Initiative action plan	Achievement of medium and long term targets (to be determined in finalized action plan)	Q4	WG-RCSI / IAAP
		Conduct RCAC predictability study, leading into support and oversight provided for the re-tendering process for the RCAC contract (including the agreements on political skills and acumen)	RCAC re-contracted	Q3	UNDP, DOCO, WG-RCSI

RC/UNCT Performance Appraisal	Strengthened mutual accountability through improved and integrated performance management	Global rollout of the second generation of the One80 Competency Development Tool, including resolution of outstanding issues emanating from the pilot roll-out	One80 Tool global participation	Q2	DOCO and RDTs
		Agency integration of the UNCT role and membership and UNCT appraisal tools, within their agency appraisal and HR tools (job descriptions etc...)	All agencies having one key planned result regarding UNCT work within their agency job appraisal tool	Q4	Chair WG-RCSI
		Strengthening the support the RDTs provide to the RC System – with specific reference to Performance Appraisal	TBD	Q4	All WG-RCSI members
RC/UNCT Training	RC and UNCT orientation and training	Integrated orientation programmes for RCs adopted and delivered, with increased interaction across UN agencies	Orientation package for new RCs implemented	Q2	DOCO and UNDP
		Induction training programme for first time RCs undertaken	Induction training implemented	Q4	DOCO, UNDP and UNSSC
		Endorse and monitor the short and medium term recommendations of the women's leadership initiative	Achievement of short & medium term targets (to be determined in finalised action plan)	Q4	Chair WG-RCSI and DOCO
		Ensure strengthened and improved RC/HC/DO knowledge management systems, including the finalization of the RC/HC/DO Toolkit	RC/HC/DO Toolkit rolled out	Q3	DOCO, OCHA, DSS

Working Group on Programming Issues					
<i>Issue</i>	<i>Priority</i>	<i>Deliverables</i>	<i>Performance indicator</i>	<i>Time frame</i>	<i>Lead Responsibility</i>
Capacity Development	Integration of capacity development in programming deepened	Capacity Development Network for the UN System launched Capacity Development Support Package for UNCTs developed and direct Support to at least one UNDAF country provided, with subsequent scale-up plan developed	Number of members in the CD network and number of UN entities represented UNCT satisfaction rating with the CD Support Package UNCT satisfaction rating with direct support provided	Q1-Q4	UNDP – FAO -OHCHR
Normative-Operational linkages	Ensure coherent mainstreaming of key principles and thematic issues into CCA/UNDAF	Developing coherent conceptual framework on inter linkages and coherent application of 5 key principles and setting up a coherent support mechanism, including through training and regional support Developing specific guidance for mainstreaming environmental sustainability and climate change, as well as food security issues and Persons with Disabilities into CCA/UNDAF Direct Support on mainstreaming climate change provided to at least one UNDAF country	Conceptual framework agreed, one coherent training package developed, system-wide support mechanism for UNCTs established Specific guidance notes developed UNCT satisfaction rating with Information packs and training materials on climate change UNCT satisfaction rating with direct support provided on climate change Country level activities on climate change reflect the themes and issues of overall UN coordination under CEB	Q1-Q2 Q1-Q3	UNEP-ILO-DESA

System-wide coherence	<p>UNCTs have access to up-to-date high quality guidance for CCA/UNDAF process based on country level feedback</p> <p>Simplification of the common country programming process</p> <p>Strengthened quality assurance and support for UNDAF development</p> <p>Enhanced Engagement of NRAs in country programming See NRA Work plan</p> <p>Support UNCTs to enhance progress towards achievement of the MDGs</p>	<p>Further updating of the CCA/UNDAF Guidelines on issues demanded by TCPR and/or country teams (comparative advantage, coherent approach to 5 key principles, South-South cooperation, wider stakeholder engagement, etc.)</p> <p>Guidance agreed for developing Common Operational Document</p> <p>Strategy agreed and implemented for enhanced support to UNDAF roll-out countries from both global and regional levels</p> <p>Implementation of the NRA work plan (to be adopted by UNDG on 30 January)</p> <p>Review progress in implementation of UNDG Action Plan on MD/MDGs</p>	<p>Updated CCA/UNDAF Guidelines and additional guidance notes where necessary</p> <p>Guidance Material developed and integrated into CCA/UNDAF Guidance and UNDG Coherence toolkit</p>	<p>Q1</p> <p>Q1</p> <p>Q1-Q2</p>	UNICEF - UNEP
Accountability for results	Better enable UNCTs to manage UNDAF results and report jointly, while reducing transaction costs and duplication	<p>Develop one annual One UN progress report prototype</p> <p>Enhance capacity for and application of agreed UNDG RBM approach.</p>	<p>1. Prototype for one UN progress report piloted in selected countries and experience reviewed for possible roll out plan</p> <p>2. Revised RCAR guidelines</p> <p>3. Common RBM Manual produced</p> <p>4. RBM training tools/package updated /developed</p> <p>5. Regional Support for RBM capacity development to UNCTs established and supported.</p>	<p>Q1-Q4</p> <p>Q1-Q4</p>	UNFPA - UNICEF

Aid Effectiveness	Internalization of aid effectiveness principles and related international commitments	Operational Guidance on aid modalities, effectiveness and alignment developed.	Inter-agency workshop held	Q1	UNDP-UNFPA
		UNDG Action Plan on the Implementation of the Paris Declaration revised and updated to reflect commitments from the Accra Agenda for Action and Doha Declaration on Financing for Development.	Guidance note finalized	Q2	UNDP
		Aid effectiveness principles reflected in UNDAF indicators.	UNDG Action Plan revised	Q1	
			Review of existing rules and procedures from the perspective of aid effectiveness principles and UNDAF indicators enhanced to reflect these		

UNDG-ECHA Working Group on Transition Issues

<i>Issue</i>	<i>Priority</i>	<i>Deliverables</i>	<i>Performance indicator</i>	<i>Time frame</i>	<i>Lead Responsibility</i>
Support to RC/HCs, RCOs and UNCTs in countries in transition	United Nations RCs/ Humanitarian Coordinators (HCs) provided with appropriate and timely support on a predictable and sustainable basis	CCA/UNDAF adapted to transition settings	Use of CCA/UNDAF in transition settings	Q3	Task team on guidance and tools DOCO/OCHA/CWGER
		Finalization of Clarification note on transition planning processes	Status of note, and distribution	Q1	
		Review of coordination mechanisms (capacity gap)	Status of support to RCs in coordination from humanitarian to development operations	Q2	Task team on capacity for country support
		Guidance provided on recovery/ peacebuilding (strategy gap)	Status of guidance note	Q2	Task team on guidance and tools
		Communication tools on support available provided to UNCTs	UNCTs informed about, and using, tools and support available	Q2	Task team on guidance and tools

Strengthened Partnerships	By 2009, PCNA and PDNA toolkits, including capacity assessment being fully utilized as common instruments of the United Nations system, including the World Bank, in working with national and other partners	Review and launch of the PCNA toolkit, and PCNA tailored to recovery settings	Status of development and utilization of toolkit	Q3	Task team on guidance and tools
	Improved coordination of support provided by different bodies to UNCTs	<p>UNDG supported to enhance capacity for involvement in IMPP processes</p> <p>Cooperation CWGER, through establishment of synergies in deployment of staff</p> <p>Cooperation Framework Team, through establishment of synergies in deployment of staff</p> <p>UNDG inputs to Policy Committee consolidated on transition issues</p>	<p>Status of coordination of support provided to UNCTs</p> <p>Status of synergies established</p> <p>Status of synergies established</p>	<p>Q1-4</p> <p>Q4</p> <p>Q4</p> <p>Q2</p>	<p>Task Team on Global Architecture and Engagement with other UN structures and processes</p> <p>Task team on capacity for country support</p> <p>Task team on capacity for country support</p> <p>Task Team on Global Architecture and Engagement with other UN structures and processes</p>