



# United Nations Development Operations Coordination Office (DOCO)

The UN Development Operations Coordination Office (DOCO) promotes social and economic progress by helping UN organizations deliver coherent, effective and relevant support to countries. The Secretary-General created DOCO (formerly the Development Group Office) and the UN Development Group (UNDG) in 1997 to unite the UN system and improve the quality of its development assistance.

Coordination leads to more strategic UN support for national plans and priorities, makes operations more efficient, reduces transaction costs for governments, and ultimately helps people attain the Millennium Development Goals and other internationally-agreed development objectives.

## Resident Coordinator System Support

Much of DOCO's work focuses on supporting and strengthening the **Resident Coordinator system** with funding, policy guidance and training. DOCO advises RCs on how to make country programmes more efficient, effective and aligned with national priorities, and work to streamline coordination mechanisms.

## Resources for Country Teams and RC Offices

DOCO administers the UN Country Coordination Fund, which provides Resident Coordinators with resources to improve their capacity to coordinate. DOCO allocates and monitors these resources, and works with UNDG Regional Directors Teams to provide oversight and help country teams to plan and work together strategically. In partnership with the UN System Staff College, DOCO provides coordination training and learning services. DOCO also supports the process of selecting and assessing Resident Coordinators.

## Country Office Business Operations and Funding

DOCO helps the UNDG develop and introduce simplified and harmonized policies and procedures that are vital to country office operations in areas such as communications and IT systems, human resources, procurement, financial rules and regulations, standardized auditing and financial reporting, cost recovery, and funding to partner organizations. For example, the office has helped UN agencies agree on a harmonized and simplified approach to cash transfers to implementing partners, and provided country teams with guidance in reducing their overhead costs.

## Programme Support and Global Quality Standards

With assistance from DOCO, the UNDG and its working groups develop policies, procedures, protocols, and guidance for UN country offices. Key tools include the UN Development Assistance Framework (UNDAF),

## The Resident Coordinator System

The Resident Coordinator system encompasses all the UN system entities that carry out operational activities for development in programme countries, regardless of their physical presence in the country.

Resident Coordinators are senior UN officials who lead UN country teams and coordinate their activities. Working closely with national governments, UN country teams provide technical assistance and policy advice, build human and institutional capacity, pilot projects, and advocate for globally-agreed norms and standards.

Resident Coordinators are appointed by the Secretary-General, overseen by the UNDG, funded and managed by the UN Development Programme, and supported by DOCO.

Common Country Programming Process, and methodologies for promoting aid effectiveness, national ownership, results-based management, capacity development, human rights, environmental sustainability, gender equality, climate change, food security, and the MDGs. DOCO also assists the RC system's global quality support and assurance mechanism, which aims to provide timely technical support to UN country teams and enhance the quality of programming results.

## Crisis and Post-Conflict Coordination Support

DOCO provides targeted support specifically to RC Offices and UNCTs operating in transition countries. Our crisis and post-conflict specialists help teams conduct post-conflict needs assessments and develop transitional results frameworks, launch strategic planning exercises, and develop financing mechanisms for

## The United Nations Development Group

The UN Development Group (UNDG) unites the UN organizations that support development. Together, UNDG members define and implement system-wide policies that promote effective and efficient support to countries. Organizationally, the UNDG is the pillar of the UN Chief Executives Board focused on country-level operations. Chaired by the Administrator of UNDP, the UNDG meets regularly and has established working groups to develop and roll out tools that support UN country teams.

transitions. Depending on the country context and available resources, DOCO may provide transition funding to enhance the staff capacity of RC Offices in strategic planning, coordination, monitoring and evaluation, and donor relations. DOCO ensures that UN coordination arrangements are coherent in crisis and post-crisis settings, including in integrated missions. DOCO also facilitates inter-agency and inter-departmental dialogues at UN Headquarters on crisis and post-crisis issues as they pertain to recovery.

### Communications and Knowledge Management

DOCO provides guidance on joint strategic communication for development and coordination issues. The office offers training, briefings and discussions; maintains information-sharing systems; and shares good practices and lessons learned. DOCO manages the UNDG website and the Coordination Practice Network, a global electronic knowledge network for UN coordination practitioners. DOCO also supports knowledge networks for human rights and the MDGs, and oversees DevInfo, a common database used by governments to report on human development statistics and progress toward the MDGs.

### Helping UN pilots Deliver as One

DOCO provides policy support and guidance to the countries that are piloting the “Delivering as One” concept. Launched in 2006, this initiative is exploring in eight countries how the UN family can provide more effective and efficient support to countries by working in more coordinated, harmonized and streamlined ways. The pilots are testing ways to better capitalize on the strengths and comparative advantages of the different UN agencies and increase the UN system’s collective impact through greater national ownership and leadership, common programming, reduced transaction costs for governments, and lower overhead costs for the UN.

### UN Development Group Support

At UN Headquarters, DOCO provides technical support for the UNDG’s work. DOCO staff work with UNDG members to prepare system-wide issues, policies and guidelines for decisions by the group and the UN Chief Executives Board. This includes helping to implement General Assembly resolutions on development operations.

### Who We Are



The Director of DOCO is **Debbie Landey**. She is supported by four Associate Directors, each seconded from a different UN organization. DOCO staff have extensive expertise with UN country operations, coordination, strategic planning, development policy, crisis and post-conflict situations, and communications. The office is administered and funded by the UN Development Programme.

### Contact Information

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### Visit [www.undg.org](http://www.undg.org) to learn more

Maintained by DOCO, the UNDG inter-agency website provides access to policies, guidance and tools, good development coordination practices and experiences, indexes of UN Country Teams and Resident Coordinators, annual reports, a network for coordination practitioners, and updates about UN system efforts to deliver more coherent, effective and relevant development assistance. In addition to information on coordination, [www.undg.org](http://www.undg.org) collects policy guidance and training on the MDGs and UN System Influenza Coordination (UNSIC) and hosts inter-agency discussion networks: the Coordination Practice Network (CPN), the UN Human Rights Policy Network (Huritalk), the Millennium Development Goals Network (MDGnet), and the HuriLink WebPortal.

