

Approved by the UNDG
29 January, 2009

Implementation Plan for the Management and Accountability Framework

OUTCOME (based on accountabilities)	OUTPUTS AND TIMELINES FOR RESPONSIBLE PARTIES				
	UNDG WORKING GROUPS	RDTs	UNDG (full UNDG, Chair, AG)	DOCO/UNDG ASG	UNDG Organizations
RESIDENT COORDINATORS					
UNDAF/UN Programme ¹ implemented by UNCT under RC leadership and coordination, and in full compliance with the Guidance note on the RC/UNCT Working Relations; results reported to the national government	- RCAR guidelines updated by Q1 '09 (WGPI) - RBM approach aligned and its application ensured among UN organizations, for common results reporting by Q4 '09 (WGPI) - RBM action plan endorsed and submitted to UNDG for implementation by Q2 '09 (WGPI) - Prototype of common results reporting to governments developed and guidelines provided,	- Timely quality feedback provided to RCs/UNCTs on workplans and RCARs, Q1 –Q3 '09 - First line 'Trouble shooting' support provided, - Appraisal of RCs/UNCTs, including mid-year reviews , for RCs/UNCTs that are underperforming, ensured by Q3 '09 - Continuous quality and timely technical support mobilized and performed through the Peer Support Group for CCA/UNDAF	- Efficient processing and approval of operational guidance and tools for RC/UNCTs; 2009. (UNDG) - Provide regular assessments of problems encountered by agencies/UNCT members in achieving results; troubleshooting at country level when not resolved by the RDT; ongoing (RCs with agencies for consideration by AG).	- Technical support to implement guidance, support training, and provide financial support; support “trouble shooting” with RCs/UNCTs based on guidance from AG and requests from RCs/UNCTs and/or from RDTs/RMTs. - Facilitate interagency and technical and other support to UNDAF roll-out countries - Prototype of common results reporting to governments developed; work undertaken with UNDG WGs to ensure that guidelines are provided, Q1 '09	

¹ The UNDG WG on Programming Issues (WGPI) has been tasked provide clarity on the different terminology used in this regards, and to come up with proposals for a streamlined use of terminology when referring to county level programming documents.

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	Q1 '09 (WGPI) - Establish mechanism for feedback from RC/UNCTs and RDTs on policy guidance and tools for the UNDG and AG; Q1 '09. (WGPI)	processes, 2009. - Members of Peer Support Group able to dedicate time to quality support and assurance role given recognition by RDT, 2009.		- Existing coordination capacity and funding situation in RC Offices assessed in -Q1 '09 - In consultation with RCs and UNCTs recommendations for minimum coordination capacity developed for review by AG, by Q2 '09 - Support agencies to ensure further integration into RC/UNCT performance appraisal process - Communications strategy/ package to ensure awareness of Guidance note on RC/UNCT Working Relations designed and implemented in Q1 '09	
Clear division of labor and accountabilities between RC/RR and CD function ensured	- RC Job Description finalized; Mechanisms developed and provisions included in JD/ Performance Appraisal Systems to empower RC to facilitate achievement of UNCT common results, including common resource mobilization in Q1 '09 (WGRCSI) - Guidance note on RC/UNCT Working Relations finalized in Q1		- In some, or all, of the DAO pilot countries, explore possibilities of moving ahead with separately accredited RCs, on the one hand, and UNDP CDs, on the other, explored in '09. This will have to be done with the full support of Governments and should be understood as being experimental; (Chair of UNDG)	- Support in testing the proposed and agreed upon mechanisms provided, in some, or all, of the DaO pilots, that the UNDG Chair will explore the possibility of separately accredited RCs on the one hand and UNDG CDs on the other. This will have to be done with the full support of Governments and should be understood as being experimental, Q1 '09	- Continue to elaborate the division of labor between RC/RR and UNDP CD/DRR with a view to full roll-out in 2010. Immediate application of dual reporting arrangements in pilot countries. '09 (UNDP) - Proposals on mechanisms for separate accreditation of RC/RR and UNDP CD in some or

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	09 (WGRCSI) - Reporting obligations to the RC to reflect the agreement in the M&A system, by informing the RC on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency, and the RC providing an assessment of that performance (as well as other performance relations to the UNCT) as formal input to agency performance appraisal process., Q1-Q2 '09 (WGRCSI)			- Gaps in current RC authorities, including in financial responsibilities, UNCT performance assessment, etc. identified and referred to relevant WG for development of mechanisms for empowering RCs to address the identified gaps Q1 '09 - Assessment of current reporting arrangements between RC and agency leading thematic result area undertaken in Q1 '09	all of the DaO pilots, with due consideration of legal implications, developed This will have to be done with the full support of Governments and should be understood as being experimental; support in testing the proposed and agreed upon mechanisms provided, Q1 '09 UNDP)
Revisions of JDs of Resident members and definition of framework for Non-resident members of UNCTs to explicitly recognize the role of the RC in strategically positioning the UN in each country.	- WGRCS to regularly review progress and monitor implementation, including ensuring removal of UNDP-specific fundraising from RR job description and performance assessment Q4 '09, 2009, and 2010.	- RDTs to review success factors in team cohesion and team effectiveness and refer good practices to DOCO for dissemination, as appropriate, ongoing.		- DOCO to gather, disseminate and be repository of lessons learned and good practices identified by the RDT . - Modalities agreed for DOCO to provide flexible financing through the CCF to supplement, as needed, resources mobilized at country level from all UNCT members, for start-up/preparatory activities of the	-Reporting obligations to the RC to reflect the agreement in the M&A system, by informing the RC on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency, and the RC providing an assessment

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				UNCT, by '09 (UNDG)	of that performance (as well as other performance relating to the UNCT) as formal input to agency performance appraisal process. Q1 '09 (F/P/SAs) - Revise Country Representatives JDs to reflect that the RC should be supported, as required, with access to Agencies' technical resources as agreed with the agencies Representatives balancing available resources with tasks to be performed. Q1 '09 (F/P/SAs) - Country Representatives to provide examples of agency-specific good practices of inter-agency collaboration/support to RC that may be adopted as institutional standards. Q4 '09 (Country Reps of F/P/SAs) - Necessary staff support to RC/DSRSG asked to lead in-country MDTF/JP management function ensured, '09 (As agreed

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					by the Steering Committee) - All Specialized Agencies, Funds and Programmes, as well as DOCO, should take responsibility for seeking to provide flexible financing for start-up/preparatory activities of the UNCT, by '09
Implementation of MDTFs and Joint Programmes (JPs) ensured through application of UNDG agreed procedures, and UNDG agreed guidelines for Steering Committees; development of ToRs for new MDTF or JP; development of criteria for fund allocation; and effective management of resource mobilization/	- Development of a guidance note on establishing and managing MDTFs/JPs facilitated, Q1 '09 (WGJFFAI) - Agreement on protocol on the role of the AA reached in Q4 '08 (WGJFFAI) - Support in elaboration of a template TORs for new MDTFs/ JPs provided, '09 (WGJFFAI) - Development of common criteria for fund allocations from MDTFs/JPs facilitated, Q1-Q2 '09 (WGJFFAI)			- Development of a guidance note on establishing and managing MDTFs/JPs facilitated, Q1 '09 (with WG) - Agreement on protocol on the role of the AA reached in Q4 '08 (with WG) - Support to WG to elaborate a template TORs for new MDTFs/ JPs, '09 (with WG) - Development of common criteria for fund allocations from MDTFs/JPs facilitated, Q1-Q2 '09 (with WG)	

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allocation and reporting processes					
Ensure inclusion of NRAs in country operations.	- Progress in implementation of the NRA engagement work plan is monitored by relevant working groups, Q1-Q4 '09	- RC efforts for effective inclusion of NRAs continues to be considered in RC appraisals, '09 and onwards	- RC and RDT efforts for effective inclusion of NRAs are monitored by UNDG, '09 and onwards		
UN COUNTRY TEAM MEMBERS					
UNCT results achieved through effective leadership of responsible UNCT members, and in full compliance with the Guidance note on RC/UNCT Working relations	- Implementation of agencies' agreement to include procedures for assessment of UNCT results in their own agency assessment systems monitored and reported, '09 (WGRCS) - Mechanisms to ensure compliance of all UNCT members in completing the revised 180 Degree instrument developed, Q1 '09 (WGRCS) - UNDG mobilized to establish support mechanisms to enhance quality and delivery of common results, Q1-Q3 '09 (WGPI) - A roadmap for implementation of agreed changes to incentive	- Support provided to UNCT members in better defining UNCT substantive results, '09 and onwards.		- UNDG mobilized to establish support mechanisms to enhance quality and delivery of common results (DOCO with WGPI) '09 - A roadmap for implementation of agreed changes to incentive systems through performance appraisal systems developed by Q1 '09 - Country level interagency process in implementing the RC/UNCT Working Relations supported and technical and financial support on coordination issues provided, '09 and onwards	- Incentive systems for delivering common results and the respective accountability frameworks developed by Q1-Q3 '09 (UNDG F/P/SAs with DOCO)

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	systems through performance appraisal systems developed by Q1 '09 (WGRCS)				
Effective and impartial management, including fiduciary management of and reporting on UNDG MDTFs according to UNDG agreed rules and procedures of MDTFs ensured	- Current oversight mechanism (Fiduciary Management Oversight Committee) reviewed and configured as a technical group (as required). Additional oversight committee at ASG level (use AG, working on behalf of the UNDG Chair for this purpose) established, Q1 '09 (WGJFFAI) - Standardized procedures for management and governance of MDTFs agreed between organizations and implemented by all AAs of MDTFs and JPs in Q1 '09 - Development of guidelines for AA reporting to MDTF oversight committee facilitated in Q1 '09	RDTs to provide support and advice in case of disputes, '09 and onwards		- Support review of current oversight mechanism (Fiduciary Management Oversight Committee) and establishment of an oversight at ASG level Q4 08-Q1 '09 (DOCO & WGJFFAI) . - Support development of standardized procedures for management and governance of MDTFs agreed between organizations and implemented by all AAs of MDTFs and JPs in Q1 '09, with support from AG to provide clarity. - Facilitate WG's work to develop guidelines for AA reporting to MDTF oversight committee facilitated in Q1 '09	- Internal MDTF/AA management machineries established by UNDG Agencies, preferably including MDTF Offices' separation from Resource Mobilization as required in Q4 '08 (UNDG Agencies) - Full financial disclosure of all financial transfers and allocations, including use of overhead, by MDTF offices to date, provided in Q4 '08 (All MDTF Offices) - Web-based reporting tool developed by the UNDP MDTF office completed, Q1 '09 (UNDP MDTF Office and interagency WG)
REGIONAL DIRECTORS TEAMS					

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Provision of timely technical support and quality assurance in programming work ensured. Performance management and trouble shooting support provided. The membership of RDTs should be progressively inclusive, while maintain commitment to the effective provision of support to RC/UNCTs. (agreed function for RDT from Oslo)	- CCA/UNDAF guidelines updated by Q1 '09 (WGPI) - Proposal for Simplified Country Programming Processes by Q1 '09 (WPGI) - NRA engagement workplan endorsed by Q1 '09 (WGPI)	- Capacities for strategic planning and RBM at country and regional level built, Q1 '09 – onwards (RDTs/Funds, Programmes and SAs with DOCO) - Agency inclusion in RDTs by matching own regional structures undertaken, including common understanding on concept of ongoing alignment of regional support structures and regional bureau established, '09 - Based on the TORs of RDT/RDT Chair, work plans established by each RDT and progress reports shared with AG/ASGs (RDTs and DOCO), Q1 '09	- Necessary support to RDT functions in facilitating work of RC and UNCTs, including enhancing their capacities for technical support and quality assurance role, provided, Q1 '09 – onwards (AG and DOCO)	- Gaps in management and technical capacities, incl. for QSA mechanism, of RDTs assessed and funding for minimum support to RDTs agreed upon by Q1 '09 (DOCO with RDTs) - Minimum funding level required to support core RDT functions defined; Availability of this funding ensured (DOCO), Q1 '09 - QSA mechanism institutionalized by Q1 '09 through self-assessment tools, peer reviews and programme assessments and DOCO with RDTs) - TORs for Chair and members of RDT, including time allocations, developed in Q1 '09 (DOCO with RDTs) - Guidelines for RDT workplanning and reporting, through the Advisory Group to the UNDG Chair developed by Q1 in time for 2009 workplans	- Capacities for strategic planning and RBM at country and regional level built, Q4 '08 – onwards (RDTs/Funds, Programmes and SAs with DOCO)

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				'09 (DOCO with RDTs) - Geographic Cluster Heads, Regional and Geographic Focal Points provide support to UNCT and RDTs on coordination issues, ongoing	
UNDG CHAIR					
Effective leadership in efforts to enhance UN coherence at country level of RC System and UNDG mechanism ensured			- Annual reports to ECOSOC prepared and submitted (UNDG Chair supported by AG, WGs and DOCO) - Reports on work of UNDG for each CEB meeting prepared (UNDG Chair supported by AG & DOCO), bi-annually. - Reports for Policy Committee - Effective leadership of the UNDG AG ensured (UNDG Chair supported by DOCO); ongoing	- UNDG Chair supported through provision of substantive advice on UNDG agenda, appropriate support across the CEB and SG's Policy Committee; ongoing - Regular updates and consultation on strategic directions organized/ undertaken through effective use of UNDG mechanism; ongoing. - Mechanism foreseen for RDTs engagement in UNDG to support and monitor implementation of UNDG agreed country level policy established by Q1 '09	
UNDG ADVISORY GROUP					
Effective guidance to UNDG Chair on progress with UN coherence, management of RCS and monitoring of MDTFs and DOCO		- 2009 workplan and end-year progress report submitted to the UNDG chair with review by the AG, Q1, Q4 '09	- Strategic advice and recommendations provided to the Chair of UNDG on progress and issues of concern in management of RCS (AG); ongoing -Monitoring and oversight of	- Substantive support in setting UNDG/AG meetings' agenda and development of background documentation provided, and regular meetings of AG to review major issues and provide guidance to UNDG Chair organized; proper follow-up ensured; ongoing.	

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performance ensured			MDTFs (AG); ongoing. - Approach to monitor DOCO performance based on agreed workplan and benchmarks developed and agreed upon in Q1 '09 (AG and DOCO)		
CONVENORS OF UNDG WORKING GROUPS					
UNDG workplan implemented and required policy recommendations in support of UN coherence at country level provided	- Strategic agendas developed and updates on UNDG progress and challenges provided (WG co/ convener with DOCO support), Q1 '09 and onwards - Interagency guidance developed through a consultative and inclusive process; ongoing - Clear TORs for all UNDG WGs covering roles and responsibilities developed; compliance with UNDG working methods ensured,-Q1 '09. - Issues/obstacles arising at country level regularly relayed and development	-Provide input for priority- setting of UNDG Working Groups; Q1 and onwards. -Participate as appropriate in UNDG WG discussions; '09 and onwards.	-Guide and provide priorities for UNDG WGs; respond to requests for input on issues, Q1 '09 and onwards (AG)	- Support provided to WG Chairs to prepare clear TORs for all UNDG WGs covering roles and responsibilities developed, in compliance with UNDG working methods, Q1 '09 - Inter-linkages among WGs, as well as with HLCM and HLCP, facilitated and feedback provided to UNDG WGs, UNDG and AG, Q1 '09 and onwards. - Technical support for UNDG workplan delivery provided and its timely implementation ensured, Q1 '09 - Issues/obstacles arising at country level regularly relayed to WGs, UNDG and AG, and	

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	of solutions to those issues supported; ongoing.			development of solutions to those issues supported; ongoing. - DOCO will keep RDTs regularly updated on new developments.	
DEVELOPMENT OPERATIONS COORDINATION OFFICE (DOCO)					
Effective support to various UNDG mechanisms, as well as RDTs & RCS provided in consultation with interagency process and in liaison with other CEB mechanisms. Effective resource management ensured			- Determine modality for agencies' contributions to funding DOCO by '09 (AG)	- Effective support for RCS oversight mechanism at all levels provided; ongoing. - Advice on substantive issues and appropriate follow-up ensured with regard to regular meetings of AG, CEB pillars, UNDG WGs, and on UNDG issues related to OCHA/ DPA/ DPKO; ongoing. - Methodology for allocation of resources to RC offices updated; Q4 '08-Q1 '09. - Functional review of DOCO undertaken in cooperation with AG as advisory body, Q1-Q3	

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				'09 - Agreed workplan results delivered and effective management of new DOCO structure ensured; '09 and onwards.	
Support to MDTF oversight committees provided	- Agreement, on a “no-objection” basis, on the establishment of new MDTFs facilitated and observance of agreed procedures by UNCTs and other steering committees, especially with regard to MDTFs, ensured; ongoing (WGJFFAI)			- Effective support to management of the oversight system for MDTFs through technical interagency groups and AG ensured, Q1 '09 - Regular meetings of the oversight committee (AG, on behalf of UNDG Chair) organized and supported; briefings on progress, incl. on unresolved issues, provided – Q1 '09 and onwards. - Regular meetings of donors to the MDTFs organized for a) interaction with UNDG members, b) further refinement of MDTF tool; ongoing. - Agreement, on a “no-objection” basis, on the establishment of new MDTFs facilitated and observance of agreed procedures by UNCTs	

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				and other steering committees, especially with regard to MDTFs, ensured; ongoing. - A database on MDTFs established by Q1 '09	
Management of dispute resolution mechanism	- Dispute resolution mechanism finalized by Q1 '09 (WGRCS)	- Facilitate introduction and implementation of the Dispute Resolution mechanism throughout the UN system facilitated, Q1 '09 (RDTs and UNDG agencies)	- Ensure awareness by UNDG members of Dispute Resolution mechanism; encourage full support, Q1 '09 (UNDG Chair with support of DOCO) - "Second tier" of dispute resolution mechanism ensured; '09 (AG)	- Communication strategy/package to ensure appropriate use of the mechanism designed in consultation with agencies, by Q1 '09 - All RCs/UNCT members are informed about the new dispute resolution mechanism and its main features/ processes, Q1 '09 - Provide effective support for implementation of the new Dispute Resolution mechanism, in particular through application of global standards across RDTs, ensuring integrity of process and maintaining the intent of the mechanism, 2009	- Grievances arising at country level presented in articulate and timely manner; '09 and onwards (UNDG Agencies at country level)
UNDG ASG					
New ASG post established (Functions of UNDG ASG: 1. Oversight of DOCO, on behalf of UNDG Chair 2. Supporting AG in their supportive			-Propose establishment of ASG post for UNDG to ACABQ and Member States as an upgrade of the D2 DOCO Director post; Q4 '09(UNDG Chair) -Draft ToRs for UNDG ASG: ASGs / focal points provide inputs to ToR , AG at ASG	-Redraft ASG ToR as requested by AG and UNDG Chair. Including the following functions: 1. Oversight of DOCO, on behalf of UNDG Chair. 2. Supporting AG in their supportive role of RDTs	

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role of RDTs performance, on behalf of UNDG Chair 3. Supporting AG in oversight of MDTF unit and other AA functional units 4. Effective support for RCS oversight mechanism at all levels 5. Provide strategic guidance to the UNDG mechanism 6. Introduction of clear dispute resolution system at all levels of RC System. Act as facilitator to ensure resolution as necessary, and manage the UNDG dispute resolution mechanism)			level reviews, UNDG chair approves; Q4 '08-Q1 '09 (AG) -Open and transparent Inter-agency mechanism for selection process established and used; Q1 '09 (Chair of UNDG/AG) -Organize and support regular meetings of the MDTF oversight committee; '09 and onwards (AG, with DOCO support)	performance on behalf of UNDG Chair. 3. Supporting AG in oversight of MDTF unit and other AA functional units, as follows: a) Organize and support regular meetings of the oversight committee (AG, with DOCO support); '09 and onwards. b) Administer - on a “no-objection”-basis -agreement on the establishment of new MDTFs and ensure observance of agreed procedures by UNCTs and other steering committees; '09 and onwards. c) Provide regular briefings to the AG, including bringing to the attention of the group issues not resolved; '09 and onwards. d) Organize regular meetings of donors to the MDTFs with UNDG members, '09 and onwards. 4. Effective support for RCS oversight mechanism at all levels. 5. Provide strategic guidance to the UNDG mechanism. 6. Introduction of clear dispute	

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				resolution system at all levels of RC System. Act as facilitator to ensure resolution as necessary, and manage the UNDG dispute resolution mechanism.	