

STANDARD OPERATING PROCEDURES
for COUNTRIES ADOPTING the
“DELIVERING AS ONE” APPROACH

August 2014



ONE PROGRAMME - **TOOLS AND MATERIALS**



**UNITED NATIONS
DEVELOPMENT GROUP**



- ⚙️ **The One Programme** unifies the UN system under one national development strategy/plan, and is underpinned by integrated policy positions and services, and real-time monitoring through joint work plans;
- ⚙️ **The Common Budgetary Framework**, with all planned and costed UN programme activities presented transparently in one place, provides a shared view of the UN's contribution as a whole to the country;
- ⚙️ **The One Fund (optional)** provides performance-based support to the UN's integrated policy approaches;
- ⚙️ **The One Leader** and the UN Country Team (UNCT) leadership, is based on mutual accountability, with an enhanced co-ordination function led by the Resident Coordinator, involving all of the UNCT in team leadership, to carry responsibility for the role and results of the UN in the country;
- ⚙️ **Operating as One** provides options to build ever more cost-effective common operations and service support; and
- ⚙️ **Communicating as One** facilitates coherent messaging and advocacy on normative and operational matters, and a consistent and teamed-up strategic dialogue with host countries.

The United Nations Development Group (UNDG) is an instrument for UN reform created by the Secretary-General in 1997 to improve the effectiveness of UN development work at the country level. Bringing together the operational agencies working on development, the UNDG is chaired by the Administrator of the United Nations Development Programme on behalf of the Secretary-General.

The UNDG develops policies and procedures that allow the UN system to work together and analyse country issues, plan support strategies, implement programmes, monitor results and advocate for change. These initiatives increase UN impact in helping countries to achieve the Millennium Development Goals.

UN Development Operations Coordination Office
One UN Plaza, DC1-1600, New York, NY 10017
Tel.: 212-906-5053
www.undg.org

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1. GENERIC TERMS OF REFERENCE FOR JOINT NATIONAL/UNITED NATIONS STEERING COMMITTEE



The Joint National/United Nations Steering Committee is established to provide strategic guidance and oversight to One Programme implementation. Based on the specific local context, the government coordinating entity and the Resident Coordinator, in consultation with the UNCT, will determine the most effective modality and configuration for this committee.

The Joint National/United Nations Steering Committee, when feasible, will be aligned with existing, broader national coordination mechanisms in order to avoid duplicating these existing mechanisms and to keep transaction costs to a minimum, while ensuring national leadership and ownership.

For countries with a United Nations integrated presence, a senior leadership forum should be in place for decision-making on joint strategic and operational issues. This forum should include the key in-country decision-makers, such as the Special/Executive Representative of the Secretary-General, Deputy Special Representative of the Secretary-General, Resident Coordinator/Humanitarian Coordinator (who also are co-chairs of the Joint National/United Nations Steering Committee for the One Programme), civilian

Chief of Staff, heads of mission components, and heads of relevant United Nations agencies, funds and programmes. At minimum, it should include representation from the various elements of the United Nations integrated presence, depending on the political, security, development and humanitarian context. External partners can be invited to participate when appropriate.

The generic terms of reference below for a Joint National/United Nations Steering Committee are proposed in the spirit of national ownership. However, the final decision on the details of these terms of reference will rest with the Resident Coordinator and the UNCT who can adapt the content below as they deem necessary, to reflect the country context and in consultation with the Government.

THE JOINT NATIONAL/
UN STEERING COMMITTEE WILL
**BE ALIGNED
WITH EXISTING,
BROADER NATIONAL
COORDINATION
MECHANISMS.**

TOOL: TEMPLATE FOR TERMS OF REFERENCE OF THE JOINT NATIONAL/ UN STEERING COMMITTEE

1. Background and purpose

In order to undertake coordinated implementation and oversight of the One Programme, a Joint National/United Nations Steering Committee is established at a strategic level under the leadership of the Government and the United Nations Resident Coordinator.¹

¹ RC leadership should be exercised in line with the RC job description approved by UNDG principals.

2. Joint National/United Nations Steering Committee

2.1 Expected role of Joint National/United Nations Steering Committee

The Joint National/United Nations Steering Committee will:

- Provide strategic guidance and oversight during One Programme implementation. The Steering Committee shall be responsible for overseeing the work of the Results Groups ensuring they perform within their mandate while remaining aligned to the UNDAF in line with national priorities, and undertake evidence-based programming;
- Provide a strategic overview of the Joint Work Plans and the United Nations Country Results Report;
- Provide guidance and direction on the development of the terms of reference of the One Programme evaluation and oversee its subsequent commissioning process; and
- Ensure that funding gaps and evolving programming priorities are addressed.

2.2 Leadership and accountability

- The Joint National/United Nations Steering Committee is guided by a terms of reference to be developed in consultation with the government and mutually agreed upon.
- The Resident Coordinator, when feasible, hosts and co-chairs the Joint National/United Nations Steering Committee.
- The Committee will be co-chaired by a representative of the coordinating entity of the government.

2.3 Membership and frequency of meetings

"Participation is inclusive (line ministries, UNCT, United Nations mission as relevant, and as deemed appropriate in consultation with members of the UNCT, other stakeholders as defined in the UNDG UNDAF Guidelines (2010) and the Committee is co-chaired by the United Nations Resident Coordinator and the government coordinating national ministry."

Standard Operating Procedures, pp. 13-14.

The Joint National/United Nations Steering Committee will:

- Remain operational throughout the life of the One Programme and its implementation phase;
- Include representation from key government entities relevant to the UNDAF as well as rotational membership from United Nations entities (the terms of rotation and size of the membership should be decided by the Resident Coordinator, the UNCT and the coordinating entity of the government); and
- Meet as per agreed schedule to ensure it is able to perform the aforementioned key functions.

2.4 Secretariat

The Resident Coordinator's Office, or the Integrated Coordination Office in the case of countries with a United Nations integrated presence, will provide secretariat support to the Joint National/United Nations Steering Committee.

2. GENERIC TERMS OF REFERENCE FOR RESULTS GROUPS



Results Groups are the coordination mechanism for the One Programme at the operational level. They provide a critical level of governance and substantive oversight where significant policy issues (including operational-normative linkages) are discussed and their delivery ensured. Under the leadership of the UNCT, Results Groups engage in policy dialogue with government counterparts, civil society and development partners.

The Results Groups lead the preparation and subsequent implementation and monitoring of Joint Work Plans for one or more UNDAF outcomes. Based on the substantive analysis and dialogue, key policy and programme areas in which the UN can demonstrate shared results are derived, tracked and reported through the Joint Work Plan. This contributes to the United Nations Country Results Report and the One Programme Evaluation.

When feasible, the Results Groups should be established within existing national coordination mechanisms to promote coherent and accountable United Nations engagement at the operational level. The existing national coordination mechanism should include the participation of government, national stakeholders and social partners, including workers and employers' organizations. However, even if national coordination mechanisms exist, the United Nations may still decide to establish a United Nations-only Results Group for internal United Nations coordination to ensure a coordinated United Nations approach within the national coordination mechanisms.

If national coordination mechanisms are non-existent, the United Nations, in consultation with the government, may establish relevant

Results Groups. Depending on the national context, Results Groups may or may not include participation of the government and/or national partners, but the United Nations must ensure that adequate coordination is maintained with relevant national partners at the operational level throughout the implementation of the One Programme. Depending on the national context and agreement with national partners, each Results Group is co-chaired by a relevant national partner. Representation of, or other form of genuine consultation with, targeted groups of rights-holders is encouraged at regular intervals.

To support the Results Groups to promote and apply United Nations normative programming principles, the UNCT may also wish to establish thematic groups on cross-cutting issues or access expertise from within the UNCT to advise the Results Groups and Resident Coordinator on how to ensure these principles are applied in efforts to achieve the UNDAF outcomes.²

In countries with a United Nations integrated presence, the mission and the UNCT may also decide to develop and monitor implementation of joint strategies through Results Groups. Results Groups will be led by a UNCT member or by the Head of a Section (as relevant).

RESULTS GROUPS
WILL BE
LED BY
A UNCT
MEMBER

² In accordance with the UNDG guidance note for UNCTs on establishing theme groups or other appropriate mechanisms on human rights and the 2005 Resource Guide for Gender Theme Groups (UNDP, UNFPA, UNICEF and UNIFEM), and depending on the country context and UNCT capacity, the UNCT is encouraged to establish working groups with advisory responsibilities with regards to the United Nations' normative programming principles. In addition to advice, these groups may act as a resource for the Resident Coordinator and the UNCT in promoting norms and standards of the United Nations system as well as for coordinating the organization's responses to requests from the government and other stakeholders relevant to engagement in United Nations human rights mechanisms.

TOOL: TEMPLATE FOR TERMS OF REFERENCE OF RESULTS GROUPS

1. Background and purpose

The One Programme calls for the establishment of Results Groups to lead and guide the One Programme implementation using Joint Work Plans. Each Results Group covers one or more UNDAF outcomes. To the extent possible, Results Groups will be established within the existing national coordination architecture to ensure national leadership and national ownership throughout the UNDAF implementation.

2. One Programme Results Groups

2.1 Expected roles of Results Groups

- Prepare annual/biennial/multi-year Joint Work Plans with outputs that are measurable through indicators, base-lines, targets, means of verification, and assumptions and risks, in consultation with all members of the Results Group. Each Joint Work Plan comes with an annualized Common Budgetary Framework.
- Undertake joint analysis of the policy environment, key development issues and emerging trends related to priority areas to ensure that the Results Groups' work plans address pressing development constraints.
- Contribute to the development of common UNCT advocacy messages and communication products, and support policy dialogue with government counterparts, civil society and other development partners with substantive inputs.
- Mainstream normative programming principles and any crosscutting themes and issues relevant to the country into the design, implementation, monitoring and evaluation of the One Programme, ensuring normative-operational linkages while addressing national needs and priorities.
- Share information on proposed and ongoing initiatives of national and international partners in relation to the One Programme priorities for improved synergy and to address gaps in programming.
- Produce sector needs assessments and identify capacity requirements of partners, including those needed for the implementation of a One Programme M&E Plan.
- Track progress and reporting on results within the Joint Work Plan and contribute to the preparation of the United Nations Country Results Report.
- Contribute to the preparation of terms of reference for the mandatory One Programme evaluation.
- Support planning and reporting requirements of the One Fund, if it exists.
- In cases in which United Nations entities wish to establish a Joint Programme, assist with its formulation ensuring that each Joint Programme is strategically aligned with One Programme priorities and is developed in accordance with undg guidelines.

2.1.1 Role of the Results Groups Chairs

Each Results Group is chaired by a Head of Agency on behalf of the UNCT or a Head of Section (in the case of a United Nations mission and as applicable), and when appropriate, co-chaired by a relevant government entity. The chairs are empowered by the UNCT to take appropriate decisions and lead the Results Groups in the implementation of the Joint Work Plans. The decision to rotate the chair/co-chair during the One Programme cycle has to be taken at the UNCT level.

The Results Group chairs will be collectively responsible for the overall performance of the Results Group and will be accountable for the coordinated achievement of results stipulated in the Joint Work Plans.

The specific responsibilities of Results Groups chairs include, but are not limited to, the following:

- Lead the development and consolidation of the Joint Work Plan with the Common Budgetary Framework in accordance with the SOPs, and its submission to the UNCT and/or the Joint National/United Nations Steering Committee for endorsement;
- Moderate, facilitate and guide the activities of the Results Group in accordance with the normative programming principles and the Joint Work Plans;
- Ensure adequate consultations and discussions take place with all members, including Non-Resident Agencies, and other national partners prior to reaching decisions;
- In consultation with Results Group members, request the Resident Coordinator and UNCT to access any needed technical capacity of the United Nations system available in-country or at the regional or global levels;
- Lead preparation, consolidation and submission of Results Group's contributions to the United Nations Country Results Report and any other document requested by the Resident Coordinator and the government;
- Support the Joint National/United Nations Steering Committee, Resident Coordinator and UNCT in resource mobilization efforts;
- Contribute to the development of TORs for the One Programme evaluation;
- With support from participating United Nations entities, ensure that the Results Group has the necessary M&E support to technically guide the integration and application of results-based management principles in the planning, budgeting, monitoring, reporting and evaluation of the Joint Work Plans;
- Guide the annual review process for the Joint Work Plans contributing to the United Nations Country Results Report; and
- Report annually to the Resident Coordinator and UNCT on progress and results, as their contribution to the United Nations Country Results Report.

2.1.2 Coordination with other Results Groups

- Each Results Group will contribute to systematic documentation of lessons learned and sharing of good practices and their dissemination across Results Groups.
- Chairs of Results Groups will ensure necessary coordination with all participating United Nations entities and other stakeholders as well as with other Results Groups for necessary programmatic alignment and synergy.
- The UNCT may decide to set up further mechanisms to ensure coordination and information sharing across Results Groups.

2.2 Membership and frequency of meetings

- The governance structure and membership of Results Groups will be agreed upon by the UNCTs in consultation with national partners. However, each Results Group includes representation from United Nations entities contributing to the One Programme outcome, including Non-Resident Agencies, and may include partner government entities and relevant national partners. Donors and development partners may also be invited to meetings of Results Groups as observers for transparency, programmatic coordination and alignment.
- The chair of the Results Group, in consultation with the Resident Coordinator and UNCT, may request the engagement of any other expertise within the United Nations as needs arise (e.g., from the Operations Management Team, procurement expertise, expertise on the five programming principles, communications, etc.).
- There should be at least one M&E expert in every Results Group to provide necessary results-based management support in planning, budgeting, monitoring, reporting and evaluation.
- Each Results Group will meet as deemed necessary by the chair in order to ensure timely implementation, monitoring and reporting of the Joint Work Plan. For ad hoc issues requiring urgent action, the Results Groups may conduct its business electronically.

2.3 Duration of membership

- The chairs must ensure that the membership of the Results Group remains relevant to the underlying national needs and priorities to which the Results Group is contributing.
- If national needs require the engagement of additional United Nations capacity not available within the UNCT, the Results Group chair, in consultation with the Resident Coordinator and UNCT, will approach the relevant United Nations agency, regionally or globally.

2.4 Accountability

- Chairs of Results Groups are accountable to the Joint National/United Nations Steering Committee. In addition, the Resident Coordinator will assess the performance of the United Nations chairs of the Results Groups as part of the regular performance appraisal of the members of the UNCT on their contributions to effective and efficient functioning of the UNCT, in accordance with the mutual accountability principle in the performance assessment process.
- The overall performance of Results Groups with national partners will be reviewed by the Joint National/United Nations Steering Committee on a periodic basis. The Government and United Nations members of the Results Group will respectively be accountable to the Government and United Nations co-chairs of the Results Group for their respective contributions.
- For United Nations members, all participating United Nations entities should ensure that the contributions of the staff members participating in Results Groups are adequately reflected in their performance appraisal.
- The chairs of the Results Groups will provide inputs, as needed, to the performance appraisal of the members of the Results Groups.

2.4 Secretariat

The United Nations entity chairing a Results Group will be responsible for providing necessary secretariat support and services, with support from the Resident Coordinator's Office, when available.

3. TIPS AND TEMPLATE FOR JOINT WORK PLANS



Joint Work Plans are normally³ the instruments to operationalize the UNDAF by translating its outcomes into concrete, measurable and time-bound outputs that provide clear normative-operational linkages and enable the United Nations and partners to establish attribution of the United Nations contribution to national priorities for purposes of accountability.⁴

A Joint Work Plan covers one or more UNDAF outcomes assigned to a Results Group, and defines output-level results with a Common Budgetary Framework and specific activities. To facilitate monitoring and reporting, each output in the Joint Work Plan has performance indicators with baselines, targets, means of verification and frequency of reporting. Joint Work Plans can be annual, biennial or multi-year, depending on the country context.

In formulating the Joint Work Plans, the following points apply:

- Joint Work Plans are developed, negotiated and signed by the relevant United Nations participating organizations.
- The actual duration of the Joint Work Plans can be flexible according to country context and should be aligned with the UNDAF, with corresponding alignment with the national planning cycle.
- The Joint Work Plans detail the constituent outputs that are budgeted with key activities, indicators, baselines, targets and key partners.
- Outputs in the Joint Work Plans are multi-year, if needed, and will be reviewed and revised on a rolling basis, as required.

- The annual Common Budgetary Framework is developed as an integral part of the Joint Work Plans, i.e. outputs are costed with clearly defined available resources and the funding gap, against which resources need to be mobilized.
- The Joint Work Plans specify the implementation modality, i.e. agency-specific implementation or Joint Programmes management ([see the Guidance Note on Joint Programmes](#)).⁵
- All Joint Work Plans are developed and implemented using agreed undg guidance on the five UNDAF Programming Principles and the [UNDG Result's-Based Management Handbook](#) as tools and references for designing their work plan template.

In countries with a United Nations integrated presence, to align the mission with UNCT priorities and ensure coherent implementation, mission priorities in relation to peace consolidation can be translated into concrete deliverables attached to resources in Joint Work Plans as the single operational documents.

THE ANNUAL
**COMMON
BUDGETARY
FRAMEWORK**
IS DEVELOPED AS AN
INTEGRAL PART OF THE
JOINT WORK PLANS

³ This process does not preclude agency-specific work planning and programming as required by their governance structures.

⁴ The UNDAF results matrix establishes collective accountability and responsibility of the United Nations and partners in relation to outcome-level results aligned to national needs and priorities. The Joint Work Plans, on the other hand, provide an accountability framework for the United Nations through a set of measurable outputs for which the United Nations is fully accountable and fully responsible for achieving within the timeframe of the Joint Work Plan.

⁵ For countries adopting a "Delivering as one" approach, each Joint Work Plan corresponds to a given UNDAF outcome result. Developed at the output level, a Joint Work Plan facilitates the operationalization of the UNDAF. United Nations entities undertake agency specific projects and/or joint programmes to achieve results at the output level contributing to corresponding UNDAF outcome level results. Joint programming is an implementation modality that allows two or more United Nations agencies to undertake a set of activities jointly in pursuit of common results agreed in the Joint Work Plans with a common budget.

TOOL: JOINT WORK PLAN TEMPLATE

1. Cover page

Country:

Corresponding One Programme Outcome(s):⁶

Chairing United Nations/government entity:

Results Group Members (United Nations and non-United Nations entities):

TOOL: JOINT WORK PLAN TEMPLATE

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Results Group Members (United Nations and non-United Nations entities):

Executive Summary

The executive summary contains a summary of all sections, focusing on the significance and relevance of the Joint Work Plan, its contribution to national priorities and international commitments, the results expected to be achieved, intended beneficiaries, development partners and implementing partners.

Work-plan duration:	Total estimated budget (in USD):* _____ Out of which: 1. Funded budget (USD): _____ 2. Unfunded budget (USD): _____ <i>* Total estimated budget includes both direct programme costs and indirect support costs.</i>																		
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⁶ One Programme Outcome(s) are the same as the UNDAF Outcome(s) and should be reproduced verbatim from the UNDAF matrix throughout this template.

Names and signatures:

Signatures⁷

UN participating organization 1	
UN participating organization 2	
UN participating organization 3	

Implementing partner 1	
Implementing partner 2	
Implementing partner 3	

1. Context and situation analysis, including lessons learned (maximum one page):

2. Joint Work Plan including Common Budgetary Framework (table)

Note: These Joint Work Plans can be adapted to best suit the requirements of the UNCT for a particular country programme context.

⁷ When civil society organizations and non-governmental organizations are designated as implementing partners, they do not sign this Joint Work Plan. Each participating United Nations entity will follow its own procedures in signing Work Plans with these partners.

Outcome 1: (State the corresponding One Programme outcome)											
Outputs, including Joint Programme outputs	UN entity	Indicator, baseline, target	Means of verification	Monitoring frequency	Risks and assumptions	Implementation modality (agency-specific, parallel, pooled, pass-through, combination)	Annual Common Budgetary Framework				Result achieved: fully, partially, no progress
							Total (USD)	Core/ regular, assessed (USD)	Non-core/ other/ extra budgetary (USD)	To be mobilized (funding gap) (USD)	
1.1											
Activities				Timeline (if multi-year Joint Work Plan)	Implementing UN entity/ national partner						
1.1.1											
1.1.2											
1.1.3											
1.1.4											
Repeat highlighted section (grey) for each additional output											
Total planned budget for Results Group (including both direct programme cost and indirect support cost)											
Total UN entity 1											
Total UN entity 2											
Total UN entity 3											

4. MONITORING



When monitoring and evaluating a One Programme, the United Nations should ensure that the work:

- Capitalizes on existing national M&E mechanisms, whenever possible and feasible;
- Supports areas in which further strengthening of national systems is required;
- Avoids additional burden on partner countries through One Programme-specific M&E requirements; and
- Puts in place necessary technical and financial resources to carry out the monitoring and evaluation.

The United Nations and its partners should develop an M&E plan for the One Programme that has mechanisms and modalities for joint monitoring of results stipulated in the UNDAF results matrix and the Joint Work Plans.

The UNDAF results matrix is a strategic tool through which the United Nations and its partners mutually agree on a set of performance indicators, baselines and targets with corresponding means of verification. At the operational level, the Joint Work Plans underpin results-based implementation, monitoring, reporting and evaluation of the One Programme. Each Joint Work Plan outlines output level results to be achieved by participating United Nations agencies. The output level results are measured through a set of performance indicators with means of verification, frequency of data collection and timeframes.

Monitoring of results stipulated in the UNDAF and the Joint Work Plans will be based on guidance and tools found in the [UNDG Results-Based Management Handbook](#) and the United Nations guidance on Integrated Assessment and Planning. The United Nations and its partners are encouraged to explore and develop innovative and context-specific common tools to undertake

credible and results-oriented monitoring of the One Programme. The monitoring should also guide the United Nations to prepare adaptive strategies that respond to evolving national priorities.

To the extent possible, all data on indicators, baselines and targets in the UNDAF results matrix and the Joint Work Plans should be disaggregated by sex, minority or indigenous status, disability, and geographic, demographic or other relevant social disparities. When preparing the M&E plan, the United Nations should determine major gaps or inconsistencies in terms of required data. The M&E plan should spell out how these gaps are to be filled, including by reference to the Concluding Observations of international human rights treaty bodies.

Monitoring of the One Programme should be aligned with national information, statistical and M&E systems. This will enhance national ownership, support effective and efficient utilization of national resources, and uphold mutual accountability for One Programme results by the United Nations and national partners. To the extent possible, monitoring and reporting should be based on disaggregated data from credible

MONITORING
SHOULD GUIDE THE
UN TO PREPARE
ADAPTIVE
STRATEGIES
THAT RESPOND TO
EVOLVING
NATIONAL
PRIORITIES.

**THE M&E PLAN
SHOULD
OUTLINE
THE PROCESS FOR
PREPARATION OF
THE UN COUNTRY
RESULTS REPORT**

national M&E and statistical data systems and mechanisms. When data from national systems is not available, the United Nations may initiate or support baseline studies and/or surveys.

The M&E plan should specify all key evaluations, including the mandatory One Programme evaluation, any joint programme evaluations, and any other strategic or thematic evaluations that United Nations agencies will undertake collectively or individually that could contribute to the One Programme evaluation. The M&E plan should also outline the process, with a timeline, for preparation of the United Nations Country Results Report, as well as engagement with coordination groups to report on the pillars of the “Delivering as One” approach, including Operating as One and Communicating as One. The United Nations should support partners and national mechanisms to report on their commitments to relevant international treaty bodies and the effective development cooperation principles.

In countries with an integrated United Nations presence, a joint analytical and planning capacity may be considered to share United Nations expertise to undertake assessments and analyses, and to prepare, update and monitor integrated planning frameworks. The mission and the UNCT may also decide to develop and monitor implementation of joint strategies through the Results Groups that may be led by the United Nations mission, as relevant.

For further guidance on M&E planning, see the UNDG technical guidance for country teams (2010), [How to Prepare an UNDAF Part \(2\)](#).

5. EVALUATION



A mandatory final evaluation is commissioned by the United Nations and partners in the second half of the implementation cycle (normally towards the end of the penultimate year of the One Programme cycle), allowing United Nations and national partners to incorporate learning and recommendations in the design and planning of the next One Programme.

The One Programme Evaluation process must be credible, independent, impartial and transparent. It should embrace an inclusive approach, involving a broad range of stakeholders and partners. The process should begin with stakeholder mapping to identify various stakeholders and partners, including those who do not work directly with the UNCT yet play a key role in the national context.

The One Programme evaluation will identify key achievements, lessons learned and best practices, as well as constraints and challenges encountered during the implementation of the One Programme. The evaluation of the One Programme will also assess the:

- Relevance, efficiency, effectiveness and sustainability of the One Programme results and their contribution to achieving national priorities, including any impacts on the realization of human rights for the poor and people in vulnerable situations;
- Integration and mainstreaming of United Nations programming principles and other relevant crosscutting issues in the One Programme, including its contributions to equitable, inclusive, transparent, participatory and accountable development processes; and

- Coherence of the United Nations system in addressing national priorities, and contributions to informed decision-making and knowledge generation.

The UNCT, with support from the Resident Coordinator's Office and inputs from the Results Groups, will develop the One Programme evaluation terms of reference following normative and technical guidance from the United Nations Evaluation Group, such as the [UNEG Guidance on Preparing Terms of Reference for UNDAF Evaluations](#).

The Joint National/United Nations Steering Committee will endorse the One Programme evaluation terms of reference while the Office of the Resident Coordinator will commission the evaluation on behalf of the United Nations (refer to the United Nations Evaluation Group website (www.uneval.org) for normative and technical guidance on evaluations).

To the extent possible, the One Programme Evaluation will use national expertise and contribute to development of national evaluation capacities.

**THE ONE
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Table 1: Core elements of a One Programme

One Programme core elements		Options for implementation
Road Map	Developed and agreed with the coordinating government entity	a) Developed jointly with the government b) Developed internally by the United Nations and endorsed by the government
Country analysis		a) United Nations participation in government-led analytical work and use of government analysis including sectoral reviews and analyses b) Complementary United Nations-supported analytical work with a focus on gaps in the existing analysis c) A full country analysis
UNDAF Results Matrix with Common Budgetary Framework	Strategic level UNDAF with outcome level results matrix including indicators, baselines, targets, means of verification, list of partners, risks and assumptions, and Common Budgetary Framework. The UNDAF is signed by the coordinating government entity and all participating United Nations organizations	a) Formulation of output-level results, including Joint Programme Outputs in the Joint Work Plans ⁸ b) Include output-level results, including Joint Programme Outputs in the UNDAF results matrix (if this is considered useful)
Joint National/ United Nations Steering Committee	Strategic level coordination structure established for One Programme oversight and guidance	a) Established as part of an existing higher level national coordination mechanism b) Established as a new coordination structure for the One Programme in line with national coordination mechanisms
Results Groups	Establishment of Results Groups at technical/ operational levels chaired by a UNCT member to guide UNDAF implementation through Joint Work Plans signed by the participating United Nations entities	a) Established within the existing national coordination mechanism at the operational level for greater national ownership, inclusiveness and reduced transaction costs; co-chaired by government and the United Nations with participation from relevant stakeholders b) The United Nations may opt to have United Nations-internal Results Groups to ensure a coordinated United Nations approach in the national coordination mechanism c) In the absence of a national coordination mechanism at operational level, United Nations establishes Results Group with relevant stakeholders including social partners, co-chaired by government and United Nations; in agreement with the government, Results Groups can be chaired by the United Nations only and can have United Nations only membership
Monitoring and evaluation plan	M&E plan for the One Programme is required and should be developed in consultation with national partners	M&E plan can be prepared in narrative or tabular format
United Nations Country Results Report	Contributions from the Results Groups to the United Nations Country Results Report	
Evaluation	One Programme Evaluation undertaken in the penultimate year of the One Programme cycle in agreement with national partners	a) Evaluation can be undertaken as part of a broader national level evaluation b) A stand-alone evaluation of the One Programme with relevant stakeholder participation

⁸ This process does not preclude agency-specific work planning and programming as required by individual agency governance structures.

Table 2: Steps, deliverables and timeline for a One Programme

Step	ROAD MAP	COUNTRY ANALYSIS	STRATEGIC PLANNING	OPERATIONALIZATION	MONITORING AND EVALUATION
Deliverables	- Road map document composed of: - Key steps and milestones - Key deliverables	- Situation analysis - Stakeholder analysis - United Nations comparative advantage - Assessment of national coordination mechanisms	- UNDAF document with Results Matrix, Common Budgetary Framework and M&E plan - When applicable, align the UNDAF outputs with those of the UNDG Business Operations Strategy	- Establish Joint National/ United Nations Steering Committee - Establish Results Groups - Develop Joint Work Plans⁹ with Common Budgetary Frameworks	- United Nations Country Results Report - One Programme Evaluation
Timing	Developed in fourth quarter of the penultimate year of the current cycle, and reviewed throughout the cycle of the One Programme	Developed in the fourth quarter of the penultimate year/first quarter of the final year of the current cycle	Signed with government in the first or second quarter of the final year of the current cycle, and updated in every fourth quarter of the One Programme Cycle	Joint National/ United Nations Steering Committee and Results Groups established in the fourth quarter of the final year of the current cycle Joint Work Plans with Common Budgetary Framework finalized in the fourth quarter of the final year of the current cycle	Monitoring: Throughout the cycle in accordance with UNDAF results matrix, Joint Work Plans and the M&E plan Evaluation: Penultimate year

⁹ This process does not preclude agency-specific work planning and programming as required by individual agency governance structures.

Table 3: Comparison between One Programme SOPs and 2010 UNDAF Guidelines

Issue/Section	One Programme Guidance	2010 UNDAF Guidelines
General Assembly mandate	2013 United Nations General Assembly resolution A/RES/67/226: quadrennial comprehensive policy review (QCPR, O.P. 132-143). Available to all programme countries on a voluntary adoption basis.	2007 United Nations General Assembly resolution A/RES/62/208: triennial comprehensive policy review (TCPR, IV-A). The collective programming and monitoring framework for the operations of the United Nations development system at the country level
Road Map	2010 UNDAF guidance remains valid.	UNCTs are required to develop a road map outlining the preparation process of the UNDAF.
Country analysis	2010 UNDAF guidance and CEB toolkits and guidance notes remain valid.	Must inform strategic planning step. Includes analytical contribution, mapping of UNCT work and determining United Nations comparative advantages.
UNDAF Results Matrix	United Nations should opt for a strategic UNDAF (outcome level) with output level details included in the Joint Work Plans.	Optional (option 1a) outcome level only, or outcome/output level (option 1b) UNDAF results matrix signed between the UNCT and government.
Common Budgetary Framework	Common Budgetary Framework covering the entire UNDAF cycle, including communications and operations. Common Budgetary Framework further detailed on an annual basis in the Joint Work Plans.	Common Budgetary Framework covering the entire UNDAF cycle. Common Budgetary Framework integral to UNDAF Action Plan and updated on annual basis.
Legal instruments	The UNDAF includes a results matrix at the outcome level and a legal annex containing the requirements previously included in the Country Programme Action Plans of each United Nations agency, fund and programme, and in the UNDAF Action Plan.	UNDAF Action Plan signed between UNCT and government includes legal instruments of Country Programme Action Plans of each United Nations agency, fund and programme.
One Programme operationalization	Joint Work Plans replace the UNDAF Action Plan and, whenever possible, Annual Work Plans of agencies funds and programmes.	UNDAF Action Plan and Annual Work Plans of agencies, funds and programmes used to operationalize the UNDAF.
	Establishment of Joint National/United Nations Steering Committee at strategic level and Results Groups at operational level to lead UNDAF implementation through Joint Work Plans.	Establishment of UNDAF Thematic Groups to lead implementation of the UNDAF.
M&E plan	M&E Plan developed for the One Programme.	M&E plan developed for the UNDAF.
Monitoring/review	Aligned with Joint Work Plans and the United Nations Country Results Report.	Annual joint UNCT/government review of the UNDAF.
Progress report	Mandatory annual United Nations Country Results Report covering One Programme, Operations and Communications, including contributions by Result Groups, and consolidated as a single report with agency-specific annexes, replacing agency specific reports. Agencies may continue to prepare separate reports as agreed with their corresponding national partners and governing bodies. New format for Results Report.	Mandatory progress report prepared by the UNCT once in the UNDAF cycle. Optionally, the UNCT, in consultation with government and other key partners, may produce more than a single UNDAF progress report per UNDAF cycle, if this adds value. Progress Report format as per the UNDG standard operating format.
Evaluation	Mandatory final evaluation of the One Programme.	Mandatory final evaluation of the UNDAF.



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