



**UNITED NATIONS  
DEVELOPMENT GROUP**

**RESULTS DELIVERED:**  
**SHARING SUCCESSES**  
IN 2014





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# EXECUTIVE SUMMARY

In 2014, the United Nations Development Group (UNDG) reached two milestone agreements to bring about a more coherent UN development system that is fit for purpose to help countries deliver integrated solutions for sustainable development. First, the Executive Heads of the UN funds, programmes, and specialized agencies reached a historic agreement on Standard Operating Procedures (SOPs) for Countries Adopting the “Delivering As One” Approach, which underpins the second generation of the UN system delivering as one at the country level with a firm focus on results and improved outcomes. Second, the UNDG started implementing a collective and systematic funding modality in support of the Resident Coordinator (RC) system, which is the driving force behind a collective UN system response. Taken together, the two reform initiatives have the potential to bring about a step change in the impact of UN development cooperation.

In its first year of implementation in 2014, the new cost-sharing agreement among members of the UNDG ensured the viability and functioning of the Resident Coordinator system. In addition to the \$88 million in RC system backbone support provided by the United Nations Development Programme (UNDP), UNDG members jointly contributed \$23.6 million in 2014 to support coordination at the country level. The UNDG contribution was less than planned; of the 18 UNDG entities expected to contribute to the cost-sharing modality, 11 entities provided their full contributions. This shortfall necessitated cost cutting at the regional and global levels and tapping into the strategic reserves of the donor-funded UN Country Coordination Fund (UNCCF). Despite these challenges, the resulting agreement responded to UN resolutions, confirmed the value of time and resources invested in bringing about the agreement, increased a shared sense of ownership in the RC system and represented an essential contribution to the UNDG's collective success in 2014.



## SHARED COUNTRY-LEVEL RESULTS

For the first time, UN “development coordination” has been systematically unpacked into 10 distinct core coordination functions to be performed in all country contexts, albeit to varying degrees. In another ‘first’ for the UNDG, baseline data from 132 countries were collected

through the new UNDG Information Management System, which has been used to monitor progress towards coherence and coordination. Such data were gathered for the 10 core coordination functions supported by the UNDG cost-sharing agreements (which are described on page 7). In 2014, this enabled Resident Coordinators’ Offices to bring together the UN system and partners to collaborate for shared country-level results, which included the following highlights in each of the 10 core coordination functions:

- 1. In strategic analysis and planning**, results were seen in the preparation – together with national and local governments – of sound analysis and options for national development planning, as well as joint programmes and initiatives dedicated to the fulfilment of the Millennium Development Goals (MDGs). Ninety-two percent of UNCTs operated under United Nations Development Assistance Frameworks (UNDAFs), the development of which was supported by Resident Coordinators’ Offices. In the remaining countries, as in some net contributing countries and crisis countries, other strategic planning and analyses were undertaken.
- 2. Progress in oversight of the UN programme cycle** entailed simplifying, decentralizing and supporting the alignment of UN planning frameworks to

national processes, and improving integration between political, humanitarian and development results. Fifty-four percent of UN Country Teams produced joint Country Results Reports as one of the core elements of the SOPs for Countries Adopting the “Delivering As One” Approach.

**3. Representation of and support to UN Secretariat and Non-Resident Agencies (NRAs)** helped to facilitate access by national governments to specialized expertise across the UN system. Forty-five percent of UNCTs have 5-10 NRA members, 42 percent of teams have fewer than 5 NRA members, and 14 percent have more than 10 NRAs. The RC offices provide support to NRAs as UNCT members, facilitate their engagement with country programming, provide support with external representation and provide brokering support to make the expertise of NRAs available to national counterparts.

**4.** Nearly half of UN Country Teams conducted national capacity development in 2014 in the use of aid modalities and aid management, as part of their **support to national coordination systems and processes**, and 65 percent provided facilitation support for South-South cooperation.

**5.** In **development and management of shared operational support services**, common operations resulted in faster and better services for UN programmes, better risk management, elimination of duplication and overlap, enhanced and cheaper procurement, better supplier relations and more strategic focus and management control over the operational support function at country level. At the time of writing, 25 percent of UNCTs reported that they were implementing Business Operations Strategies (BOS), a voluntary tool designed to improve the cost effectiveness and quality of operational support such as procurement, information and communication technologies, human resources, logistics and administration and finance to support UNDAF implementation.

**6.** In the area of **crisis management, preparedness and response**, national disaster risk reduction

efforts were supported and the humanitarian responses in countries were successfully managed. Some 32 percent of UN Country Teams had agreements or arrangements for crisis response with key partners, including the World Bank. Thirty-six UNCTs undertook joint risk assessments and 50 UNCTs undertook initiatives to manage risks.

**7. External communications and advocacy** saw an increasing range of joint advocacy initiatives and heightened visibility of sustainable development and human rights, with 68 percent of UN Country Teams benefitting from fully functioning Joint UN Communications Groups (UNCGs).

**8.** In the area of **human rights and development**, UN Country Teams made stronger linkages between the normative and operational aspects of UN programming, with 42 percent conducting human rights analysis in 2014 and 59 percent engaging with the Universal Periodic Review (UPR) process. Eighty-two percent of UN Country Teams were mainstreaming human rights into national development policies and programmes.

**9.** In **joint resource mobilization and fund management**, 30 percent of UNCTs have developed joint resource mobilization strategies to strengthen UN cohesion in identifying joint priorities and mobilizing resources. Thirty-three percent of UNCTs have pooled funding mechanisms in place, such as Multi-Donor Trust Funds (MDTFs) or UN One Funds, and over 300 Joint Programmes are currently being implemented.

**10.** Some 40 percent of UN Country Teams have a code of conduct guiding the working principles of their members as part of 2014 work in the area of **general UNCT oversight and coordination**, which focuses on the foundation for substantive collaboration.



## GLOBAL-LEVEL RESULTS

At the global level, the United Nations Development Operations Coordination Office (UN DOCO) supported the undg Chair and the undg working mechanisms

to achieve UNDG Strategic Priorities. A key focus of the UNDG was supporting the launch of the second generation of Delivering as One, based on the best practices of the pilot phase. UNDG Principals reached a historic agreement on the SOPs for Countries Adopting the “Delivering As One” Approach, which has been complemented by an integrated package of support for RCs and UNCTs with user-friendly tools and a monitoring and evaluation framework to ensure system-wide accountability for results. The release of the SOPs was followed by targeted outreach, advocacy and leadership training by UN DOCO in support of implementation at regional and country levels. To ensure that the SOPs have demonstrable impact on efficiency, coherence and development effectiveness, the UNDG, in close collaboration with High-Level Committee on Management (HLCM), adopted a Plan of Action for Headquarters to remove remaining institutional bottlenecks.

Through the cost-sharing agreement, UNDG members contributed to key cross-cutting results at the global level through joint policy and advocacy on the Post-2015 agenda; specific technical expert contributions in the areas of human rights, gender equality and sustainable development; and developing of common corporate instruments and procedures to support joint UNDG actions. In particular, important steps were taken in expanding data collection and analysis, defining common positions on the post-2015 agenda, commissioning research on how to improve the connection between country operations and global norms and standards, creating guidance on pooled funding, developing common approaches to building resilience to crises, strengthening results reporting at the country level, and deepening partnerships with the World Bank, better alignment across the UN Chief Executives Board for Coordination, and improved cooperation with UN Regional Commissions. The cost-sharing agreement also supported catalytic investments that underpin the functioning and progress of the UNDG vision. To ensure the UN development system is fit for purpose to support Member States in implementing the new agenda, the UNDG formulated a common vision and framework for action. The global UNDG architecture, working methods and membership were comprehensively revised and aligned with the new objectives.

In this first year of implementation, priority was given to implementing, managing, and monitoring the cost-sharing mechanism as a complex new modality to demonstrate the UNDG’s commitment to coherence with the UNDG Information Management System (IMS) initiated to allow for more accurate tracking and data collection at the country level.



## THE UNDG AT REGIONAL LEVEL

Regional UNDG Teams have increasingly played a critical role in ensuring coherent, effective results. Closest to countries, they can rapidly mobilize to ensure well-coordinated policy support from the UN system. In Africa, the Regional UNDG Team focused on disaster risk reduction and emergency response, as well as increasing capacity in applying the human rights-based approach to development programming. The Regional UNDG Team for Arab States focused support on the Syria crisis and conflict-sensitive planning. In Europe and Central Asia, notable results were achieved in advocacy for, and consultations around, the post-2015 development agenda, including in the context of EU accession. In Asia and the Pacific, key focus was on support to consultations on the post-2015 agenda and promoting the human rights-based approach. In Latin America and the Caribbean, the team supported post-2015 national consultations in 16 countries.

## COST SHARING REMAINS A CORE NECESSITY

As mandated by Member States and implemented by the UNDG, the UNDG cost sharing for the RC system has been effectively implemented in its first year of operation. The report details the key processes and results achieved in 2014 enabled by this funding, and projects the need for these resources to continue in order to ensure sustained results and an effective UN development system that can operate together for improved coherence and development impact. Although in 2014 the modality was underfunded, the contributions received were essential, and will continue to be so for the UN development system to remain well coordinated, efficient and capable of contributing in full to the global, regional, and national sustainable development agenda ahead.

# INTRODUCTION: DELIVERING TOGETHER FOR DEVELOPMENT

Sustainable development calls for a UN development system that takes a whole-of-system perspective to help countries respond to the complex and interdependent challenges of our time. The undg unites the 31<sup>1</sup> United Nations funds, programmes, specialized agencies, departments, and offices that play a role in development, to achieve this goal. The common objective of the undg is to leverage the respective expertise and specializations of UN development entities to work across disciplines and functions to deliver together more coherent, effective and efficient support to countries.

UN Member States recognize the unique role of the UN development system in helping countries achieve their development priorities. In 2012, the UN General Assembly adopted a landmark resolution,<sup>2</sup> which assesses the effectiveness, efficiency, coherence and impact of UN operational activities for development, and establishes system-wide policy orientations for the development cooperation of the UN system for the period 2013-2016. The Quadrennial Comprehensive Policy Review (QCPR) sent a clear message: Member States would like to see a strong UN development system, which is strategically relevant, nimble, and ready to help countries deliver on their sustainable development priorities. With its near universal presence, impartial mandate, convening power, and depth and breadth of normative knowledge and technical expertise, the UN development system is uniquely positioned to do so – provided it manages to

leverage its unique and diverse assets in support of a coherent, system-wide response.

At the heart of a coherent UN system response at the country, regional and global level is the UN Resident Coordinator (RC) system. The RC system is owned by the entire UN development system and managed by UNDP. UN Resident Coordinators lead UN Country Teams (UNCTs) in their development work in over 160 countries and territories, maximizing a collective contribution to sustainable development results. They are guided and supported by six Regional undg Teams, which oversee country-level operations and initiate regional responses to cross-cutting challenges. At the global level, the undg promotes coherent development results across the entire UN system, agrees on common normative and operational policies and programming approaches, and invests in the harmonization and interoperability of business operations across agencies. This work is supported by UN DOCO, which serves as the technical secretariat to the undg.

<sup>1</sup> The undg initiated a reform of its membership in November 2014, as a result of which the composition of the undg is expected to change over the coming months.

<sup>2</sup> GA Resolution A/Res/67/226 on the Quadrennial Comprehensive Policy Review (QCPR).



The United Nations General Assembly has recognized that Delivering as One makes what we do more coherent, relevant, and effective. It means we stand, speak, and act together... Together, we advance universal norms and values that have stood the test of time.

– Ban Ki-Moon, *United Nations Secretary-General*



Silos need to be broken down between our funds, programmes and agencies so that all parts of our system are coordinated, and work and support each other's mandates.

– *Helen Clark, Chair, UNDG*

In 2014, the UNDG reached two historic milestone agreements to bring about a more coherent UN development system that is fit for purpose to help countries deliver integrated solutions for sustainable development. First, building on the best practices of the Delivering as One pilot phase, the UNDG adopted SOPs for Countries Adopting the “Delivering As One” Approach, which underpin the second generation of Delivering as One firmly based on results, accountability and monitoring and evaluation. Governments confirm that Delivering as One is resulting in a better UN system response (see Box 1). Second, the UNDG started to collectively and systematically fund the Resident Coordinator system based on a system-wide cost-sharing agreement. These two reform initiatives demonstrate the collective commitment of the UN funds, programmes and

specialized agencies to delivering jointly. Taken together, they have the potential to bring about a true step change in the impact of UN development cooperation.

The present report highlights key results achieved by the Resident Coordinator system in 2014 – the first year of implementation of the UNDG cost-sharing agreement, which has strengthened joint ownership of the Resident Coordinator system. For the first time, “development coordination” is being systematically “unpacked” into a set of tangible key functions such as strategic analysis and planning and external communication and advocacy, against which results are being systematically reported by UN Country Teams through the new UNDG Information Management System (IMS).

## BOX 1: MEMBER STATES' PERSPECTIVES ON DELIVERING AS ONE

A survey of 74 programme countries and territories conducted by the UN Department of Economic and Social Affairs (UN-DESA) in 2014<sup>3</sup> found that 73 percent of governments say the introduction of Delivering as One has made it “much easier” or “somewhat easier” to deal with the UN system in their country, and 70 percent of governments are interested in all or some of the elements of Delivering as One.

A single format for reporting and working ‘jointly’ provides measures meant to reduce the transaction costs for partner governments:

- 72 percent of governments appreciate the use of a single format for annual workplans;
- 72 percent see the value of a single format for progress reports;
- 68 percent see the value of joint monitoring and evaluations when working in the same thematic area; and
- 65 percent agree that the designation of a lead agency adds value for thematic issues.

3 UN DESA, QCPR Monitoring – Survey of Programme Countries 2014.

As not all UNDG members were in a position to start contributing to the UNDG cost-sharing system with the full expected amounts, the modality was significantly underfunded and was implemented incrementally over the course of 2014. The present report provides a snapshot of initial key results achieved in the first phase of the cost-sharing modality. More robust evidence and

data are expected to become available in 2016 after the conclusion of the first two-year UNDG cost-sharing cycle, when the UNDG Information Management System will have matured. These caveats notwithstanding, the results and challenges highlighted in this report reflect the realities of UN coordination in 2014 and are meant to inform UNDG strategic decision-making.

# I. BACKGROUND ON THE UNDГ COST-SHARING AGREEMENT

The Resident Coordinator system is the cornerstone of a coherent and well-coordinated United Nations development system. Recognizing the value of a well-functioning Resident Coordinator system, UN resolutions have repeatedly called for further financial, technical and organizational support for the RC system (see Box 2), and noted the importance of funding that is reliable rather than ad hoc. Sustained funding becomes even more important as country-level demands on the UN system increase, a trend reflecting the growing number of countries implementing the "Delivering as One" approach and seeking more collaboration to achieve the emerging goals of the post-2015 development agenda.

## REVIEW OF RC SYSTEM FUNDING

In 2012 and 2013, the UNDГ reviewed the funding mechanism for the Resident Coordinator system, in order to improve the provision of resources and support at country level and determine how to provide a sustainable resource base for the RC system, as requested by Member States. The review was conducted in response to ECOSOC resolution 2011/7 and to the QCPR, and was carried out in two stages.

**In the first stage of the review**, an independent consultancy<sup>4</sup> conducted a review of the functions, capacities and funding modalities of the RC system. The methodology relied on extensive consultations and research that included an online survey made available to all RCs and UNCT members, focus groups, and interviews at the headquarters, regional and country levels. The study provided, for the first time, comprehensive data on the sourcing and use of Resident Coordinator system funds.

The study reported that in 2011, some \$131 million was spent globally on the Resident Coordinator system. Funds were provided by several sources:

- \$91 million from UNDP;
- \$31 million from donors, mainly through the UNCCF managed by UN DOCO; and
- \$9 million through ad hoc cost-sharing by the UN system at the country level

The amount was equivalent to 0.9 percent of UN operational activities for development at the time. This was significantly smaller than the 3.2 percent spent on the UN's coordination of humanitarian action.

The study concluded that coordination was **underfunded at the country level**, and significant gaps in capacities also persisted at the regional and headquarters levels. RCs and UNCTs identified the need to prioritize and strengthen coordination functions at the country level, largely in four key areas: (1) strategic analysis and planning; (2) knowledge management and coordination; (3) communications and advocacy; and (4) monitoring and evaluation.

**In the second stage of the review**, the then UNDГ Vice-Chair<sup>5</sup> convened a Task Team comprising UN funds, programmes, specialized agencies and the UN Secretariat to review the findings of the study and submit recommendations. The task team recommended that ad

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<sup>4</sup> Management Systems International conducted the review.

<sup>5</sup> Mr. Hans d'Orville (UNESCO) served as the UNDГ Vice-Chair during this time.

## BOX 2: INTERGOVERNMENTAL MANDATES FOR THE UNDG COST-SHARING AGREEMENT

The UNDG cost-sharing agreement draws on a number of intergovernmental mandates. Key resolutions include the 2007 Triennial Comprehensive Policy Review (TCPR) and the 2012 QCPR of operational activities for development of the UN system. The TCPR and the QCPR are the mechanisms through which the General Assembly assesses the effectiveness, efficiency, coherence and impact of the United Nations development system's support to the efforts of developing countries to pursue their priorities and meet their development needs.

### **GA resolution 62/208 on the TCPR (2007)**

Urges the United Nations development system to provide further financial, technical and organizational support for the Resident Coordinator system, and requests the Secretary-General, in consultation with the members of the UNDG/Chief Executives Board, to ensure that Resident Coordinators have the necessary resources to fulfil their role effectively.

### **UN Economic and Social Council (ECOSOC) resolution 2008/2 on progress in the implementation of GA resolution 62/208 on the TCPR (2008)**

Requests the heads of the funds, programmes and specialized agencies and other United Nations organizations to include in the annual reports to their governing bodies any proposed measures to enhance their respective organization's participation in financial, technical and organizational support to the Resident Coordinator system.

### **ECOSOC resolution 2011/7 on progress in the implementation of GA resolution 62/208 on the TCPR (2011)**

Invites the UNDG to conduct a review of existing funding modalities in support of the Resident Coordinator system, including appropriate burden-sharing arrangements among relevant United Nations organizations, and make recommendations to improve the provision of resources and support to the Resident Coordinator system at the country level, to be reported by the Secretary-General to the ECOSOC.

### **GA resolution 67/226 on the QCPR (2012)**

Urges the United Nations development system to provide further financial, technical and organizational support for the Resident Coordinator system, and requests the Secretary-General, in consultation with members of the United Nations development system, and based on the recent review of existing funding modalities in support of the Resident Coordinator system called for in ECOSOC resolution 2011/7, to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the Resident Coordinator system in order to ensure that Resident Coordinators have the necessary stable and predictable resources to fulfil their mandate effectively, without compromising resources allocated to programmatic activities...

### **ECOSOC resolution 2013/5 on progress in the implementation of GA resolution 67/226 on the QCPR (2013)**

Notes the review of existing funding modalities in support of the Resident Coordinator system and the resulting recommendations for improving the provision of resources and support to the Resident Coordinator system on the basis of a cost sharing arrangement among all member entities of the UNDG, and in this regard requests the respective governing bodies to consider the recommendation for a cost-sharing arrangement and, subject to approval, to implement it in 2014, in order to ensure that Resident Coordinators have the necessary stable and predictable resources to fulfil their mandates effectively, without compromising resources allocated to programmatic activities.

### **ECOSOC resolution 2015/L3 on progress in the implementation of GA resolution 67/226 on the QCPR (2015)**

Reiterates the importance of the cost-sharing agreement for the Resident Coordinator system and notes in this regard progress achieved in implementing the cost-sharing agreement for the Resident Coordinator system, notes the funding gap expected for the Resident Coordinator system for 2015, in this regard strongly requests entities of the United Nations development system that have not already done so to take appropriate actions to implement the agreement, subject to the approval of their governing bodies and without impacting programme delivery, including by paying their contribution in full, noting that the General Assembly is yet to approve the contribution of the Secretariat to the agreement...



The amount spent globally on the RC system was equivalent to 0.9 percent of UN operational activities for development at the time – significantly smaller than the 3.2 percent spent on the UN's coordination of humanitarian action.

hoc arrangements and requests for funds be replaced with a **centralized, predictable funding mechanism** in support of the Resident Coordinator system at global, regional and country levels starting in 2014.

Due to funding constraints, it was agreed that the Resident Coordinator system be maintained in accordance with 2011 expenditure levels and adjusted for inflation in the years ahead. This would have meant a funding envelope of \$132 million for 2014, with \$88 million covered by UNDP and \$44 million to be cost-shared by the undg, including UNDP. However, undg member agencies requested that the HLCM Finance and Budget Network review the costing, which led to a reduction in the amount to be cost-shared by the undg in 2014 to \$33 million (to be adjusted to the 2014 pro forma costs), shrinking the total funding envelope to \$121 million based on 2012 costs. This was equivalent to some 0.8 percent of UN operational activities for development at the time.

### UNDG COST-SHARING FORMULA

Members of the undg agreed to implement a centralized cost-sharing mechanism starting in 2014. As part

of the cost-sharing agreement, all undg member entities are expected to contribute according to an agreed formula, which takes into account several factors:

- an annual base fee, reflecting the fact that the RC system is owned by and benefits all members of the UN development system;
- agency staff size and expenditures as a reflection of the principle of fairness and to ensure that agencies contribute according to their abilities; and
- system load, recognizing that different entities place a different load on the system and gain different magnitudes of benefits as measured by agency participation in UNDAFs.

Organizations, which already contribute to humanitarian coordination mechanisms and Joint UN Programme on HIV/AIDS (UN-AIDS), which has a unique coordination role at the country level, contribute at a discounted rate (see Annex 3 for the funding formula for the 2014/2015 biennium).

## II. DELIVERING DESPITE FUNDING CONSTRAINTS

Any assessment of results achieved by the Resident Coordinator system in 2014 needs to take into account the fact that in its first year of implementation, the undg cost-sharing modality was significantly underfunded. In light of system-wide funding constraints, the overall budget for the Resident Coordinator system at the global, regional and country level was repeatedly reduced in successive rounds of negotiations – from \$132 million recommended by the undg Task Team to \$121 million recommended by the HLCM Finance and Budget Network to eventually \$120.6 million in view of an expected funding shortage in 2014.<sup>6</sup> In addition, as not all undg members were in a position to contribute even the reduced amounts in full for the first biennium of the undg cost-sharing agreement in 2014/2015, the centralized funding modality had to be rolled-out incrementally over the course of 2014 and 2015.

### SHORTFALL IN COST-SHARING CONTRIBUTIONS

Of the 18 undg member entities expected to contribute to the cost-sharing modality, 11 entities provided their full contributions, and six entities contributed a reduced amount for 2014. The UN Secretariat, which represents 19 undg member and observer entities, was not in a position to contribute in the 2014/2015 biennium.<sup>7</sup> Consequently, the undg was faced with a sizeable funding shortfall in 2014: **undg members contributed \$23.6 million** out of the expected \$33.8 million for 2014, generating a funding shortfall of over \$10 million. To address the shortfall, costs were further cut at the regional and global level – six Regional Coordination Specialists (P3 level) were not recruited, resulting in savings of \$1.2 million. UN DOCO managed to generate 12.7 percent savings in the global coordination budget,

and the remainder of the shortfall (\$9.0 million) was covered by the strategic reserve of the donor-funded UNCCF.

Funds were spent efficiently in 2014. The cost-sharing contributions received from undg members (\$23.6 million) were spent in full. The delivery rate across all funding sources was 94 percent, which included funds from UNDP for the backbone, and the contributions of undg members and donor countries. The total disbursement amounted to \$113.1 million (see the financial data section for details). Some 91 percent or \$102.9 million was disbursed at the country level across 132 Resident Coordinators' Offices, 2 percent or \$2.2 million at the regional level, and 7 percent or \$8.0 million at the global level (figure 2). UN Country Teams mobilized additional resources locally in order to fill funding gaps and maintain a consistent core capacity of coordination support.

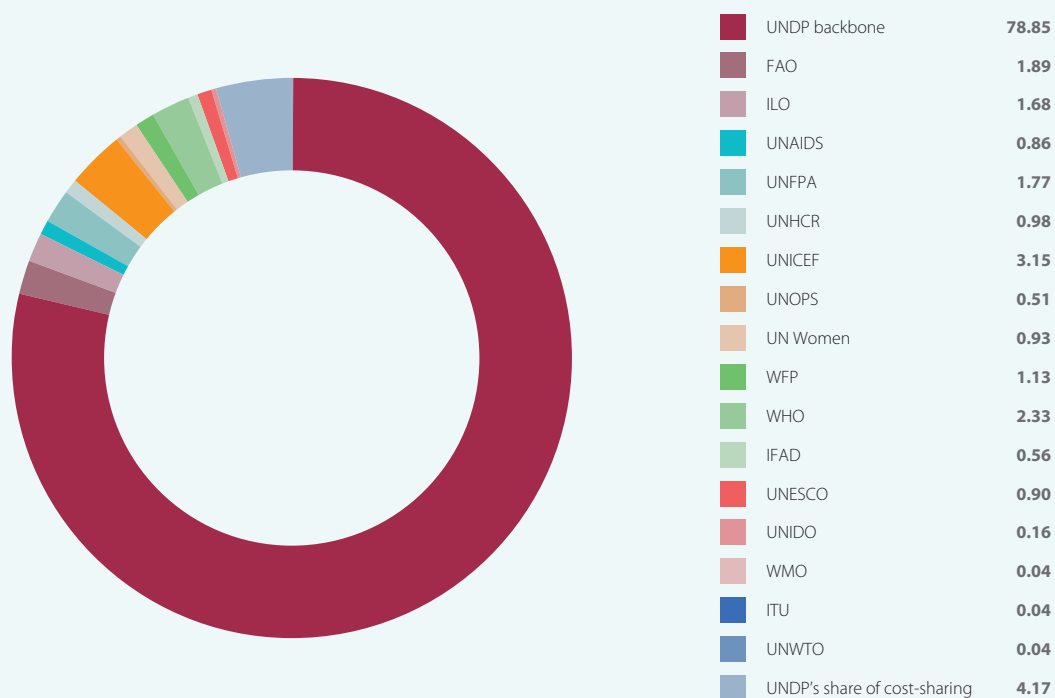
### SPENDING FOR THE COUNTRY LEVEL

Of the total expenditures of \$113.1 million for support to the RC system in 2014, 91 percent was directed towards the country level. The funds supported 10 core coordination functions under the cost-sharing agreement, in addition to the backbone support from UNDP,

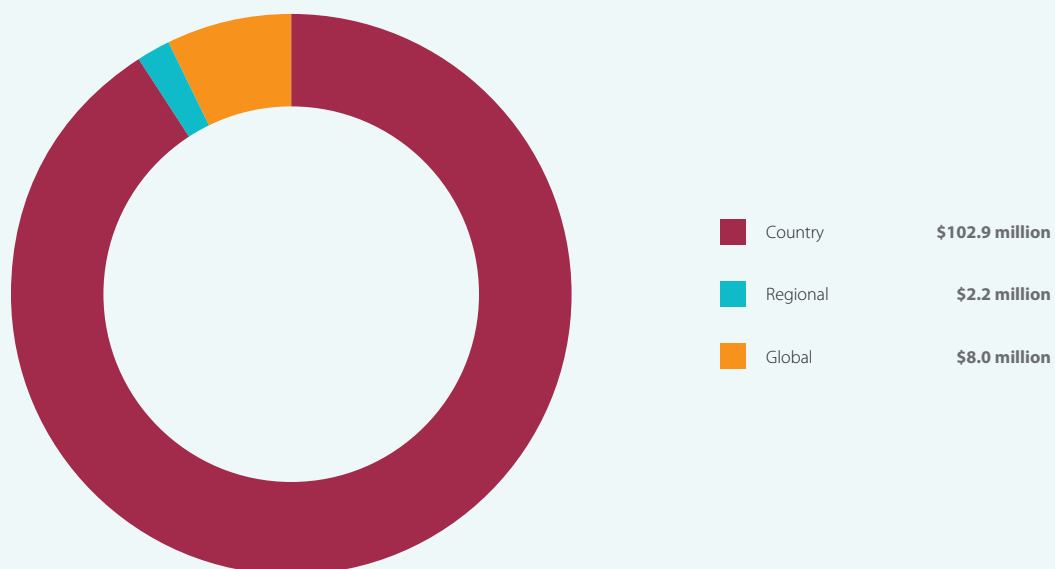
<sup>6</sup> The independent consultant study commissioned by the undg had even recommended a minimum funding level of \$152 million for 2012 and \$163 million for 2015.

<sup>7</sup> The UN Secretariat intends to contribute starting in 2016. The UN Secretariat is represented in the undg through OHCHR, UNCTAD, UNDESA, UNECA, UNECE, UNECLAC, UNEP, UNESCAP, UNESCWA, UN Habitat, UNODC, UNOHRLS, UNOSAA, SRSG/CAAC, OCHA (observer), UNDP (observer), UNDP (observer), UNFIP (observer), Office of the DSG (observer).

**FIGURE 1: 2014 GLOBAL RESIDENT COORDINATOR SYSTEM FUNDING (PERCENTAGE SHARE)**



**FIGURE 2: EXPENDITURE BY COORDINATION LEVEL: COUNTRY, REGIONAL AND GLOBAL**



to bring together the UN system and its partners to collaborate for shared results, as discussed in the next chapter.<sup>8</sup> These funds also underpinned broader results of the UN Country Teams, which serve as a hub to convene the UN at country level, and partner governments in their efforts towards sustainable and inclusive development with greatest impact.

The allocations of funds from the cost-sharing system to countries are based on the following country typologies: (i) Crisis country, (ii) Low Income Country (LIC), (iii) Low Middle Income Country (LMIC), (iv) High Middle Income Country (HMIC), (vi) Net Contributing Country (NCC) and (vii) Limited Country Operations, where there is no Resident Coordinator. In addition to these categories, some additional support is provided to a Resident Coordinator's Office if it manages multi-UNCT operations. See Annex 4 for the specific breakdown of allocations per country typology, as well as for the regional and global level.

Countries' classification as a Low Income Country, LMIC, HMIC, and Net Contributing Country are based on the decision (2012/28) of the Executive Board of UNDP/United Nations Population Fund (UNFPA).

The determination of "Crisis Countries" was made by the Regional UNDG Chairs, who determined which countries, if any, in their respective regions would most benefit from enhanced coordination support. The cost-sharing system set for the 2014/2015 biennium the "crisis

country" allocation to 23 countries, which received the equivalent of the pro forma cost of a P5 and P3 post, plus \$120,000 for General Operating Expenses.

As the funds available for this enhanced support were less than the requirements, the Regional UNDG Chairs agreed to provide full 'crisis country' allocations to 19 countries, and provided eight other countries with 50 percent of a "crisis country" allocation, thereby staying within the "23" crisis country limit of the cost-sharing arrangement.

In 2014, the 19 countries which received the full 'crisis country' allocation were: Central African Republic, Chad, Colombia, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Haiti, Iraq, Jordan, Lebanon, Mali, Myanmar, Pakistan, Sierra Leone, Somalia, Sudan, South Sudan, Syria and Yemen. The following eight countries received 50 percent of the 'crisis country' allocation: Afghanistan, Guinea-Bissau, Liberia, Libya, Nepal, Palestine, Sri Lanka and Timor-Leste. As crises and humanitarian needs continue to grow, it is essential to ensure that Resident Coordinators' Offices have sufficient capacity to support UN Country Teams' with the recovery and resilience efforts.

The "Limited Country Operation" classification applies to countries that do not have a Resident Coordinator and a limited UNCT presence. In 2014, it applied to Russia and Romania.

The "Multi-UNCT Operations" classification applies to Resident Coordinators who support UN Country Teams in more than one country e.g. Mauritius/Seychelles; Barbados; Fiji; Samoa; and Trinidad & Tobago.

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<sup>8</sup> Joint UNCT initiatives and activities outside the 10 coordination functions continue to be cost-shared at the country and regional levels, based on agreement amongst the UNCTs and Regional UNDG Teams.

# III. SHARED RESULTS AT COUNTRY LEVEL



## NEW SYSTEM CAPTURES DATA ON COORDINATION EFFORTS

Better data collection has been made possible through the undg cost-sharing arrangement, via the new **undg Information Management System**. This is the first year that quantitative baseline data are available to assess progress on coherence and coordination at the country level. The data contained in this section are drawn from 132<sup>9</sup> countries and territories. Information comes from two separate sources: UNCT workplans, which outline the joint work of the UNCT in areas related to the 10 core coordination functions, and the coordination profile, which is a survey of comparable indicators that will be tracked each year. This report is the first to use the data collected and it is hoped that by publishing the data, this will inform the further improvement of the tracking and capture of these measures. (For a description of methods and data integrity, see Annex 5.) Supplemental information from other sources is also provided in some cases, where data sources are available to illustrate results or progress in a particular area.

<sup>9</sup> Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Azerbaijan, Bahrain, Bangladesh, Barbados, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, China, Colombia, Comoros, Congo, Costa Rica, Cuba, Côte d'Ivoire, Democratic People's Republic of Korea, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Ethiopia, Fiji, Gabon, Gambia, Georgia, Ghana, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, India, Indonesia, Iran, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kosovo (as per UNSCR 1244), Kuwait, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Palestine, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Republic of Korea, Rwanda, Samoa, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Suriname, Swaziland, Syria, Tajikistan, Tanzania, Thailand, the former Yugoslav Republic of Macedonia, Timor-Leste, Togo, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Uruguay, Uzbekistan, Venezuela, Vietnam, Yemen, Zambia, Zimbabwe.

## THE 10 CORE COORDINATION FUNCTIONS

In the past, ad hoc requests and ad hoc arrangements were made regarding funds and support for coordination functions at the country level. The cost-sharing agreement offers a more reliable modality. The undg agreed on 10 core coordination functions that capture the **core roles and responsibilities** of the staff in the Resident Coordinator's Office as they carry out their work to support the RC and UNCT in bringing together the UN system and its partners to collaborate for shared results.

The undg cost sharing only covers a portion of the expenditure that UN Country Teams require for each of the 10 core coordination functions and their related activities. As illustrated in Figure 3, the total amount of resources provided to countries to support the 10 core coordination functions was some \$38.6 million with an expenditure of approximately \$34.4 million, giving an average of 89 percent delivery rate at the country level. The undg funds were fully expended, and the balance of the unspent budget in this category is from the UNCCF, and will thus be utilized to cover the undg cost sharing funding gap for 2015 at the country level.

Local cost sharing for some coordination activities from UN entities is evident where the funds provided from the undg cost sharing were insufficient to cover activities in the agreed UNCT workplan such as for joint advocacy and communication, HACT implementation and macro/micro assessments, implementing joint UNCT initiatives such as UN Cares, and joint operations. And additional resources were also locally mobilized from other sources such as donors, national government, and the private sector to support joint UNCT activities, including for example support from donor countries for additional capacity to support UN coordination through 27 Special Assistants to the Resident Coordinator (SARCs) in 2014.

### BOX 3: THE 10 CORE COORDINATION FUNCTIONS

The functions pertain to the facilitation roles of staff in the Resident Coordinator's Office, working in support of the following programmatic and operational areas:

1. Strategic analysis and planning
2. Oversight of the UN country programming cycle
3. Representation of and support to the UN Secretariat and UN agencies/NRAs
4. Support to national coordination systems and processes
5. Development and management of shared operational support services
6. Crisis management preparedness and response
7. External communications and advocacy
8. Human rights and development
9. Joint resource mobilization and fund management
10. General UNCT oversight and coordination

**FIGURE 3: BUDGET AND EXPENDITURES FOR THE 10 CORE COORDINATION FUNCTIONS AT THE COUNTRY LEVEL**



UNDG cost-sharing data derived from Atlas country-level expenditures from budget provided through UN DOCO; UN local entities and other resources data reported through the IMS from expenditures in 109 UNCT workplans.

# 2014 RESULTS IN CORE COORDINATION FUNCTIONS

The following sections present the results achieved in each of the 10 core coordination functions, using data from 132 countries collected by the new UNDG Information Management System. Each section contains available baseline data to indicate the combined level of activity by the UN Country Teams, followed by illustrative examples of practices for the 10 core coordination functions. While the results presented here are likely to have been catalyzed, convened and/or accelerated through the Resident Coordinator's Offices, the nature of coordination suggests the results cannot be solely or directly attributed to them. Rather than a focus on attribution, each section provides baseline data and illustrations that indicate the ripple effects created by a more coordinated effort vis-à-vis the role, capacity reach and change impact of the UN development system for broader development results.



The complex, interdependent challenges of sustainable development require multisectoral and innovative responses that draw on the entire range of

expertise residing in the UN system. We must make every effort to rise to the challenge.

The UN system entities need to join efforts to develop joined-up responses which draw on the UN system's richness and complementarities. We need to pool expertise and human resources towards the common goal.

– *Irina Bokova, Director-General, UN Educational, Scientific, and Cultural Organization (UNESCO)*

## 1. STRATEGIC ANALYSIS AND PLANNING

Strategic analysis and planning, as part of the Common Country Programming work of the UNCT, are essential aspects of delivering results together as a UN

system. The UNDAF captures the strategic results and implementation plan of the UN in a country. Funding to support strategic analysis and planning also aims to ensure that development programme planning is forward-looking, participatory, informed by baseline analysis, and aligned with global norms and standards and national development goals, as defined by the QCPR.

### Baseline data

- 92 percent of Resident Coordinators' Offices reported having UNDAFs in place and 45 percent of UN Country Teams report that they are currently in the process of developing a new UNDAF. On average, 15 agencies participate in a country UNDAF;
- 59 percent of countries reported having conducted a Common Country Analysis, while others rely on existing analyses (from governmental or other sources) as provided for in the 2010 UNDAF Guidance;
- 31 percent of UN Country Teams (one out of three) are currently using the MDG Acceleration Frameworks to help governments analyse obstacles to their pursuit of MDG priorities;
- 99 percent of UN Country Teams included outputs on strategic analysis and planning and oversight of the UN programming cycle in their UNCT annual workplans in 2014.

### Notable practices in strategic analysis and planning

Two key areas of strategic analysis and planning stand out in the analysis of baseline data. First, there is a focus on preparing, together with national and local governments, sound analysis and options for national development planning. Several examples are provided:

- To improve coordination of UN agencies' efforts in Southern **Thailand**, a traditionally underserved area where inequalities persist, the UNCT undertook a mapping exercise of stakeholders and responses, and identified the underlying causes of inequities and conflict in the sub-region as part of joint analysis and planning;



### MONTENEGRO:

## UN TEAMS UP FOR INNOVATION AND A BETTER YOUTH POLICY

What kind of Montenegro do its citizens want? Priority one: everyone should have a job, since unemployment endangers all other aspects of well-being, such as health, education and happiness.

The finding was part of a massive public canvassing orchestrated by the UN Country Team in Montenegro. More than 8,000 people in Montenegro took part in surveys and meetings. And their voices were heard. The results informed the position of Montenegro in global post-2015 intergovernmental negotiations. They also shaped the draft of the revised National Strategy for Sustainable Development, which now has a strong emphasis on jobs and a greener economy, social responsibility and the more efficient use of shared resources.

Operating under the Delivering as One approach, UN organizations are joining forces to apply innovation and citizen engagement to their programming, and using technology to increase participation.

In Montenegro, surveys and meetings identified young peoples' top concern: finding a job. About half the people without jobs are under the age of 34. To take action on this issue, the UN Country Team developed a joint UN programme that has helped the country conduct a gap analysis of current policies, laws and public institutions. A survey of youth and the general public tracked common perspectives on youth employment and more general participation in society. The survey found that youth feel they have much to contribute to development, but face many obstacles that have fed a pervasive pessimism.

Findings from the analysis are also helping the Government evaluate the most recent cycle of its National Youth Strategy, and informing a new Action Plan for Youth Employment that is part of a policy framework to accelerate progress on the MDGs. The plan encourages a much more focused and deliberate approach to youth and jobs, including by strengthening cooperation across different government

agencies, better assisting the transition from school to work, and establishing employment programmes more targeted and friendly to youth.

The UN joint programme, aligned with the UN focus on equitable development, has also supported targeted outreach to youth in the northern region of Montenegro, where the rural and mountainous terrain hosts scattered communities with higher-than-average unemployment rates and lower educational achievements. The poverty rate is nearly twice the national average. Youth are marginalized on many levels, unable to find jobs, and shut out of most decisions that might affect them, such as those by local governing bodies.

The UN Country Team has taken an innovation approach to tap into young peoples' ideas and create solutions. An Aspirations Lab brought several dozen young people together with professional adults and successful peers to define visions of themselves in 15 years, and to establish goals to achieve their aspirations. Participants also learned about entrepreneurship, employment and activism. Mentors will support them as they move forward on plans to reach their goals.

A web portal for youth to collaborate on employment solutions was launched and drew widespread attention through a contest where youth could propose and/or vote on the best ways forward. The suggestions were narrowed to 14 bold ideas, with four finalists given micro-grants to implement them. They are moving forward with projects to help youth start small businesses, promote jobs for youth in tourism and even start agricultural production in greenhouses.

Young people who have taken part in these activities have welcomed the opportunity not just to talk, but to make an impact on the ground. Says Bojana, one young participant, "Young people had the chance to start the conversation themselves, propose and vote for project ideas and get project support."

- In **Jordan**, the UNCT contributed to the development of a common agenda between the Jordan Response Plan (JRP) and the Multi-country Regional Refugee and Resilience Plan (3RP), rooted in resilience-based programming;
- In **Malaysia**, the UNCT provided technical contributions to the preparation of the 11th Malaysia Plan through participation in the Inter-Agency Planning Groups and Technical Working groups.

The second notable area in strategic analysis and planning is a focus on joint programmes and initiatives dedicated to the fulfillment of the MDGs and Sustainable Development Goals (SDGs).

- In **Nepal**, the UNCT played an instrumental role in coordinating the launch of the Zero Hunger Challenge initiative to eradicate hunger in the country by 2025;
- In **Bosnia and Herzegovina**, new joint UN programmes are under development that address a range of issues including the process of national reconciliation, transitional justice, conflict-related sexual violence, empowerment of women and meeting the needs of people with disabilities;
- In the **former Yugoslav Republic of Macedonia**, the UNCT adapted an innovative foresight methodology to create an interactive online survey that attracted more than 1,000 responses and was used by the UNCT as a scanning tool for detecting trends among young people.

## 2. OVERSIGHT OF THE UN PROGRAMMING CYCLE

Providing oversight of the UN country programming cycle is a core function that enables a coherent set of interventions and a focus on results. It does so by supporting the formulation of UNDAFs or their equivalent. This is ensured through active leadership of Results Groups (or Theme Groups) that drive programme delivery. The groups play key roles in supporting joint planning and implementation of joint programmes; overseeing, reporting and implementing annual reviews together with national counterparts; and ensuring the mainstreaming of UNDG programming principles (i.e. human rights-based approach, results-based

management (RBM), capacity development, gender equality and environmental sustainability).

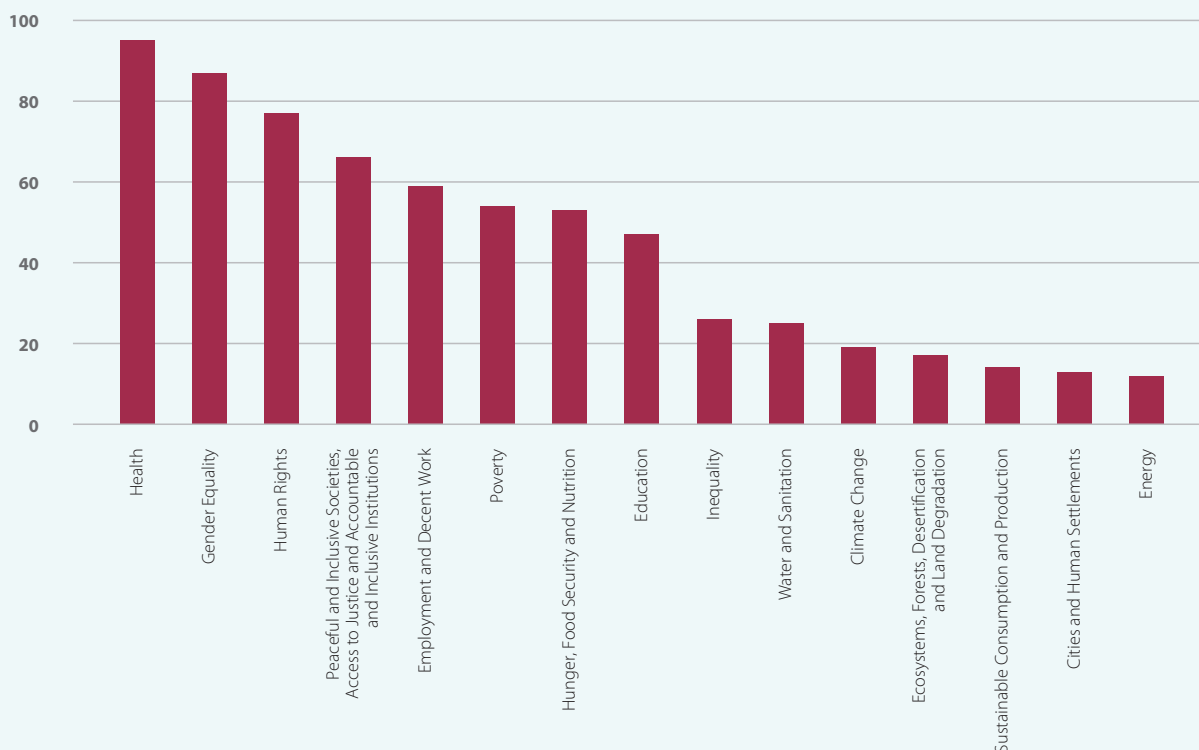
### Baseline data

- 36 percent of countries reported that they had conducted an annual review in the last 12 months and 32 percent of countries reported conducting a mid-term review of their UNDAFs. These data indicate areas for improvement to ensure that there are opportunities to engage with national partners to monitor progress and undertake corrections in UNDAF implementation where necessary;
- More than half (54 percent) of the countries indicated that they use UN Country Results Reports, one of the core elements of the SOPs for Countries Adopting the “Delivering As One” Approach. The Country Results reports are designed to give national governments ‘one-stop-shop’ updates on technical support from the spectrum of UN agencies in their country;
- 321 joint programmes were reported globally in 2014, with most joint programmes focusing on health, gender equality and human rights.<sup>10</sup> In the Information Management System, joint programmes have been tagged to the SDGs, as referenced in the Open Working Group proposal.

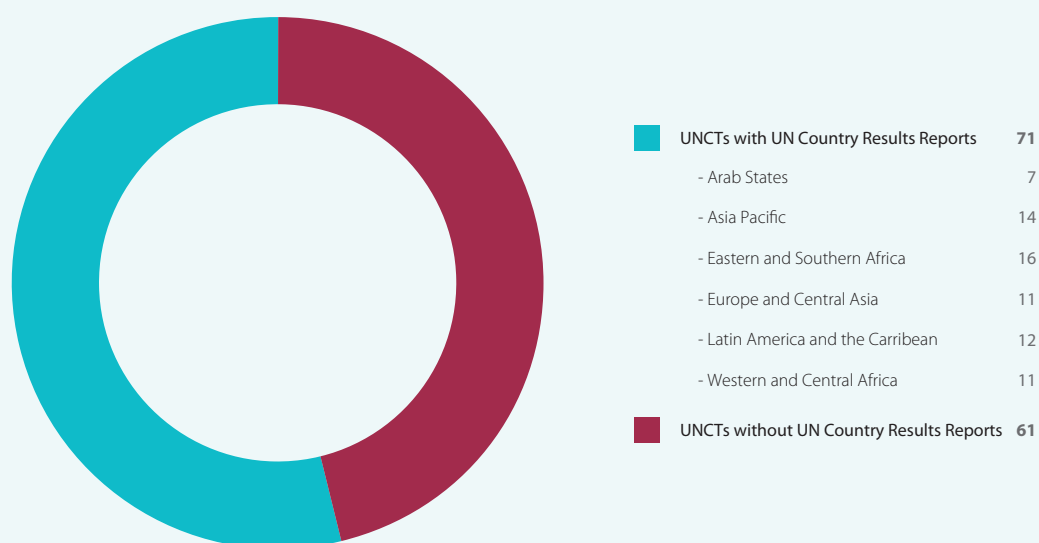
Figure 4 shows the number of joint programmes operating in specific SDG-related areas. Most joint programmes focused on health (95), gender equality (87) and human rights (77). Not shown in the figure are SDG-related areas with between 3 and 10 joint programmes, which include the following: global partnership for sustainable development (10), infrastructure, industrialization and innovation (8), human development (6), accountable governance (5), inclusive economic transformation (5), HIV/AIDS (3), governance (3), and transition from conflict to peace (3).

<sup>10</sup> Based on goal areas contained in the 2014 Open Working Group Proposal for the SDGs.

**FIGURE 4: NUMBER OF JOINT PROGRAMMES THAT ADDRESS SDG-RELATED AREAS**



**FIGURE 5: UNITED NATIONS COUNTRY TEAMS THAT SUBMITTED UN COUNTRY RESULTS REPORTS**





The representation of the Non-Resident Agencies and the entities of the UN Secretariat at country level is essential to ensure programme countries benefit from the wide array of expertise available in the UN.

### Notable practices in oversight of the UN programming cycle

Two trends in oversight of the UN programming cycle were evident in 2014. The first is a trend towards simplifying, decentralizing and supporting the alignment of UN planning frameworks to national processes:

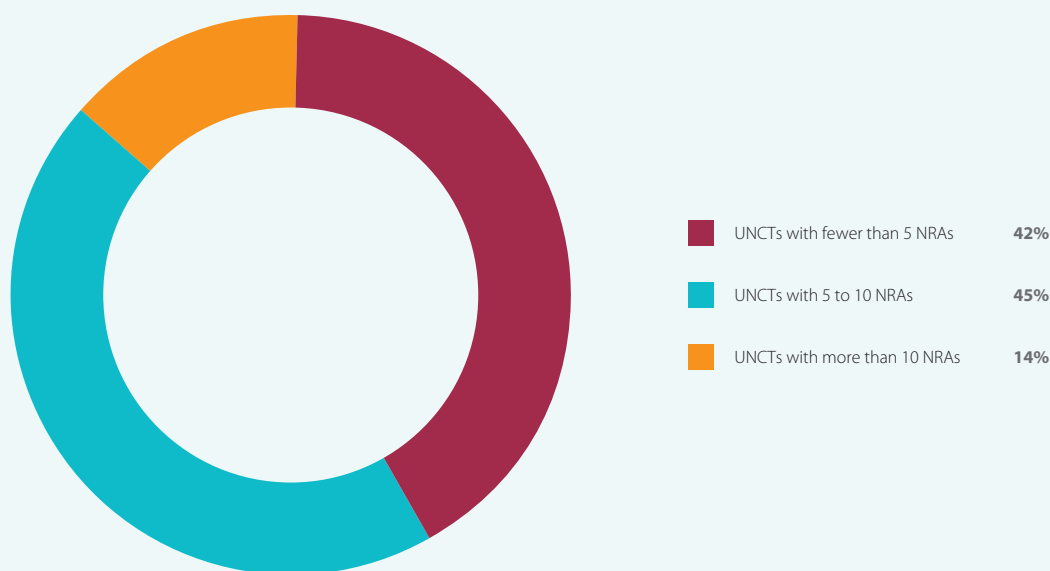
- In **Kenya**, the UNDAF results framework and corresponding cross-agency structures are now aligned to the National Integrated Monitoring and Evaluation System;
- In **Mozambique**, efforts were made to simplify tools and strengthen staff understanding of, and more effective involvement in, UNDAF monitoring and evaluation. The Common Budgetary Framework (CBF) template was simplified and guidance notes and information sessions organized to integrate this new practice across the UNCT;

- In **Pakistan**, in order to better respond to the devolution of government responsibilities to the provinces, One Programme management structures were aligned to represent the nine provincial and administrative areas.

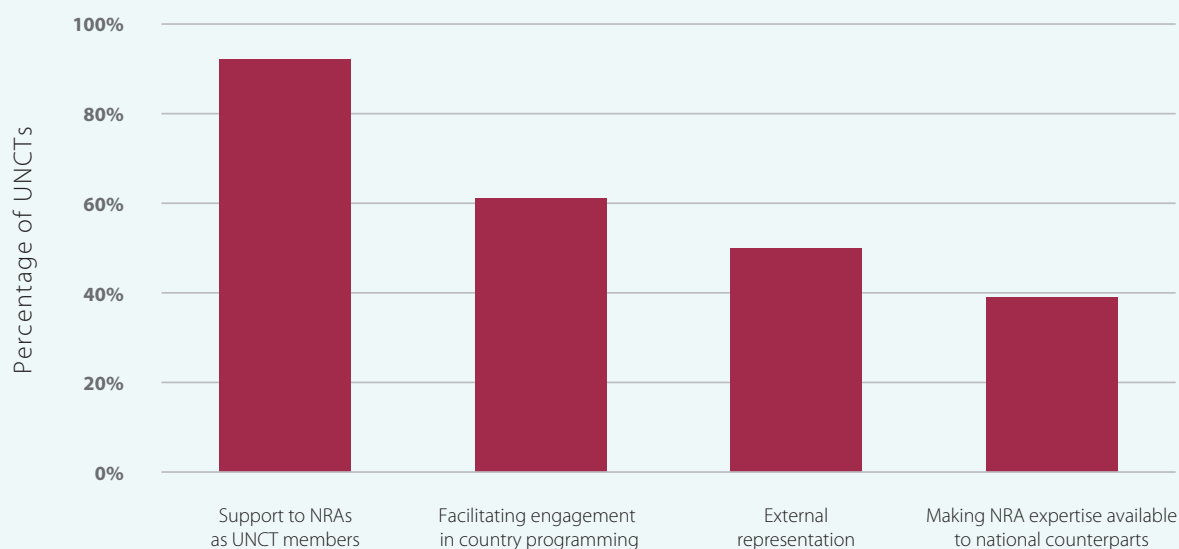
The second area of focus was in improving integration between political, humanitarian and development programming:

- In **Ghana**, the UNCT provided strategic advice and coordination in support to the Government and the Department of Peacekeeping Operations during the establishment of the UN Mission for Ebola Emergency Response (UNMEER) Headquarters in Ghana;
- In **Haiti**, increased government ownership was reflected in the 2014 revision of the Integrated Strategic Framework (ISF) 2013-2016, which is the

**FIGURE 6: NON-RESIDENT AGENCIES REPRESENTATION WITHIN UN COUNTRY TEAMS**



**FIGURE 7: TYPES OF SUPPORT PROVIDED BY RESIDENT COORDINATORS' OFFICES TO NON-RESIDENT AGENCIES**



key common planning instrument between the UN agencies and the United Nations Stabilization Mission in Haiti. The revision ensures greater alignment with national priorities and with newly defined national strategies (such as programmes that address poverty reduction) as well as improving the availability of updated sources of socio-economic data.

### 3. REPRESENTATION OF AND SUPPORT TO UN SECRETARIAT AND NRAS

The representation of the NRAs and the entities of the UN Secretariat at country level is essential to ensure programme countries benefit from the wide array of expertise available in the UN. This core coordination function facilitates the participation and representation of these entities at country level, including the liaison between UN Secretariat Departments, the Executive Office of the Secretary-General and the highest echelons of national government. This core function also relates to the coordination of country missions such as those of Special Rapporteurs, Working Groups and Independent Experts.

#### Baseline data

- Most UNCTs report having 5-10 NRAs as members (45 percent followed by 42 percent reporting less than 5 NRA members, and 14 percent report having more than 10 NRAs members in their UN Country Teams;
- Most RC offices report supporting NRAs as UNCT members, followed by facilitating engagement in country programming and external representation. (figure 7).

Figures 6 and 7 indicate the extent of NRAs' representation within UNCTs, as well as the types of support provided by Resident Coordinators' Offices to NRAs.

#### Notable practices in representation and support to UN Secretariat and NRAs

NRAs and Secretariat entities rely on Resident Coordinators' Offices in-country for messaging, advocacy and high-level representation support. Most importantly, Resident Coordinators' Offices facilitate the engagement of the full range of UN system expertise during

planning, implementation and monitoring of new UNDAFs and other joint programming initiatives. This is in addition to the content support that Resident Coordinators' Offices provide for high-level visits of the UN Secretary-General, Under Secretary-Generals (USGs), Assistant Secretary-Generals (ASGs) and other senior representatives from the UN Secretariat. Resident Coordinators' Offices play a critical role bridging the work of UN development agencies, funds and programmes in situ with NRAs, and facilitating the UN Country Teams' engagement with UN Secretariat partners. This role is highlighted in the following examples:

- In **Sierra Leone**, particular attention was devoted to making full use of the contribution of NRAs in the UNDAF and the Transitional Joint Vision, a plan to manage requisite changes to the UN Country Team's operational footprint accompanying the closure of the UN Integrated Peacebuilding Office in Sierra Leone;
- In **Liberia**, to ensure the provision of technical and policy expertise of NRAs to the Government of Liberia, NRAs participated in all coordination pillars including inter-agency pillar teams, outcome groups and Ebola virus disease response;
- In **Kuwait**, the Resident Coordinator's Office provided support to the participation of resident and NRAs that resulted in an increase in the collective capacity of the UN Country Team in Kuwait, with the World Food Programme (WFP) opening a liaison office based at the UN House. Also, UN Women, Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Population Fund (UNFPA) and United Nations Environment Programme (UNEP) joined the UN Country Team as NRAs in 2014.
- In addition, 2014 was a critical year to leverage the UN's expertise, in particular NRAs, to support the specific needs of Small Island Developing States (SIDS). In **Fiji**, NRAs benefited from the support of the RC

office during their engagement in the third SIDS conference and high-level dialogues with private sector and government officials in preparation for the SIDS Private Sector Forum.

#### 4. SUPPORT TO NATIONAL COORDINATION SYSTEMS AND PROCESSES

This coordination function supports aid effectiveness. The focus of coordination efforts is on engaging with national management structures and processes at national, sub-national or sectoral levels. This core coordination function includes strengthening national systems for aid coordination by collating and ensuring synchronicity, alignment and complementarity between national aid effectiveness mechanisms and UN activities.

##### Baseline data

- 47 percent of UNCTs reported that they had conducted capacity development for the use of aid modalities and aid management;
- 40 percent of reporting countries had undertaken sector-wide approaches aimed at bringing together governments, donors and other stakeholders within a given sector;
- 65 percent of UNCTs reported providing support to South-South Cooperation, an indication of a growing area;
- 51 percent of UNCTs included outputs on support to national coordination systems and processes in their UNCT annual workplans.

##### Notable practices in national coordination systems and processes

Two broad areas of work were evident in 2014. The first area was about engaging with national aid management structures and processes, and with coordination requirements at national, sub-national or sectoral levels:



Resident Coordinators' Offices play a critical role bridging the work of UN development agencies, funds and programmes in situ with NRAs, and facilitating the UN Country Teams' engagement with UN Secretariat partners.



Together, we can achieve more and our voices are much stronger. We must complement each other's efforts to achieve our common and shared goals.

– Ertharin Cousin, Executive Director, World Food Programme

- In **Lesotho**, in order to focus the work of the UN on priority areas of the Government, such as nutrition, gender and Basotho youth, the UNCT established two new inter-agency working groups: the Joint United Nations Nutrition Task Team, and the Joint United Nations Team on Gender, Human Rights and Young People;
- In **Myanmar**, UN agencies entered their programme and project data into the Government's new Aid Information Management System, which is the first such system in the world to be built by a partner country that is compliant with the standards of the International Aid Transparency Initiative standards;
- In **Côte d'Ivoire**, the UNCT has supported the creation of an online aid management platform;
- In the **Central African Republic**, the UNCT facilitated the design of a national framework and the set-up of a national platform for aid coordination;
- In **Moldova**, as part of its coordination mandate, the UN supported the launch of the national aid management platform to capture results of development support, and strengthened sectoral coordination in health and HIV.
- In **Egypt**, the Resident Coordinator is the Chair of the Development Partner's Group with Swiss Development Cooperation as the Co-chair. Currently composed of 23 bilateral partners and 18 multilateral organizations, this forum provides its members with a space for policy dialogue to harmonize common positions on critical development issues;
- In **Botswana**, through UN support, the concept of Sustainable Development was integrated into the national development planning process and subsequently the Vision Board 2016, positioning Botswana for the implementation of the SDGs.

## 5. DEVELOPMENT AND MANAGEMENT OF SHARED OPERATIONAL SUPPORT SERVICES

This coordination function focuses on the development and implementation of common services and harmonized business practices in areas such as information and communications technology (ICT), procurement, human resources (HR), transport, conference services and common premises. The aim is to improve efficiency and generate savings for the UN system at country level.

### Baseline data

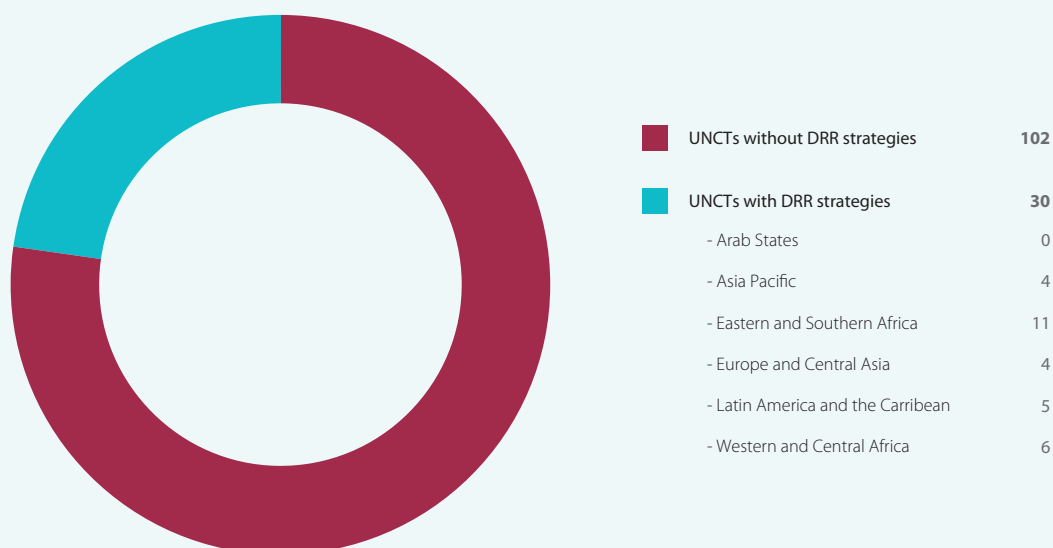
- 26 percent of UNCTs reported that they were implementing Business Operations Strategies (BOS),<sup>11</sup> a voluntary tool designed to improve the cost effectiveness and quality of operational support such as procurement, information and communication technologies, human resources, logistics and administration and finance to support UNDAF implementation;

The second area focused on supporting national mechanisms for coordination of development cooperation and developing new partnerships:

In **Ethiopia**, the UNCT continued to build partnerships with a range of Government and non-governmental actors. In particular, the UNCT engaged collectively with faith-based organizations over the last year. This resulted in Statements of Intent signed with the development wing of the Ethiopian Orthodox Church (in late 2013); the development wing of the Ethiopian Islamic Affairs Supreme Council; and an umbrella body for the development wings of the largest religions in the country, the Inter-Religious Council of Ethiopia;

<sup>11</sup> The BOS is supported by multiple ongoing inter-agency initiatives including undg Working Groups and the HLCM Networks. As such, the underlying work of these groups is critical to the impact of the BOS at country level.

**FIGURE 8: UN COUNTRY TEAMS WITH DISASTER RISK REDUCTION STRATEGIES**



9 percent of the UNCTs had a completed BOS framework in place, while 1 percent withdrew and the remaining 16 percent are expected to complete their framework in 2015;

- An mid-term evaluation of five pilot BOS countries in Africa (Ethiopia, Lesotho, Malawi, Rwanda and Tanzania) concluded that jointly engaging in common operations has realized significant benefits (monetary and labour) for the agencies involved, including cost-saving from volume discounts and transactions costs avoided.<sup>12</sup>
- The evaluation also found procurement, ICT and HR were the most prevalent common services across the countries included in the evaluation, with monetary savings highest in procurement.<sup>13</sup>
- Qualitative benefits from common operations reported by the countries include enhanced access and quality of services, faster service provision in support of programme, elimination of duplications in operational processes, enhanced risk management, better leverage of UN buying positions when

procuring, better supplier relations and enhanced strategic focus and management control over the operational support function at country level.<sup>14</sup>

- 64 percent of the countries have implemented UN Common Premises, another major element of this function, with an estimated savings of \$6.7 million globally;
- 72 percent of the countries are in various stages of implementing the Harmonized Approach to Cash Transfers (HACT), which enables UN agencies to use the same set of procedures for most financial dealings with implementing partners;
- 93 percent of UNCTs included outputs on development and management of shared operational support services in their UNCT annual workplans in 2014.

#### **Notable practices in the development and management of shared operational support services**

Practices in this area cut across two spheres. First is the management of common services and harmonizing business practices:

<sup>12</sup> Business Operations Strategies (BOS) Midterm Evaluation Report, p. 4.

<sup>13</sup> Ibid., p. 24.

<sup>14</sup> Ibid., p. 32.

- In **Afghanistan**, UN vehicular fleets were equipped with GPS sensors, allowing the UNCT to track in real time the location of convoys and individual cars, thereby improving the security management system and ensuring the safety and security of UN staff;
- In **Peru**, the UNCT implemented initiatives to improve harmonization and promote UN joint operations by producing a roster of consultants, managing file documentation services, and negotiating corporate rates with hotels for events and accommodation;
- In **DPR Korea**, the UNCT helped to facilitate the harmonization of human resources practices for seconded staff working for UN agencies;
- In **Rwanda**, the consolidation of banking and exchange rate services was estimated to have saved the UN \$10 million over five years.

The second area of notable practice is facilitating the transition to shared premises:

- In **Syria**, common services and premises in Homs and Qamishly have allowed for pooling of expenses for special security mitigation measures, resulting in an estimated cost savings for UN agencies in Syria of \$2 million in 2014;
- In **Montenegro**, a cost-benefit analysis suggested that the relocation of agencies to the UN Eco House had helped UN agencies save up to \$150,000 on their operating costs in 2014, representing a 47 percent decrease in operating costs compared with 2013;
- In **Vietnam**, the Green UN House served as an example of sustainable water and electricity management, while at the same time clustering UN staff according to thematic, rather than agency-specific areas, to increase inter-agency collaboration.

## 6. CRISIS MANAGEMENT PREPAREDNESS AND RESPONSE

Some of the critical activities that are captured under this core coordination function include supporting UNCTs with the capacity to formulate contingency planning and support disaster management teams. This includes efforts to coordinate post-crisis plans and assessments and ensure synergies in humanitarian response by liaising with the Office for the Coordination of Humanitarian Affairs (OCHA) and UN Department of Political Affairs (DPA), UN missions, the World Bank and other relevant agencies.

### Baseline data

- 32 percent of UNCTs have agreements or arrangements with key partners for crisis response to assist in delivering immediate, effective and coordinated recovery assistance to affected governments and populations;
- 27 percent have undertaken joint risk management assessments;
- 23 percent have a Disaster Risk Reduction Strategy to cope with the sudden onset of natural and other disasters;
- 32 percent of UNCTs included outputs on crisis management preparedness and response in their UNCT annual workplans in 2014.

### Notable practices in crisis management, preparedness and response

Trends in this critical function are noteworthy in three arenas. First, UNCTs are engaged in adequate contingency planning:

- With the support of the Resident Coordinator's Office, **Bosnia-Herzegovina** incorporated a disaster risk reduction methodology into the preparation of its 2015-2019 UNDAF;



Like a good well-coached football team (or a great one like my beloved Barcelona), all of us play in our positions, passing the ball, caring more about a goal than about who scored it.

– Anthony Lake, Executive Director, UNICEF



80 percent of UNCTs have some form of common communications platform, with 75 percent using a common UN website, 53 percent using UN Facebook pages, and 40 percent using UN Twitter accounts;

- In **Lebanon**, the Resident Coordinator's Office played an active role in developing the Lebanon Crisis Response Plan as a core part of the Syria 3RP.

The second area of notable practice is supporting national disaster risk reduction efforts:

- In **Namibia**, during the 2013/14 drought, the UNCT provided technical support for the elaboration of the Drought Relief and Response Plan, ultimately approved by the Cabinet;
- In **Haiti**, the UNCT provided technical support for the launching of the Government's committee on disaster risk reduction and initiated a multi-sector dialogue on integrating resilience in national plans and strategies.

The third area pertains to managing the humanitarian response and coordinating liaison efforts between the UN and the broader international community:

- In **Nepal**, in response to the August 2014 flood and landslide, the Resident Coordinator's Office took the lead in coordinating the humanitarian response. In addition to securing funding, various UN agencies worked with development partners to effectively coordinate with relevant government agencies to support assessments, data collection, analysis and reporting, and enhancing the capacity to respond to future emergencies.

## 7. EXTERNAL COMMUNICATIONS AND ADVOCACY

The Resident Coordinators' Offices use coordination funds to coordinate and support the development and implementation of UN communications strategies at country level, including the establishment or strengthening of UNCGs. An increasing range of joint advocacy efforts were visible in the analysis of 132 countries,

calling attention to sustainable development challenges and to the human rights values for which the UN stands.

### Baseline data

Joint communications and advocacy is an area that demonstrated solid results in 2014.

- 68 percent of UNCTs have joint UN communications groups that coordinate and share communication resources at the country level in order to increase the visibility of the UN and call attention to national and international development objectives and global normative frameworks;
- 54 percent of UNCTs have a Joint Communications Strategy;
- 80 percent of UNCTs have some form of common communications platform, with 75 percent using a common UN website, 53 percent using UN Facebook pages, and 40 percent using UN Twitter accounts;
- 94 percent of UNCTs included outputs on external communications and advocacy in their UNCT annual workplans in 2014. This is an area of high priority in work planning.

### Notable practices in external communications and advocacy

Analysis of results showed three areas of notable practices. First, UNCTs are increasingly preparing a joint communications strategy:

- In **Kenya**, the UNCT created a joint communications strategy aimed at informing both internal and external audiences about the work of the UN in Kenya, and advocating for the development and humanitarian agenda. The strategy uses participatory communication to change behaviour and enable the public, particularly the most disadvantaged, to participate in shaping decisions that affect their lives;



### UGANDA:

## UN JOINS UP TO CONNECT SERVICES FOR VICTIMS OF DOMESTIC VIOLENCE

Jane lives in the district of Masaka in central Uganda. She has been married for 22 years, but not always happily. At times, her husband violently abused her. One evening he hit her so badly that she was left blind in one eye. She filed a case with the police, who arrested him. A local women's advocacy organization, MIFUMI, reached out to help her track the case at the public prosecutor's office, and gave her psychosocial and legal support.

Jane's husband was summoned for mediation, conducted by the Child and Family Protection Unit of the police. Eventually, Jane agreed to forgive him and return to their home. She did so protected by a written agreement that the violence must not resume, and more importantly by the knowledge that if it did, she had a network of people on hand to offer help.

Stopping gender-based violence is a complex undertaking that demands a range of agency support to deliver diversified assistance. Survivors may need help from the police and courts, health care providers and social services. They can require psychological counseling, job training or aid in finding shelter. This is the kind of challenge that requires the UN system to deliver coordinated assistance that meets the broad range of needs and builds capacity for an integrated, multi-sector response.

In Uganda, a UN joint programme on gender equality has combined the expertise of diverse UN agencies working in partnership with government and non-governmental organizations to establish a coordinated referral system to prevent and respond to gender-based violence in Masaka and four other districts.

Survivors of domestic violence in these districts can now access medical services, legal aid and follow-up to ensure they are safe if they return to their communities. The joined-up UN approach has helped create a referral system that

extends from government institutions such as the police, to community survivor support groups. In the support groups, champions of ending violence, both women and men, raise awareness of its dangers and urge people to live in peaceful homes.

The UN programme has used training and mentoring to improve community capacities to refer cases of gender-based violence, such as to medical and legal services where appropriate. Health workers now understand that violence is both a medical and a legal concern, entailing the violation of women's human rights. They know how to conduct effective medical exams for survivors of sexual violence. New equipment allows them to gather and preserve forensic evidence that will stand up in court. Police and judicial officials have acquired skills in handling cases of gender-based violence, including to conduct timely investigations to avoid the loss of evidence, while NGOs have developed capacities to extend legal aid to women with few financial resources.

The work on stopping gender-based violence has made a very immediate, direct difference in women's lives. At the same time, the UN joint programme has helped create proof of concept for Uganda's broader national response to gender equality and women's empowerment. It has helped the Ministry of Gender, Labour and Social Development take a highly visible coordinating role by bringing diverse national ministries, departments and agencies with gender equality mandates to streamline roles and responsibilities, and reduce duplicated efforts.

The process so far has resulted in setting up gender focal points across all these government bodies, and, significantly, new gender units at the ministries of finance, planning, statistics and education. Institutional shifts like these make gender equality a commitment that implicates all parts of public service.

- In **Algeria**, the inter-agency Communications Group has adopted and implemented a UN Communication Strategy.

The second area of notable practice pertains to facilitating joint advocacy for MDG achievement and common UN messages:

- In **Bangladesh**, the UNCT finalized a common narrative on under-nutrition, bringing together UN and development partners to the same position on nutrition. This included buy-in from stakeholders in civil society, the NGO community and academia. Drawing upon key messages from the common narrative, the UNCT Heads of Agency of the Renewed Efforts Against Child Hunger (UN REACH) partnership met with the Speaker of the Bangladesh Parliament to advocate for including nutrition in the national development agenda;
- In **Ghana**, a joint UN public advocacy campaign was piloted in November 2014 under the theme 'Maternal Health and Girls Education';
- In **Jordan**, the UNCT's advocacy efforts to promote gender equality came together in a jointly planned and implemented campaign on '16 days of activism against gender-based violence';
- In **Costa Rica**, the UNCT developed various advocacy materials, including op-ed articles, infographics and press statements related to strategic development issues such as poverty and growing income inequality, the right to decent work and wages, the right to education and health, and Lesbian, Gay, Bisexual and Transgender (LGBT) rights;
- In **Albania**, as part of the UN Communication Strategy and 2014 workplan, public awareness and advocacy activities were carried out focusing on the post-2015 development agenda and the International Conference on Population and Development (ICPD) initiative 'ICPD beyond 2014' as integrated processes where videos from consultations were produced and featured prominently in social media;
- In **Brazil**, UN agencies capitalized on the 2014 World Cup to advocate jointly for sports and development actions, such as the 'Design to Move' initiative, which was supported by UNDP, United Nations Children's Fund (UNICEF), UNESCO, UN Habitat and Nike, and seeks to end the growing epidemic of physical inactivity.

Third, efforts focused on engaging with civil society organizations and the media:

- In **Mozambique**, the UNCT hosted a press fellowship for international journalists in July 2014 in collaboration with the UN Foundation. This exercise allowed media coverage from top-tier outlets and greater engagement with journalists who understand and are committed to covering the health and development issues that are important to the UN.

## 8. HUMAN RIGHTS AND DEVELOPMENT

The importance of respecting, protecting and promoting human rights in all of the UN system's work is a principle enshrined in the UN Charter. The Resident Coordinators' Offices play an important role in supporting the Resident Coordinators and UN Country Teams to address human rights issues in their development work, make available knowledge and expertise on human rights in the UN system, ensure greater linkages between the normative and operational aspects of UN programming, and reinforce the capacity of national actors to implement human rights obligations.

### Baseline data

- 42 percent of UNCTs conducted a human rights analysis in 2014;
- 59 percent – or 80 UNCTs – reported to have engaged with the UPR process in 2014, compared with 32 UNCTs whose countries were reviewed by the UPR in 2014. From this figure, one can see that UNCTs were not only engaged with the UPR during the reporting period, but also in the implementation and reporting stages of the UPR process;
- 82 percent of UNCTs supported governments to mainstream human rights in national development policies and programmes;
- 10 UNCTs have a Human Rights Adviser (HRA) deployed by OHCHR under the framework of the Human Rights Working Group (HRWG).<sup>15</sup> OHCHR deploys advisers in a number of other countries, and

<sup>15</sup> Human Rights Advisers of the HRWG are funded by its multi-donor trust fund.

many UNCTs benefit from human rights advisory expertise in various forms;

- 38 percent of UNCTs have indicated the availability of human rights support in country. Human Rights Advisers support and assist the Resident Coordinators, Heads of UN agencies and members of UNCTs to integrate human rights in their programming strategies and on its implementation as well as to build and strengthen national human rights capacities;
- 73 percent of UNCTs included outputs on human rights mainstreaming in their UNCT annual workplans in 2014.

### Gender equality

- 30 percent of UNCTs had a gender adviser;<sup>16</sup>
- 61 percent of countries' UNDAFs had specific gender results at the outcome level;
- 33 percent of UNCTs implemented a Gender Equality Scorecard, which provides an assessment of what the UNCT contributes to gender mainstreaming, and consequently to the promotion of gender equality;
- 66 percent of UNCTs included outputs on gender mainstreaming in their UNCT annual workplans in 2014.

### Significant practices in human rights and development

Trends in coordination for human rights and development were concentrated in three essential areas of work. First, efforts focused on integrating human rights into national policies:

- In **Costa Rica**, the UN Country Team helped establish a protocol for consultations with the indigenous peoples of the southern territories on infrastructure projects, including the participation of women and youth. A road map was also established to seek the free, prior and informed consent of indigenous peoples on a Hydroelectric Project that would affect large sections of indigenous territories.

- In **Malawi**, the UN Country Team provided expert advice to the Ministry of Justice and other national authorities on the development of a national policy to prevent and protect persons with albinism against attacks and discrimination, and to develop a national education and awareness-raising campaign to combat superstition and stigma vis-à-vis Albinism.
- In **Sierra Leone**, the country's first cases of Ebola were reported in May 2014. With guidance from the Human Rights Adviser, the UN Country Team quickly prepared substantive guidance that alerted policy makers and the humanitarian sector to the human rights implications and concerns related to the epidemic, which was included in the standard operational procedures regarding quarantines and checkpoints.

The second area of practice is engaging with UN human rights mechanisms, including the UPR, Treaty Bodies and Special Procedures. UNCTs have been engaging with these mechanisms to support development efforts in a number of different ways:

- One approach is drawing on the recommendations from the human rights mechanisms to inform the design of the UNDAF. In **Guatemala**, the UNCT outlined the recommendations for which the UN will provide support to the Government in their implementation efforts as part of the UNDAF;
- In **Panama**, the UN Country Team has used the UN joint report to the UPR as the instrument to support the UN's efforts to mainstream human rights into the UNDAF and the UNCT's work;
- UN Country Teams are also supporting governments to develop a National Human Rights Action Plan, which aims to support implementation of recommendations from human rights treaty bodies, as in **Turkmenistan**;
- In **Timor-Leste**, the UN Country Team also supported the preparations for a National Human Rights Action Plan to implement the country's human rights obligations. The broad-based and participatory process includes representatives from five different Ministries and Secretariats of State, the National Human Rights Institution, civil society, religious organizations and the private sector;

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<sup>16</sup> Based on data from 132 UN country teams, reflecting either full-time capacity for UNCTs, or capacity that sits within the agencies.

## BOX 4: GENDER EQUALITY – JOINT COMMITMENT AND MOBILIZATION BY UN COUNTRY TEAMS

With 2015 marking the 20th anniversary of the adoption of the Beijing Declaration and Platform for Action, comprehensive implementation reviews undertaken at both national and regional levels show that while opportunities have expanded for women and girls in some parts of the world, progress has been unacceptably slow, with too many women and girls still being marginalized and left behind.

Following a joint letter to RCs from the Chair of the UNDG and the Executive Director of UN Women, UNCTs across the regions worked with key stakeholders to prepare for the Beijing + 20 global review, fostering political will and commitment of countries on the 12 critical areas of the Beijing Declaration and Platform for Action. UNCTs helped to strengthen the evidence and knowledge base, enhance social and resource mobilization and revitalize public engagement and solidarity around gender equality and women's rights. Through the work of Gender Theme Groups, they provided assistance to Governments in preparing country reports for the 20-year Beijing review and facilitated participation of Governments and civil society organizations at regional conferences. In **Timor-Leste** for example, gender focal points from the UN Agencies supported the national reporting including through collection and analysis of sectoral data, organizing stakeholder consultations and providing technical support to the Government's preparation for the Regional Inter-Ministerial Conference on Beijing +20 organized in Bangkok, Thailand. In **Kyrgyzstan**, the Gender Theme Group prioritized support to the Beijing+20 consultations leading into a nation-wide campaign. The findings of the national review and the follow-up discussion, which were combined with the 4th National Periodic Report to CEDAW, informed programming by UN entities and the UNDAF mid-term review.

With an increasing number of UNDAFs featuring gender-focused results, and the SDGs reflecting gender equality and the empowerment of women both as a priority goal and as a main cross-cutting issue, ensuring adequate capacity of UNCTs to mainstream gender effectively is key. In **Mexico**, the Gender Theme Group implemented a self-assessment survey of all UN staff in the country to establish a clear baseline of their knowledge and capacities on gender equality. Following the survey results, the GTG reached out to other inter-agency mechanisms (e.g. the results and communication groups, the OMT) to develop specific learning and capacity development activities.

The UNDG Task Team on Gender Equality conducted a review of gender scorecards implemented by UNCTs over the period 2012 – 2014. The global review provides an analysis of trends in UNCTs' performance on gender, assessing strengths and weaknesses on the various performance areas. Drawing from good practices emerging from UNCTs experience, the report also offers a set of recommendations to further strengthen the tool and ensure its strategic use by UNCTs. The UNDG Task Team –co-chaired by UN Women and UNDP – is currently following up on those recommendations, also with a view to ensuring greater alignment with the UN SWAP (UN System-wide Action Plan on Gender Equality and the Empowerment of Women) and other accountability mechanisms.

- In **Jamaica**, the UN Country Team helped the Ministry of Foreign Affairs and Foreign Trade to establish a database to systematically follow up on the recommendations issued by the UPR, human rights treaty bodies and special procedures; a pilot database is expected to be launched in 2015.

A third area of practices focuses on advocating for human rights norms and standards:

- In **Sao Tome and Principe**, the UN advocated for the ratification of the Convention of the Rights of Persons with Disabilities;
- In several countries, the UPR reporting process and recommendations have been used as an entry point and basis for negotiation and discussion with governments on sensitive human rights issues

## 9. JOINT RESOURCE MOBILIZATION AND FUND MANAGEMENT

As part of this core coordination function, UNCTs identify funding gaps in their multi-year plans, and develop joint resource mobilization strategies to ensure adequate funding while preventing duplication and competition for donor resources. Joint resource mobilization also includes raising funds for pooled funding mechanisms, such as Multi-Donor Trust Funds, One Funds and Joint Programmes. For UNCTs with One Funds, the Resident Coordinator's Office manages One Fund allocations through a Steering Committee where national governments are represented alongside the UN system. The coordination of annual reporting against the CBF and the One Fund through the Country Results Report is also a critical element of this core coordination function.

### Baseline data

- 33 percent of UNCTs have One Funds or Multi-Donor Trust Funds, which serve to support coherent resource mobilization, allocation and disbursement of resources at the country level;
- 30 percent of UNCTs have Joint Resource Mobilization Strategies, which call attention to cross-sectoral integrated development challenges and, when implemented, reduce parallel resource mobilization efforts;
- 49 percent of UNCTs included outputs on joint resource mobilization and fund management in their UNCT annual workplans for 2014.

### Notable practices in joint resource mobilization and fund management

Promising efforts in joint resource mobilization and fund management are notable in two main areas. One area is *mobilizing resources for jointly identified programmatic priorities and pooled funding mechanisms*:

- In **Jordan**, the UNCT established a Multi-Partner Trust Fund titled the 'Jordan Resilience Fund', to support implementation of the Jordan Response Plan;
- In **Benin**, the UNCT joint strategy for resource mobilization efforts focused on three areas: mobilizing necessary partnerships and resources to fill the UN-DAF funding estimate; increasing teamwork capacity for a successful operationalization of the Delivering as One initiative; and ensuring an integrated United Nations System communication network to scale up resource mobilization;
- In **Liberia**, a Joint Resource Mobilization Strategy and Action Plan were developed to guide resource mobilization for the One Programme;



82 percent of UNCTs supported governments to mainstream human rights in national development policies and programmes.

- In **Palestine**, the Resident Coordinator's Office worked with the agencies of the Education Theme Group to develop 20 proposals for funding consideration by Gulf donors;
- In **Bhutan**, 2014 saw the preparation of terms of reference for the Bhutan Country Fund, the joint resource mobilization strategy, and other critical documents to access the Delivering Results Together Fund;
- Several countries were jointly implementing and reporting on progress via the Delivering Results Together Fund, including **Cape Verde, Tanzania, Malawi and Rwanda**.

Promising practices could also be seen in *donor coordination and expanding partnerships with new actors*:

- In **Botswana**, the UNCT developed a Joint Resource Mobilization and Partnership Strategy, which engaged the Government in cost sharing, strengthening engagement with the private sector and foundations, as well as seeking broader regional partnerships. The UNCT Botswana is also the co-convener of

the Development Partners Forum, which facilitates dialogue and partnerships between donors and the government.

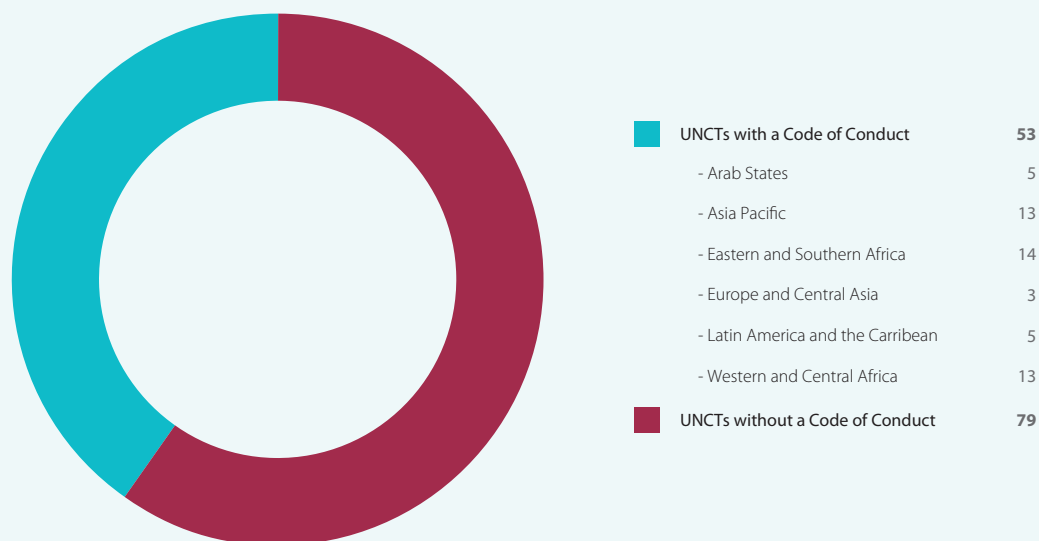
## 10. GENERAL UNCT OVERSIGHT AND COORDINATION

The core coordination function for general UNCT oversight and coordination covers efforts undertaken by UNCTs to lay the foundation for substantive collaboration by building consensus around critical UNCT processes, including progress towards Delivering as One, preparing and validating annual reporting, and overseeing troubleshooting and dispute resolution where applicable.

### Baseline data

- 40 percent of UNCTs report having a UNCT Code of Conduct to define working principles with regard to UNCT membership, as well as rules of behaviour, decision-making processes and reporting and accountability;

**FIGURE 9: UN COUNTRY TEAMS WITH A CODE OF CONDUCT**





### COLOMBIA:

## GREATER IMPACT ON PEACE THROUGH UNIFIED ACTION

Since the end of 2012, the Government of Colombia has embarked on a national peace process extending across all parts of Colombian society. It has called on the combined strengths and skills of the UN Country Team so that, through a series of civil society forums, people from many different backgrounds can participate in creating and sustaining a peaceful future.

As formal political peace talks took place in Havana, the UN Country Team partnered with the Colombian Congress to hold nine regional forums linked to discussions at the talks, with 3,000 participants. Subsequently, in response to a formal request from the talks, the UN team and the National University brought together another 7,000 people in four national and three regional forums covering four of the six issues being deliberated in the official peace talks: rural development, political participation, drug trafficking and victims of conflict. UN agencies combined their channels of outreach to ensure the sessions were as inclusive as possible. They pooled resources to bring in people who might otherwise be excluded, such as those from poor rural areas, which have suffered heavily from fighting.

The forums produced nearly 3,000 proposals channeled directly into the peace talks. Agreements revealed thus far contain a large number of these proposals, such as commitments to a land fund to support the equitable distribution of land that was unlawfully seized; participatory rural development planning; legislation guaranteeing space for civil society movements in the national political process; better

guarantees of freedom of expression for people engaged in legal political activities; and alternatives to improve the welfare of communities where poverty has left few options for livelihoods outside growing coca crops.

All parties to the peace process, including national representatives up to the Colombian President, have lauded the UN-assisted process as a unique source of information that otherwise might not have been available. Scepticism about peace still presents a challenge to the talks, but civil society inputs have made the peace process stronger by showing Colombians that their concerns have been taken seriously, and leaving them more invested in making sure that peace takes root.

The UN Country Team in Colombia is having a greater impact on a complex crisis through unified action. With a longstanding presence there, it is able to build on proven successes on the ground in its future programmes. In the department of Nariño, for instance, which has been hit hard by conflict and poverty, UN agencies helped establish effective forums for participatory local planning. People from all of the region's diverse communities worked on defining priority actions for development and peacebuilding. UN agencies are now coordinating support to implement these, together with other international actors, from the search for alternative livelihoods, to assistance to conflict victims, to training for women leaders, to measures promoting cross-cultural communication.

- 26 percent of UNCTs had agreed upon a UNCT Terms of Reference that covers inter-agency coordination and joint decision-making regarding all aspects of the UN system at the country level;
- 20 percent had an agreed Mutual Accountability Framework to ensure that the Resident Coordinator's Office and UNCT roles and responsibilities are clearly defined;
- 18 percent reported having Conflict Resolution Mechanisms, which emphasize that disputes associated with UNCT common processes should be solved first and foremost at country level;
- 22 percent of UNCTs included outputs on general UNCT oversight and coordination in their UNCT annual workplans in 2014.

#### **Notable practices in general coordination**

This essential coordination function allows UNCTs to create common rules of engagement as the foundation for a more united approach to development, including advancing towards an upstream policy focus.

- In the **Philippines**, discussions on the SOPs for Countries Adopting the "Delivering As One"

Approach informed the development of a UNCT Purpose Statement and Principles of Engagement;

- In **Côte d'Ivoire**, a Delivering as One Task Force was set up to inform and respond to a governmental request for the UN to apply a Delivering as One approach;
- In **Armenia**, the UNCT adopted a Code of Conduct that defines the membership and accountability of the UNCT, the roles and responsibilities of UNCT members and the Resident Coordinator's Office, and the frequency of meetings;
- UNCTs also moved towards integrated policy advice. For example, in **Ethiopia**, a Joint Policy Advisory Team provided ongoing policy and evidence-based analytical support to the UNCT on elections, disaster risk management, and development financing;
- In **Tunisia**, the Resident Coordinator's Office and the UNCT improved their capacity to deliver joint results by training all agency colleagues involved in the UNDAF preparation on identifying strategic priorities, planning based on the human rights-based approach, and preparing monitoring and evaluation frameworks.

## IV. UNDG IN ACTION AT THE GLOBAL LEVEL



The UNDG recognizes that to deliver coherent and consistent results at country level it must provide coordinated global-level direction. The UNDG Strategic Priorities and approaches (2013-2016) give direction to the UNDG at all levels to initiate a step change in the quality and impact of UN support at the country level.

Four strategic priorities focus on the 'what' – the areas of work that the UNDG agrees to drive forward together. Four strategic approaches focus on 'how' the members of the UNDG come together in order to simplify, harmonize and best leverage the unique strengths across the system.



The UNDG recognizes that to deliver coherent and consistent results at country level it must provide coordinated global-level direction.

The UNDG cost-sharing agreement promoted progress across the UNDG's priority areas in 2014. Funds and expertise from the UNDG allowed critical steps to be taken this year, including UNDG-wide data collection and analysis, defining common positions on the post-2015 development agenda, commissioning research to improve the connection between country operations and global norms and standards, creating guidance on

pooled funding, resilience, results reporting at country level, and deepening partnerships with the World Bank, better alignment across the Chief Executives Board, and improved cooperation with the Regional Commissions.

Results for each of the four UNDG Strategic Priorities and four UNDG Strategic Approaches are presented below.

## SHARED SUCCESSES: UNDG STRATEGIC PRIORITIES

### UNDG STRATEGIC PRIORITY 1

**Support countries in accelerating the achievement of the MDGs and internationally agreed development goals and treaty obligations with equity by assigning priority to poverty eradication guided by national development priorities.**

Critical investments were made this year at country, regional and global levels to move towards full achievement of the MDGs by 2015. In over 100 countries, the UNDG helped UN Country Teams develop national MDG

strategies. The MDG Acceleration Framework helped countries take an integrated planning approach to speed up progress on lagging MDGs. First introduced in 2010, by 2014 the framework helped over 50 countries identify game-changers in development. Building on lessons learned in earlier years, in 2014 the UNDG MDG Task Force, chaired by UN Women and UNDP, oversaw the use of the MDG Acceleration Framework as a model for the type of analysis that expands beyond sectors, ministries and levels of government, and brings to bear the full strengths of the UN as a system on critical issues of human development.

### Examples of country-level impact: MDG Acceleration Framework

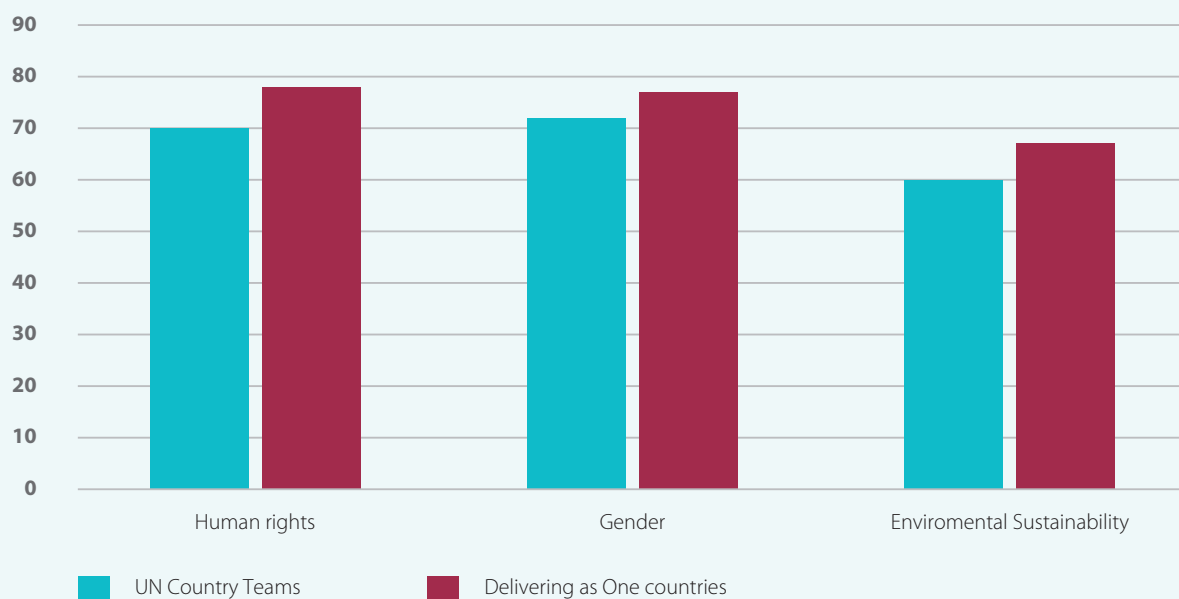
UNDG implementation of the MDG Acceleration Framework helped to increase impact at the country level:

- In **Uganda**, this work helped to identify neglected policy areas such as women's right to reproductive health choices (MDG 5);
- In **Colombia**, this work helped to forge new partnerships, in which provincial governments joined up with the private sector to create jobs for vulnerable groups;
- In **Niger**, focusing on the MDG Acceleration Framework helped to mobilize resources for combatting hunger (MDG 1), bringing in \$30 million from the Government and contributions from the Japan International Cooperation Agency and the European Union.

The Delivering as One approach is increasingly recognized at the inter-governmental level. In 2014,

the UNDG collected evidence on the use of the approach and its connection to progress on internationally agreed development goals. To help drive evidence-based planning and monitor agreed QCPR indicators, UN DOCO launched the first UNDG **coordination survey** of UN Country Teams. More than 1,000 respondents from 132 countries across 24 UNDG entities responded to the survey, including 76 Resident Coordinators and 621 UN Country Team members. The results were used as data for the QCPR monitoring and reporting framework, and also informed the workplans of UNDG mechanisms for 2015. The UNDG coordination survey identified a shared sense of purpose. For example, at least 60 percent of UNCT staff agreed that Delivering as One has resulted in improved mainstreaming of human rights, gender and environmental sustainability. However, the results varied depending on the context of programme countries (figure 10).

**FIGURE 10: PERCENTAGE OF RESPONDENTS WHO STRONGLY AGREED OR AGREED WITH THE STATEMENT: "DELIVERING AS ONE" HAS HELPED TO MAINSTREAM HUMAN RIGHTS, GENDER AND ENVIRONMENTAL SUSTAINABILITY**



UNDG COORDINATION SURVEY 2014

## UNDG STRATEGIC PRIORITY 2

**Facilitate broad-based engagement in the global dialogue on the post-2015 development agenda, building on the experience of the MDGs and core UN principles of human rights, equality and sustainability, linking to national development priorities and strategies.**

### **Discussion on the ‘World We Want’**

By 2014, the planning for a post-2015 development agenda had begun. The ‘World We Want’ campaign was the most extensive outreach effort in UN history: Over 7 million people have made their voices heard through the ‘World We Want 2015’ web platform and the ‘My World’ survey. In total, 88 national consultations, five regional consultations and 11 thematic consultations served to articulate priorities for the next round of development goals.

In 2013 and into 2014, under the MDG Task Force, UNDG facilitated an open and inclusive discussion on the ‘World We Want’, bringing in the voices of those who are traditionally excluded. Thirty-two different entities of the UN system took part, facilitated by UNDG and coordinated through the UN One Secretariat on Post-2015. Building on the priorities identified in 2013 for the post-2015 development agenda, the UNDG dialogues in 2014 focused on key elements of the means of implementation, engaging a broad range of stakeholders in defining how the new agenda should be taken forward, monitored and localized.

### **UNDG perspective on becoming ‘fit for purpose’**

To continue reforms and make the UN system ‘fit for purpose’ for the forthcoming sustainable development agenda, discussions around ‘fit for purpose’ were at the centre of the agenda at both regular sessions of the United Nations Chief Executives Board for Coordination (UN CEB) in May and November of 2014. The UNDG ASG Advisory Group, supported by UN DOCO, took the lead to contribute UNDG inputs to the CEB process that brought into the discussion the perspective of UNCTs.

A paper prepared by the UNDG served as a valuable input to a joint contribution by the three CEB subsidiary mechanisms (the High-level Committee on Management (HLCM), the High-level Committee on Programmes (HLCP) and UNDG), to the first regular session of the

CEB in May 2014. The paper established five ‘elements’ seen as critical to ensuring the UN is fit for purpose for supporting Member States in the implementation of the post-2015 development agenda: universality, equality, human rights, integration and the data revolution. UN DOCO helped conceptualize, implement and integrate agency inputs for a coherent approach across the development, political and humanitarian arms of the system including OCHA, DPA, UN Department of Peacekeeping Operations (DPKO), United Nations Peacebuilding Support Office (PBSO) as well as the CEB Secretariat and vis-à-vis the Special Adviser to the Secretary-General on post-2015 development planning.

### **Mapping of the UN system in light of the post-2015 development agenda**

UN DOCO conducted a preliminary mapping and analysis of the UN development system’s current state of engagement in various country contexts and its transition from the MDG to the SDG agenda. The ‘mapping exercise’ was a contribution to the UNDG ASG Advisory Group’s visioning retreat on ‘fit for purpose’ and built on the 2014 UNDG discussions and Options Paper. The mapping exercise tabulated the following three elements: a mapping of SDGs against agencies’ strategic plans; an assessment on physical presence and geographical expenditures by UNDG entities; and a review of recent UNDAFs and their linkages with the post-2015 framework.

The UNDG Vision and Framework for Action, endorsed at the November 2014 UNDG meeting, codified a set of actions needed to strengthen country-level leadership, advance the use of issue-based teams and coalitions, improve country analytics, broaden stakeholder engagement, and integrate across policy, programme and operations, as well as across the pillars of humanitarian, development, and peace and security. UN DOCO also ensured that the shorter-term commitments were integrated into the 2015 workplans of the UNDG Advisory and Working Groups, allowing the UNDG Chair to make concrete commitments to Member States to articulate how the UNDG would align itself to the forthcoming agenda in 2015.<sup>17</sup>

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<sup>17</sup> ECOSOC Resolution E/2014/14.



As shown in Figure 11, humanitarian assistance needs have been increasing in recent years.

### UNDG STRATEGIC PRIORITY 3

**Help build resilient societies and deliver effective support for sustainable recovery in crisis and post-crisis countries by ensuring mutually reinforcing linkages between the political, development, humanitarian, rule of law, human rights and social and security dimensions of UN engagement.**

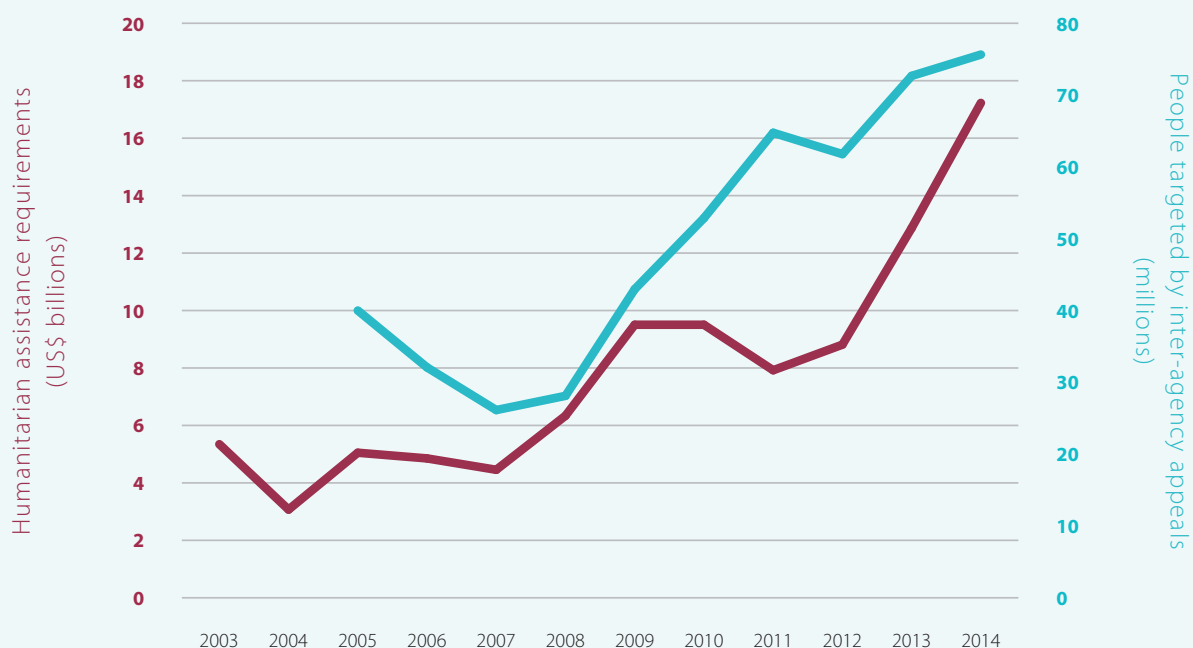
#### UN Working Group on Transitions

In 2014, the UN supported countries in their transition from humanitarian relief to development, following conflict, natural disasters, or both. (As shown in Figure

11, humanitarian assistance needs have been increasing in recent years.) To support country-level progress, the **UN Working Group on Transitions**, chaired by the UN PBSO and UNDP, supported the integration of the political, peacebuilding, humanitarian and development work of the UN. **The UN Working Group on Transitions** was uniquely placed to do this, as it brings together UNDG members with UN Secretariat partners such as OCHA, DPA, DPKO, and PBSO, among others.

Serving as a platform for developing policies and guidance for system-wide use, the **UN Working Group on Transitions** helped enhance policy consistency and coordination through the identification of gaps

**FIGURE 11: HUMANITARIAN ASSISTANCE NEEDS HAVE BEEN INCREASING IN RECENT YEARS**



Source: OCHA World Humanitarian Data and Trends (Dec 2014)

and linkages between different policy initiatives. The Working Group spearheaded the development of guidance on pooled funding in transition settings, which has since been completed and disseminated, as well as the development of system-wide guiding principles on resilience, which will be finalized in 2015.

A major achievement in 2014 was the mapping of pooled funding mechanisms of transition countries, a key input for the report on *Financing Recovery for Resilience*, designed to strengthen the synergies between funding for humanitarian and development activities through enhanced coverage, coordination and coherence of pooled financing mechanisms for recovery. Jointly with the Inter-Agency Standing Committee (IASC) Task Team on Resilience and Preparedness, the Working Group initiated a process to develop system-wide guiding principles on resilience. The goal is to generate a common understanding of resilience, one that covers the development, peacebuilding and humanitarian dimensions.

### Integration

In cooperation with DPKO and DPA, UN DOCO also led the organization of a training programme in April 2014, bringing together some 50 Strategic Planners in Resident Coordinators' Offices, UN Country Teams and UN Missions. The trainings and support provided to the strategic planners contributed to a shared sense of purpose, and promoted cooperation between mission and UNCT staff.

## UNDG STRATEGIC PRIORITY 4

**Strengthen support for national capacity development, including through 'upstream' policy and programme advice, incentivizing the use of national systems, sharing of good practices and lessons learned, and strengthening the normative approach and operational linkages, including human rights and gender equality.**

Sharpening its focus on capacity development at country level, the UNDG provided policy and programmatic advice, as well as sharing good practices and lessons learned. It concentrated on strengthening the UN's normative and operational linkages by supporting UN Country Teams through the Delivering Results Together Fund, and by promoting a human rights-based approach through the UNDG-Human Rights Mainstreaming Mechanism.<sup>18</sup>

### Delivering Results Together

The UNDG Delivering Results Together Fund helped bring the UN together, leveraging its comparative advantages and expertise in policy work. This pooled fund was launched in 2014 to support Delivering-as-One countries in achieving nationally agreed policy priorities contained in One Programmes through coordinated UN support in line with international norms and standards.

The Delivering Results Together Fund (DRT-F) has been successful at supporting joint policy initiatives and integrated programmes through collaborative UNCT work. A total of 11 countries received funding in 2014 to support the below policy initiatives (which began implementation in 2015):

In **Albania**, the UN is strengthening state capacity in gender mainstreaming, economic growth, gender-based violence, education and health. In **Bhutan**, initiatives focus on supporting policy and governance to better address the needs of vulnerable groups. In **Cape Verde**, UN agencies are assisting at both national and local levels to reduce disparities and promote equity. In **Ethiopia**, with coordinated UN support, the government is addressing social protection, human

<sup>18</sup> The UNDG-Human Rights Mainstreaming Mechanism (UNDG-HRM) was renamed Human Rights Working Group effective 1 January 2015.



The UNDG Delivering Results Together Fund helped bring the UN together, leveraging its comparative advantages and expertise in policy work.



What's at stake in terms of getting UN coordination right is nothing less than the ongoing relevance of the UN system to development. The issues that are keeping our counterparts awake at night are increasingly horizontal, multi-sectoral issues. We need to come together in partnerships across the UN system to be able to help our counterparts respond to these contemporary issues of today.

– Robert Piper, UN Regional Humanitarian Coordinator for the Sahel, OCHA

trafficking and migration. In **Malawi**, integrated initiatives focus on improving access to health services, in addition to bolstering nutrition and gender equality. In **Mozambique**, working together, UN agencies are strengthening the capacity of government and civil society to address gender-based violence. In **Pakistan**, policies and programmes aim at improving nutrition and disaster risk reduction. In **Papua New Guinea**, targeted initiatives focus on improving access to health services for the disadvantaged, both in rural and urban areas. In **Rwanda**, the UN is developing policy frameworks targeting the promotion and mainstreaming of human rights, and supporting the education sector. In **Tanzania**, UN agencies are working together to support institutions, policies, and strategies that promote economic development, particularly for disadvantaged groups. In **Vietnam**, support is being provided for the formulation and adoption of an Action Plan to accelerate MDG achievement in policies and programmes for ethnic minorities.

### Mainstreaming human rights in development

In 2014, the UNDG made significant progress in promoting human rights, driven in part by the **UNDG-Human Rights Working Group**, chaired by OHCHR and UNFPA.<sup>19</sup> UN DOCO ensured that the policy gains achieved by the Working Group were reflected in the rollout of new UNDG field guidance.

Supported by UN DOCO, the UNDG played a key role in promoting a consistent voice on human rights across the UN system. UN DOCO helped inform the UNDG position paper, 'The UN's fitness for purpose for 2015', by reviewing a series of UNDAFs to identify to what

extent human rights were mainstreamed. The paper recognized human rights as 'core' for the United Nations in the post-2015 era.

At country and regional level, UN DOCO provided technical advice and support to UNCTs, taking forward human rights mainstreaming projects with funding from the HRWG Multi-Donor Trust Fund. In so doing, it helped ensure UN Country Teams benefitted from the array of resources and expertise available to them on mainstreaming human rights across the UN system. It also facilitated knowledge exchange with other country and regional colleagues working on similar initiatives. Through support to UN Country Teams, it kept their projects aligned to their human rights objectives and focused on impact and results.

In 2014, UN DOCO provided coordination, substantive and technical support to a number of Working Group project task teams and initiatives. These efforts included initiating work with OHCHR to draft the RC Guidance Note on Human Rights. UN DOCO also supported an initiative of the OHCHR to send out individualized letters to every Resident Coordinator and UNCT on upcoming opportunities to engage with human rights mechanisms. This initiative offers a model for bringing the UN Country Team together to engage on human rights and strengthen the normative and operational linkages in their work. UN DOCO also provided technical advice to UNICEF on aligning the human rights mainstreaming monitoring and evaluation framework with ongoing UNDG initiatives and field-based needs.

UN DOCO supported the implementation of the UNDG Strategy for the Deployment of Human Rights Advisers, in collaboration with OHCHR and other Working Group members, providing technical and substantive

<sup>19</sup> The workplan of the HRWG and its secretariat are funded from the HRWG's multi-donor trust fund.

guidance to ensure alignment with global policies, including by co-organizing the first-ever Global Workshop of Human Rights Advisers, to ensure policy coherence and knowledge sharing. UN DOCO further supported the design and implementation of the regional aspect of the UNDG Human Rights Advisers Strategy, including the deployment in 2014 of the first two regional Human Rights Advisers to the UNDG Regional Teams

for Asia and the Pacific and for Latin America and the Caribbean.

Through global, regional and country-level initiatives, the UNDG HRWG contributed to the UN system support for Resident Coordinators and UN Country Teams to deliver under the Secretary-General's "Human Rights up Front" initiative.

## SHARED SUCCESSES: UNDG STRATEGIC APPROACHES

### UNDG STRATEGIC APPROACH 1

#### **Promote a strategic and coherent results culture across the entire UN development system.**

In the 2012 QCPR Resolution, the UN Member States requested the UN Development System "to promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and include measurable indicators with baselines, milestones and targets for monitoring".

#### **Developing tools for common country programming**

The UNDG addressed this call by Member States through the SOPs for Countries Adopting the "Delivering As One" Approach in key areas: on common programming with the One Programme; on joint budgeting, with the CBF; on joint reporting, with the One UN Country Results Report, and on promoting joint funding approaches.

These tools were developed by the UNDG to support UNCTs to programme, budget and report as One, and required a dedicated effort from the UNDG working groups. To support UNCTs in common country programming in 2014, the UNDAF Programming Network (UPN), chaired by ILO and UNFPA, the UNDG working mechanism for common country programming, designed a number of products as part of the Integrated Package to the SOPs for Countries Adopting the "Delivering As One" Approach, the 'One Programme

– Tools and Materials', as well as the 'Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level'.<sup>20</sup> The One Programme unifies the UN system under one nationally owned development strategy that reflects UN-sponsored norms and standards, and is underpinned by integrated policy positions and services, and real-time monitoring through joint workplans.

In order to fill a critical gap to operationalize the UNDAF in 2014, the UNDG also produced supplementary guidance to the 2010 UNDAF guidelines that includes required information on the content and format of the legal/standard text to be included in the UNDAF/One Programme. UN DOCO ensured a smooth approval process across the relevant legal departments of the UNDG entities. To ensure practice informs policy, this legal document was also piloted at country level (e.g. in Bosnia-Herzegovina). Early results indicate that this supplementary guidance enables UN Country Teams to have all the legal agreements as part of the strategic planning document, rather than individual agency agreements with host governments.

UN DOCO supported the development of these products by culling technical inputs and good practices from the field, and providing direct support to UN Country Teams in using these tools for better coordinated and effective strategic planning documents. UN DOCO also

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<sup>20</sup> <https://undg.org/wp-content/uploads/2014/07/One-Programme-Tools-and-materials.pdf>.



A fully coordinated approach is truly the only way to make sustainable progress... We know that when we work together on these goals, we add value to the

countries and the people we serve... They draw on some greater strengths of the UN expertise, a collaborative attitude, and the ability to achieve real results.

– Phumzile Mlambo-Ngcuka, Executive Director, UN Women

provided dedicated support to field colleagues by guiding them on practical interpretation of the guidance notes issued by UNDG, and also sharing examples and good practices from other countries that had similar experiences.

UN DOCO conducted a desk review of 2014 UNDAFs that the UPN drew upon as it developed the One Programme guidance. UN DOCO managed the feedback received from UN Country Teams on the oversight of the programming cycle and analysed this information to inform further improvement in guidance being developed at headquarters.

### **A focus on results and equity**

To ensure that UN country teams were fully engaged in monitoring and evaluation of delivery of results as outlined in the UNDAFs, the UNDG produced the template on UN Country Results Report, planned for rollout in 2015. The One UN Country Results Report outlines a single UN Country Results Report covering programme, operations, communications, financial expenditures and funding; enabling results-based, simplified and transparent reporting, flexibly adapted to the country context.

To inform programme design, UN DOCO provided examples of good practices from the Delivering as One countries. Beginning in 2014, UN DOCO engaged with agency expertise through a task team under the UPN and led by UNICEF, charged with the development of guidance on UN Joint Approach to Frequent Monitoring for Equitable Results. The draft guidance outlines a

practical framework for UNCTs on (i) monitoring for action so that programmes can be adjusted and improved where needed and (ii) frequent monitoring, which provides insights into impact in the interim between household surveys and evaluations.

### **Improving oversight, policy guidance and support on joint funding**

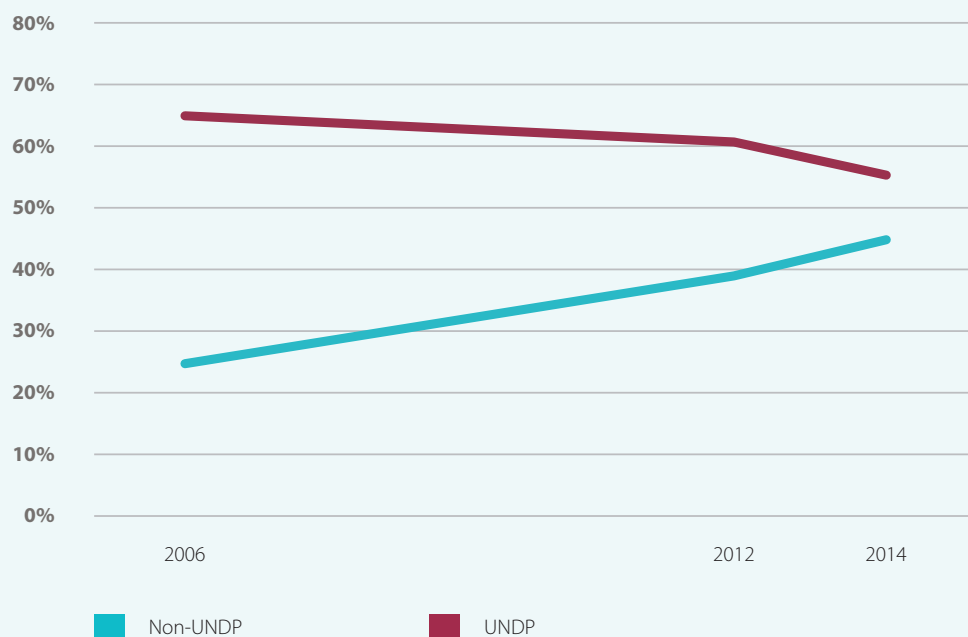
Joint funding is a critical element of improved, more effective coordination. To promote joint funding approaches, and strengthen and rationalize joint funding mechanisms, the UNDG was supported by the Fiduciary Management Oversight Group (FMOG), the inter-agency working mechanism, chaired by UNFPA and UNICEF, focusing on oversight, assurance and reporting on joint funding and the Joint Funding Task Team (JFTT).

As part of the Integrated Package in the SOPs for Countries Adopting the “Delivering As One” Approach, the FMOG oversaw the development of five of the major policy documents, namely the Guidance Note on Joint Programmes, Guide to the CBF, Guide to Joint Resource Mobilization, Thresholds for Setting up MDTFs and One Funds, and One UN Fund Performance Based Allocation Criteria. The members of the JFTT engaged in the rollout of these new policies by providing regular support through their agencies to field colleagues and by conducting various joint funding training sessions.

A key result in 2014 was to strengthen consistency in the use of UNDG guidance on joint funding. By providing a forum for discussing the creation of new MDTF, the Working Group identified potential challenges, agreed to a common approach among agencies, and granted approval for minor deviations to standard agreements in two cases.

To encourage greater clarity and transparency regarding available resources and to assist in identifying joint priorities and funding gaps, the FMOG developed guidance on costing of the UNDAF (or One Programme). UNDAF guidance contains limited explanation on how to prepare the financial overview of available and required resources to implement the UNDAF/One Programme, so the development of more detailed guidance in the SOPs filled a critical gap.

**FIGURE 12: RESIDENT COORDINATORS: TRENDS IN AGENCY DIVERSITY**



With the introduction of the SOPs guidance, countries now have concrete instructions on how to compile and show financial resource data in the medium-term CBF. The SOPs also requires countries to develop joint workplans with corresponding financial data. While the medium-term CBF provides a big picture, indicative overview, the annual CBF is the budgeting and planning tool that contains more detailed financial data broken down to the output and activity levels. This facilitates annual financial reporting, as required in the Country Results Report. UN DOCO oversaw the drafting of the revised CBF guidance and by technically reviewing the final product, ensured consistency with UNDG joint funding guidance and harmonization with other core elements in the SOPs for Countries Adopting the “Delivering As One” Approach.

## UNDG STRATEGIC APPROACH 2

**Ensure the functioning of the RC system as participatory, collegial and mutually accountable.**

The Quadrennial Comprehensive Periodic Review calls for a strong Resident Coordinator system, including improved selection, training, appraisal and retention. To make this a reality, the UNDG continued to identify and recommend the most suitable candidates for Resident Coordinator positions. In 2014, the Secretary-General appointed 23 designated Resident Coordinators, four of whom were Deputy Special Representatives of the Secretary-General (DSRSGs/RCs).

Based on joint efforts to strengthen the **attraction, selection and retention of Resident Coordinators**, as of the end of December 2014, 38 percent of Resident Coordinators were women, 43 percent were from the South, and 44 percent were from UN system entities other than UNDP. This marks the highest level of diversity ever achieved, reflecting an investment that demonstrates the continuous efforts made by the Secretary-General to appoint RCs drawing from the plurality and competencies from across the UN system (see figure 12). Despite, however, the improvement in

RC diversity across gender, geography and organization, imbalances remain, including the implementation of the mutual accountability provisions of the Management and Accountability system by all entities concerned. These advancements in diversifying the pool of Resident Coordinators also respond to recommendations of the Joint Inspection Unit report issued in 2014 on the RC selection and appointment process.

### **Strengthening management, accountability and coordination**

At the country level, the implementation of the mutual accountability principle (M&A System) strengthens ownership of the Resident Coordinator System through enhanced accountability and management measures. As of the end of December 2014, 11 out of 20 UN organizations reported that they had fully implemented all four actions points of the mutual accountability principle, which is a significant improvement from 2012 when five organizations out of 20 had reported full implementation.

To support UNCTs to deliver more effectively 'as one', UN DOCO assisted the undg Working Group on Resident Coordinator Issues, chaired by UNAIDS and OHCHR, to develop an integrated guidance on the SOPs for Countries Adopting the "Delivering As One" Approach, related to the **One Leader pillar**. As part of this work, the RC Job Description and Guidance Note on UNCT Conduct and Working Arrangements were updated. The updates reflect the QCPR's mandates on enhanced authority of the RC; latest approved guidance on the RC's role as Humanitarian Coordinator and Designated Official; the RC and UNCT responsibilities on human rights noted in the 'Rights Up Front' Action Plan; and based on the Secretary-General's Policy Committee decision on the Rule of Law.

The integrated guidance on the One Leader has provided greater clarity to the field on the roles and responsibilities of the RC and UNCT members, and more UNCTs have developed UNCT Code of Conduct which have facilitated stronger collaboration and ensured accountability of the members of the UN Country Team.

The implementation of the One Leader pillar has been pivotal in strategically positioning United Nations

support to countries to reach their development goals and has been a critical factor enabling UN Country Teams to work together, including on programming and resource allocations.

In accordance with the SOPs for the Selection of Resident Coordinators, UN DOCO provided technical support to the undg Inter-Agency Advisory Panel, as the interagency mechanism to review and advise on suitable candidates for Resident Coordinator positions.

## **UNDG STRATEGIC APPROACH 3**

### **Accelerate simplification and harmonization of business practices.**

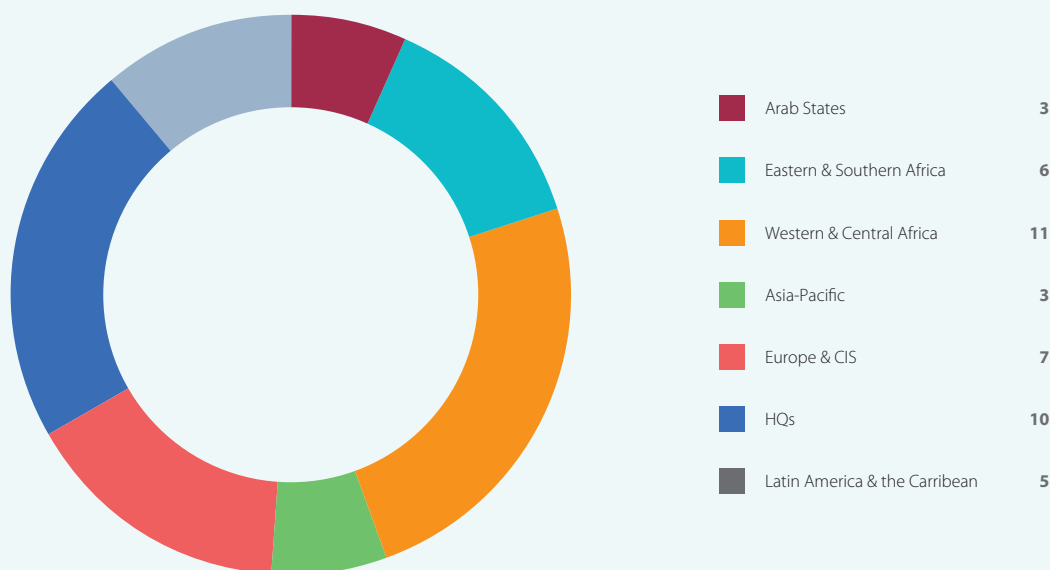
Through the QCPR, Member States requested the UN development system to take on a number of far-reaching, results-oriented and time-bound actions to simplify and harmonize business practices. In 2014, the undg and the HLCM continued their close cooperation to implement the provisions of the QCPR.

### **Piloting a UN Country Team Business Operations Strategy (BOS)**

The undg continued to focus on enhancing strategic planning and reporting on results of UN operations at the country level. In collaboration with the HLCM, the undg initiated the piloting of the BOS, planned for implementation in 14 countries as the strategic planning tool of the 'Operating as One' pillar of the SOPs for Countries Adopting the "Delivering As One" Approach.

The BOS is a strategic framework for UN operations with direct links to the UNDAF, enhancing the synergies between programme and operations. The BOS forms the basis for strategic planning, resource mobilization, results and impact measurement, and reporting at country level moving forward. Designed to drive implementation of harmonized policies, rules and regulations, and advance business operations harmonization at country level, aimed at reducing operating costs, the new tool will also support UN Country Teams to assess their capacity, conduct cost-benefit analyses and demonstrate their value added.

**FIGURE 13: UNDG ROSTER OF BUSINESS OPERATIONS EXPERTS, BY REGION**



Based on the experience and lessons learned from the 14 pilots in terms of cost savings and efficiency gains, the UNDG plans to further refine BOS guidelines.

#### **Piloting integrated UN service centres**

The UNDG and HLCM have started to pilot integrated service centres for operational support in several countries, including in Brazil, Cape Verde, Denmark and Vietnam. The integrated service centres are composed of a central operational support unit consolidating operational support to the UN Country Team's programme delivery. The pilots serve to measure cost-effectiveness and efficiencies, and generate valuable lessons to inform the establishment of integrated service centres in a larger number of countries.

In addition, efforts are ongoing to promote simplification of business practices within agencies, as well as simplification and harmonization of inter-agency business operations such as through the use of long-term agreements and harmonized or joint approaches to

procurement, and the use of shared service centres—an area where considerable achievements have already been made.

The work on a strategy that supports the establishment of common premises in programme countries was completed in 2014.

A HACT framework was launched in 2014. It facilitates adoption at the country level, therefore increasing the number of compliant countries and further reducing transaction cost for cash transfers to implementing partners.

UN DOCO led global coordination of the UNDG Joint Funding and Business Operations Network as the first entry-point for technical advice and general policy issues for UNCTs implementing the BOS. To that end, UN DOCO organized a series of trainings for UNCT staff based in countries on common operations in French and English to build a roster of experts across the

system to facilitate cross-country collaboration and peer support. The UNDG roster of Business Operations experts has 45 experts drawn from 15 agencies.<sup>21</sup> A mid-term evaluation is also capturing the lessons learned from the BOS pilots and the integrated UN service centres to build a series of common service packages aimed to enhance the quality and reduce the transaction costs of the design and implementation of common operations at the country level.

## UNDG STRATEGIC APPROACH 4

### Foster effective partnerships.

A key focus in 2014 was on South-South cooperation. The 2012 QCPR calls upon the UN system to “mainstream support to South-South cooperation and triangular cooperation into the regular country-level programming of operational activities for development” and to “intensify its information-sharing, reporting and evaluation on support to and results achieved through South-South cooperation, including triangular cooperation”. The UNDG has addressed this call by Member States by strengthening South-South cooperation, UNDG partnerships with regional commissions, UNDG partnerships with the Bretton Woods institutions, and normative-operational linkages within the UNDG.

### South-South cooperation

Following discussions in the High-level Committee on South-South Cooperation in May and June 2014, Member States made a formal request for “the Administrator of the UNDP, as Chair of the UNDG, to establish a more formalized and strengthened inter-agency mechanism, coordinated by the United Nations Office for South-South Cooperation [UNOSSC].”<sup>22</sup>

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<sup>21</sup> International Labour Organization, Food and Agriculture Organization of the United Nations, Office for the Coordination of Humanitarian Affairs, Office of the High Commissioner for Human Rights, United Nations Children Fund, United Nations Development Programme, United Nations Educational Scientific and Cultural Organization, United Nations Industrial Development Organization, United Nations Office for Project Services, United Nations Population Fund/The Technical Cooperation Programme, United Nations System Staff College, United Nations Volunteers, UN WOMEN, World Food Programme, World Health Organization.

<sup>22</sup> General Assembly Resolution 69/239 on South-South Cooperation.

Based on this mandate, in November 2014, the UNDG set up a dedicated UNDG Task Team under the auspices of the **Sustainable Development Working Group** (chaired by UNDP, UNICEF and WFP) as part of the reform of the UNDG functions and working arrangements due to come into effect on 1 January 2015. UN DOCO supported the process under the leadership of the UN-OSSC which engaged multiple stakeholders from the UNDG to frame the scope of work for the UNDG South-South and Triangular Cooperation Task Team in 2015.

In 2014, UN DOCO provided feedback on the terms of reference for the task team to ensure full alignment with the terms of the other UNDG Working Groups and facilitated the identification of a suitable co-chair for the task team from among the UNDG membership. UN DOCO worked in partnership with the UNOSSC to further refine the scope of work for the task team in 2015 and prioritize a number of products that ensure optimal support is provided to UNCTs to increase synergies and impact of their work vis-a-vis South-South and triangular cooperation. The UNDG South-South and Triangular Cooperation Task Team formally took up its work in January 2015 with a focus on providing policy guidance and analytics, sharing good practices and capacity development in the area of South-South and triangular cooperation.

### UNDG partnerships with Regional Economic Commissions (RECs)

UNDG Partnerships with the UN RECs in 2014 focused primarily on dialogues at the regional level as part of the consultative ‘World We Want’ processes to define the post-2015 development agenda. For example, the Regional UNDG for Arab States and the Economic and Social Commission for Western Asia (ESCWA) organized a regional consultation of civil society and government representatives in April 2014 in Jordan. The consultation enabled the Arab region to assess the progress made in achieving the MDGs and develop a regional perspective for the post-2015 development agenda.

In conjunction with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), the Regional UNDG team for Asia and the Pacific also convened regional consultations on the post-2015

agenda comprised of a series of face-to-face meetings and virtual consultations, intended to feed into and inform the intergovernmental processes, including the Asia-Pacific Forum on Sustainable Development and the 70th Commission Session.

The regional UNDG team for Latin America and the Caribbean, in partnership with the Economic Commission for Latin America and Caribbean and the Community of Latin American and Caribbean States, convened a second retreat on October 2014 in New York City in order to facilitate a space for the Group of Latin American and Caribbean States in the UN to identify the different positions and possible convergence areas for the region vis-à-vis the Post-2015 Agenda. The themes discussed were fiscal space and graduation criteria for MICs and SIDS and means of implementation. To the end of providing a coherent UN position contributing to the retreat discussions, focal points of the member agencies of the Regional UNDG team for Latin America and the Caribbean and ECLAC met prior to the retreat to develop a background document titled 'Background Paper on Means of Implementation for the Post-2015 Agenda'.

In a similar partnership arrangement in 2014, the UNDG for Europe and Central Asia partnered with the UN Economic Commission for Europe on a publication: *The MDGs in Europe and Central Asia: Lessons on Monitoring and Implementation of the MDGs for the Post-2015 Development Agenda*, based upon Five Illustrative Case Studies.<sup>23</sup>

In Africa, the regional UNDG team's partnership with the Economic Community of West African States focused on the Ebola outbreak to strategize on preparedness, prevention and treatment.

**Partnerships between the UNDG and the World Bank**  
UNDG members participated actively in the **UN-World Bank Partnership Working Group**, aimed at implementing the Strategic Results Framework for the UN-WB partnership. A component of this is the 'UN-WB

Partnership and Trust Fund' and its Steering Committee. The Trust Fund supported partnership activities, fostering a closer relationship between the UN and the WB in fragile and conflict-affected situations. The Trust Fund's support included: development of a joint UN-World Bank diagnostic framework for re-establishing core government functions in post-conflict situations; joint economic impact assessment of the peacekeeping mission in Mali; collaboration around a joint problem-solving approach to designing justice service interventions in fragile countries; and strengthening UN-WB engagement in Security Sector Expenditure Reviews in peace-keeping settings, among others.

UN DOCO served as the co-chair and secretariat to the UN-World Bank Steering Committee, which seeks opportunities to strengthen UN-WB collaboration in fragile states, organizing both working-level and high-level meetings, and importantly helped finalize the strategic results framework and the partnership governance structure agreement. In addition, UN DOCO provided support as the UN part of the UN-WB Trust Fund secretariat, including for the management of the 'UN Window' of the Trust Fund. Part of this secretariat function was to liaise with donors and ensure that the UN-WB working group was on track, including providing technical support to several trust fund proposals.

UN DOCO also served as the institutional focal point, on behalf of the UNDG, to trigger internal UN coordination to determine whether the tripartite agreement on UN-WB-EU support for Post Conflict Needs Assessment (PCNA) should be activated, for example, as it was in 2014 for the Gaza detailed needs assessment and the Eastern Ukraine Recovery and Peacebuilding Assessment. This critical support entails convening the PCNA Advisory Group, including representatives of the European Union, World Bank and the UN, and organizing consultations with the UN members of the PCNA Advisory Group to support at the country/territory level, from the three institutions, the PCNA efforts. In addition to country/territory-specific discussions, UN DOCO organized several events for UNDG and UN Secretariat partners to discuss the review of the PCNA methodology, procured consultants for the review and arranged funding from the UN-WB Trust Fund to cover the costs

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<sup>23</sup> [http://www.unece.org/fileadmin/DAM/sustainable-development/MDG/RCM\\_MDG\\_full\\_report\\_final.pdf](http://www.unece.org/fileadmin/DAM/sustainable-development/MDG/RCM_MDG_full_report_final.pdf).



Delivering together is about speaking with One Voice on behalf of the voiceless... UN system-wide coherence is not cost-neutral. We need to believe in it, commit to it, and invest in it. All of us must play a part.

– Dr. Babatunde Osotimehin, Executive Director, UNFPA

of the review. In addition, UN DOCO oversaw the finalization of the review of the Fiduciary Partnership Accord, which facilitates the disbursement of funds from the WB to UN agencies and vice versa, and arranged for the signed agreement (“restatement”) by individual UNDG members to the Accord.

In late 2014, the World Bank also reached out to the FMOG to engage the UNDG in reviewing and redesigning standard funding instruments to facilitate partnerships between the World Bank and UN agencies, as part of the ongoing World Bank procurement reform. Initial consultations began between UN legal teams, partnership specialists and the World Bank to carry this work into 2015.

### Progress on pooled funding arrangements

The UNDG FMOG continued to work on strengthening policy dialogue with key donors. The UNDG organized a UNDG-Partner meetings on joint funding in 2014, plus an additional joint funding orientation session for interested partners. Bringing in over 11 UN agencies<sup>24</sup> and 14 key donors,<sup>25</sup> these events created a forum to update and obtain feedback from donors on key UNDG policy developments, such as the revision of the legal agreements for pass-through funding, harmonized cost-recovery rate for pooled financing, risk management framework, and joint audit and investigation framework, and to review promising practices and lessons learned in pooled financing including understanding the unique benefits of pooled finance tools in various contexts.

The UNDG FMOG also worked closely with the UN team based in Brussels. In 2014, the Joint Funding Task Team under the FMOG drafted ‘Guidelines for the operationalization of the EC Special Conditions Agreement’ to increase capacity of UN staff on EC legal requirements and funding modalities. This document will be finalized pending ongoing updates to the European Commission’s policies and procedures. UN DOCO supported this work in its capacity as secretariat of the FMOG.

### Evidence gathering on how global norms and standards connect with country operations

In response to the QCPR mandate to strengthen normative-operational linkages,<sup>26</sup> in 2014 the UNDAF Programming Network agreed to commission the collection and analysis of examples of successful linkages between normative agendas and operational set ups, with a particular focus on areas of key focus in the forthcoming post-2015 agenda. The focus of the work in 2014 was to understand how norms and standards have been used at the country level and in particular how these contribute to sustainable and inclusive development. This evidence gathering exercise was designed and administered by UN DOCO, under the leadership of a UNDG Steering Committee comprised of UNDG members that contributed funds to the project.<sup>27</sup>

As this was the first such evidence gathering initiative to better understand how in practice UN Country Teams operationalize support to national counterparts to advance global normative frameworks for social and

<sup>24</sup> UNFPA, UNICEF, WFP, WHO, UNIDO, UNDP, UNOPS, OHCHR, UNRIAS, UNWOMEN, ILO.

<sup>25</sup> Australia, Belgium, Canada, Denmark, Finland, Germany, Ireland, Japan, Netherlands, Norway, Spain, Sweden, Switzerland, and the United Kingdom.

<sup>26</sup> “58. Encourages the United Nations system to promote sustainable development outcomes through strengthening normative and operational linkages within the United Nations system and, in this regard, to direct particular efforts to supporting programme countries, at their request, in building national capacity for inclusive, equitable, participatory, transparent and accountable national development processes, in order to target and empower the poor and people in vulnerable situations.”

<sup>27</sup> UNAIDS, UNDP, OHCHR, UN Women, ILO, UNFPA.

environmental agendas, UN DOCO provided leadership and strategic support to get this work off the ground. UNCTs submitted 17 cases by the end of September 2014 and ultimately eight case studies<sup>28</sup> were selected as having met key criteria. This knowledge management exercise uses the cross-cutting programming principles within the UNDAF guidance as the normative framework, and devotes particular attention to sharing expertise between specialized agencies and more operationally based ones. Further work to refine the case studies and maximize their utility for organizational learning will continue in 2015 when the final synthesis report will be completed.

**Cooperation within the Chief Executives Board**  
The discussions within the Chief Executives Board (CEB) on 'fit for purpose' in 2014, marked a process of much closer collaboration across its three high-level Committees: *HLCM, HLCP and the UNDG*. *UN DOCO helped ensure that UNDG engagement on 'fit for purpose' was aligned with the other CEB committees and a clear division of labour* was established for agreed actions to become ready to support the implementation of the post-2015 development agenda. One key result was a joint chapeau on how the UN system can support Member States to make the transition to a new sustainable development agenda, for consideration of the CEB Principals at the first regular session of the CEB in 2014. The foundation for the joint chapeau was an intensive dialogue between UNDG and HLCP to develop the five key elements for 'fit for purpose' that would guide the discussions of CEB Principals throughout the year. This collaboration continued with the involvement of all three pillars in the October retreat of the UNDG Assistant Secretary Generals' Advisory Group and the contributions to the "Vision and Framework for Action". Further close collaboration took place in the areas of

simplification and coordination in business operations between UNDG and HLCM.

## CROSS-CUTTING SUPPORT FOR THE UNDG AT THE GLOBAL LEVEL

The cost-sharing agreement also supported catalytic investments that underpin the functioning and progress of the UNDG – in addition to UN DOCO's technical secretariat role, supporting the UNDG working mechanisms to achieve the UNDG Strategic Priorities. Key cross-cutting results at the global level in 2014 were the reorganization of the UNDG working mechanisms to better suit the new development agenda, monitoring progress on the UNDG Headquarters Plan of Action for Delivering as One, the global roll-out of the SOPs for Countries Adopting the "Delivering As One" Approach, and the design, implementation, monitoring and reporting on the UNDG cost-sharing agreement. And to facilitate enhanced knowledge management and data analytics, the establishment of the new UNDG Information Management System and the revamp of the UNDG website were prioritized in 2014.

### Supporting UNDG alignment to the forthcoming Sustainable Development Agenda

With a new and ambitious development agenda ahead, the UNDG in July 2014 decided to enhance its inter-agency collaboration and institutional arrangements, to contribute efficiently and with high impact. UN DOCO played a central role in the development of options for consideration by the UNDG on key features of revamped UNDG working arrangements. At the level of the global UNDG, this meant to recalibrate the UNDG Strategic Priorities according to the notable post-2015 development agenda, but also to reform the UNDG memberships and working mechanisms.

The UNDG membership would be explicitly linked to being (a) a full member of the CEB; (b) a part of the UN Development System as defined in the report of the

<sup>28</sup> Albania, Zambia, Mozambique, Yemen, Moldova, Bolivia, Nepal and a joint submission from Fiji, China and Guatemala.



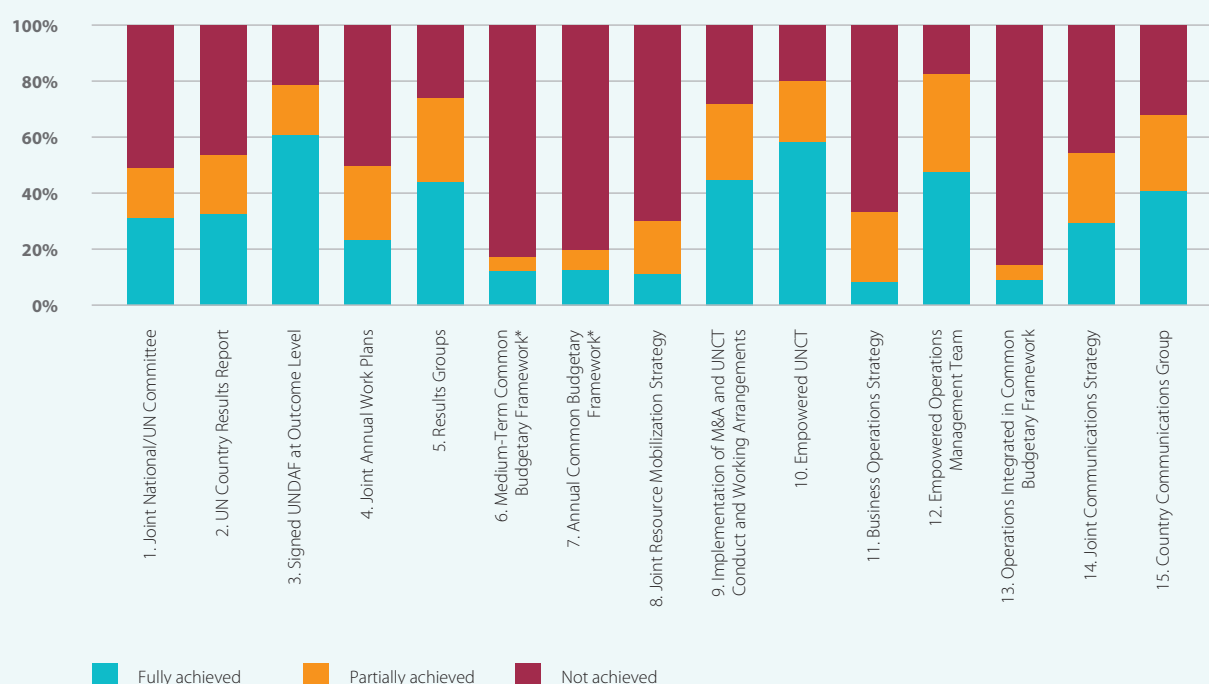
By the end of 2014, 45 Governments had formally requested the UN development system to adopt a Delivering as One approach, but many more UNCTs have been implementing the approach partly or completely.

Secretary-General to the General Assembly (with financing for operational activities); (c) fully engaged in undg networks and importantly in field operations, through UNDAFs and UN country teams; and (d) a contributor to the global undg cost-sharing arrangement in support of the Resident Coordinator system. With regards to the functioning of the undg and its Advisory Group, the terms of reference were enhanced to improve the work flow between the two undg groups, promote more strategic and substantive discussions in the Advisory Group and fully align activities with the workplans of HLCM and HLCF.

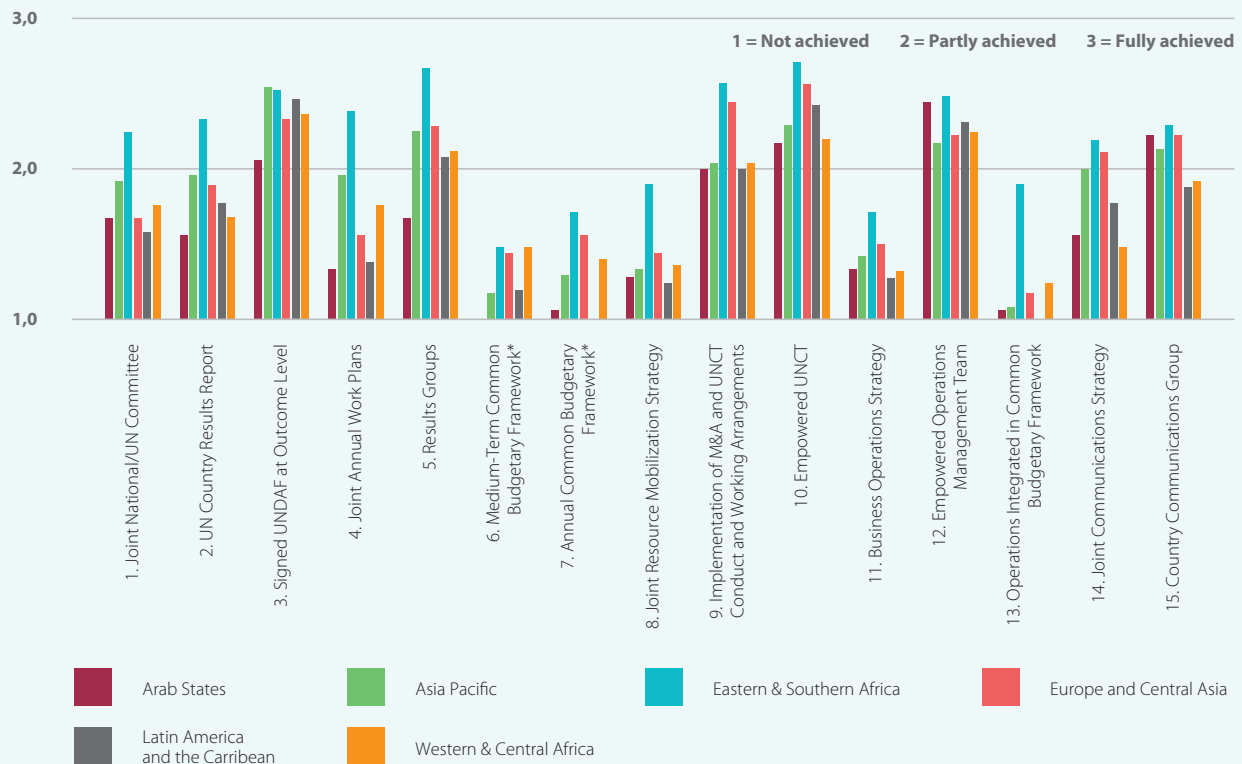
In order to ensure that the undg is optimally configured for the post-2015 period, the undg agreed to streamline its global working mechanisms, making them more accountable and field-focused. The undg also agreed to reform its membership to ensure inclusive representation of the entire UN development system, and a more representative Advisory Group. Implementation of the undg strategic priorities and

workplan has been driven by a core set of standing undg Working Groups, which have been guided by updated undg working methods. Three Working Groups – the **Sustainable Development Working Group, HRWG, UN Working Group on Transitions** – have focused on fostering integrated, system-wide norms, standards, and policies, and guide implementation of their respective global policy agendas at regional and country level. Five Working Groups – **the Communication and Advocacy Working Group, Leadership Working Group, Programme Working Group, FMOG, Business Operations Working Group** – drive operational effectiveness for results. The realignment of the undg working mechanisms and updated working methods are expected to lead to a greater results focus and field orientation of the undg. The membership reform has made the undg more inclusive, transparent and firmly aligned with the membership of the UN Chief Executives Board for Coordination, and the definition of the UN development system put forward in the reports of the Secretary-General.

**FIGURE 14: IMPLEMENTATION OF THE 15 CORE ELEMENTS OF THE STANDARD OPERATING PROCEDURES FOR COUNTRIES ADOPTING THE “DELIVERING AS ONE” APPROACH ACROSS UN COUNTRY TEAMS**



**FIGURE 15: PROGRESS ACROSS REGIONS ON THE 15 CORE ELEMENTS OF THE STANDARD OPERATING PROCEDURES FOR COUNTRIES ADOPTING THE “DELIVERING AS ONE” APPROACH**



\* These data come from RC offices globally, and were collected for the first time in 2015. While it was reported that only 17 percent of UNCTs have medium-term Common Budgetary Frameworks (CBFs) and 20 percent have annual ones, these data offer insight into interpretations of what a CBF entails. The UNDAF guidance requires the inclusion of “estimated financial resources required by the UN system,” but does not explicitly use the term CBF to describe these figures. However, the SOPs directly refer to the term CBF. This differentiation in terminology might explain the low figure reported, in comparison to the 92 percent of RCOs that report having an UNDAF, which also includes multi-year budget data. Similarly, 20 percent of UNCTs reported having annual CBFs, but 50 percent of UNCTs reported having annual joint workplans. The annual CBF is the costing of the annual joint workplans, which further demonstrates a lack of consistency on the use of terminology. Greater explanation of these terms will be provided to rectify this in future rounds of reporting.

After the undg membership and working arrangements reform were formally endorsed in November 2014, UN DOCO oversaw the drafting and completion of terms of references to guide the working groups, and managed a consultative process of identifying new ASG-level Chairs for the undg Working Groups. The changes formally entered into effect on 1 January 2015.

#### Progress monitoring: undg Headquarters Plan of Action for Delivering as One

To ensure that the SOPs for Countries Adopting the “Delivering As One” Approach have a demonstrable impact on efficiency, coherence and development

effectiveness at the country level, undg, with the support of UN DOCO, and in close collaboration with HLCM, adopted the Headquarters Plan of Action in 2014 to remove headquarters bottlenecks preventing the full implementation of the SOPs for Countries Adopting the “Delivering As One” Approach at the country level. The Plan consists of 55 actions clustered around five pillars, and their completion will accelerate coherence and effectiveness of Delivering as One at the country level.

UN DOCO’s support role on the Headquarters Plan of Action focused on: (a) facilitating dialogue and consultation

within and among the UNDG Working Groups and other relevant inter-agency mechanisms such as HCLM about key bottlenecks at headquarters level; (b) monitoring progress and providing recommendations to the UNDG ASG Advisory Group to accelerate progress in the outstanding areas of the Plan; (c) communicating to the field the existence of new UNDG policies, procedures and mechanisms for accelerating Delivering as One; and (d) collecting feedback from the field and HQ agencies regarding additional levels of reforms needed for enabling full implementation of the SOPs for Countries Adopting the “Delivering As One” Approach.

### **Outreach, backstopping and advocacy: SOPs for Countries Adopting the “Delivering As One” Approach**

In 2014, the UNDG made significant progress in strengthening the second generation of Delivering as One through the finalization and rolling out of the SOPs for Countries Adopting the “Delivering As One” Approach, which are specifically designed to enhance coherence, relevance, effectiveness and efficiency of the UN at the country level. In February 2014, the ‘Integrated Guidance’ of support for UN Country Teams to implement the SOPs was finalized. A key element in the ‘Integrated Guidance’ package was the negotiation and development of a Monitoring and Evaluation framework for Delivering as One. In August, the process resulted in a historic consensus of UN agencies around the SOPs for Countries Adopting the “Delivering As One” Approach, signed by the Secretary-General and disseminated with a joint letter signed by 18 UNDG Principals to all UN Regional and UN Country Teams.

By the end of 2014, 45 Governments had formally requested the UN development system to adopt a Delivering as One approach, but many more UNCTs have been implementing the approach partly or completely.

To ensure that colleagues at all levels within the UNDG were able to harness the new policy directives included in the SOPs, UN DOCO undertook outreach and orientation activities in 2014. UN DOCO prepared and produced video messages from the Secretary-General and Executive Director and Director General of UNDG

entities to inform agency staff about the value of applying the SOPs.<sup>29</sup>

By year end, UN DOCO had organized three global SOPs workshops (New York, Istanbul and Bangkok), which increased understanding of the value of SOPs in the context of the post-2015 agenda. One hundred sixty-six UNDG colleagues (74 men, 92 women), coming from 24 different UN entities in 76 countries, including RCs, UNCT Representatives, regional UNDG colleagues from all regions, and agency colleagues from respective HQs were trained. The evaluations of the workshops were very positive and spin-off effects are evident. For example, UNDG colleagues in Europe and Central Asia replicated these trainings at country and regional levels.

Peer-to-peer exchanges between UN Country Teams and vis-à-vis colleagues from agency headquarters (e.g. UNDP, UNFPA, UNICEF, UNAIDS, UN Women, among others) have made progress in the alignment of agency-specific policies and guidance with the SOPs. UN DOCO made available training materials (including FAQs, etc.) and online resources in French and Spanish on the 15 core elements of the SOPs, based on good practices and examples from the country level.<sup>30</sup> Cost-effective webinars<sup>31</sup> on real-time monitoring, results based management, business operations; joint resource mobilization and communications were organized to share knowledge on good practices and provide insights on practical ways to successfully apply the SOPs.

### **Management and implementation of the UNDG cost-sharing modality for the Resident Coordinator System**

2014 was the first year of the roll out and implementation of the UNDG cost sharing for the RC System. This was a significant achievement reached by the UNDG to ensure a sustainable and adequately funded RC System, as mandated by Member States.

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<sup>29</sup> <https://undg.org/home/guidance-policies/delivering-as-one/standard-operating-procedures-non-pilots/standard-operating-procedures-videos/>.

<sup>30</sup> <https://undg.org/home/about-undg/knowledge-resources/faqs/>.

<sup>31</sup> [https://undg.org/main/undg\\_document/sops-webinar-and-background/](https://undg.org/main/undg_document/sops-webinar-and-background/).

UN DOCO was entrusted with the management and implementation of the UNDG cost sharing for the RC System under the leadership of the UNDG Chair, and specifically the management and oversight of the funds received from UNDG agencies towards the UNDG cost-sharing. UN DOCO undertook this role with no additional capacity, although it is a new function to UN DOCO.

The implementation of the UNDG cost sharing for the RC System required not only fund management encompassing allocations at the global, regional and country level, but also the monitoring and quality assurance related to these funds, and establishing the reporting mechanism as well. Technical advisory support on how to administer and report on the funds, troubleshoot technical issues, and support various queries, was also managed by UN DOCO for the six Regional UNDG

Teams as well as all 132 Resident Coordinators and UN Country Teams, which manage operations in over 160 countries and territories. As part of the overall governance and oversight of the UNDG cost sharing funds, UN DOCO ensured that structural set-up and oversight tools utilizing Atlas were created to allow for the tracking and reporting of UNDG cost sharing resources, and FAQs were provided to countries on the proper usage of the funds. The establishment and management of the actual UNDG cost sharing fund also required the facilitation of legal agreements with UNDG agencies, tracking of contributions and follow-up in that regard, providing strategic advisory support to senior managers of different agencies on the UNDG cost sharing modality and its rollout, and the engagement with finance staff and strategic planning departments of the various UNDG agencies as requested.

# V. REGIONAL UNDГ TEAMS: DELIVERING TOGETHER ACROSS COUNTRIES



Through the UNDГ cost-sharing agreement and other funds mobilized at regional level, Regional UNDГ Teams were supported to discharge their roles as outlined in the Management and Accountability Framework to advance in the implementation of the latest QCPR resolution.

Regional UNDГ Teams are at the forefront of translating global policies and guidelines into country-level work that carefully takes into account regional realities and commonalities among countries. The Regional UNDГ team can be rapidly mobilized in case of crises, ensure highly coordinated support from the whole UN system, and are the first to be called when RCs and UNCTs require substantive guidance on strategic UN positioning and joint advocacy, especially in relation to sensitive issues in specific country contexts.

Regional UNDГ Teams support UNCTs by (a) providing technical support, (b) ensuring quality assurance of UNDAFs (or One Programmes), (c) performance management, and d) troubleshooting in difficult country situations. In 2014, the Regional UNDГ Teams actively supported the roll-out and implementation of the SOPs for Countries Adopting the “Delivering As One” Approach by providing leadership, strategic guidance and support to Resident Coordinators and UN Country Teams. Regional UNDГ Teams are at the forefront when it relates to translation of global policies and guidelines into country-level work that carefully takes into account regional realities and commonalities among countries. In 2014, effort went into supporting Resident Coordinators and UNCTs in transitioning from MDGs to the SDG agenda, as well as the integration of the SDGs into the

new UN programming frameworks. With the Secretary-General’s initiative on Human Rights Up Front, efforts went into further promotion and joint advocacy on Human Rights issues both at the regional level, as well as in countries where coordinated regional-level support was required.

## **Performance appraisal of Resident Coordinators and UN Country Teams**

One of the major deliverables of each of the Regional UNDГ Teams is the annual Performance Management and oversight of RCs and UNCTs. Ensuring a UNDГ assessment of performance is a critical investment to advance the mutual accountability of RCs and UNCTs to each other and the wider UN system. In 2014, performance assessments of all RCs and UNCTs for the 2013 reporting cycle was completed in the six regions.

As part of the improvements to the appraisal system for RCs and UNCTs, a review and analysis of the Resident Coordinator/Humanitarian Coordinator/Designated Official and UNCT performance appraisal system was conducted, including the use of the One80 competency development tool, in consultation with a Reference Group of Resident Coordinators and Regional UNDГ Team members. Regional UNDГ Chairs, with the support provided by their Secretariats, ensured that



Regional UNDГ Teams are at the forefront of translating global policies and guidelines into country-level work that carefully takes into account regional realities and commonalities among countries.

consolidated and collective feedback was provided in the review of the performance appraisal system. Its implementation and rollout will be initiated in 2015. In addition to reflecting on performance in the previous year, the Regional UNDG Teams also took stock of achievements and challenges, and provided forward-looking strategic advice to the UNCT annual workplans for 2015. In addition to this one-off performance appraisal exercise, Regional UNDG Teams and Chairs engage with RCs and UNCTs on a regular basis throughout the year to provide support within areas requiring further strengthening.

The RC/UNCT performance appraisal exercise builds on country-level results reported by RCs and UNCTs through reporting channels. The Regional UNDG secretariats review all documentation from countries and provide qualitative feedback with the view of improving the quality of country-level reporting. Regional

UNDG Secretariats also support Regional UNDG Chairs in their outreach to various agencies to provide inputs through the CEB mechanism. UN DOCO provides process guidance and technical advice to Regional UNDG Teams throughout the performance appraisal exercise to ensure both consistency in the application of UNDG policies and representation of inputs from UN system entities not participating in the appraisal meetings.

### **New role of the Regional UNDG Teams in Human Rights Up Front**

As a new function in 2014, Regional Quarterly Reviews, conducted under the framework of the SG's Human Rights Up Front initiative, are co-chaired by the Regional UNDG Chairs and the Department of Political Affairs. These Reviews allow various partners to discuss country concerns from a rights perspective, with the goal of maximizing the UN system's efforts to prevent egregious abuses of human rights and mass atrocities.

## **BOX 5: THE ROLE OF REGIONAL UNDG SECRETARIATS**

In 2014, the secretariats of the Regional UNDG Teams, with support from UN DOCO as needed, provided the following support:

- Technical advice and facilitation of UNCT retreats, UNDAF SPRs and trainings of the UNDG Programming Principles either directly or through the Peer Support Groups;
- Capacity development workshops and trainings for coordination officers, including annual coordination officers' workshops in each of the six regions;
- Capacity development for Peer Support Group members, including regional working groups on the SOPs, UNDAF development, global and regional initiatives, enhanced understanding of the implication of such initiatives on their work and development of strategies for enhanced support to UNCTs for 2015 and 2016;
- Regional support to inter-agency country level processes (both development and humanitarian focused);
- Regional workshops for all UNDAF roll out countries building UN Country Teams' capacity on the SOPs, Delivering as One and innovative examples of developing a CCA and UNDAF;
- Quality assurance provided to all draft UNDAFs under development in 2014;
- Dedicated human rights advisory capacity is available to Asia, and the Pacific and Latin America and the Caribbean regions. In regions where there is no dedicated human rights capacity, Regional UNDG Secretariats connect respective agencies (e.g. OHCHR, UNDP and DPA) and countries requiring support for joint initiatives and advocacy with governments;
- Support in performance appraisal of all 134 Resident Coordinators and UN Country Teams, with feedback provided to countries on their reports and workplans to improve quality.

The Regional undg Chairs have followed up on these discussions where necessary with the Regional undg teams and, where needed, joint action was taken, such as joint missions of the Regional Directors to countries advocating for and supporting the human rights work of the UN Country Teams.

## HIGHLIGHTS FROM THE REGIONAL undg TEAMS

### Regional undg Teams for Africa

In 2014, the Regional undg Teams in Africa<sup>32</sup> centred on three key areas: improving disaster prevention and crisis response, increasing capacity in the Human Rights-Based Approach and supporting the alignment of UNDAFs in the region to the post-2015 Development Agenda.

In 2014, the Regional undg Teams for Africa increased their collective capacity to respond to regional challenges and crises, through a number of joint initiatives aimed at developing common understanding and comprehensive approaches to resilience building, Disaster Risk Reduction and Disaster Risk Management. For West and Central Africa, this materialized through a workshop in Dakar in September 2014, bringing together Regional Directors and undg agencies' technical staff to share experiences and to help the UN system operationalize a common programming approach to resilience (prioritization, division of labour, synergies development/humanitarian, multi-risk assessment, targeting, coherence between governance, security and resilience. Resident Coordinators are regularly brought together in the Sahel 'G5' countries<sup>33</sup> to push forward the implementation of the UN System Integrated Sahel Strategy, built around three pillars of resilience, governance and peace and security and aligned to the Regional undg Team for West and Central Africa working groups.

In Eastern and Southern Africa, the focus on disaster risk reduction and resilience engaged national government counterparts together with the undg. In June 2014,

in Johannesburg, the Regional undg Team for Eastern and Southern Africa met with national counterparts from Southern Africa including disaster management agencies, ministries in charge of resilience and international partners aimed at strengthening collaboration between agencies, governments and donors, to reach a political consensus on the draft outline of a resilience strategy for Southern Africa, identify the way forward and the next steps for the Southern African Resilience initiative; and share experiences between the global and regional level. At the national level, discussions were focused on the three pillars of the resilience framework: enhancing livelihoods and productivity to promote resilience, strengthening peoples' access to social and basic services that are important to resilience, and promoting social protection for resilience building.

Ebola was high on the Regional undg team's agenda in 2014. In response to the Ebola virus crisis, the Regional undg team for Western and Central Africa held emergency meetings on Ebola in September and October 2014 in Dakar to strategize how to fight the Ebola virus. The Regional undg for Eastern and Southern Africa also held an emergency preparedness teleconference in August 2014 and agreed on key actions to support UNCTs and national preparedness efforts. Troubleshooting focused on Ebola epicentre countries while preparedness exercises targeted non-affected countries. The Regional undg Team also provided considerable support to countries in challenging country contexts, e.g. South Sudan, Madagascar, Eritrea and Lesotho. Important to note are the partnerships developed with DPA and DPKO to deliver integrated support to some of the challenging contexts in the region.

In addition to attention devoted by Regional undg teams in Africa to crisis preparedness and response, the teams made critical investments to ensure UNDAFs are on track and capacities are at hand to apply the undg Programming Principles, in particular the Human Rights-Based Approach. The two Regional teams in Africa teamed up to organize a Training of Trainers session for around 30 UN staff across the agencies with the support of the UN System Staff College in February 2014. The region now has a pool of resource persons who provide support during in-country trainings on the

<sup>32</sup> Two Regional undg Teams cover West and Central Africa and East and Southern Africa respectively.

<sup>33</sup> Burkina Faso, Chad, Mauritania, Mali, Niger.

UNDG programming principles. The in-country events in 2014 included technical level government partners, donors and civil society representatives.

### **Regional UNDG Team for Arab States/MENA**

During 2014, the Regional UNDG Team for Arab States/MENA pooled its strengths to convene partners and advocate in the context of the 'World We Want' consultative process for the post-2015 development agenda. The priorities identified during the regional consultation of about 300 people in Amman in April 2014, convened by the Regional UNDG for Arab States and the UN ESCWA, were fed into the Arab High-Level Forum on Sustainable Development and the Arab Regional Perspective on the SDGs prepared by ESCWA.

The conflict in Syria was a key focus for the Regional UNDG Team for Arab States/MENA, including the refugee crisis in the neighboring countries. The Regional UNDG formally endorsed the 3RP approach and committed its support to development of national plans in line with the 3RP.<sup>34</sup> The launch of the Syria Response Plan and the 3RP 2015-2016 took place in Berlin in December 2014, calling for a strategic shift in the UN's response to the Syrian Crisis. The 3RP represents a strategic shift in the response to the Syria crisis. It brings together the capacities, resources and knowledge of more than 200 humanitarian and development partners, including five countries, for a more sustainable, nationally led and resilience-based response to the Syria crisis. The 3RP represents a \$4.5 billion intervention, with almost 30 percent of the 3RP's budget intended for programmes and projects designed to support the most vulnerable local communities, to expand service delivery systems and to provide economic opportunities for host communities, especially young people.

### **Regional UNDG Team for Europe and Central Asia**

During 2014, the Europe and Central Asia Regional UNDG Team achieved multiple results in advocacy for, consultations around, and integration of the post-2015 development agenda in UN programming. Through the Regional UNDG Team's support to 12 countries in

2014, more than 100,000 people were reached to voice their aspirations on the future strategic priorities that they see as important for their countries. These participatory crowdsourcing exercises helped to increase the profile of the region at the global level, also facilitated by high-level regional consultations gathering over 300 people held in Istanbul in November 2014. Advocacy and analytical reports were produced together with the UN Economic Commission for Europe to further emphasize regional characteristics and lessons learned from the MDGs. Regular updates and high-level advocacy activities with Member States Permanent Missions in New York ensured engagement and well-informed regional representation in inter-governmental dialogues on the SDGs.

The Regional UNDG team for Europe and Central Asia provided strategic guidance to ensure that 11 UNDAFs and 1 UN common development plan for Kosovo (as per UN Security Council Resolution (UNSCR) 1244) respond to national priority needs, reflect regional specificities and are aligned with global development thinking. The expectations from the Regional UNDG partners – national and international alike – are very high, especially in view of the middle-income status of the majority of countries and the future post-2015 development agenda. The Regional UNDG proactively engaged with UN Country Teams to make sure that at least two thirds of all UN programming in the region is strategic, flexible, aligned with national demands and needs, and produces high-quality results. Although the majority of UNDAFs are still being finalized, UNCT consultations with governments and other national partners within this framework imply that the UN in this region is entering a new level of policy dialogue and strategic engagement.

A number of crises were unfolding in various countries in 2014 in Europe and Central Asia. The crisis in Ukraine demanded consolidation of UN support not only at the country level, but also at the regional and global levels. The Regional UNDG Team and its Chair were in regular contact with the UN Country Team in Ukraine, ensuring that the country team had the necessary support from various funds, programmes and specialized agencies. Important discussions took place during the year on strategic repositioning of the UN system in the country.

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<sup>34</sup> <http://www.arabstates.undp.org/content/rbas/en/home/library/CPR/regional-strategic-overview/>.

Unprecedented floods also took place in Balkan countries, especially Bosnia-Herzegovina and Serbia, which required strategic support from the Regional undg Team.

### **Regional undg Team for Asia and the Pacific**

In 2014, the Regional undg Team for Asia-Pacific focused on the post-2015 agenda and its relevant accountability mechanisms, promoting human rights-based approaches in UN country planning processes, improving the quality of UNDAF/One Programme frameworks and supporting demand-driven requests to move forward on the implementation of the SOPs for Countries Adopting the “Delivering As One” Approach.

To enable the UN system to monitor and account for delivery of UN joint results, the Regional undg team for Asia-Pacific, through its Secretariat and Peer Support Group took stock of the trends in the common programming practices (UNDAF/One Programme formulation). The exercise reviewed to what extent the UNDAF/One Programme formulation process leads to a definition of strategic UN joint results and identifies ways to deliver UN results together better, including through the SOPs for Countries Adopting the “Delivering As One” Approach. 2014 saw the development of a new engagement strategy for the inter-agency Peer Support Group to encourage earlier engagement during UNDAF development at the country level, and thus position the Regional undg team to advise at a more strategic level during UNDAF development. In particular focus was on the need to mainstream a human rights perspective as per programming principles guidelines into country roadmaps, country assessments and draft UNDAFs, either through integrated human rights-based approach/gender/environmental sustainability trainings or through virtual consultations. Afghanistan, Cambodia, China, Indonesia, Malaysia, Maldives and Timor-Leste benefitted from targeted support in this capacity.

### **Regional undg Team for Latin America and the Caribbean**

The Regional undg team for Latin America and Caribbean primarily focused on promoting the second round of Post-2015 national consultations, ensuring the necessary support to UNDAF roll-out countries and strengthening the human rights capacities of UNCTs.

To ensure a regional perspective within the post-2015 agenda, the Regional undg Team for Latin America and Caribbean tracked and supported the Post-2015 National Consultations in 16 countries in the region. It also supported a second round of national consultations on the six themes identified globally (e.g. Localizing the Post-2015 Development agenda, Helping to Strengthen Capacities and Institutions, Participatory Monitoring, Existing and New forms of Accountability, Partnerships with Civil Society, Culture and Development, and Partnerships with the Private Sector).

As part of its quality assurance role, the Regional undg Team for Latin America and the Caribbean provided technical support to the 2014 roll-out countries (Argentina, Colombia, El Salvador, Panama and Uruguay). A workshop for UNDAF roll-out countries was organized for 30 participants from six roll-out countries, with support from UN DOCO and the UN System Staff College, ensuring that countries in the early stages of strategic planning have in-house capacity to guide the roll-out process and to reflect the required understanding of recent developments of undg policies and tools, especially in the area of the SOPs for Countries Adopting the “Delivering As One” Approach.

The RC and UNCTs from Ecuador, Guatemala, Paraguay and Venezuela benefited from the demand-driven mentorship programme in early 2014, while Panama and Uruguay benefited from this programme in the second semester of 2014. Within the framework of this programme, they received direct coaching and policy/strategy advice from selected Regional Directors on behalf of the Regional undg.

The Regional undg Team for Latin America and Caribbean also provided support to UNDAF rollout countries through human rights trainings for the UNCTs in Argentina and El Salvador. During the trainings, the UPR, treaty bodies and the recommendations of special procedures were widely used, and the importance of incorporating international human rights recommendations in UN programming and planning processes was underlined to ensure consistency and clarity in national obligations as part of strategic planning.

# VI. FINANCE

All figures reflect UNDP's audited financial statements

**TABLE A: OVERALL BUDGET – 2014 (US\$ MILLION)**

|                  |              |
|------------------|--------------|
| Country Level    | 108.7        |
| Regional Level * | 2.1          |
| Global Level     | 9.8          |
|                  | <b>120.6</b> |

\* Excludes \$1.2m equivalent of 6 P3 positions which were not included in 2014 due to undg shortfall

**TABLE B: 2014 RESOURCE OVERVIEW (US\$ MILLION)**

|               | UNCCF * | UNDP | UNDG ** | Total |
|---------------|---------|------|---------|-------|
| Contributions | 9.0     | 88.0 | 23.6    | 120.6 |
| Expenditures  | 5.0     | 84.5 | 23.6    | 113.1 |
| Delivery Rate | 56%     | 96%  | 100%    | 94%   |

\* UNCCF is the UN Country Coordination Fund administered by UN DOCO with donor funds

\*\* Includes \$4.6 million UNDP share of the undg cost sharing

**TABLE C: BREAKDOWN OF EXPENDITURES – 2014 (US\$ MILLION)**

|            | UNCCF | UNDP | UNDG | Total        |
|------------|-------|------|------|--------------|
| Country    | 4.8   | 81.4 | 16.7 | 102.9        |
| Regional * | 0.2   | 1.4  | 0.6  | 2.2          |
| Global     | 0.0   | 1.7  | 6.3  | 8.0          |
| Total      | 5.0   | 84.5 | 23.6 | <b>113.1</b> |

\* Regional delivery total is higher than budget, due to actual staff costs versus pro forma budget

**TABLE D: COMBINED EXPENDITURE OF FUNDS (US\$ MILLION)**

|          |              |
|----------|--------------|
| Country  | 102.9        |
| Regional | 2.2          |
| Global   | 8.0          |
|          | <b>113.1</b> |

**TABLE E: EXPENDITURES – BY TYPE**

| <i>Type</i>                  | #    | \$ (million) | %            |
|------------------------------|------|--------------|--------------|
| Crisis Countries             | 27 * | 32.5         | 28.7         |
| Low Income Countries         | 37   | 30.2         | 26.7         |
| Low Middle Income Countries  | 46   | 30.0         | 26.5         |
| High Middle Income Countries | 15   | 8.0          | 7.1          |
| Net Contributing Countries   | 7    | 2.0          | 1.8          |
| Graduation Countries         | 2    | 0.2          | 0.2          |
| Regional UNDG                | 6    | 2.2          | 1.9          |
| Global UNDG                  | 1    | 8.0          | 7.1          |
|                              |      |              | <b>113.1</b> |

\* Includes 19 countries with full crisis country allocation, and 8 countries with half of a crisis country allocation, for a total of the equivalent of 23 crisis country allocations

**TABLE F: BUDGET AND EXPENDITURES FOR THE 10 CORE COORDINATION FUNCTIONS AT THE COUNTRY LEVEL (US\$ MILLION)**

| <i>Budget</i> | <i>Expenditure</i> | <i>% Delivery</i> |
|---------------|--------------------|-------------------|
| 38.6          | 34.4               | 89%               |

**TABLE G: UNDG CONTRIBUTIONS RECEIVED FOR 2014**

| <i>Contributing entity</i> | <i>Actual Share</i> | <i>Received</i>    | <i>Shortfall</i>    |
|----------------------------|---------------------|--------------------|---------------------|
| FAO                        | 2,107.587           | 2,107.587          | –                   |
| ILO                        | 1,874.679           | 1,874.679          | –                   |
| UNAIDS                     | 957.214             | 957.214            | –                   |
| UNFPA                      | 1,980.787           | 1,980.787          | –                   |
| UNHCR                      | 1,096.866           | 1,096.866          | –                   |
| UNICEF                     | 3,510.621           | 3,510.621          | –                   |
| UNOPS                      | 574.030             | 574.030            | –                   |
| UN Women                   | 1,038.522           | 1,038.522          | –                   |
| WFP                        | 1,257.540           | 1,257.540          | –                   |
| WHO                        | 2,650.432           | 2,600.000          | (50.432)            |
| IFAD                       | 628.686             | 628.686            | –                   |
| UNESCO                     | 1,929.667           | 1,000.000          | (929.667)           |
| UNIDO                      | 1,084.878           | 175.000            | (909.878)           |
| WMO                        | 294.619             | 50.000             | (244.619)           |
| ITU                        | 468.483             | 50.000             | (418.483)           |
| UNWTO                      | 263.504             | 50.000             | (213.504)           |
| UNDP share of CSA          | 4,652.486           | 4,652.486          | –                   |
| UN Secretariat             | 5,529.483           | –                  | (5,529.483)         |
| Unfunded*                  | 1,752.377           | –                  | (1,752.377)         |
| <b>Total contributions</b> | <b>33.652.461</b>   | <b>23.604.018</b>  | <b>(10.048.443)</b> |
| UNDP backbone              |                     | 88,021.171         |                     |
| UNCCF (Donor funds)        |                     | 8,974.811          |                     |
|                            |                     | <b>120.600.000</b> |                     |

\* The unfunded amount reflects the agreed discounts for WHO and UNAIDS and the fact that the World Bank does not participate in the UNDG cost sharing.

# UNDP 'BACKBONE'

UNDP, per its General Assembly (GA) mandated role as the host and manager of the Resident Coordinator (RC) system, within the framework of national ownership, has a responsibility, with support of other UNDG entities, to ensure the effective and efficient functioning of the United Nations system at the country level. The UNDG cost sharing which was launched in 2014, complements the 'backbone' support to the Resident Coordinator system provided by UNDP, with additional resources, cost-shared by all UNDG entities, funding specific capacity at the global, regional and country level.

The UNDP 'backbone', which is funded from UNDP regular resources, includes costs at the global, regional, and country level. There is no duplication between the functions funded by the UNDP 'backbone' and the UNDG cost-shared resources. A work load survey was conducted at the country office level to determine the time spent by the UN Resident Coordinator/UNDP Resident Representative and UNDP staff at the country level that support the Resident Coordinator, in carrying out UN development coordination functions that are unique to UNDP in its GA-mandated role as host and manager of the Resident Coordinator system.

The UNDP 'backbone' includes costs based on the abovementioned work load survey for 129 Resident Coordinators, and UNDP staff at the country level that support the Resident Coordinator in carrying out UN development coordination functions that are unique to UNDP in its GA-mandated role as host and manager of the Resident Coordinator system (i.e. administrative support through human resources, financial management and oversight, ICT equipment and service support, and administrative assistant and driver). This reflects the inextricable link between UN development coordination and UNDP activities in the UNDP country-office structure.

The UNDP 'backbone' also includes costs of nine DOCO staff, and six Regional Coordination Specialists supporting the Regional UNDG Teams. Additionally, it covers the related share of other costs required for the functioning of RC offices as well as Regional UNDG offices, including rent, maintenance, utilities, security, car pool, shared equipment and its support (items such as photocopiers, phones, LAN, switchboard).

# ANNEXES

## ANNEX 1: LIST OF ACRONYMS

|               |                                                                 |
|---------------|-----------------------------------------------------------------|
| <b>3RP</b>    | Regional Refugee and Resilience Plan                            |
| <b>ASG</b>    | Assistant Secretary-General                                     |
| <b>BOS</b>    | Business Operations Strategy                                    |
| <b>CBF</b>    | Common Budgetary Framework                                      |
| <b>DPA</b>    | UN Department of Political Affairs                              |
| <b>DPKO</b>   | UN Department of Peacekeeping Operations                        |
| <b>DSRSG</b>  | Deputy Special Representative of the Secretary-General          |
| <b>DSS</b>    | UN Department of Safety and Security                            |
| <b>ECOSOC</b> | UN Economic and Social Council                                  |
| <b>ESCAP</b>  | UN Economic and Social Commission for Asia and the Pacific      |
| <b>ESCWA</b>  | UN Economic and Social Commission for Western Asia              |
| <b>FAO</b>    | Food and Agriculture Organization of the United Nations         |
| <b>FMOG</b>   | Fiduciary Management Oversight Group                            |
| <b>HACT</b>   | Harmonized Approach to Cash Transfers                           |
| <b>HLCM</b>   | High-Level Committee on Management                              |
| <b>HLCP</b>   | High-Level Committee on Programmes                              |
| <b>HRWG</b>   | Human Rights Working Group                                      |
| <b>IASC</b>   | Inter-Agency Standing Committee                                 |
| <b>ICPD</b>   | International Conference on Population and Development          |
| <b>ICSC</b>   | International Civil Service Commission                          |
| <b>ICT</b>    | Information and Communications Technology                       |
| <b>IFAD</b>   | International Fund for Agricultural Development                 |
| <b>ILO</b>    | International Labour Organization                               |
| <b>ISF</b>    | Integrated Strategic Framework                                  |
| <b>ITU</b>    | International Telecommunication Union                           |
| <b>LGBT</b>   | Lesbian, Gay, Bisexual and Transgender                          |
| <b>MDG</b>    | Millennium Development Goal                                     |
| <b>MDTF</b>   | Multi-Donor Trust Funds                                         |
| <b>MIC</b>    | Middle Income Country                                           |
| <b>NRA</b>    | Non-Resident Agency                                             |
| <b>OCHA</b>   | UN Office for the Coordination of Humanitarian Affairs          |
| <b>OHCHR</b>  | Office of the United Nations High Commissioner for Human Rights |
| <b>PBSO</b>   | Peacebuilding Support Office                                    |
| <b>PCNA</b>   | Post-Conflict Needs Assessment                                  |
| <b>QCPR</b>   | Quadrennial Comprehensive Policy Review                         |
| <b>RBM</b>    | Results-Based Management                                        |

|                 |                                                                                              |
|-----------------|----------------------------------------------------------------------------------------------|
| <b>RC</b>       | Resident Coordinator                                                                         |
| <b>REC</b>      | UN Regional Economic Commission                                                              |
| <b>R-UNDG</b>   | Regional UN Development Group Team                                                           |
| <b>SDG</b>      | Sustainable Development Goal                                                                 |
| <b>SIDS</b>     | Small Island Developing States                                                               |
| <b>SOPs</b>     | Standard Operating Procedures (SOPs) for Countries Adopting the “Delivering As One” Approach |
| <b>TCPR</b>     | Triennial Comprehensive Policy Review                                                        |
| <b>UN CEB</b>   | Chief Executives Board for Coordination                                                      |
| <b>UN REACH</b> | Renewed Efforts Against Child Hunger                                                         |
| <b>UN-AIDS</b>  | Joint UN Programme on HIV/AIDS                                                               |
| <b>UNCCF</b>    | UN Country Coordination Fund                                                                 |
| <b>UNCG</b>     | UN Communications Groups                                                                     |
| <b>UNCT</b>     | UN Country Team                                                                              |
| <b>UNDAF</b>    | UN Development Assistance Framework                                                          |
| <b>UN-DESA</b>  | Department of Economic and Social Affairs                                                    |
| <b>UNDG</b>     | United Nations Development Group                                                             |
| <b>UN DOCO</b>  | UN Development Operations Coordination Office                                                |
| <b>UNDP</b>     | UN Development Programme                                                                     |
| <b>UNEP</b>     | UN Environment Programme                                                                     |
| <b>UNESCO</b>   | UN Educational, Scientific, and Cultural Organization                                        |
| <b>UNFPA</b>    | UN Population Fund                                                                           |
| <b>UNHCR</b>    | UN High Commissioner for Refugees                                                            |
| <b>UNICEF</b>   | United Nations Children’s Fund                                                               |
| <b>UNIDO</b>    | United Nations Industrial Development Organization                                           |
| <b>UNMEER</b>   | UN Mission for Ebola Emergency Response                                                      |
| <b>UNOPS</b>    | UN Office for Project Services                                                               |
| <b>UNOSSC</b>   | UN Office for South-South Cooperation                                                        |
| <b>UNRIAS</b>   | UN Representatives of Internal Audit Services                                                |
| <b>UNSCR</b>    | UN Security Council Resolution                                                               |
| <b>UNSEC</b>    | UN Security Council                                                                          |
| <b>UNWOMEN</b>  | United Nations Entity for Gender Equality and the Empowerment of Women                       |
| <b>UNWTO</b>    | UN World Tourism Organization                                                                |
| <b>UPN</b>      | UNDAF Programming Network                                                                    |
| <b>UPR</b>      | Universal Periodic Review                                                                    |
| <b>USG</b>      | Under Secretary-General                                                                      |
| <b>WHO</b>      | World Health Organization                                                                    |
| <b>WFP</b>      | UN World Food Programme                                                                      |
| <b>WMO</b>      | UN World Meteorological Organization                                                         |

## ANNEX 2:

# UNDG REVIEW OF FUNDING MODALITIES IN SUPPORT OF THE RESIDENT COORDINATOR SYSTEM (22 MAY 2013)

### Summary note

The UNDG has conducted a review of existing funding modalities in support of the Resident Coordinator system with the objective to make recommendations for improving the provision of resources and support to the Resident Coordinator system based on system-wide cost-sharing. The Secretary General has been requested by Member States to report these recommendations to the ECOSOC and to the General Assembly.

### 1. Mandate

The UNDG review has been called for by Member States in ECOSOC resolution 2011/7 and General Assembly resolution 67/226 on the QCPR of UN operational activities for development (QCPR).

The recommendations resulting from the review also respond to ECOSOC resolution 2008/2 on progress in the implementation of General Assembly resolution 62/208 as well as the Management and Accountability System of the UN Development and Resident Coordinator System, which the UN development system has been requested to fully implement by Member States in the QCPR.

### 2. Recommendations

The UNDG has agreed on the following recommendations to improve the provision of resources and support to the Resident Coordinator system based on system-wide cost-sharing, to be reported by the Secretary-General to the ECOSOC.

1. Coordination needs to be adequately funded at country, regional and global levels. Priority should be given to support of the Resident Coordinator system at country level through cost-effective and

efficient support to Resident Coordinators and UN country teams (UNCTs), which is flexible, light and responsive to country contexts, and provides for adequate strategic planning capacity in all countries;

2. A centralized, predictable funding modality in support of the Resident Coordinator system at global, regional and country levels will replace current ad hoc arrangements and requests for funds;
3. The global funding scenario will amount to some USD 121 million annually, adjusted for inflation in the years ahead. This is equivalent to some 0.8 per cent of development-related UN operational activities;
4. As the manager of the Resident Coordinator system, UNDP would continue to provide the “backbone” costs of the Resident Coordinator system at the global, regional and country levels amounting to some USD 88 million annually;
5. The remaining USD 33 million will be cost-shared by the UNDG, including UNDP;
6. All UNDG member entities are expected to participate in the cost-sharing based on a formula, which takes into account:
  1. **Annual base fee** as a reflection that the Resident Coordinator system is owned by and benefits all members of the UN development system and recognizing that all members place a minimum load on the system: USD 175,000 for entities with less than USD 500 million annual expenditures and USD 350,000 for larger organizations. These funding thresholds will be regularly reviewed and adjusted as necessary;

2. Agency staff size and expenditures as a reflection of the principle of fairness and to ensure that agencies contribute according to their abilities; and
  3. System load, recognizing that different entities place a different load on the system and gain different magnitudes of benefit as measured by agency participation in UNDAFs at the country level;
7. Humanitarian organizations, which already contribute to humanitarian co-ordination mechanisms, pay a discounted rate, whereby humanitarian expenditures and staff numbers are excluded from the calculation of agency size. In recognition of its unique coordination role at the country level, in accordance with ECOSOC resolution 1994/24, UNAIDS receives a flat-rate discount of 20 per cent;
  8. UNDG members are expected to start contributing the amount agreed by them and their governing bodies from 2014 onwards or, for those agencies whose next budget cycle starts later, the first budgetary opportunity thereafter;
  9. For the initial phase in 2014/2015, the funding modality will rely on cash contributions to the greatest extent possible. For the medium term, the UNDG will also develop a methodology for measuring and accounting for in-kind contributions;
  10. At country level, ten functions are agreed to constitute the essential coordination activities performed

by Resident Coordinators and UNCTs, which this funding supports:

1. Strategic analysis and planning
  2. Oversight of the UN country programming cycle
  3. Representation of and support of UN Secretariat and UN agencies/NRAs
  4. Support to national coordination systems and processes
  5. Development and management of shared operational support services
  6. Crisis management preparedness and response
  7. External communication and advocacy
  8. Human Rights and Development
  9. Joint Resource mobilization and fund management
  10. General UNCT oversight and coordination
11. At the regional level, the funding supports the four functions of the Regional UNDG Teams articulated in the UNDG Management and Accountability System and General Assembly resolution 67/226 on the QCPR of operational activities for development of the United Nations system. It also funds the costs of the UNDG Secretariat;
  12. A financial management system will be put in place to ensure the accountability and transparency of the central financial system and allow for measuring return on investment;
  13. The UNDG will continue to review its business model and to seek efficiencies to ensure the RC system remains as effective as possible.

## ANNEX 3:

# FORMULA FOR UNDG COST-SHARING OF THE RESIDENT COORDINATOR SYSTEM

The Resident Coordinator System will be cost-shared by UNDG members as outlined in the UNDG Review of Funding Modalities in Support of the Resident Coordinator System – Summary Note of 22 May 2013 (Annex 2).

As the manager of the UN Resident Coordinator system, UNDP continues to provide the “backbone” costs of the Resident Coordinator system at the global, regional and country levels amounting to some USD 88 million annually. The remaining funding requirement of some USD 33 million will be cost-shared by the UNDG, including UNDP. These amounts are based on 2012 associated costs.

All UNDG member and observer entities participate in the cost-sharing based on the following three-step formula:

- 1. Annual base fee** to be contributed by all UNDG members and observers as a reflection that the Resident Coordinator system is owned by and benefits all members of the UN development system and recognizing that all members place a minimum load on the system:
  - a. USD 175,000 for UNDG entities with less than USD 500 million average annual expenditures;
  - b. USD 350,000 for agencies with average annual expenditures of greater than \$500 million.

These funding thresholds will be regularly reviewed and adjusted as necessary.

UN Secretariat entities will be contributing with a single combined base fee equivalent to the base fee for agencies with average annual expenditures of greater than \$500 million.

Annual expenditures of UNDG entities are drawn from the financial statistics used by the UN System

Chief Executives Board for Coordination (CEB). Average annual expenditures of UNDG entities are calculated on the basis of each entity's average expenditure in the two most recent years, for which CEB data is available (i.e. 2010 and 2011 for contributions in 2014).

According to Step 1, the base fee contributions from UNDG member entities are deducted from the total funding requirement. The remaining funding requirement is equally distributed to Step 2 and Step 3, to which UNDG members with operational activities and representation in UNDAFs contribute.

- 2. Agency staff size and expenditures** as a reflection of the principle of fairness and to ensure that agencies contribute according to their abilities. UNDG member entities, including the UN Secretariat, contribute in proportion to their share of total UNDG expenditures (Step 2a) and staff count (Step 2b).

Humanitarian organizations, which already contribute to humanitarian co-ordination mechanisms, shall pay a discounted rate, whereby humanitarian expenditures (Step 2a) and staff numbers (Step 2b) are excluded from the calculation of agency size.

Peacekeeping expenditures and staff numbers shall be excluded from the calculation of agency size, too.

Agency expenditure statistics, including humanitarian expenditures, are drawn from the latest available financial statistics used by the CEB, reflecting each entity's average expenditure in the two most recent years, for which data is available (Step 2a).

UN personnel statistics (Step 2b) are drawn from the latest CEB statistics for the staff of the organizations in the UN common system with appointments for a period of one year or more (i.e. as at 31 December 2011 for contributions in 2014).

Step 2b shall be adjusted for humanitarian and peacekeeping personnel by applying the ratios of humanitarian and peacekeeping expenditures of Step 2a to the staff figures in Step 2b.

**3. System load**, recognizes that different entities place a different load on the system and gain different magnitudes of benefit.

UNDG member entities, including the UN Secretariat, contribute in proportion to the share of currently operational UNDAFs and ISFs, in which they participate at the country level.

Statistics on agency participation in UNDAFs are provided by the UN DOCO.

In recognition of its unique coordination role at the country level, in accordance with ECOSOC resolution 1994/24, UNAIDS shall receive a flat-rate discount of 20 per cent on its regular contribution as calculated according to Steps 1-3 above.

### **Adjustment of UNDG member entity contributions**

The Resident Coordinator system funding requirements shall be adjusted annually for inflation based on International Civil Service Commission (ICSC) salary scales. The requirement will also be adjusted annually for the number of crisis countries and biannually for any changes in the country classifications of non-crisis countries.

Contributions from UNDG member and observer entities according to Steps 1-3 above shall be adjusted for every biennium based on the latest available CEB financial and personnel statistics as well as on UN DOCO statistics on agency participation in UNDAFs and ISFs. The funding thresholds for small and large organizations in Step 1 shall be regularly reviewed and adjusted as necessary.

### **Participating UN entities**

All UNDG member entities are expected to participate in the cost-sharing of the Resident Coordinator system: The UN Secretariat, UNAIDS, UNOPS, UN Women, UNDP, UNFPA, UNHCR, UNICEF, WFP, FAO, IFAD, ILO, ITU, UNESCO, UNIDO, UNWTO, WHO, and WMO.

## ANNEX 4:

# RC SYSTEM STANDARD STRUCTURE MODEL AND BUDGET<sup>a</sup> FOR UNDG COST SHARING

This table represents the framework used to determine the distribution of funds at the global, regional and country level. This allocation model was agreed by the UNDG in 2013, and the US dollar amounts as noted in footnote 'a' are equivalent to the 2012 costs for the positions indicated. The actual disbursements in 2014 were made based on UNDG contributions, and US dollar amounts were adjusted for 2014 position costs.

| <i>Category</i>                                               | <i>Capacity</i>                                       |
|---------------------------------------------------------------|-------------------------------------------------------|
| <b>RC Function</b>                                            | \$72,138,000                                          |
| <b>Crisis countries</b>                                       | P5<br>P3<br>NOC <sup>b</sup><br>GOE: \$120,000        |
| <b>Low Income Countries</b>                                   | NOC<br>NOB<br>GOE: \$100,000                          |
| <b>Low Middle Income Countries</b>                            | NOC<br>NOB<br>GOE: \$50,000                           |
| <b>High Middle Income Countries</b>                           | NOC<br>GOE: \$50,000                                  |
| <b>Net Contributing Countries</b>                             | GOE: \$120,000                                        |
| <b>Special Cases: Limited UNCT presence and without an RC</b> | GOE: \$30,000                                         |
| <b>Multi-UNCT Operations</b>                                  | Additional GOE: \$50,000                              |
| <b>Subtotal Country Support<sup>c</sup></b>                   | \$36,823,965                                          |
| <b>Regional UNDG Teams</b>                                    | P4<br>P3<br>GOE: \$100,000                            |
| <b>Subtotal Regional Support</b>                              | \$3,032,179                                           |
| <b>Global work of the UNDG, including its Secretariat</b>     | 27 positions<br>Global support budget:<br>\$3,750,000 |
| <b>Subtotal Global Support</b>                                | \$9,138,725                                           |
| <b>Total RC System</b>                                        | \$121,132,870                                         |
| <b>UNDP Backbone</b>                                          | \$88,069,817                                          |
| <b>UNDG System Share</b>                                      | \$33,063,053                                          |

a The budget in the above structure model is based on 2012 UNDP defined pro forma cost values for staffing positions. It is understood that in order to ensure the sustainability of the agreed capacity per country, regional and global categories, the updated UNDP defined pro forma cost value will be applied on an annual basis.

b UNCTs will be requested to undertake a team approach for M&E and to cost-share the NOC function that will support the RC in coordinating the team approach to M&E. The funding requirements for the NOC function are not included in this budget.

c Reference to paragraph D in the RC Contribution Agreement: For allocations to Resident Coordinator Offices, UNDP defined pro forma cost values are used to determine the lump sum allocation per country. Reporting will be done based on overall allocation per Category.

Glossary of terms: GOE is General Operating Expenses; NOB, NOC and NOD are National Officer posts, with NOD being the highest level.

## ANNEX 5:

# COUNTRY COORDINATION DATA: METHODS AND DATA INTEGRITY

The information and analysis on budgets and outputs related to the 10 core coordination functions are based on data as inputted in the newly established UNDG Information Management System (IMS). As such, they reflect an interpretation.

The country section contains data from 132 UNCTs. The 10 Core Coordination Functions are mapped to a core set of options that feed various reporting frameworks.<sup>35</sup> As a result, data presented for functions 1 and 2 (strategic analysis and planning, and oversight of the UN country programming cycle) are reported together,

and function 4 (representation of and support to UN Secretariat and UN agencies/Non-Resident Agencies) is reported under the heading: joint leadership and management.

Indicators were collected for the first time in a baseline survey drawn from the coordination profile of the UNDG Information Management System. The data were entered in mid-2015 and, as this is the first time baseline data are available, they may include progress achieved in early 2015. The data have not yet been validated within the system or with UN Country Teams.

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<sup>35</sup> The UNDG IMS system uses the following categories to tag outputs in the UNCT annual workplans: Common Country Programming, Common Services and Harmonized Business Practices, Common Premises, Joint Communication, Joint Funding, Joint Leadership and Management, Transition, Delivering as One, Development Effectiveness, Human Rights Mainstreaming and Gender Mainstreaming.







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