

SYNTHESIS OF RESIDENT COORDINATOR ANNUAL REPORTS 2008

UN COUNTRY COORDINATION: **Contributing to
Development Effectiveness**



**UNITED NATIONS
DEVELOPMENT GROUP**

Photo Credits:

Cover	© Manny Librodo	Page 62	UN Photo/Martine Perret
Page 2	UN Photo/Eskinder Debebe	Page 66	UN Photo/Stuart Price
Page 5	UN Photo/Martine Perret	Page 68	UN Photo/Eric Kanalstein
Page 8	UN Photo/Martine Perret	Page 70	UN Photo/Fred Noy
Page 10	UN Photo/Eric Kanalstein	Page 72	UN Photo/Fred Noy
Page 13	UN Photo/Fred Noy	Page 74	UN Photo/Logan Abassi
Page 19	UN Côte d'Ivoire	Page 83	UN Photo/Shehzad Noorani
Page 21	UN Photo/Fred Noy	Page 85	UN Photo/Tim McKulka
Page 26	UN Photo/Rick Bajornas	Page 89	UN Photo/Martine Perret
Page 28	UN Photo/Tim McKulka	Page 91	UN Photo/Martine Perret
Page 30	UN Photo/Eskinder Debebe	Page 95	UN Photo/Eric Kanalstein
Page 35	UN Fiji	Page 98	UN Photo/Logan Abassi
Page 37	UN Yemen	Page 99	UN Photo/Evan Schneider
Page 40	UN Photo/Stuart Price	Page 100	UN Photo/Evan Schneider
Page 41	UN Tanzania	Page 100	UN Photo/John Isaac
Page 46	UN Photo/Martine Perret	Page 104	UN Photo/Eskinder Debebe
Page 48	UN Photo/Ky Chung	Page 106	UN Photo/John Isaac
Page 50	UN Photo/Wild	Page 106	UN Photo/Eric Kanalstein
Page 53	UN Photo/Eskinder Debebe	Page 107	UN Photo/Evan Schneider
Page 54	UN Photo/Fred Noy	Page 108	UN Photo/Evan Schneider
Page 58	UN Photo/Eskinder Debebe	Page 109	UN Photo/Martine Perret
Page 60	UN Photo/Jeffrey Foxx		

SYNTHESIS OF RESIDENT COORDINATOR ANNUAL REPORTS 2008

UN COUNTRY COORDINATION:

Contributing^{to}
Development
Effectiveness



**UNITED NATIONS
DEVELOPMENT GROUP**

**Produced by the UN Development
Operations Coordination Office:**

Director Debbie Landey
Project Manager Lubna Baqi
Project Advisors Eiko Narita
Liliana Ramirez
Production Managers Michael Kovrig
Daisy Leoncio
Copy Editor James Lee
Research Assistants Alexander Mirescu
Renita Moniaga
Writing Team Ghada Jiha (lead)
Astrid Marschatz
Elizabeth Spencer
Dominic Allen
Francesco Galtieri
Katarina Herneryd
Liliana Ramirez
Liudmila Barcari
Lorena Acevedo
Marco Baumann
Maryline Py
Michael Kovrig
Nané Avetisyan
Nicolas Pierre
Sandra Pellegrom
Zarak Jan
Rio Hada (OHCHR)
Jennifer Cooper (UNIFEM)

Concept and Design:

Green Communication Design inc.
www.greencom.ca

Printing:

The Lowe-Martin Group
November 2009

UN Development Operations Coordination Office

One UN Plaza, DC1-1600, New York, NY 10017
Tel: 212-906-5053
doco@undg.org
www.undg.org

© 2009 United Nations Development Group

Table of Contents

Foreword, Helen Clark, UNDG Chair	3
Introduction, Deborah Landey, Director, DOCO	4
Chapter 1: Supporting National Leadership	8
Delivering Aid More Effectively to Achieve the MDGs.....	9
Scaling up Efforts to Achieve the MDGs.....	18
Chapter 2: Preparedness and Coordination for Crisis Responses	28
Integrating UN Activities in Post-Conflict Settings.....	29
Response to the Global Food Security Crisis	34
Disaster Risk Reduction in a Changing Climate.....	39
Chapter 3: Human Rights and Gender Equality.....	46
Human Rights Mainstreaming.....	47
Gender Equality.....	52
Chapter 4: Strengthening the Resident Coordinator System	60
Strengthening Policies, Tools, Resources and Coordination Staff of the Resident Coordinator System	61
Strengthening the Capacity of United Nations Country Teams	67
Chapter 5: Enhancing Coherence, Efficiency and Effectiveness	72
Common Programming: Quality CCAs and UNDAFs	73
Common Services/Premises and Harmonized Business Practices.....	82
Joint Communication	88
Joint Resource Mobilization	94
Strengthening UN Development System Capacities for Achieving Development Results.....	98
Highlight: Experiences of Delivering as One Pilot Countries	102
The Way Forward	104
Acronyms.....	110
UN Resident Coordinator Offices	112
UN Country Web Sites	121
About the UNDG.....	122





Foreword

This is a difficult time to be pursuing a development mission and the Millennium Development

Goals (MDGs). The global economic crisis, recent experiences of high food and fuel prices, and the impacts of a changing climate and an influenza epidemic all impact on the countries in which we work.

Yet it is still possible – and indeed more important than ever – to be pursuing the MDGs and promoting sustainable development. It is in all our interests that these Goals, with their promise of a better tomorrow for billions of people, are achieved.

With only six years left to the 2015 deadline for achieving the MDGs, it is imperative that all parts of the UN development system work seamlessly together, with each fund, programme and agency committing the full potential of its expertise and comparative advantage.

The same is true of the urgency with which we must rise to meet the challenge of climate change, and ensure that we combine our efforts in support of programme countries' mitigation and adaptation agendas.

As this Synthesis of UN Resident Coordinators' Annual Reports for 2008 attests, the UN development system is increasingly strengthening its coordination. More and more it is aligning itself with national priorities, as called for in the Paris Declaration and last year's Accra Agenda for Action. It is adjusting its mix of expertise and assistance to match the changing needs of those it serves. It is also moving to harmonize and simplify its procedures, work more efficiently, and make its programmes more coherent, inclusive, and relevant.

In the “Delivering as One” pilot countries, and in other countries where governments and UN agencies are applying enhanced coordination approaches, we are seeing the UN playing a more effective role, as its many players come together to provide coherent policy advice and support to help meet national development priorities.

New partnerships with the European Commission and the World Bank were formed in 2008 to provide concerted support for countries recovering from crisis or conflict. And services are being scaled up to help countries respond to climate change, and to access emerging financing options to adapt to and mitigate its effects.

We must continue to build on this progress, and work closely together to overcome remaining obstacles. Throughout, we must always keep our eye firmly on achieving better delivery for better results. This is not about coordination and reform for their own sake.

We must also continue to build strong and inclusive partnerships with all the stakeholders who contribute to development, including governments, civil society organizations, international financial institutions, and the private sector.

Business as usual approaches are not sufficient to maintain traction on development at this time. As a UN development system, we must do whatever we can at the country, regional, and global levels to support the achievement of national development goals.

Out of crisis comes opportunity to look at fresh ways of doing things and to innovate. That is what we must do now as we pursue our development goals and strengthen the ongoing process of UN reform so that we truly can deliver as one.

Helen Clark

Chair, United Nations Development Group

Introduction

This synthesis of the annual reports submitted to the Secretary-General by over 130 Resident Coordinators in 2008 provides an overview of the activities of the Resident Coordinator system and the United Nations Development Group (UNDG) in support of countries' efforts to achieve the Millennium Development Goals (MDGs).

The Resident Coordinator system is the global network for the coordination of UN operational activities for development under national ownership and leadership. The UNDG brings together 32 UN agencies, funds, programmes, and departments to establish system-wide guidelines and agreements for development operations at the country level.

The work of Resident Coordinators and of the UNDG has been driven most recently by General Assembly resolutions 62/208 on the triennial comprehensive policy review and 62/277 on system-wide coherence and by resolutions and decisions of the Economic and Social Council and the governing bodies of the various UN entities. Together, the Resident Coordinator system and UNDG are at the forefront of reforms to improve the coherence, effectiveness and relevance of UN support for countries.

This annual synthesis documents the work of the UN development system in countries in support of national development strategies and priorities. It also summarizes the most significant steps that UN country teams (UNCTs) are taking to better coordinate their activities, the key challenges they face in doing so, and the lessons that we can all learn. It complements the report of the Secretary-General to the Economic and Social Council (E/2009/76) on the functioning of the Resident Coordinator system with a focus on experiences reported from the country level.

Highlights of Progress Noted in Resident Coordinators' Annual Reports

Delivering Aid More Effectively to Achieve the MDGs:

The Resident Coordinator Annual Reports for 2008 indicate that UNCTs are increasingly working more coherently in support of national government strategies to attain the MDGs. More and more, UN agencies are cooperating to provide demand-driven policy guidance and technical assistance and they are engaging development partners to ensure that all contributions reflect national priorities. Overall, UN development cooperation is becoming more effective through increased support for national ownership, alignment with national development strategies, coordinated support for capacity development, joint missions and joint analytical work.

Integrating Activities in Post-Conflict Settings:

The UN system is further refining and expanding its unique and vital role in multidimensional peacebuilding and early recovery. UN operations in transition countries are becoming increasingly integrated, which is deepening the impact of our interventions. Through agreements with key international partners such as the European Commission and the World Bank, we are increasingly conducting joint or coordinated assessments, analyses and planning, which in turn support more coherent responses.

Responding to the Food Crisis: UNCTs responded to the global food crisis by supporting rapid food distribution, contingency planning capacity and commitments to develop long-term strategies to protect and secure food stocks. In doing so, UNCTs demonstrated that they can respond effectively to emerging priorities while still promoting sustainable development.



Supporting Disaster Risk Reduction: UNCTs supported national efforts to develop policy, legislative and institutional frameworks for disaster risk reduction. They helped countries to track progress, increase their capacity to manage risks and address underlying risk factors by reducing human and social vulnerabilities.

Mainstreaming Human Rights: Increasingly, UNCTs are supporting national efforts to build systems that protect human rights through improved laws, reporting to UN treaty bodies and programmes aimed at protecting the most vulnerable groups.

Promoting Gender Equality: Through joint initiatives, more UNCTs are harnessing the collective support of the UN system to help national partners to promote gender equality and women's empowerment and end violence against women.

Strengthening the Resident Coordinator System and UNCT Capacity: The changing aid environment, new challenges and programme countries' increasingly complex needs all require the UN system to adapt and provide more effective assistance. There are indications that the quality of UN programming and operations is improving thanks to better staff capacity for common country programming and coordination. In some UNCTs, UN agencies have decided to support greater coherence by allocating some of their resources to enhance coordination capacity. Regional Directors Teams are implementing their responsibilities to provide quality support and assurance and other forms of support for UNCTs. Despite these improvements, Resident Coordinators consistently report that to properly fulfil the mandates given to us by Member States, the UN development system needs more coordination capacity at all levels.

Common Programming: UNCTs are making tangible progress in using the UN Development Assistance Framework (UNDAF) as their main strategic instrument for joint programming at the country level. Some 75 UNCTs report that their UNDAF cycles are fully aligned with national cycles, and 100 UNCTs say their UNDAFs are aligned with national priorities. Reports also indicate the UNDAF is being used to strengthen the link between normative and operational work and to increase the effectiveness of UN assistance.

Joint Communication: Resident Coordinators report stepped-up efforts to coordinate and strengthen UN communications at the country level through UN Communications Groups, joint strategies, and common websites, products and activities. UNCTs are increasingly applying a strategic approach to communication that seeks to enhance the reputation and profile of the UN system and individual agencies, and support policy advocacy for poverty reduction, the MDGs and other cross-cutting development objectives.

Common Services/Premises and Harmonized Business Practices: Efforts to increase efficiencies and synergies in operations are continuing. Nearly all UNCTs report implementing some common business arrangements, chiefly through common long-term agreements for travel and banking services. Some innovative initiatives on common ICT and procurement are also under way. There is much more that can be done in these areas. Many Country Teams are interested moving into common premises, but are constrained by a lack of funding for renovation and construction.

Common Budgetary Framework: Some Resident Coordinators report that using a common budgetary framework helps UN agencies to coordinate their programmatic and operational activities, facilitates the mobilization of resources, increases predictability, transparency and accountability for those resources, provides an overview of UN spending in the country, and reduces the time and effort host Governments need to allocate to overseeing UN activities.

Joint Resource Mobilization: Resident Coordinators report that mobilizing resources together at the country level helps UN agencies to plan and use resources more effectively. UNCTs are increasingly using joint resource mobilization to support relatively large, coherent programmes that have the potential for longer-term impact.

Delivering as One: Since their launch in 2007, the eight pilots have developed innovative ways of responding effectively to national priorities in a more coherent and coordinated way. Many useful lessons are emerging from the pilot process, notably that in many cases there is increasing demand for the UN system to focus on more technical support and policy advice. The pilots are also driving the UN system to confront persistent challenges in areas such as funding, reporting, efficiency, and business practices.

The ongoing challenge to achieve the MDGs and other internationally agreed development goals requires a UN system at its best. With the focus shifting from why we coordinate to improving how we coordinate to achieve better results on the ground for the countries we serve, we are increasingly seeing a UN development system that works in a much more coherent manner to meet the expectations of partner Governments and citizens.

Deborah Landey

Director

UN Development Operations Coordination Office



CHAPTER ONE:

Supporting National



Leadership



Delivering Aid More Effectively to Achieve the MDGs

How does this contribute to development effectiveness?

As a complement to other sources of financing for development, development aid plays an essential role in facilitating the achievement of the internationally agreed development goals, in particular the Millennium Development Goals (MDGs).

Increasing the volume, quality and effectiveness of aid is more important than ever in light of the severe impact that the current global financial and economic crisis is having on developing countries. National ownership of development strategies, capacity development, alignment of development assistance with national priorities and harmonization of development efforts all contribute to better, more sustainable development outcomes.



Key Points

- ⊗ The UN system is committed to supporting national ownership and leadership of development plans, strategies and processes. In 2008, United Nations Country Teams (UNCTs) provided policy guidance and technical assistance when requested by national Governments and facilitated consultation and engagement of development partners in order to ensure that development efforts truly reflect national priorities. Particular attention was given to strengthening national efforts to coordinate and manage aid effectively and to assess its impact.
- ⊗ The aid effectiveness agenda is part of the broader financing for development agenda. At the Accra High Level Forum on Aid Effectiveness held 2-4 September 2008, the United Nations Development Group (UNDG) stressed the importance of capacity development and the use of country systems; and called for untying aid, limiting conditionalities and making aid more predictable to complement growing new sources of development finance.
- ⊗ UNCTs in the 55 developing countries that chose to participate in the 2008 Survey on Monitoring the Paris Declaration used the survey to identify their own progress in delivering aid more effectively as called for in the 2007 triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. The UN has made clearest progress in support of country ownership, alignment with national development strategies, coordinated capacity development support, joint missions and joint analytical work. Increased use of national public financial management, procurement and monitoring and evaluation systems remains a central challenge for UNCTs.

UNDG commitment to aid effectiveness

UNCTs will further align programming with national plans, planning cycles and systems; work to see that national development plans incorporate agreed global development goals and commitments; provide timely and substantive technical assistance tailored to local needs for capacity development; and promote national dialogues, including with the legislature and civil society.

UNDG member organizations will improve their policy and analytical expertise and will harmonize and simplify their financial systems.

UNDG will track its performance against Paris Declaration indicators; develop comprehensive guidelines linking aid effectiveness commitments, UN reforms and national development strategies; and leverage its unique legitimacy, neutrality and objectivity to strengthen mutual accountability between development partners.



UNDG Initiatives

In July 2008, UNDG members participated in the first Development Cooperation Forum (DCF), one of the principal new functions of a strengthened UN Economic and Social Council. The DCF produced policy guidance and recommendations on how to improve international development cooperation and provided strategic input to the Accra High Level Forum on Aid Effectiveness and the Doha Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus.

At the Doha conference, the UNDG jointly called for a reformed, stronger and more inclusive multilateral system to better respond to the unprecedented challenges posed by the global financial and economic crisis. The UNDG further stressed the need to firmly anchor the aid effectiveness agenda in the broader financing for development agenda. The resulting Doha Declaration on Financing for Development reaffirms the 2002 Monterrey Consensus and the international community's commitment to tackle global poverty and achieve the MDGs.

The UNDG is in the process of a thorough review of its Action Plan, including the Implementation of the Paris Declaration to adjust it to meet its 2007 TCPR mandate as well as commitments on the effectiveness of aid for development arising from the Accra Agenda for Action and the Doha Declaration on Financing for Development. The UNDG will accordingly issue a guidance note to UNCTs in line with the UNDG position paper *Response to the Changing Aid Environment* (January 2008).

Trends and Progress

2008 OECD Survey on Monitoring the Paris Declaration

Fifty-five developing countries participated in the 2008 OECD Survey on Monitoring the Paris Declaration. The survey served as mid-term stocktaking to assess progress towards the targets set for the year 2010. UNCTs used the Survey to identify their own progress in delivering aid more effectively as part of their response to the 2007 TCPR mandate established in paragraph 44 of General Assembly resolution 62/208 for “concrete, effective and timely action implementing all agreed commitments on aid effectiveness, with clear monitoring and deadlines.” In 26 countries, the UN system also coordinated the donor responses for the survey so as to ensure harmonized reporting. Building on the lessons learned from the first Paris Survey in 2006, UNDP conducted regional preparation workshops for UNCTs and the UNDG provided ongoing support through a help desk in DOCO.

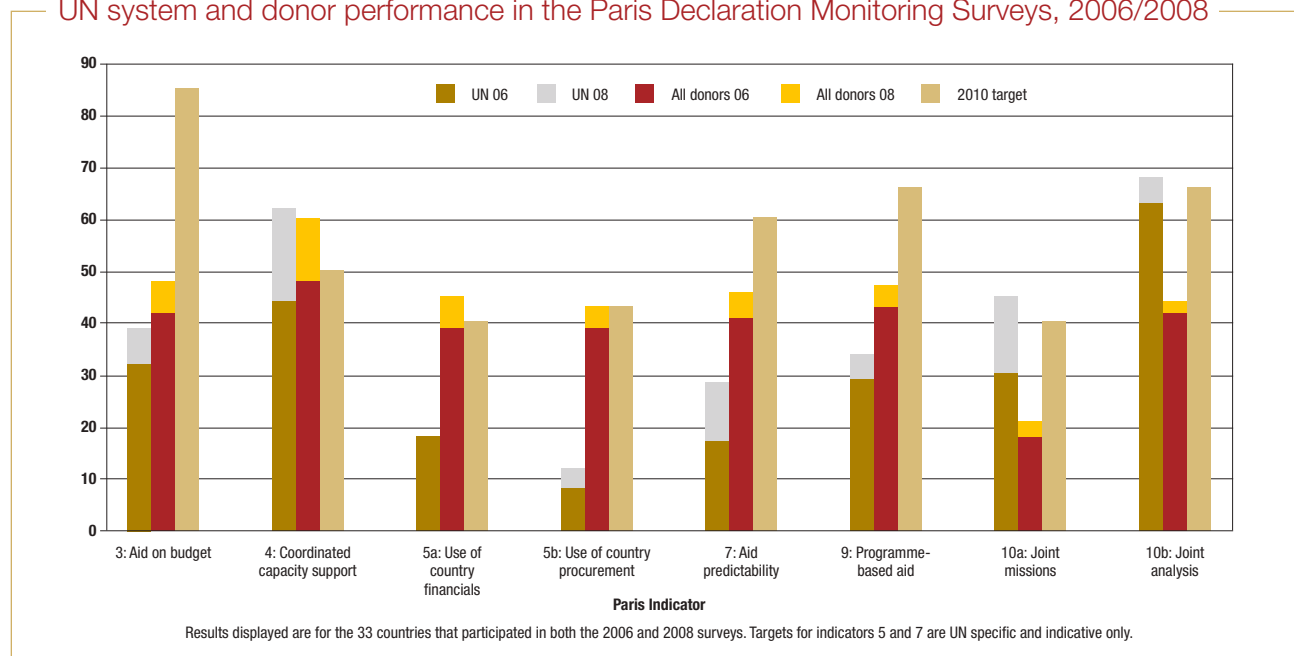
The findings of the survey are clear: Progress is being made but developing countries and their external partners need to make more rapid progress in order to meet their international commitments for more effective aid by 2010.

UNCTs have made some encouraging progress since 2006: for three of the nine applicable indicators, the global targets have already been achieved – three years ahead of the 2010 deadline. UNCTs now provide the vast majority of their capacity development support through coordinated programmes that are consistent with national development strategies (Indicator 4: 62 per cent in 2008 compared to 44 per cent in 2006). UN agencies coordinate their field missions better (Indicator 10a: 45 per cent in 2008 compared to 30 per cent in 2006) and conduct more than two thirds of their analytical work jointly

(Indicator 10b: 68 per cent in 2008 compared to 63 per cent in 2006). By reducing the number of parallel project implementation units (PIUs), national capacities would have been further strengthened (Indicator 6: 9.0 per country in 2008 compared to 10.1 in 2006).

Progress in other areas has been slower, however. In an effort to make aid more predictable, funds are now increasingly released according to agreed schedules in annual or multiyear frameworks. Yet, only less than a third of the overall aid disbursements currently meet these criteria (Indicator 7: 31 per cent in 2008 compared to 17 per cent in 2006). More aid is now reported on national budgets (Indicator 2: 39 per cent in 2008 compared to 34 per cent in 2006) and a higher proportion is provided in the context of programme-based

UN system and donor performance in the Paris Declaration Monitoring Surveys, 2006/2008



Indicator 3: Aid flows are aligned on national priorities — Percentage of aid flows to the government sector that is reported on partners' national budgets.

Indicator 4: Strengthen capacity by coordinated support — Percentage of donor capacity-development support provided through coordinated programmes consistent with partners' national development strategies.

Indicator 5: Use of country systems — Percentage of aid flows for the government sector that use public financial management systems (a) and national procurement systems (b).

Indicator 7: Aid is more predictable — Percentage of aid disbursements released according to agreed schedules in annual or multiyear frameworks.

Indicator 9: Use of common arrangements or procedures — Percentage of aid provided as programme-based approaches.

Indicator 10: Encourage shared analysis — Percentage of (a) field missions and/or (b) country analytic work, including diagnostic reviews that are joint.

approaches (Indicator 9: 34 per cent in 2008 compared to 29 per cent in 2006). The use of public financial management systems (Indicator 5a: 18 per cent in 2008 as in 2006) as well as national procurement systems (Indicator 5b: 12 per cent in 2008 compared to 8 per cent in 2006) leaves the greatest room for improvement.

The 2008 OECD Survey on Monitoring the Paris Declaration points to tangible progress in several key areas. In this context, UNDG is building on the promising initiatives of several countries to develop an indicator framework to help UNCTs to enhance the quality of aid and to increase its impact in line with the 2007 TCPR mandate.

Strengthening Inclusive National Ownership

National ownership of development strategies is now widely recognized as a fundamental cornerstone for achieving sustainable development. National leadership of the development process not only ensures that external assistance is closely aligned with national priorities, it also facilitates the strengthening of national capacity. National ownership must be viewed within the context of broad, inclusive partnerships that extend beyond Governments. It must also focus on building effective societal participation. The Resident Coordinator Annual Reports (RCAR) of 2008 indicate an increasing recognition of the important role civil society and the private sector play in poverty alleviation efforts and the achievement of the MDGs. UNCTs in Ghana, Indonesia, Libyan Arab Jamahiriya, Mauritania, Peru, Swaziland, and Uruguay supported wide consultative processes with civil society on aid effectiveness that resulted in the participation of several civil society organizations in the Accra Civil Society Parallel Forum on Aid Effectiveness.

National Development Plans and Poverty Reduction Strategies

UNCT assistance to Governments in the formulation of their National Development Plans (NDPs) and Poverty Reduction Strategies (PRS) has facilitated broad national ownership of development goals and policies, through both policy advice and support for comprehensive consultation with stakeholders. In Guatemala, Guyana, Liberia, and Panama, for example, UNCTs contributed to sector papers or strategies and facilitated nation-wide stakeholder consultations and national dialogues.

In 2008, 103 UNCTs supported the formulation and implementation of NDPs and PRS. The most active areas of UNCT engagement in PRS include technical assistance (63), followed by capacity development (30), advocacy (29) and policy dialogue (21). As shown in the 2008 RCARs, 67 per cent of UNCTs have assisted national Governments in successfully integrating MDGs into national development or PRS-based plans.

Another significant area of UNCT contributions to national development processes is the mainstreaming of cross-cutting issues such as human rights-based programming, gender and environment (Colombia, Gabon, Kosovo, Sao Tome and Principe, Togo, and Yemen).



UNCT engagement in Poverty Reduction Strategies

Guyana: The UNCT actively engaged with the Government in the preparation of the PRS by facilitating extensive multi-stakeholder consultations in the country's ten administrative regions. The UN was also engaged in sectoral and thematic stakeholder consultations and was able to coordinate effectively its contribution to the national planning framework.

Kyrgyzstan: The UN system was actively involved in the revision of the Country Development Strategy and provided technical expertise to the Government throughout the process. The UN system is widely credited with having provided key technical support in areas of social policy, gender equality, health, environmental sustainability and the MDGs.

Togo: In response to poverty and food insecurity, the UNCT provided financial and technical support to the design and formulation of Togo's PRS with a view to ensuring a focus on the vulnerable. The UNCT developed inter-agency joint programmes for poverty reduction in Savanah and Kara, some of the poorest regions in Togo, and mobilized and sensitized national actors to the MDGs.

Yemen: The UNCT provided technical assistance and advice to the PRS process with the objective of maintaining the centrality of MDGs in national development plans and strategies. The UNCT advocated for greater attention to income poverty, food security and population issues.



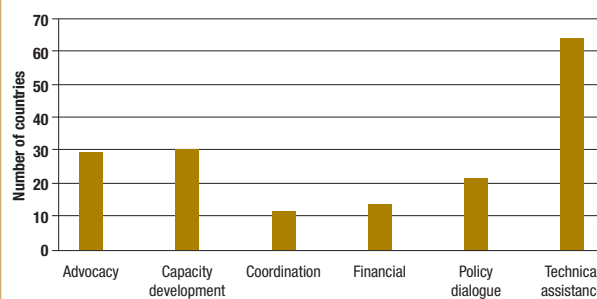
National Capacity Development

Supporting country capacities to manage development resources and deliver on their development objectives is one of the most important forms of development cooperation as it reduces reliance on donor systems and increases sustainability. The UN system provides vital technical assistance, training and resources to support national capacity development efforts. UNCTs also build partner countries' capacities for evidence-based development planning and policy formulation that integrates human rights, gender and other cross-cutting issues into the development process and enhances the delivery and quality of services.

Over 80 UNCTs provided capacity development assistance at national and/or local levels in 2008. While much of their capacity development support is primarily targeted at central ministries, UNCTs are moving towards working more closely with authorities at regional and local levels as noted in the 2008 RCARs.

Some of the capacity development activities reported in 2008 include initiatives such as facilitating the completion of the Lao Civil Service Capacity Development Study; capacity-gap assessment for the social sectors in four out of Ethiopia's ten regions; building statistical capacities in education, health and social protection services in preparation for the national census in Bosnia and Herzegovina; and strengthening the capacity of the National

Type of UNCT support to the formulation of national development plans and Poverty Reduction Strategies



Building national capacity for institutional development

Djibouti: The UNCT provided technical assistance and institutional support to the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance and Economy, which are responsible for aid and donor coordination at the national level.

Georgia: The Resident Coordinator's Office continued to serve as the Secretariat for the Donor Coordination Group, playing a critical role in supporting policy dialogue between the donor community and the Government, especially in the post-August crisis situation.

Ghana: The UNCT strengthened capacities for nationally-led coordination in 2008. As chair of the Heads of Cooperation Group, the Resident Coordinator mobilized development partners around Ghana's national priorities in an effort to increase aid effectiveness. The UNCT also supported the Government in the drafting of the aid policy, highlighting and reinforcing ownership based on a vision of development embodied in the national long term plan.

Jamaica: The Resident Coordinator's Office convened the 14th Annual Retreat of International Development Partners to align donor development plans with Jamaica's national development plans and to enhance joint partnerships for more effective development assistance to achieve national priorities and MDGs. The conference was attended by donors, UN agencies and Government representatives.

Lesotho: Building on the Accra Agenda for Action, the Development Partners' Consultative Forum was reinvigorated in close collaboration with the Government. The Forum has helped to increase transparency and facilitate strategic dialogue to strengthen the institutional capacity of the Government for aid coordination and management.

Uganda: Together with the World Bank, the UN proposed an Aid Coordination Platform to complement the division-of-labour exercise by providing financial data regarding "on-and-off-budget" allocations in an effort towards greater transparency and accountability.



Planning Commission to monitor the localization of national social policies in Guatemala.

The UNDG is endeavouring to provide enhanced support to UNCTs for developing more comprehensive, coordinated and joint approaches to capacity development at the country level.

Harmonizing External Assistance

Harmonization of development assistance allows partners to leverage their varied expertise, reduces overlaps and duplication and, most importantly,

reduces government transaction costs. In 2008, UNCTs continued to promote programme-based approaches, joint missions, joint analytical work and enhanced donor coordination while at the same time pursuing internal reforms of business processes and practices to facilitate better coordination with other development partners.

In their role as impartial and trusted partners, UNCTs work closely with Governments to strengthen country ownership of the development process, to harmonize and negotiate a division of labour among donors and to align donor assistance with national priorities.

In some 90 countries, UN Resident Coordinators supported and facilitated government/donor coordination forums and negotiations covering development assistance. At the same time, UNCTs have contributed to more harmonization of UN technical and financial support to national processes.

Aligning with National Strategies, Processes and Systems

Alignment of external assistance with national development strategies is vital to supporting national leadership of the development process. UNCTs have continued to make progress in aligning their strategic contributions and operational activities with national priorities and processes. United Nations Development Assistance Frameworks (UNDAFs) continue to be a highly effective instrument in this regard.

By the end of 2008, 35 UNCTs, mostly in Africa and Asia, indicated that their UNDAFs were aligned with national Poverty Reduction Strategies, 54 noted that their UNDAFs were aligned with national development plans while the remaining 19 said the UNDAFs were aligned with sector strategies. Moreover, 75 UNCTs reported that their UNDAF cycles were synchronized with their partner country's national programming cycles, an increase from 56 in 2007. Increasing alignment with national priorities and programming cycles has afforded UNCTs more opportunities for strategic engagement with national partners and demonstrates the UN system's resounding commitment to aid effectiveness.

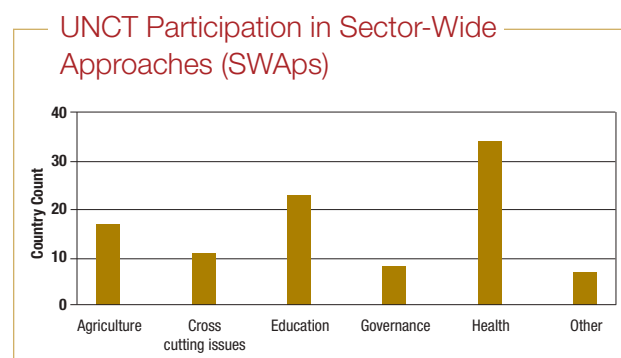
A common framework for Harmonized Approach to Cash Transfers (HACT) was adopted by UNDP, UNICEF, UNFPA and WFP pursuant to General Assembly resolution 56/201 on the triennial policy review of operational activities for development of the United Nations system. HACT allows efforts to focus more on strengthening national capacities for management and accountability, with a view to gradually shifting to utilizing national systems. For more detailed information on HACT, please, refer to chapter 5 of the present report.

Sector-Wide Approaches and Sector Strategies

Sector Wide Approaches (SWAs) involve multiple development partners adopting a common approach to development assistance in a particular sector under government leadership, with a single budgetary framework that captures domestic and external resources. Led and driven by Governments, SWAs facilitate enhanced alignment with national priorities, reduce transaction costs for Governments and strengthen government procedures for planning, monitoring, reporting and evaluation. UNCTs play a valuable role in providing Governments with advisory services, technical assistance and capacity-development support as well as contributing to the planning, coordination and implementation of SWAs. More efforts are required, however, to ensure that UN activities are reflected in sector plans and budgets.

In 2008, 53 UNCTs reported participating in 82 SWAs, primarily in the health (31), education (20) and agricultural sectors (14). UNCTs also reported on their active efforts and engagement in the formulation of sector policies and strategies in China, Eritrea, Gabon, Guinea, Lao People's Democratic Republic, Lesotho, Madagascar, Togo, and Zambia, especially in the areas of food security and health.

As the food, energy and financial crises are rapidly reshaping the aid environment and forcing UN agencies and other partners to intensify efforts to meet the MDGs by 2015, the undg will be developing operational guidance to enable UNCTs to better position themselves and participate more effectively in nationally led sector processes.



Innovations and Good Practices at the Country Level

Albania

Government as Driver

The coherence efforts of Delivering as One have enabled the Government to successfully enhance and exercise national ownership and leadership by ensuring the alignment of external assistance with its national priorities and plans. As co-chair of the Joint Executive Committee, the Government is closely involved in the decision-making on fund allocation to the One Programme and increasingly guides UN agencies on where it sees their comparative advantage in addressing national priorities.

Ghana

Building Capacity to Achieve the MDGs

The UNCT provided continuous capacity enhancement support to the National Development and Planning Commission (NDPC) to strengthen its leadership in shaping the national development agenda and in formulating a corresponding

long-term plan. The UNCT also provided technical and financial support for the preparations of the District Human Development Report, which will be used to assess the capacity-building needs for the northern regions of Ghana and to formulate a long-term, multi-sectoral growth strategy to accelerate the attainment of the MDGs there.

The United Republic of Tanzania

Health Sector Basket Funding

UN agencies contributed jointly to the Government-led health-sector basket to strengthen health systems on the basis of a sector strategic plan with agreed outcomes. In 2008, the UN system requested that it take part in the joint pooled-funding mechanism. Funds from the health basket reach down to all districts using a resource allocation formula that takes into account poverty and population indicators. By allocating resources through government systems, the UN supports national leadership, harmonizes its contribution with other development partners and has overall greater impact in strengthening and ensuring the sustainability of health systems at both national and local levels.

LEARN More

www.undg.org/ae – The UNDG workspace on aid effectiveness contains relevant UNDG guidance, policy papers, presentations and links to further resources

www.aideffectiveness.org – The aid effectiveness portal contains thematic and regional resources for practitioners with focus on aid coordination and management.





Scaling up Efforts to Achieve the Millennium Development Goals

How does this contribute to development effectiveness?

As the most important development metric, the MDGs, adopted by Member States in 2000, provide a framework for development cooperation to meet the needs of the world's poorest. The MDGs have been integrated into an increasing number of national development plans and strategies and the vast majority of UNDAFs now have these Goals closely aligned. The MDGs offer a solid platform for accelerating collective action and a real opportunity for the UN system to advance the development agenda.



Key Points

- ⊗ More than halfway to the 2015 target date for achieving the MDGs, significant progress has been made in many countries and regions in the fight against extreme poverty and hunger, enrolment in primary education, decline in child mortality rates and reduction of AIDS deaths and people newly infected with HIV. However, progress has begun to slow down or even reverse in some cases as a result of the global financial and economic crises. The global community must respond decisively to honour their commitments to the MDGs and ensure that the gains made are not lost.
- ⊗ In 2008, UNCTs in over 100 developing countries continued to enhance programme coherence and cooperation in support of national efforts towards attaining the MDGs through four primary vehicles: (a) analysis and policy advice; (b) advocacy and public awareness campaigns; (c) monitoring and reporting on country progress towards the MDGs; and (d) programmatic interventions. These measures have been instrumental to the progress made in many countries around the world.
- ⊗ The achievements demonstrate that the MDGs are within reach and must continue to serve as a focus for development efforts. Advancing the MDGs in the current challenging environment will require concrete and coherent action, building on progress to date on MDG monitoring, advocacy, campaigning, and programmatic interventions. The UN development system must seize this opportunity to mobilize its wide experience, expertise and resources to target support more strategically to the most vulnerable groups.

UNDG Initiatives

The Millennium Declaration, adopted by 189 Member States in 2000, and the internationally agreed development goals (IADG), including the MDGs, are at the heart of the global development agenda and constitute the framework for the operational activities of the UN development system.

In the context of national priorities and national ownership, the support and assistance offered by the UNCTs continue to provide the guiding principles for Governments in their efforts to implement the *UNDG Action Plan on the Development Outcomes of the World Summit 2006-2008*. The action plan has served as the primary source of strategies for UNCTs to promote a coherent response at the country level with the aim of devising localized plans of action to meet the challenges of attaining the MDGs.

The UNDG established in 2007 the *Policy Network for MD/MDGs*, a vehicle to strengthen UNCT capacities to support Governments in formulating MDG-based national development strategies, including needs assessments, investment planning, policy options and capacity development. The Policy Network is a cadre of policy advisors from within UNDG that provide direct technical support to UNCTs in various substantive and operational areas. In 2008, the Policy Network supported UNCTs, on a pilot basis, in Malawi on re-positioning UN support for SWAp implementation in the agriculture sector and in Bosnia and Herzegovina, Liberia and Serbia on the preparation of UN joint initiatives on youth employment.

Some of the priorities of the Policy Network for 2008 were: providing technical assistance to support efforts by countries to respond strategically to the global financial and economic crisis and its impact on IADGs, in particular MDGs; supporting the implementation of scaled-up national-level programmes to accelerate the achievement of the MDGs; supporting the preparation of CCAs and

UNDAFs as an integral part of addressing national MD/MDG priorities; supporting the implementation of the MDG Africa Steering Group recommendations; and collecting MDG good practices.

The UNDG set up the high-level inter-agency MDG Task Force in May 2009 to take stock of the lessons learned in operationalizing the MDG agenda, and apply them in particular for countries in need of scaled-up support. The Task Force will focus on supporting the UNDG's contribution to the forthcoming comprehensive review of the Millennium Agenda.

Trends and Progress

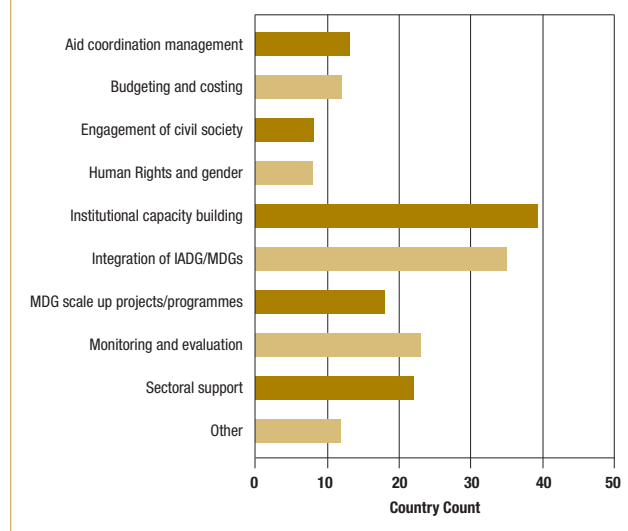
With only six years until the 2015 deadline to achieve the MDGs, the global picture is mixed. The Millennium Development Goals Report 2009 highlights gains and obstacles to achieving the MDGs and underscores the need to accelerate progress and revitalize efforts to strengthen the global partnership for development. In this context, the UN development system has continued to increase its coherence and cooperation in support of national efforts towards attaining the MDGs.

In 2008, UNCTs in over 100 developing countries reported supporting and advancing the implementation of the Millennium Agenda, including the MDGs, through four primary vehicles: (a) analysis and policy advice that included targeting the most vulnerable and facilitating resource mobilization; (b) advocacy and public-awareness campaigns; (c) monitoring and reporting on country commitments to, for example, national development plans and Poverty Reduction Strategies and the likelihood of reaching the MDGs by 2015; and (d) operational activities through strategic common programming interventions called for through the UNDAFs.

Analysis and Policy Advice

Throughout 2008, Governments made by far the greatest use of UNCT capacities to analyse national development strategies and offer appropriate policy recommendations to attain the MDGs. Specifically, 103 UNCTs reported providing support to the formulation and implementation of national development plans, including PRS, in different areas such as: integration of MDGs, sectoral, technical and planning support, budgeting and costing, needs assessments, MDG scaling-up projects and programmes, capacity-building, aid coordination and management, and monitoring and evaluation.

Areas of support UNCTs provided to the formulation and implementation of NDPs/PRSs



In 2008, increasing food prices, turmoil in financial markets, economic downturns and climate change have each had a particularly negative impact on the poor. UNCT support in developing countries, illustrated in the 2008 Resident Coordinator Annual Reports, captured the focus areas of support. In the context of analysis and policy advice, Governments sought UN support in the areas of rural development, health and education systems, agricultural output, national infrastructure and cross-cutting issues such as gender equality.



Advocacy and Campaigning

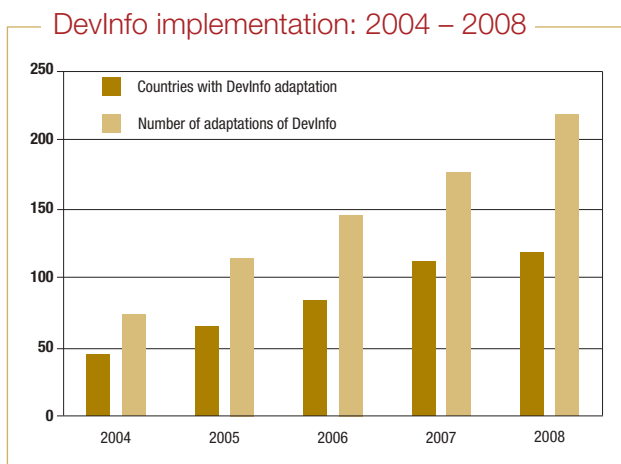
In an expanded effort to advocate MDGs at the local level, UNCTs partnered with local governments and public stakeholders to increase public awareness of the impact and importance of achieving MDGs. UNCTs relied on a variety of forms of public outreach and awareness campaigns. Beyond the standard public launching of national MDG reports and Human Development Reports, annual reviews and mid-term assessments, national Governments and UNCTs in over 90 countries, in cooperation with civil society organizations, NGOs, school boards and journalists, engaged in creative forms of maintaining a high level of public knowledge and awareness of the MDGs. The celebration of international and national days was strategically used to keep the focus on the MDG challenges, needed investment and cross-cutting principles.

DEVINFO

Since its release in 2004, DevInfo has been assisting countries in the establishment of common databases to meet their specific data needs. By the end of 2008, more than 120 countries around the world had adapted the system to their own specifications. Countries are expanding the use of DevInfo beyond collating MDG data, and DevInfo databases increasingly integrate other national priority frameworks such as national development plans, Poverty Reduction Strategies, sectoral plans, UNDAFs and joint programmes.

As reported by UNCTs, in addition to building a common repository of data, the process of developing DevInfo databases has fostered inter-agency collaboration in harmonizing indicator names, indicator definitions, data values and sources, and in some cases has led to joint programmes. Notably, these common databases serve as the basis for conducting analyses of country situations, planning development strategies and interventions, and monitoring and reporting progress towards set development targets. Several Delivering as One countries are also

benefiting from adapting DevInfo as the data platform for their common programmes.



DevInfo is also facilitating the decentralization of data management through its growing use at state, district and other sub-national levels. As a result of UNCT efforts, national capacities in the use of the system have been greatly enhanced, and DevInfo activities are being integrated into greater national statistical strategies, thus becoming a central part of statistical systems in countries and promoting national ownership.



Monitoring and Reporting

Assisting national Governments in their monitoring and reporting efforts has been an important contribution of the UN development system. In 2008, UNCTs assisted Governments in compiling and analysing data, reviewing data availability, developing indicators, building statistical capacity and preparing and launching MDG reports.

As of May 2008, 141 countries had produced 210 national MDG Reports. UNCTs reported that the preparation and launch of MDG reports stimulated vigorous national debates and highlighted where urgent efforts were needed, how resources were utilized and where they needed to be invested.

In terms of building national statistical capacities, UNCTs reported that they had developed a high level of cooperation with national statistics bureaux

and line ministries, supporting government officials in developing the skills and expertise to assume the monitoring and assessment functions. However, despite some positive examples from different regions, national capacity for monitoring and evaluation remains a challenge and requires additional technical and financial assistance for improvement in 2009.

Operational Activities

Programmatic interventions continue to be the most visible manifestation of UN support to government efforts to deliver the MDGs. Through the implementation of the UNDAFs, UNCTs directly support the achievement of the MDGs within the context of national development efforts and priorities.

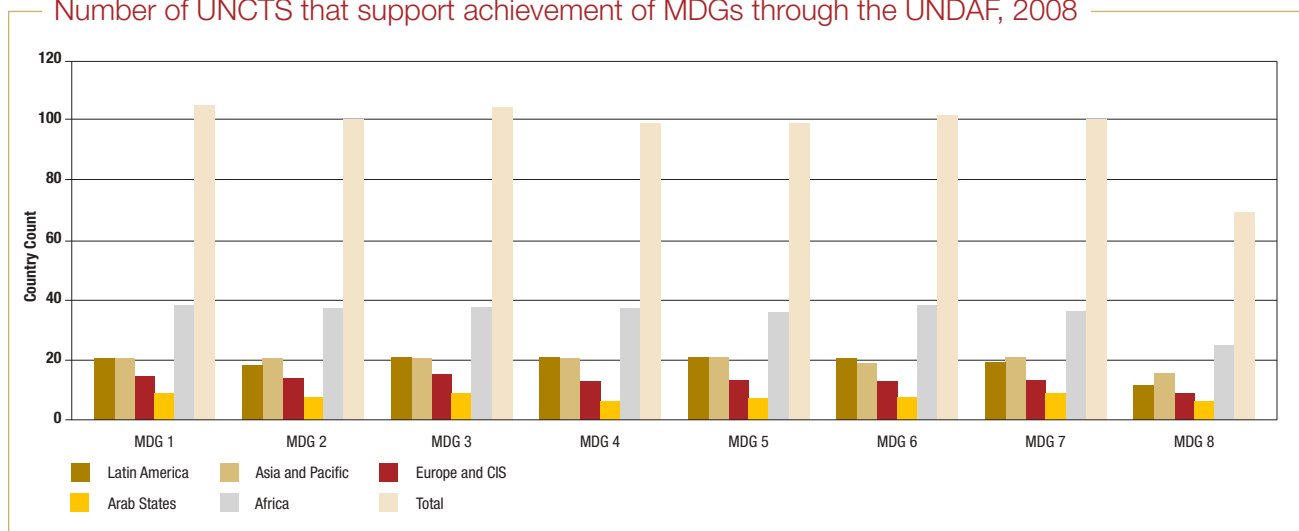
Increasingly aligning with national cycles and development plans, including PRS, UNCTs in 106 developing countries reported that their UNDAFs supported the achievement of specific MDGs, with MDG1: End Poverty and Hunger, MDG3: Gender Equality, and MDG6: Combat HIV/AIDS, receiving the greatest attention.

With the implementation of UNDAFs and joint programmes, UNCTs have achieved concrete results in assisting countries to reduce poverty

and achieve sustainable development. Throughout Africa, Asia and Latin America, UNCTs and national Governments engaged in localized programmes designed to combat increases in rural and urban poverty by conducting nutritional assessments, initiating food programmes for young children in primary schools and offering short-term medical assistance for women, children and the elderly. Other areas of support included governance, natural resources management, education, social services, HIV/AIDS, gender and capacity development.

The UNDAFs could nevertheless be strengthened to scale up support for MDG achievement in countries by working closely with the Governments in assessing the enabling environment to achieve MDGs, including governance structure, investment patterns, policy reviews, service-delivery mechanisms and implementation bottlenecks. The current challenging environment will require decisive and urgent action. UNCTs are at a critical juncture in their provision of coordinated, targeted support for specific MDG sectors. Concrete, results-oriented strategies to accelerate coherent support to the implementation and scaling-up of national MDG plans are needed, building on progress to date on MDG monitoring, advocacy, campaigning, and programmatic interventions.

Number of UNCTs that support achievement of MDGs through the UNDAF, 2008



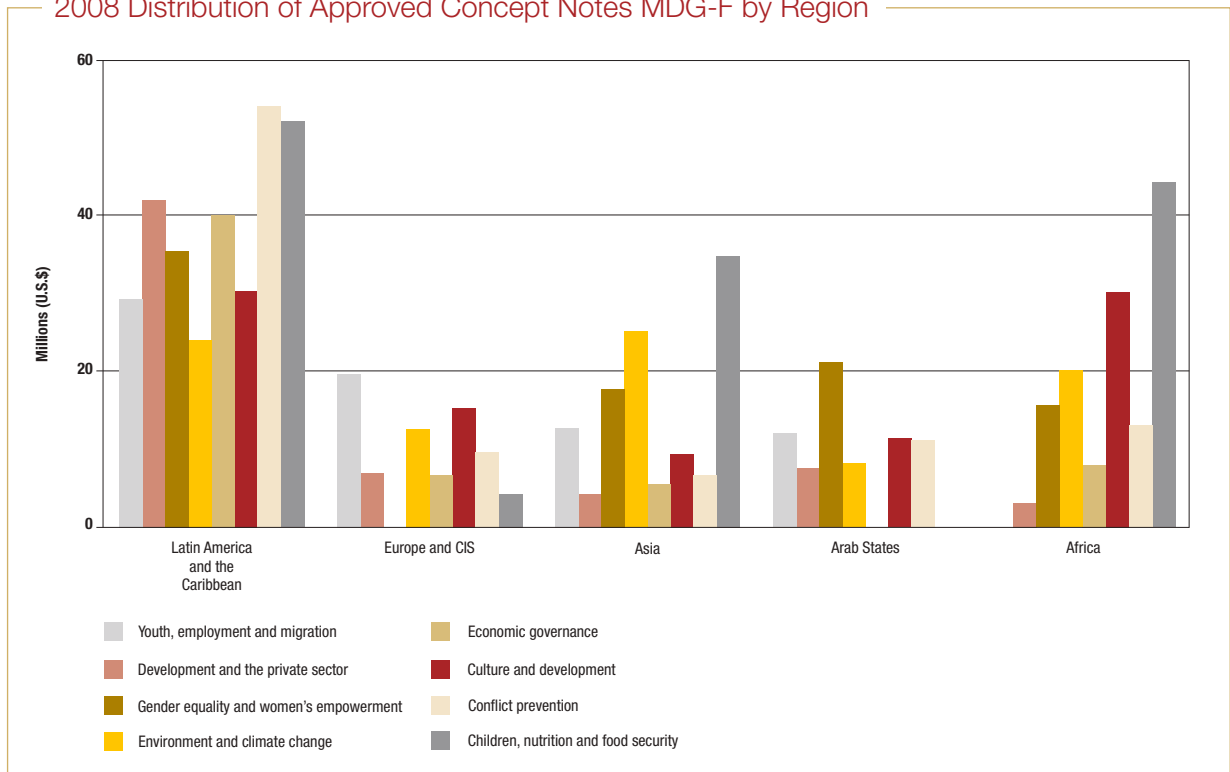
MDG ACHIEVEMENT FUND

The MDG Achievement Fund (MDG-F) was created in December 2006 with an initial commitment of 528 million euros by the Government of Spain to the United Nations (an additional €90 million were committed in September 2008). The Fund was set up as a multilateral mechanism that finances and supports national efforts to achieve the MDGs and related development goals while abiding by the Paris Declaration on Aid Effectiveness and advancing UN coherence.

The MDG-F aims to:

- Positively impact the status of the MDGs and tackle inequality;
- Increase national ownership and civil society participation; and
- Improve aid effectiveness by building on the collective strength of the United Nations

2008 Distribution of Approved Concept Notes MDG-F by Region



(cont'd >)

(< cont'd)

The MDG-F works through the UN, under the leadership of the Resident Coordinators, in support of Governments, local authorities and civil society towards:

- Implementing joint programmes that strengthen public policy development and ensure measurable impact on select MDGs;
- Engaging in advocacy efforts that keep the MDGs high on the political agenda;
- Learning through continuous monitoring and evaluation using these to scale up and inform future action.

With a minimum requirement of two UN agencies per joint programme, the MDG-F has propelled a process of joint programme formulation and implementation in 50 countries.

In 2008, almost 70 joint programmes were approved for a total budget of about \$400 million. Of these, 34 were signed and received their first year's tranche

of resources totalling \$64 million. MDG-F funds earmarked for 2008 were disbursed to 16 UN organizations. Three new thematic windows were opened: conflict prevention and peacebuilding; children, food security and nutrition; and development and the private sector.

In total, since the creation of the MDG-F, over 22 UN agencies have participated in the formulation of the 129 joint programmes approved and approximately \$705 million has been endorsed towards them. By the first quarter of 2009, all the MDG-F money had been allocated.

The MDG-F supports eight thematic windows: children, nutrition and food security, conflict prevention, culture and development, democratic economic governance, environment and climate change, gender equality and women's empowerment, private sector and development, and youth, employment and migration.



Innovations and Good Practices at the Country Level

Bhutan

Integrating MDGs into the National Development Plan

The UNCT continued its support to mainstream the MDGs into the Tenth Plan (2008-2013) through the MDG needs assessment and costing report and the MDG-consistent macro-economic framework. The UNCT provided comprehensive and flexible financial models and policy options to consider development scenarios for achieving the MDGs and estimated critical resource needs.

Brazil

Enhancing National Capacities for Local Monitoring of the MDGs

In order to enhance the capacities of national institutions for local monitoring of the MDGs using DevInfo, a new on-line MDG monitoring tool was launched under the leadership of the Ministry of Planning and in partnership with the UN and civil society. Immediately after its launch, the “MDG Portal” became a crucial instrument for local monitoring of the MDGs in all 5,564 Brazilian municipalities, much appreciated and consulted by government counterparts, civil society and academia. A DevInfo tool to monitor the UNDAF is currently being developed and will become operational in 2009.

Samoa

Advocating for the MDGs

The UNCT continued MDG support to Samoa’s “MDGs through Sports, ICT4D and Volunteerism” campaign. The UNCT supported the 2008 Primary School Millennium Development Goals. To promote



MDG 2 on primary education, funding and MDG advocacy support was provided to the Tuputup-A’e Education Trust. MDG 7 was advocated through a tree planting programme while a joint production film “Climate Change in the Pacific: A Grim Reality” has become a key MDG 7 advocacy tool to minimize the risk of climate change in the Pacific.

Sri Lanka

Building Technical Capacities to Conduct MDG Census

Technical assistance was provided to the Department of Census and Statistics (DCS) to build technical capacities to plan and conduct the census in 2011. In addition, a national survey conducted by DCS in all districts with the exception of the Northeast collected data on 12 MDG indicators not covered by national structures. The UNCT carried out a country-wide surveillance on health, nutrition and food security in conjunction with the Government.

Democratic Republic of Congo Supporting the Attainment of the MDGs

In line with MDGs 1, 4 and 5, the Government provided a first round of vitamin A supplementation and deworming in a country-wide effort targeting children less than five years of age. For MDG 2, a ministerial decree lowered school fees for the 2008-2009 academic school year, increasing accessibility to primary education. Support towards attaining MDG 6 came in the form of a distribution by the World Bank of 2 million mosquito nets in Kinshasa province with another 1.5 million nets handed out in Equator province to children five and under and pregnant women in a multi-agency campaign (UNICEF, the World Bank and DFID).

Djibouti Promoting the MDGs through the UNDAF

The new UNDAF (2008-2012) corresponds closely to the priorities defined in the National Social Development Initiative (INDS). Efforts by the UNCT to support the promotion of MDGs into the INDS include: the development of specific MDG-based indicators; the development of policies specifically aimed at reducing poverty and creating employment in the country; institutional capacity development in support of the implementation of INDS; and development of national policies and strategies in health, sanitation, youth and child protection. The UNCT designed specific capacity-building activities to enhance local administration and local elected bodies to become engaged in the development agenda at the local level and to provide them with adequate planning and programming tools.

LEARN More

Millennium Development Goals Report 2009

<http://www.un.org/millenniumgoals/pdf/MDG%20Report%202009%20ENG.pdf>

MDG Gap Task Force Report 2008 <http://www.undp.org/mdg/MDG-GAP-TF-Report.pdf>

UNDG Policy Network for MDGs <http://www.undg-policynet.org/>

DevInfo <http://www.devinfo.org>

MDG Achievement Fund <http://www.undp.org/mdgf>

United Nations Development Group <http://www.undg.org>

Millennium Campaign. End Poverty 2015 <http://endpoverty2015.org/>

Achieving the Millennium Development Goals in Africa <http://www.mdgafrica.org/>



CHAPTER TWO: Preparedness for Crisis



and **Coordination** **Responses**



Integrating UN Activities in Post-Conflict Settings

How does this contribute to development effectiveness?

By linking different dimensions of peacebuilding – security, peacekeeping, development, political and humanitarian efforts – into a coherent support strategy for specific country needs that is in accordance with national strategies and priorities, the United Nations development system works closely together with wider UN actors to play a vital role in post-conflict settings.



Secretary-General Ban Ki-moon shakes hands with Robert Bruce Zoellick, President of the World Bank, after signing the United Nations-World Bank Partnership Framework for crisis and post crisis situations on 24 October 2008.

Key Points

- ⊗ Integration in practice has progressed during the year in countries in transition, with real benefits for the impact of UN interventions on the ground.
- ⊗ The need for flexible planning instruments in post-conflict settings is confirmed by UNCTs. Some UNCTs have used transition plans for planning purposes while others have adapted their UNDAF as the main planning tool in the transition context.
- ⊗ The UN has worked with international partners to finalize agreements on operating in crisis contexts by using joint or coordinated assessments and analytical and planning tools to ensure more coherent interventions.

UNDG Policies

In countries where the UN has a multidimensional presence, that is, UNCTs and a peacekeeping or peacebuilding mission, coordination includes the whole UN presence and is based on an agreed strategic vision and outcomes. The structures are tailored to the specific context. At the same time, the SRSG is provided with the authority to coordinate all UN stakeholders on the ground, assisted by a multifaceted DSRSG, who also carries out the functions of Resident Coordinator, Humanitarian Coordinator, and UNDP Resident Representative and Designated Official.

Integration beyond the UN

The UN and the World Bank developed a series of arrangements designed to strengthen their collaboration in support of national recovery efforts. Building on negotiations and exchanges since 2007, agreements have been finalized, and work is under way to ensure follow-up on the implementation and deepening of the partnership. The arrangements include a UN-World Bank crisis and post-crisis partnership framework and a UNDG-World Bank operational annex, which highlights critical institutional commitments to increase joint planning efforts and improve financial interoperability for post-crisis pooled funds. Fiduciary accord principles were also signed by UNDG and the World Bank and consist of a principles accord and a global grant agreement to be used for all post-crisis multi-donor trust funds.

The European Commission, UNDG and the World Bank have signed a joint declaration on post-crisis assessment and recovery planning as a further example of inter-organizational partnership. The European Commission has adopted the Post-Conflict Needs Assessment as the common methodology to be used in partnership with the UNDG and the World Bank.

Trends and Progress

At the country level in post-crisis settings, inter-agency coordination has made significant progress. Integration is a reality in several countries, where UNCTs together with wider UN system actors (the Office for the Coordination of Humanitarian Affairs, the Department of Peacekeeping Operations, the Department of Political Affairs, and the Peacebuilding Support Office) have continued efforts in integrated analysis, assessment, planning, coordination and delivery. At the same time, the security, political, humanitarian and development efforts of the UN system have been taken into account in accordance with the agreed UN integrated approach.

Several countries have established a country-level UN Senior Policy Group, with the participation of all UN senior managers, particularly SRSGs and DSRSG/RC/HCs. This facilitates the crafting of a joint UN vision for the country, a regular dialogue on strategic issues and the oversight of the implementation of joint planning frameworks. Examples include the UN Integrated Management Team in Burundi, the Strategic Policy Group in Liberia, and similar arrangements in Côte d'Ivoire, Sierra Leone and Sudan.

In Liberia, UNDAF Outcome Groups are used as the platform for joint planning and dialogue between the United Nations Mission in Liberia (UNMIL) and the UNCT. At the operational level, UN teams have moved to set up joint field offices where agencies and UNMIL make use of common premises, services, and increasingly coordinate activities. Under the One UN umbrella, the UN entities in Lofa County share facilities and expertise, undertake joint assessments and collaborate in planning, programming, implementing and monitoring projects.

In Sudan, particularly the South, joint offices and structures are used to enhance coordination between UNCT and mission activities, as well as facilitate the transition to recovery activities.

Planning and programmatic frameworks must be responsive to the changing dynamics of crisis or disaster settings. The UN system and its partners have developed a range of tools to respond to the need for joint assessment, analysis and planning that take into account the specific situations in a given country.

Post-conflict needs assessments are multilateral exercises in support of national actors that aim at devising a common strategy for recovery and development in fragile, post-conflict settings. The PCNA includes assessment, prioritization and costing of needs to be addressed during the transition period in the given country.

In 2008, as conflict broke out in Georgia, the European Commission, the UN and the World Bank, undertook a joint assessment exercise on the needs that arose following the conflict — the *Georgia Needs Assessment*.

Joint assessment exercises between the UN and a wider range of partners were also undertaken in 2008: in Haiti, following the damage caused by a series of hurricanes, the *Haiti Post-Disaster Needs Assessment*; and in Myanmar, following Cyclone Nargis, the worst natural disaster in the history of the country, the *Post-Nargis Joint Assessment*.

In a large number of countries where conflict dynamics have improved and there is room for more longer-term planning frameworks, UNCTs have used the CCA/UNDAF process as a platform and planning tool to address development needs in conjunction with critical peacebuilding and conflict prevention priorities. In 2008, planning was under way in Afghanistan, Burundi, Côte d'Ivoire, and Haiti.

In some cases, joint programming between the UNCT and UN peacekeeping or political actors in certain thematic areas such as elections, human rights, security sector reform, disarmament, demobilization and reintegration, and rule of law

has progressed and provided results that highlight complementarities in efforts and employ the comparative advantage of each actor.

Other contexts have required a more flexible, short-term approach to planning, where UN interventions need to respond to regional needs or to a certain type of intervention. In such contexts, UNCTs have come together to develop transitional plans, such as the UN Security and Stabilization Strategy in the eastern part of Democratic Republic of Congo, the Iraq assistance strategy, the UN system recovery response to the Palestinian refugee camp crisis, a Government-UN vision in support of peacebuilding and government priorities in Sierra Leone, and a UN joint response to recovery in Northern Uganda.

Innovations and Good Practices at the Country Level

Côte D'Ivoire

Conflict Analysis in the UNDAF

The aim of the 2009-2013 UNDAF in Côte d'Ivoire is to harmonize the medium-term programming of the United Nations system. Coordinated by the Interagency Programme Committee, the UNDAF was elaborated in parallel with the Poverty Reduction Strategy. The Government, United Nations organizations, including civilian sections of the mission, and humanitarian actors worked in teams to produce the two documents, identifying short- and medium-term priority actions for the transition towards the consolidation of peace and durable development. Taking into account the post-conflict situation in the country, joint analytical work for the preparation of the UNDAF was undertaken on the root causes of the conflict. The joint process greatly facilitated the incorporation of crisis factors into areas of good governance, rural development and security sector reform in the PRS.

Timor-Leste

Implementing integration principles at all levels

The UN coordination structures set up in Timor-Leste ensure that the Resident Coordinator's office is embedded in the UN Integrated Mission in Timor-Leste (UNMIT). This arrangement enables units to focus in parallel on humanitarian, development and transition needs, reflecting the needs of the country. The structure ensures consultation, exchange of information and collaboration between the mission and the UNCT in policy and programme activities. With regard to planning, the 2009-2013 UNDAF is guided by and builds on the programme of the Constitutional Government for 2007-2012, the International Compact for Timor, and the 2007 National Recovery Strategy. The UNDAF fosters coherence and continuity from transition and stabilization — the focus of a peacekeeping mission — into the medium- and longer-term human development focus of UN agencies, funds and programmes. It is the first UNDAF signed by a Special Representative of the Secretary-General, attesting to its status as the key UN framework for development action in the country.

Iraq

New Coordination Structure

The Government co-signed the UN Iraq Assistance Strategy, enabling a more strategic UN engagement inside the country on the use of limited resources. To support the Strategy, the UN presence increased four-fold and the UNCT established the eight Sector Outcome Teams (SOTs), a new development and humanitarian coordination structure. The SOTs are supported by UN senior policy advisors in Baghdad, expanding the UN system's cooperation with the Government, the World Bank, non-governmental organizations (NGOs) and promoting leadership in four key sectoral areas (essential services, protection, governance, economic reform, and diversification). The new coordination structure is more closely aligned to Inter-Agency Standing Committee guidelines and therefore effectively merged reconstruction, development and humanitarian elements into a single planning process, in which NGOs participate. The SOTs are also established to reflect goals of the National Development Strategy (NDS 2007-2010) and the International Compact for Iraq.

LEARN More

On integration <http://www.undg.org/integration>

UN/WB/EC frameworks <http://www.undg.org/wb-ec>





Response to the Global Food Security Crisis

How does this contribute to development effectiveness?

The global food security crisis required UNCTs, international and national actors to develop not only rapid-response designs to assist with food distribution but also bolstered commitments across the board for developing long-term, durable strategies for protecting and securing food stocks. UNCT efforts, in the face of such a major challenge, required even deeper cooperation with national Governments and further strengthening of national capacities for contingency planning. These efforts have demonstrated the ability of UNCTs to respond effectively to emerging priorities while promoting sustainable development.



Key Points

- ⊗ As stated by the Secretary-General's High-level Task Force on the Global Food Security Crisis, "the extraordinary rise of global food prices in early 2008 posed a major threat to global food and nutrition security and caused a host of humanitarian, human rights, socio-economic, environmental, developmental, political and security-related consequences." The UN system, via UNCTs, has advocated for a twin-track approach to the food crisis along the lines of the Comprehensive Framework for Action. The approach integrates nutrition and hunger, social protection, food systems, agriculture, marketing and trade, as well as the right to food as a basis for analysis and action.
- ⊗ In 2008, UNCTs in some 30 hard-hit countries played an indispensable role in building national government capacities to respond to the food crisis, including support for assessing the extent of the crisis at the country level and coordinating effective and durable short- and long-term joint action towards improved development effectiveness.
- ⊗ A key aspect to country-level response has been the close cooperation between national governments and the multi-agency effort often facilitated by UNCTs. Responses to the international food crisis were multi-faceted, ranging from country- and local-level plans to global strategies to improve donor funding (World Bank, regional development banks, IMF) and regional cooperation in hard-hit areas, including high-level UN initiatives.

UNDG Policies

By early 2008, the global nature of the crisis and rapid deterioration of food security spurred international organizations to create a multi-tiered, multi-agency approach. Beginning with the Secretary-General's initiation in April 2008 of the High-Level Task Force (HLTF) on Global Food Security, which consists of 23 UN agencies and international financial institutions, followed by a formulation of the Comprehensive Framework for Action (CFA) and the establishment of a global support structure, national, regional and global actors have employed both short- and long-term measures to support the hardest-hit countries.

The interconnected effects of recent spikes in oil and global food and commodity prices, environmental degradation, increased demand and a switch to bio-fuel agriculture have not only led to mounting hunger, severe malnutrition and potentially disruptive security situations, but also threaten to set back advances made in attaining the MDGs, in particular MDG 1, 4, and 7. Hence, a multi-pronged approach stemming from the CFA, involving the members of the HLTF, in concert with donors (European Union, G8, USA), regional development banks and local efforts by national Governments, has provided food-stressed countries with an increasing range of immediate and continuing policy options.

HLTF member organizations undertook joint assessments in 50 countries and so contributed to the design and implementation of the European Union's €1 billion Food Crisis Facility and other similar initiatives.

The UN system generally and Resident Coordinators in particular have an important role in ensuring synergized engagement in longer-term structural and policy issues that need to be addressed in order to (a) avert another exacerbation of the crisis and (b) meet future food security needs in the face

of increased demand. Resident Coordinators are also well placed to address connections between food insecurity and other global challenges such as the financial crisis and climate change.

Trends and Progress

The global food crisis presented the greatest challenges for low-income, food-deficit countries, severely affecting the world's most vulnerable. However, despite the challenges, nascent trends have become visible at various levels and across those regions most affected by the crisis. UNCTs in some 30 hardest-hit countries reported that they have supported Governments' efforts at the first sign of insecurities in food markets to introduce short-term responses. Specifically, initial reactions took the form of national action plans and inter-agency task forces, often coordinated by Resident Coordinators and UNCT staff. The capacity of national Governments to strengthen sectoral and financial needs and improve resource mobilization was further bolstered by UN agency ability to advocate for increasing emergency funding from major donors. Despite these efforts, many countries in the three regions most affected, Africa, Asia and Latin America, remain in critical need of emergency funding.

There has been significant assistance from regional development institutions (ADB, AfDB, and IADB) in the mid-term response period. For example, AfDB has been instrumental in assisting the hardest-hit African states with greater food outputs and restructuring its aid in agricultural technology (fertilizers, seed, equipment), while ADB played a key advisory role in Asian countries' efforts at tackling the food crisis. Furthermore, maintenance of initial efforts in the form of regional and international donor meetings, better distribution of aid to more affected regions and public awareness and media outreach represent other important initiatives during 2008.



Innovations and Good Practices at the Country Level

Burkina Faso Assessing short- and long-term impacts

As one of the most affected countries, Burkina Faso has demonstrated a spirited, broad response to food security. The Under-Secretary-General of OCHA and the former UNDG Chair introduced the Food Security Working Group (FSWG) to assess the short- and long-term impacts. Together with the Government, FSWG conducted field assessments on rising urban hunger due to falls in purchasing power and spikes in pricing. In addition to technical and financial support, including support for school

feeding programmes, resources from the AfDB, UNICEF, WFP, the World Bank, and the Government of France are targeting support to the most vulnerable groups in Ouagadougou. The FSWG is now focused on scaling up long-term activities, such as modernizing agricultural output, reducing malnutrition, increasing social protection and reducing chronic poverty.

Guinea Mobilizing resources

The UN Humanitarian Coordinator chaired the Inter-Agency Steering Committee for donor representatives and NGOs while FAO and WFP produced needs assessments and offered short- to medium term assistance with mobilized resources of \$29 million.

Honduras

Undertaking impact assessments

The UNCT has undertaken an assessment of the impact of rising food prices and outlined interventions to address it. Using this analysis, the UNCT has dialogued with the Government and the Social Cabinet on recommendations and approaches for stemming the effects of the Food Crisis. Special concern is being given to the hard-hit Southern Zone.

Haiti

Aiding vulnerable groups

Increases in food prices have had a tremendous effect on Haiti. UN agencies mobilized over \$55 million for direct aid to vulnerable groups and for support for governmental efforts. Technical assistance, data collection and analysis were provided to the National Coordination for Food Security.

Nepal

Strengthening inter-agency response

A combination of efforts beginning with the Government and World Bank Contingency Plan and critical support from the UNCT, in particular from ADB, FAO, and WFP, helped to establish a first-response regime to the most affected areas. This effort was reinforced by the introduction of mid- and long-term structures. Here, government and WFP field capacity collected information on pricing and household food security. The UNCT created the Special High Food Price Task Force, co-chaired by FAO and WFP and including ADB, IFAD, UNICEF, the World Bank and the RC/HC to strengthen the inter-agency response. The ultimate goal of the UNCT is to complement its efforts with those of the Government.

LEARN More

The Secretary-General's High Level Task Force on the Global Food Security Crisis
www.un.org/issues/food/taskforce/background.shtml

Global Food Security Crisis <http://www.un-foodsecurity.org>

United Nations Food and Agriculture Organization www.fao.org

High-Level Meeting on Africa's Development Needs
<http://www.un.org/ga/president/62/ThematicDebates/adnhlm.shtml>

United Nations Private Sector Forum: The Millennium Development Goals and Food Sustainability
http://www.unglobalcompact.org/NewsAndEvents/event_archives/2008_UN_Private_Sector_Forum/index.html





Disaster Risk Reduction in a Changing Climate

How does this contribute to development effectiveness?

Disaster impacts have persistent, long-term negative effects on poverty and human development that undermine the achievement of the MDGs. While development has the potential to significantly reduce disaster risk, inappropriate development choices can also exacerbate vulnerabilities and aggravate the negative effects of disasters. Disaster risk reduction aims at addressing the underlying risk factors in order to reduce avoidable loss of life, property and livelihoods. Reducing vulnerabilities, mitigating disaster impacts and improving UNCT responses to future disasters correlate strongly with fostering the MDGs and safeguarding development gains.



Key Points

- ⊗ Investing in disaster risk reduction is a cost-effective means to protect development, reduce poverty and adapt to climate change. In 2008, developing countries faced some of the deadliest and costliest disasters on record. While hazards are largely unavoidable, especially with the growing threat of climate change, countries that face similar patterns of hazards often experience widely differing impacts depending in large part on the kind of development choices they have made.
- ⊗ Countries that develop policy, legislative and institutional frameworks for disaster risk reduction and are able to track progress have greater capacity to manage risks across all sectors of society. UNCTs support national efforts in this regard and in addressing underlying risk factors by reducing human and social vulnerabilities.
- ⊗ The undg has put in place mechanisms to improve system-wide coherence and coordination towards disaster risk reduction.

UNDG Initiatives

The main international framework guiding work and measuring progress on disaster risk reduction is the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA). The HFA specifically calls for international organizations and UNCTs to integrate disaster risk reduction considerations into development assistance frameworks, such as Common Country Assessments, United Nations Development Assistance Frameworks and Poverty Reduction Strategies. To this end, the UNDG and the International Strategy for Disaster Reduction (ISDR) team jointly developed a guidance note for UNCTs that identifies critical steps for integrating disaster risk reduction into the analytical and strategic planning process. The roll-out of the guidance note will be facilitated by an inter-agency roster of experts that will provide on- and off-site support to UNCTs starting in 2009.

Trends and Progress

The trend over the last three decades shows a sharp increase in the number and frequency of disasters as well as a dramatic rise in the number of affected populations. In 2008, for example, 236,000 people lost their lives in over 300 disasters – earthquakes, floods, storms, landslides and other destructive events. More than 200 million people were directly affected and damages exceeded \$180 billion. The death toll in 2008 was three times more than the annual average for 2000-2007 and was mainly caused by two major events: Cyclone Nargis, which killed over 130,000 people in Myanmar, and the Sichuan earthquake in China, which caused the deaths of almost 90,000 people.

UNCTs have recently made some encouraging progress in making disaster risk reduction a priority. A review of 67 UNDAFs from Asia, for example, showed that 65 per cent of these included disaster risk in one of their outcomes or outputs and 15 per cent recognized the close relationship between poverty reduction and disaster risk reduction. However, the current rate of progress towards integrating disaster risk reduction into development programmes is inadequate for the substantial reduction of disaster losses called for in the Hyogo Framework for Action and achievement by 2015 of the MDGs.



Strengthening Capacity

Governments at both the national and local levels are facing a great challenge in setting up institutions to coordinate disaster risk reduction programming and to respond effectively to disasters when they occur. The UN realizes that, as with all development areas, national authorities and local communities must be at the centre of efforts to reduce disaster risk and lead relief efforts to respond to the impact of disasters. The overall trend is to strengthen national capacity to reduce disaster risk by further mainstreaming disaster risk reduction into government policies and programmes. UNCTs in many disaster-prone countries, including Bangladesh, Malawi and Tajikistan, have played a pivotal role in supporting the development of national disaster-management strategies and plans and in helping to establish or strengthen the capacity of government agencies responsible for coordinating risk reduction and humanitarian assistance among the various stakeholders.

The Hyogo Framework for Action 2005-2015

Five Priorities for Action:

- Ensure that disaster risk reduction is a national and local priority with a strong institutional basis for implementation;
- Identify, assess and monitor disaster risks and enhance early warning;
- Use knowledge, innovation and education to build a culture of safety and resilience at all levels;
- Reduce the underlying risk factors;
- Strengthen disaster preparedness for effective response at all levels.



The UN development system also supported the capacity of Governments to prevent or reduce the impact of future disasters by introducing new tools and conducting comprehensive training. In the Lao People's Democratic Republic, it was considered important to create a rapid needs assessment tool to strengthen national capacity in data collection since originally there had been a lack of readily available secondary data. This new tool not only helped develop local capacities for undertaking a rapid assessment in the aftermath of the Mekong Flood in August 2008, but is now an institutionalized tool that can be used again in future disasters.

UNDG Guidance Note on Integrating Disaster Risk Reduction into the CCA and UNDAF (2009)

Critical steps for integrating disaster risk reduction:

- Analyse disaster risk, including the root causes and likely impact;
- Understand how disaster risk interacts with development;
- Examine national capacities and risk reduction options;
- Identify priorities for intervention;
- Agree on most appropriate areas for UNCT support;
- Make disaster risk reduction an integral part of the UNDAF monitoring and evaluation process.



Strengthening Partnerships

In 2008, UNCTs had greater engagement and coordination with international partners. UN agencies built effective coalitions and combined resources in order to have a greater impact in reducing the effects of disasters. UNCTs in China, Malawi, and Myanmar placed a powerful focus on relationship-building with the Government, regional partners and international organizations. In Malawi, for instance, the UN Disaster Management Team partnered with the Malawi Red Cross Society and the International Federation of Red Cross and Red Crescent Societies to develop a flood contingency plan to respond to the major floods, which displaced over 220,000 people.

Strengthening Inter-agency Coordination

The UN has improved its coordination mechanisms to better support national capacity to respond effectively to disasters. Close programmatic links between the UN development system and national authorities on the basis of the UNDAF constitute a key element for reducing disaster risk as well as facilitating a rapid and effective emergency response when it is required. Most UNCTs have activated the cluster coordination mechanism to facilitate interagency coordination and joint planning in key sectors. In other cases, thematic clusters are in place for key sectors and cross-cutting issues, such as health, education and gender. Forty-five UNCTs have established a disaster management team (DMT), which works with the Resident Coordinator on the humanitarian response, the early recovery process and preparations for longer-term reconstruction. In many Latin American countries, the UNDMT works with a local emergency response team to ensure a well-coordinated, cohesive UN response for each thematic sector.

Emergency contingency plans helped to ensure that UN staff members are fully familiar with inter-agency responses to disasters. UNCTs update their plans and train UN staff in the evaluation of devastation and data analysis, the administrative foundation of risk management and humanitarian coordination. Moreover, most UNCTs have organized inter-agency humanitarian forums for coordination. In some countries, such as Guinea-Bissau, Nicaragua, and Niger, these forums have led to the establishment of humanitarian networks, which not only facilitate sectoral coordination but can also serve as platforms for coordination between the UN system and civil society and local communities.

Innovations and Good Practices at the Country Level

Pakistan

Joint Programme on disaster risk management

Pakistan has been affected by a variety of recurrent disasters — earthquakes, floods, droughts and cyclones — that have added to the already significant development challenges facing the country. While Pakistan's management of the 2005 earthquake relief efforts is considered a best practice, the disaster highlighted the need for a national risk management and mitigation strategy. As a central pillar of the One UN Programme, the UNCT set up a joint programme to assist the Government in developing national capacities and systems for disaster risk management on a sustainable basis at federal and provincial levels. The joint programme seeks to minimize losses from natural hazards and enhance coping capacities in high-risk communities by taking a three-pronged approach: first, institutional capacities at federal, provincial and local levels are strengthened to prioritize disaster risk management in the policy-making, planning and development process. Second, the joint programme seeks to enhance the understanding and

knowledge/information-management systems of major hazards, vulnerabilities and associated risks. Finally, the joint programme will develop guidelines, tools and mechanisms for community-based disaster risk management and provide feedback to the national policy-making process.

China Post-earthquake relief and reconstruction

In light of the magnitude of the Sichuan earthquake of 2008, the Government and the UNCT focused their efforts on the humanitarian response and long-term recovery. In the initial relief phase, the UN delivered emergency material assistance of over \$8 million through the Central Emergency Response Fund. Subsequently, the UN China Appeal for Early Recovery Support was launched and attracted over \$18 million in contributions from the international community for programmes involving 13 UNCT members as well as non-resident agencies. As attention turned to reconstruction, the UN and the Government jointly organized an international workshop on post-disaster reconstruction practices. The event brought 22 leading experts and practitioners from six countries to Beijing to advise the Government on best practices for building back better. As a result of this collaboration, China's reconstruction exercise, which is now under way using primarily China's own resources, has benefited from many of the vital lessons learned elsewhere.

Cuba Post-hurricanes plan of action

The UNCT carried out important interagency initiatives, proactively responding to the destruction caused by three major hurricanes and two tropical storms in 2008. After offering its support to the Government to promote recovery and reconstruction, the UNCT prepared and presented a 2008 Post-Hurricanes Plan of Action to the international community in Havana and Geneva. Some UN system humanitarian mechanisms offered via OCHA were used for the first time in Cuba in order to mobilize financial resources to respond to disasters. Major lessons learned can be taken from the Cuban context: (a) the UN system acting as one interlocutor in the midst of a serious crisis proved more efficient when dialoguing and communicating with the Government; (b) joint UNCT visits to affected areas increased donor attention to hurricane impacts; (c) recognition of the value added of UN coordination and interagency work by the Government resulted; and (d) proactively offering UN support to national authorities was more effective than waiting for a declaration of need.

Myanmar Post-Nargis recovery and preparedness plan

On 2 and 3 May 2008, Cyclone Nargis struck the delta coastal area of Myanmar before moving inland across the Ayeyarwady and southern Yangon Divisions. On 31 May 2008, the Tripartite Core Group (consisting of the Government, ASEAN and the United Nations) commissioned a comprehensive assessment of the damage caused by the cyclone. The Post-Nargis Joint Assessment was based on

extensive field work and identified not only the damage caused by the cyclone, but also immediate needs, which then guided humanitarian and early recovery responses in the following months. This was followed by the Post-Nargis Recovery and Preparedness Plan that outlines a three-year strategy (2009-2011) for promoting durable recovery in the affected areas, and sets out a framework for assistance by the international community while implementing measures to mitigate against future disasters.

Nepal Multi-stakeholder road map for disaster risk reduction

Nepal is one of the countries where the Resident Coordinator has undertaken a catalytic role in bringing key players together with government agencies around strategic and programmatic priorities. In this highly disaster-prone country,

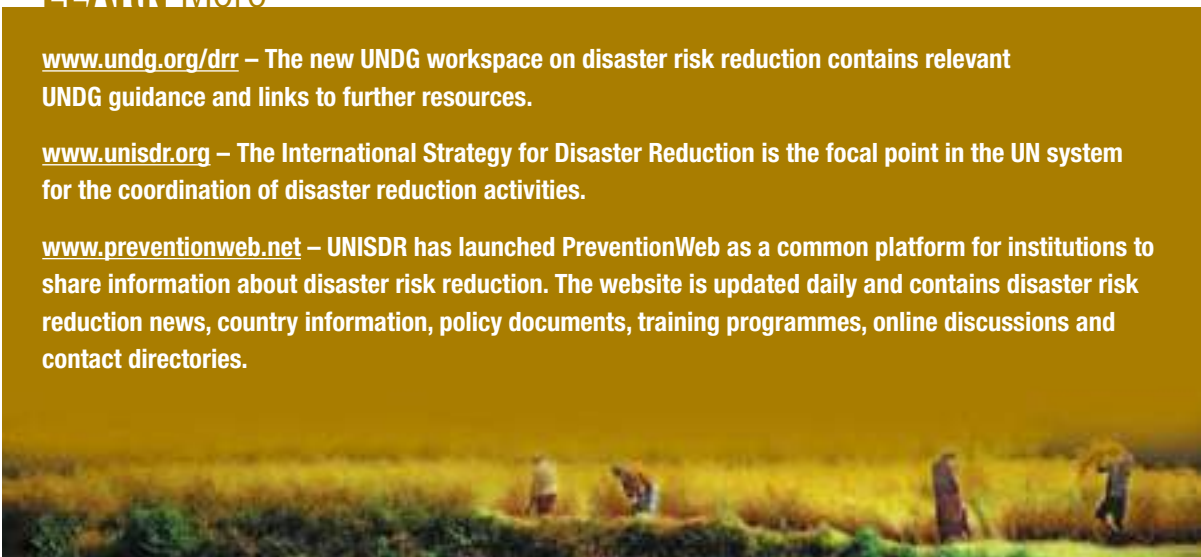
the pooling of efforts to address high-risk sectors and reduce disaster risks is key to a successful response. Towards this end, a consortium has been formed that comprises the ADB, the International Federation of Red Cross and Red Crescent Societies, OCHA, UNDP, and the World Bank/Global Facility for Disaster Reduction and Recovery, with UNISDR in a convening role, aimed at developing and implementing a mid- to long-term disaster risk reduction road map for Nepal. This multi-stakeholder participatory process has brought together the UNISDR system partners at the country level, using the leverage of the multisector and multi-stakeholder commitment to reduce the losses due to natural hazards. The consortium members and the Government have identified five flagship programmes for accelerating disaster risk reduction in Nepal. These five flagship programmes address the most critical needs for risk mitigation, community preparedness and emergency response.

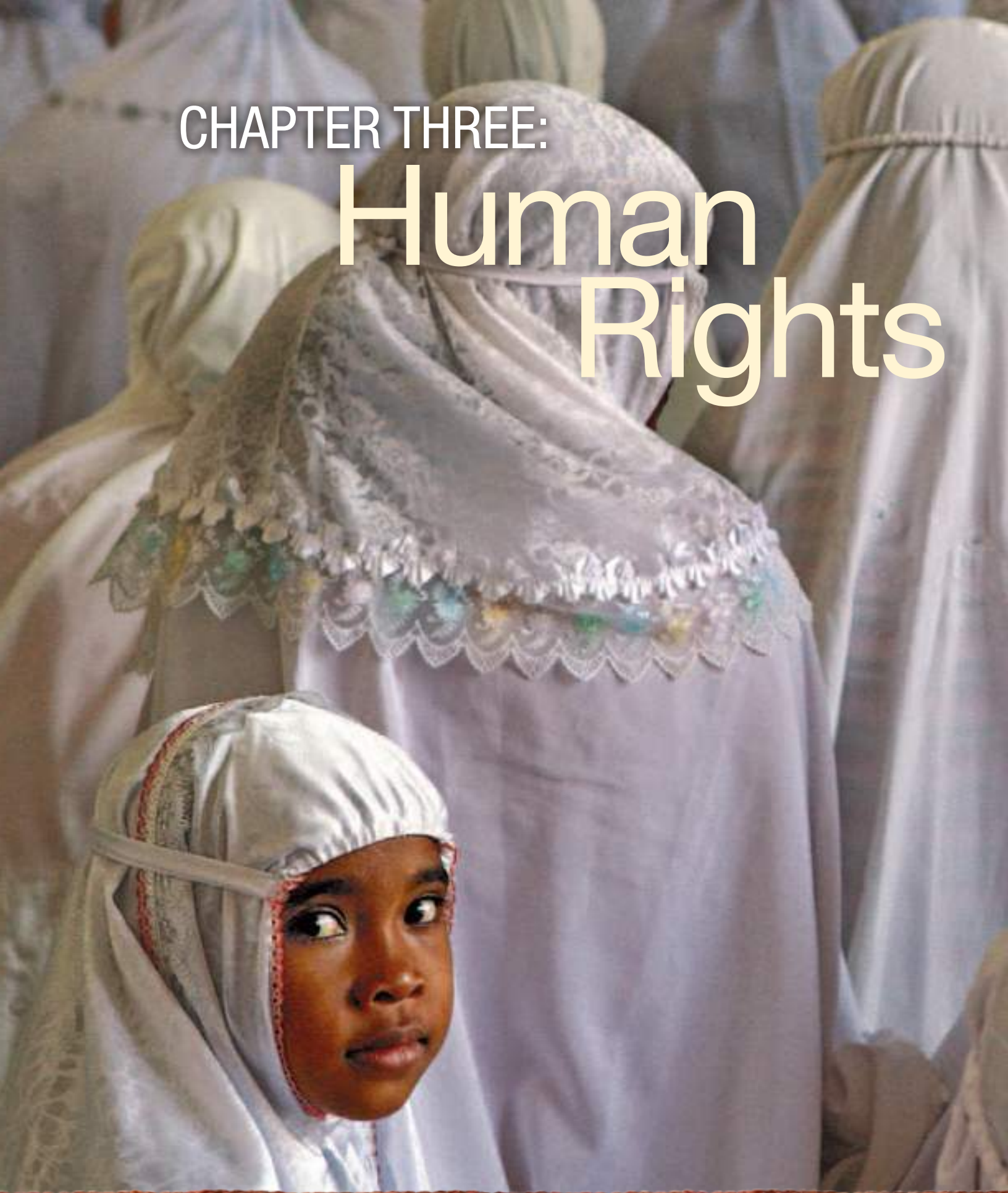
LEARN More

www.undg.org/drr – The new UNDG workspace on disaster risk reduction contains relevant UNDG guidance and links to further resources.

www.unisdr.org – The International Strategy for Disaster Reduction is the focal point in the UN system for the coordination of disaster reduction activities.

www.preventionweb.net – UNISDR has launched PreventionWeb as a common platform for institutions to share information about disaster risk reduction. The website is updated daily and contains disaster risk reduction news, country information, policy documents, training programmes, online discussions and contact directories.





CHAPTER THREE:

Human Rights

and Gender Equality



Human Rights Mainstreaming

How does this contribute to development effectiveness?

Mainstreaming human rights in development programmes contributes to better and more sustainable development outcomes by helping stakeholders to focus on reducing disparities and enhancing equality and non-discrimination factors, which often underlie development problems. It helps to direct UN capacity-development efforts to better respond to supporting Governments in meeting the obligations under international treaties they voluntarily ratified and accepted, putting people at the centre of the national development debate.



Key Points

- ⊗ More UNCTs are working with the national partners in supporting capacity development efforts aimed at strengthening national protection systems, including improving national laws, reporting to UN treaty bodies, and developing and implementing national programmes aimed at protecting the most vulnerable groups.
- ⊗ An increasing number of UNCTs are using applicable human rights standards and mechanisms as a valuable analytical tool in programming.

UNDG Initiatives

Since the 2007 CCA/UNDAF Guidelines, the human rights-based approach has been recognized as one of the key programming principles in the preparation of Common Country Assessments and UNDAFs. The updated 2009 CCA/UNDAF Guidelines provide greater clarity on the application of the five interrelated key programming principles: (capacity development, environmental sustainability, gender equality, HRBA and results-based management) as well as other cross-cutting issues.

As a prelude to the 60th anniversary of the Universal Declaration of Human Rights the UNDG Chair and the UN High Commissioner for Human Rights in September 2008 issued an important communication to all Resident Coordinators outlining the parameters of the leadership role they have in the field of human rights mainstreaming. It reaffirmed that human rights are one of the three pillars of UN work, fundamentally linked with development, peace and security, and it helped to strengthen internal coherence in the UN system in responding to the requests of Governments in the area of human rights and development. Hence, Resident Coordinators will continue to coordinate the work of UNCTs in mainstreaming human rights in operational activities and will promote international human rights standards and principles in dialogue with national partners. They will not undertake human rights monitoring, investigations or casework. Resident Coordinators will also act as interlocutors for the UN High Commissioner for Human Rights with national authorities, where requested.

The Action 2 Global Programme, which supported more than 60 UNCTs in their efforts to mainstream human rights and to support national capacity-building efforts, concluded in 2008. Follow-up is expected in 2009 to build on achievements and lessons learned from Action 2, with a view to further strengthening inter-agency collaboration to support Resident Coordinators and UNCTs.

Trends and Progress

As part of the 2005 World Summit Outcome, Member States resolved to further strengthen the UN human rights machinery and to integrate the promotion and protection of human rights into national policies. The World Summit Outcome also reaffirmed the interlinkages among human rights, development and peace and security, which was also recognized by the General Assembly in its resolution 62/208 on the triennial comprehensive policy review.

Reflecting such political commitments by Member States, the 2008 Resident Coordinator Annual Reports indicate that UNCTs are increasingly working with national partners to integrate human rights into operational activities for development in support of national priorities.

Sensitization and Awareness-Raising

The 60th anniversary of the Universal Declaration of Human Rights offered a large number of UNCTs and their national partners an excellent opportunity to raise awareness and to celebrate achievements. Many UNCTs also began to familiarize themselves with key human rights concepts in their programming context while others held more advanced training and capacity-building activities, benefiting from the UN common learning package on HRBA developed under the Action 2 Global Programme. Several UNCTs, including those in Angola, Botswana,



Côte d'Ivoire, Ghana, Lao People's Democratic Republic, Madagascar and Turkmenistan conducted staff training on the human rights-based approach to programming. A number of UNCTs, for example, those in the Central African Republic, Indonesia, Senegal, Tajikistan, Ukraine, and Zambia, also provided training to government officials, civil society organizations and other stakeholders such as military and police forces.

Building National Capacity: focus on the most vulnerable

Taking equality and non-discrimination as one of the key human rights principles, several UNCTs focused their activities on vulnerable excluded groups, and supported Governments with the adoption and implementation of national laws, national advocacy efforts and the implementation of specific projects targeted to address the needs of vulnerable groups. For example, in Serbia the UNCT supported

the efforts of the Roma Rights Working Group on the development of a Roma Rights Report while the UNCT in Kyrgyzstan aimed to increase community empowerment that would allow the poor to actively participate in social and economic development. In many countries, Haiti for example, UNCTs reached out to people living with HIV/AIDS in order to protect their rights. The UNCT in Colombia supported the development of a 'statute of victims', which aims to promote access to justice and remedies for victims of human rights violations.

Strengthening National Protection Systems

In a number of countries, such as Cambodia and Tajikistan, the UNCT supported the establishment or strengthening of national human rights institutions. The UNCT in Cambodia developed and presented a common viewpoint on evictions and forced resettlement and advised the Government on draft legislation on peaceful assembly and on planned national human rights institutions. In several countries, such as Lao People's Democratic Republic and Papua New Guinea, UNCTs advocated the ratification of human rights treaties, whereas other UNCTs, in Ukraine, for example, offered their support to Governments to fulfil their treaty-reporting obligations under the treaties they have ratified.

Innovations and Good Practices at the Country Level

🌿 Côte d'Ivoire

The UNCT provided support for promoting international human rights norms and for the effective functioning of the new National Committee on Human Rights, which helped to address the issue of impunity in the country.

Maldives

The UNCT co-organized with Handicap International a public campaign on human rights and disabilities, which helped all UN agencies to integrate human rights into their country programmes and provided assistance to the National Commission on Human Rights.

Peru

The pilot project on HIV/AIDS Stigma and Discrimination was a joint initiative by UNDP, UNFPA, and UNAIDS (with financial support from Action 2), which dealt with the stigma and discrimination experienced by people living with HIV/AIDS. The foundations for permanent work with the Office of the Ombudsman have been set to promote and protect the rights of people living with HIV and of the most vulnerable population groups in terms of exposure to the epidemic.

Ukraine

A joint project with the Office of the Ombudsman launched a database on recommendations of UN human rights treaty bodies vis-à-vis Ukraine. A special report on the status of implementation of the international standards of human rights and freedoms

in Ukraine was also prepared and published. Joint advocacy activities were undertaken with the UN and national partners to encourage the Government to sign, ratify or accede to the remaining non-ratified human rights-related international treaties. In addition, the UNCT undertook capacity-building initiatives by training government authorities on human rights, juvenile justice, protection of rights of people living with HIV/AIDS, and rights of people with disabilities.

Zambia

The UNCT focused on building institutional capacity for strengthening the Government's compliance with human rights instruments. Progress in this area included conducting sensitization and awareness campaigns on the Universal Declaration of Human Rights (UDHR), training government officials, civil society and UN agencies and the production of the annual progress report. In support of Zambia's constitution, the UN supported the National Constitution Conference (NCC) with the sole aim of ensuring citizen participation. Citizens participated by suggesting through their representatives at the NCC or through e-discussion forums through the NCC website that was created by the UN. A media strategy for the NCC was also developed.

LEARN More

Human Rights-Based Approach to Development Programming <http://www.undg.org/hrba>

Action 2 <http://www.undg.org/index.cfm?P=74>

HURITALK <http://www.hurilink.org/>

Office of the High Commissioner for Human Rights (OHCHR) <http://www.ohchr.org>





Gender Equality

How does this contribute to development effectiveness?

The promotion of gender equality is both a means for development and an end to ensuring the equal human rights of women and men. Achievement of the MDGs also depends increasingly on women benefiting from development investments in education and health, being able to engage in the market on an equal basis with men, and being able to participate in public decision-making at all levels. In addition, there is solid evidence that progress in gender equality for one goal often contributes simultaneously towards progress in a number of other development goals. For example, gender equality in education also makes significant contributions to a nation's economic growth and poverty reduction as well as to reduced malnutrition and child mortality; it also increases women's ability to make choices about their fertility.



Key Points

- ⊗ During 2008, an increasing number of UNCTs supported national partners to promote gender equality and women's empowerment. Efforts to build internal capacities of the UNCTs, the establishment of gender theme groups and the formulation of joint initiatives on gender equality are some of the measures that have been instrumental in harnessing the collective support of the UN development system towards advancing gender goals at the national level.
- ⊗ The UN development system is stepping up its efforts to end violence against women through an increasing number of initiatives that go beyond awareness-raising to significant programming interventions. This evidence, along with the Secretary-General's global campaign UNiTE to End Violence against Women, makes it clear that tackling violations of women's human rights has become a leading area of focus for the entire UN system.

UNDG Initiatives

In 2008, the UNDG approved a set of performance indicators on gender equality, developed by the UNDG Task Team on Gender Equality for use by UNCTs. In the first phase, 2008 and 2009 UNDAF roll-out countries were asked to establish a baseline using the indicators to measure changes over the period of the UNDAF. According to the 2008 Resident Coordinator annual reports, 10 countries are currently using the indicators. In addition, the UNDG Task Team on Gender Equality reports that many more UNCTs have inquired about implementing them in 2009. The set of performance indicators is proving to be an effective tool for self-evaluation of UNCT performance on gender equality, as in Bhutan, where the scorecard assessment conducted in December 2008 indicated that while the UNCT has performed well in planning, programming, quality control, and accountability for gender mainstreaming, it found room for further improvement in the areas of capacity development, monitoring and evaluation, and budgeting.

The 2008 update of CCA/UNDAF guidelines incorporates strengthened reference to gender equality as a key principle for common country programming, including a reference to the UNCT performance indicators as a key tool for UNCT accountability for gender equality. Challenges remain, however. There is no system-wide approach for tracking the extent of UNCT support to the achievement of national priorities on gender equality, particularly the tracking of allocation of resources for this purpose.

Trends and Progress

For the past five years, the UNDG Task Team on Gender Equality has conducted a review of Resident Coordinator annual reports and they continue to show an overall positive trend towards stronger UNCT support for gender equality. The Task Team has tracked results since 2004, in line with the 2007

TCPR, which issued a call for the UN development system to mainstream a gender perspective in their programmes and planning in accordance with national development strategies; to further improve institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks; and to ensure that the Resident Coordinator annual reports include adequate and concise information on progress in this area.

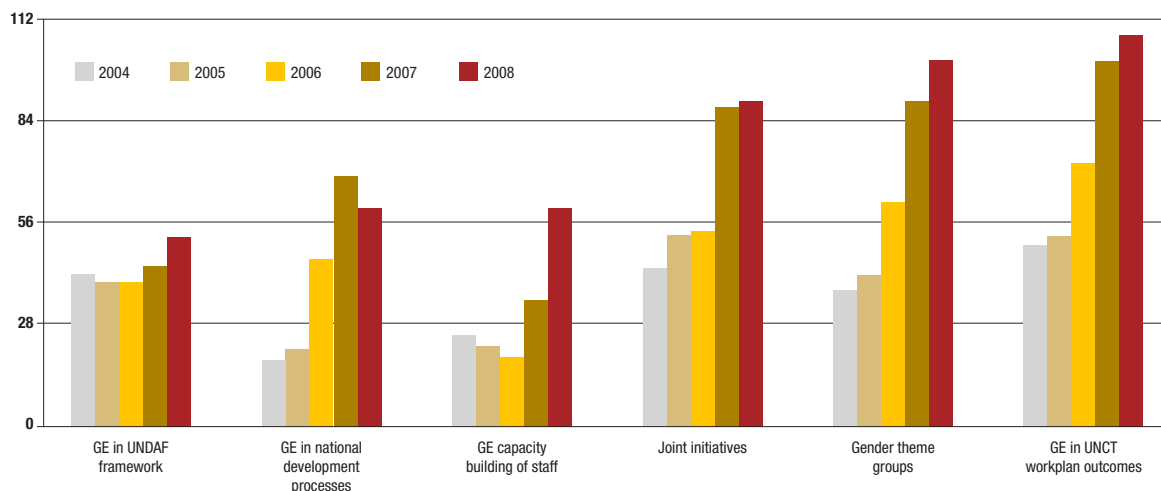
Results for 2008 are based on analysis of information from 134 reports. In 14 cases, since final reports were not available, information from draft reports was analysed. The first set of categories track support to gender equality and women's empowerment through UN and government processes and coordination mechanisms (figure 1), followed by analysis of specific areas of joint programmatic activity (figure 2). It should be noted that the information reported here is not an indication of the performance of UNCTs. It is, rather, a reflection of what Resident Coordinators are reporting. Reporting has also been enhanced by recent changes in guidelines that called for more substantive reporting in specific areas, including on activities of gender theme groups.



Key areas of progress

- The number of UNDAFs that contained references to gender equality and/or women’s empowerment in at least one outcome statement shows an increase to 51 in 2008, up from 43 in 2007, 39 in 2006 and 2005 and 41 in 2004. One hundred and seven UNCTs reflected gender equality or women’s empowerment as a key element in their work plans, as compared to 100 in 2007, 72 in 2006, 52 in 2005 and 49 in 2004;¹
- Eighty-nine UNCTs reported on joint initiatives on gender equality, a slight increase from 87 in 2007, 53 in 2006, 52 in 2005 and 43 in 2004;
- The number of Gender Theme Groups (GTGs) increased to 100 in 2008, compared to 89 in 2007, 61 in 2006, 41 in 2005 and 37 in 2004. Approximately 10 per cent of these are mixed thematic groups that combine other issues, such as gender and human rights or gender and education;
- The number of internal capacity-building initiatives for UNCTs increased to 59 in 2008, compared to 34 in 2007, 18 in 2006, 21 in 2005, and 24 in 2004. As these initiatives are mainly instituted by gender theme groups, there appears to be a strong correlation between increases in the number of GTGs and increases in UNCT capacity-building.

Figure 1: UNCT reporting on gender equality initiatives (number of countries)



Notes: Results for 2008 are based on analysis of information from 134 RC annual reports. In case of unavailability of final report, for a number of countries, information from draft reports has been used. These countries include Albania, Algeria, Azerbaijan, Barbados, Chad, Malawi, Mali, Pakistan, Poland, Sierra Leone, Sudan, Uganda, Viet Nam and Zambia.

Source: Resident Coordinator Annual Reports, UNGD website

¹ Joint initiatives refer to those in which three or more agencies participate. They can range from joint training sessions and components of existing programmes to officially designated joint programmes.

A number of actions taken in 2008 have put in place mechanisms or processes that are intended to improve system-wide coordination and interventions on gender equality and to enhance accountability for results both at headquarters and at the country level. An example that has been fostering increased communications and coordination at the sub-regional level comes from the Venezuela UNCT report on its participation in the Third Annual Meeting on Gender in the Andean Region. This meeting brought together four Resident Coordinators and gender focal points from seven organizations.

At the country level, Albania, Morocco, and Nepal have joined a two-year long “Action Learning” initiative launched by the UNDG Task Team on Gender Equality to improve country-level support for gender equality through holistic joint programming.

Albania, along with the other Delivering as One pilot UNCTs, participated in a Retreat on Delivering as One on Gender Equality organized by the UNDG Task Team on Gender Equality² and the Resident Coordinator of Viet Nam. The participants identified many examples of innovations and stronger approaches to coordination on gender equality along with systemic obstacles across the pilots and recommended follow-up actions. The UNDG endorsed a set of recommendations that emerged from the meeting, including: ensure gender disaggregation of budgets; build stronger accountability mechanisms for gender equality; and include specific indicators and benchmarks for assessing UNCT performance on gender equality in the mid-term assessment and the evaluation of the Delivering as One pilots.

Areas of Support

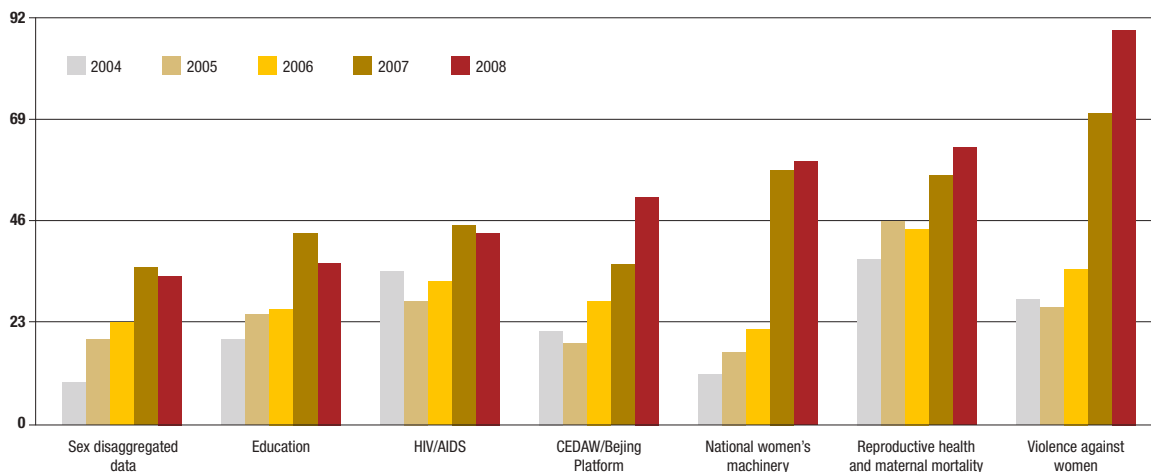
The areas of joint initiatives for gender equality that UNCTs most frequently report and that have been tracked since 2004 are:

- Ending violence against women (89 in 2008, compared to 70 examples in 2007, 35 examples in 2006, 26 in 2005, and 28 in 2004);
- Assistance in implementing and/or reporting on the Beijing Platform of Action and/or CEDAW (51 in 2008, compared to 36 examples in 2007, 28 in 2006, 18 in 2005, and 21 in 2004);
- Strengthening reproductive health and reducing maternal mortality (62 in 2008, compared to 56 examples in 2007, 44 in 2006, 46 in 2005, and 37 in 2004);
- Capacity development support for National Women’s Machineries (59 in 2008, compared to 57 examples in 2007, 21 in 2006, 16 in 2005, and 11 in 2004);
- Supporting women’s empowerment in HIV/AIDS programmes (43 in 2008, compared to 45 examples in 2007, 32 in 2006, 28 in 2005, and 34 in 2004);
- Supporting girls’ enrolment in primary school as well as building national capacity in education resources, particularly primary education e.g., promoting the Education for All initiative (36 in 2008, compared to 43 examples in 2007, 26 in 2006, 24 in 2005 and 19 in 2004);³
- Strengthening collection of sex disaggregated data (33 in 2008, compared to 35 in 2007, 23 in 2006, 19 in 2005 and 9 in 2004).

² The retreat brought together UN gender specialists and theme group members from seven of the eight pilots, representatives from self-starter Delivering as One UN initiatives in Papua New Guinea and Zimbabwe, gender specialists from regional offices in Asia and the Pacific (ILO, UNAIDS, UNFPA, UNIFEM, and WHO) and from Headquarters (ILO, IOM, UNESCO, UNICEF, UNIFEM, UNODC and UNV).

³ The slight reduction since 2007 in support for girls’ enrolment and for addressing the gender dimensions of HIV/AIDS may be explained in part by the use of draft reports for this exercise in which information was incomplete.

Figure 2: UNCT initiatives on gender equality by area of support (number of countries)



Notes: Gender theme groups (GTGs) include specific GTGs as well as multi-theme groups that include gender as a theme such as Gender and Human Rights Groups. Results for 2008 are based on analysis of information from 134 RC annual reports. In case of unavailability of final report, for a number of countries, information from draft reports has been used. These countries include Albania, Algeria, Azerbaijan, Barbados, Chad, Malawi, Mali, Pakistan, Poland, Sierra Leone, Sudan, Uganda, Viet Nam and Zambia.

Source: Resident Coordinator Annual Reports, UNDG website

The most significant area of increased support to gender equality is in the area of ending violence against women, having more than tripled since 2004. In addition, the support is deepening, with approximately 90 per cent of the 89 initiatives amounting to significant programming, showing a move away from mere awareness-raising. This evidence, along with the Secretary-General's global campaign UNiTE to End Violence against Women, and increased donor support for actions to eliminate violence against women, makes it clear that tackling violations of women's human rights has become a leading area of focus for the entire UN system. Support for implementing or reporting on the Beijing Platform for Action and/or CEDAW has also increased, with over 90 per cent of these initiatives relating to assisting countries to report more accurately on CEDAW and/or to implement the CEDAW Committee's concluding recommendations. UNCT

engagement with the CEDAW process is improving the knowledge of the UNCT and its national counterparts about the opportunities and obstacles to achieving gender equality, which is in turn being applied to country programming. The slight increase since 2007 to supporting national women's machinery can be attributed in part to the increase in UNCT engagement with CEDAW reporting, as in Kyrgyzstan, where the gender theme group organized a series of discussions between the national women's machinery and women's groups on the ways of addressing the concerns expressed by the CEDAW Committee, which are expected to be included in the National Plan for Implementation of the CEDAW Concluding Recommendations. UNCTs are also supporting capacity development within National Women's Machineries to influence or implement national gender equality laws and policies and to institute gender-responsive budgeting across ministries.

Innovations and Good Practices at the Country Level

🌿 Democratic Republic of the Congo

Addressing sexual violence

In 2008, the UNCT led a joint programme on sexual and gender-based violence implemented by UNFPA in North and South Kivu that provided care for 3,139 victims of sexual violence, of which 323 have received post exposure prophylaxis kits, along with treatment to repair the fistula. The team also is supporting 22 health zones in order to increase the utilization of high-quality reproductive health services and HIV/AIDS prevention services, especially by young people, women and populations affected by the conflict.

In order to deepen UN support, additional positive steps have been taken to improve coordination and impact, including through the deployment of a Senior Adviser/Coordinator on Sexual Violence, financed by UN Action Against Sexual Violence in Conflict, a network of 12 UN entities, on behalf of the UN system. In response to Security Council resolution 1794, the efforts of the Senior Adviser/Coordinator have resulted in the elaboration of a Comprehensive Strategy to Combat Sexual Violence in the country. The Comprehensive Strategy has four interrelated pillars: combating impunity; prevention and protection; security-sector reform; and multisectoral response for survivors of sexual violence. This strategy was endorsed by the Government on 1 April 2009, following an extensive process of consultation with the UN Mission (MONUC), the UNCT, the Government and civil society partners. This sets a historic precedent, being the first time a



common framework and platform for action for all those involved in combating sexual violence has been developed, bridging security, humanitarian and development actors. Its four strategic components with designated leads hold great potential for a holistic response in a country where over 200,000 rapes are estimated to have occurred in 12 years of conflict.

India

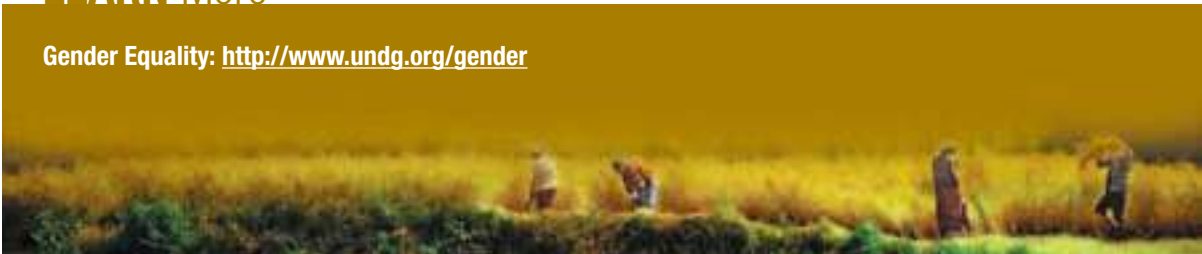
Addressing the gender dimensions of HIV/AIDS

In 2008, the UNCT supported increased action to address the gender dimensions of HIV/AIDS through: the development of policy recommendations; greater involvement of the Positive Women's Network of India to secure government commitment to enhance services for HIV-positive women; review and strengthening of the gender component of the India Country Proposal for the Global Fund to Fight AIDS, Tuberculosis and Malaria; and mass education for government officials and the public. In a

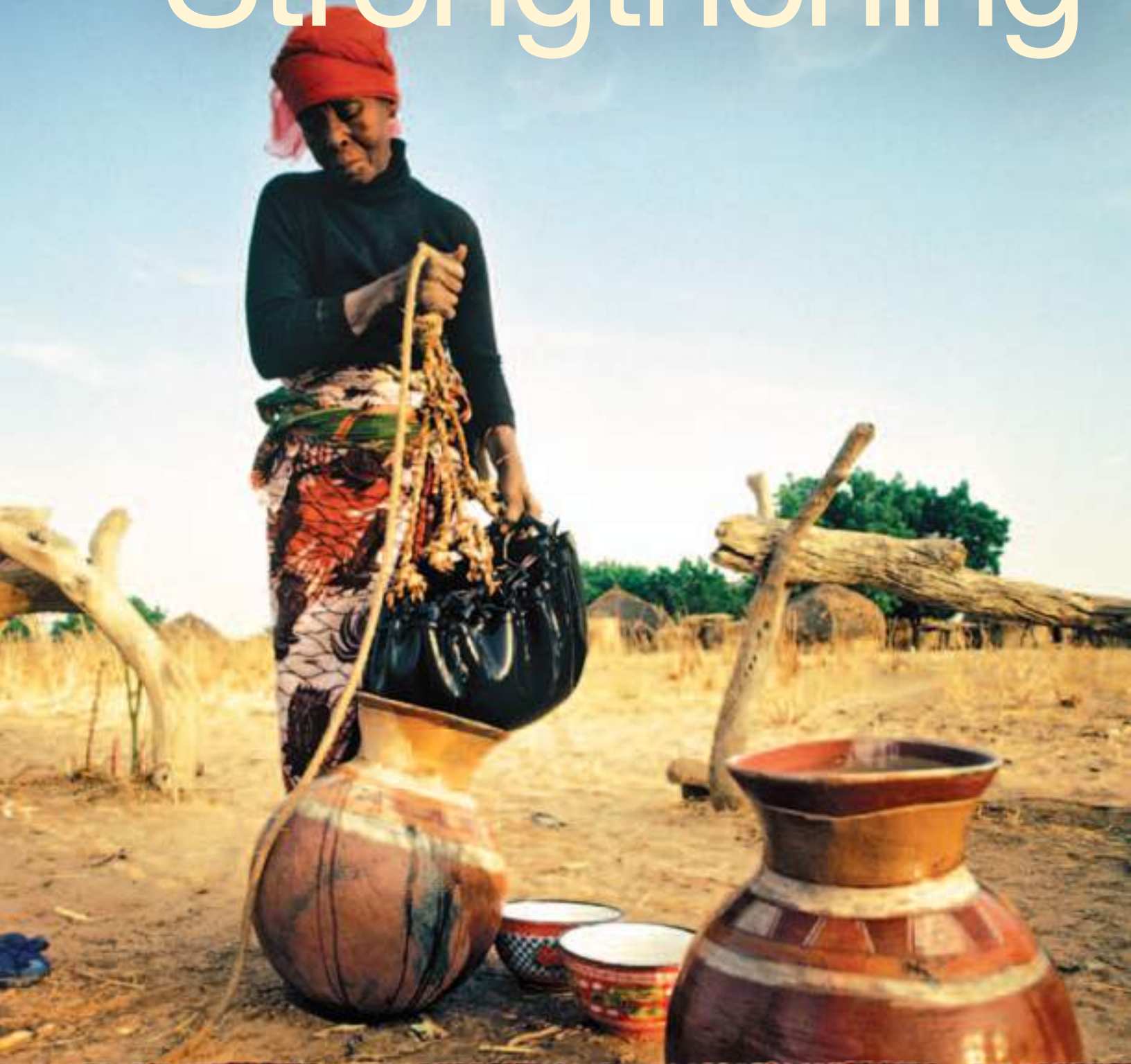
mass awareness-raising effort, the National AIDS Control Organization (NACO) incorporated the UN tool kit on the Gender Dimensions of HIV into its training curriculum for front-line workers from the Ministries of Health, Women and Child Development and Rural Development. NACO also disseminated 19,480 of these kits to trainees on board the "Red Ribbon Express", the largest mass mobilization effort on AIDS undertaken anywhere in the world. In its year-long journey, the train halted at 180 stations and reached more than 50,000 villages with critical information on HIV prevention. The Red Ribbon Express was a landmark effort in which approximately 68,000 resource persons were trained using the training kit and ultimately reached 6.2 million people.

LEARN More

Gender Equality: <http://www.undg.org/gender>



CHAPTER FOUR: Strengthening



the Resident Coordinator System



Strengthening the Tools, Resources and Coordination Staff of the Resident Coordinator System

How does this contribute to development effectiveness?

By coordinating UN operational activities for development with appropriate resources and accountability, UN country teams can respond more effectively to national development priorities. Adequate Headquarters funding for the Resident Coordinator system can in turn enable it to support countries in their efforts to achieve the internationally-agreed development goals, one of the key purposes of UN reform. An expansion of UN resources on a continuous, more predictable and assured basis can create greater impact at the country level.



Key Points

- ⊗ Greater coordination capacities at the country, regional and global levels are required to meet the demands of the 2007 triennial comprehensive policy review and General Assembly resolution 62/277 on system-wide coherence.
- ⊗ Given the relatively limited resources allocated through central channels to the Resident Coordinator system, countries are experimenting with different ways to achieve greater coherence, effectiveness, efficiency and relevance. These measures, however, lack sustainability and harmony across the system.
- ⊗ Better-equipped UNCTs, in term of coordination capacities, are those where agencies have decided to put part of their resources (technical, human and financial) at the service of the collective reform agenda at the country level. This has enabled them to provide leadership on specific initiatives on behalf of the system, second staff to Resident Coordinator offices and to cost-share parts of the UNCT annual work plan activities.

UNDG Initiatives

Adequate capacity in the Resident Coordinator office is necessary to provide the following services to the UNCT and other partners, including Governments and donors:

- Support to good-quality shared analysis and strategic planning by the UNCT;
- Support to monitoring and reporting on results and expenditures;
- Support to effective communication within the UNCT.

While these functions are common to all Resident Coordinator offices, country contexts differ in terms of size and complexity and therefore require different levels of support and capacity. A typical Resident Coordinator office supports 10-12 resident United Nations entities and 10-12 non-resident entities. In certain contexts, the Resident Coordinator, who is also the UNDP Resident Representative and usually the Designated Official, also combines the functions of Humanitarian Coordinator as well as Deputy Special Representative of the Secretary-General. In these cases, the Resident Coordinator therefore requires a level and range of support that is commensurate with the multiple functions he/she is expected to fulfil.

Country coordination capacities are financed through Support to Resident Coordinator funds provided by UNDP in its biennial support budget and channelled to Resident Coordinators through the Development Operations Coordination Office (DOCO). In addition to the core budget allocation, since 2001 DOCO has mobilized additional resources from bilateral donors in support of country coordination capacity (75 per cent) and United Nations Development Group activities at the Headquarters and regional levels (25 per cent).

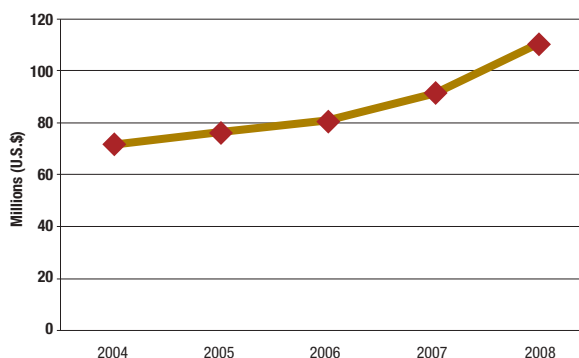
Trends and Progress

Support to Resident Coordinator Offices

Approximately \$30.5 million was allocated to Resident Coordinators and UNCTs from the Country Coordination Fund and the Support to Resident Coordinator fund in 2008. This translated into an average of \$223,000 per office. Total financial support from UNDP and DOCO for the Resident Coordinator system has shown an incremental change over the years, from \$72 million in 2004 to \$111.3 million in 2008. For the past seven years, additional funding from alternative sources has been instrumental in increasing the effectiveness of the Resident Coordinator system.

Another interesting trend observed over 2008 was the increased number of specific donor-funded Junior Professional Officers, United Nations volunteers and UN Fellows within several Resident Coordinator offices. New donors have also joined the traditional ones in supporting the increase of coordination capacities at the country level, for a total of about 20 new international positions bilaterally funded in 2008. Cost-sharing mechanisms among the agencies have also been an important element in ensuring that available resources are deployed in a participatory, collegial and accountable manner.

Funding of the Resident Coordinator system by and through UNDP and DOCO, 2004-2008



The data of a detailed survey on the staffing situation in Resident Coordinator offices is currently being analysed to obtain a complete picture of resources provided to Resident Coordinators through different sources in 2008. Results will be made available by October 2009.

Support for Delivering as One

Additional funding can be a key catalyst for launching, facilitating and consolidating the institutional changes required for Delivering as One. The pilots have shown that the changes necessary to Deliver as One require additional technical expertise, human resources, materials, and capacity. In this regard, DOCO raised \$1.25 million in 2008 for pilots from donors through the Country Coordination Fund. In addition to these funds, an average of \$156,250 was provided by DOCO to each of the pilots in 2008 to support the work of the Resident Coordinators and UNCTs.

Support to Crisis and Post-Crisis Countries

Following the meeting of the Secretary-General's Policy Committee on 23 July 2008, DOCO, in partnership with UNDP and the Peacebuilding Support Office, is developing comprehensive guidance on recovery. DOCO, UNDP and the Peacebuilding Support Office also prepared a specific proposal on the coordination needs of Resident Coordinators and UNCTs in post-crisis countries. Empowering and strengthening the coordination capacity of Resident Coordinators, particularly in crisis and post-conflict countries, will be a key priority in order to provide adequate response to the increased expectations and demands on Resident Coordinators as set forth in the UNDG Management and Accountability System.

Support for Transition-Planning Capacity

Funding from the Transition Fund, a component of the Country Coordination Fund, through which resources of \$4.44 million have been made available to enhance capacity in Resident Coordinator offices in 16 transition countries, enabled the hiring of 38 short-term and long-term staff. The staff helped to plan and coordinate United Nations recovery responses, align interventions with national priorities, and facilitate coherent United Nations system processes and approaches, including in the area of pooled funds, needs assessments and capacity-building. In particular they contributed to the:

- Development of UNDAFs in transition settings in Afghanistan, Côte d'Ivoire, Haiti, Lebanon, and Timor Leste;
- Elaboration and operationalization of recovery strategies in the eastern Democratic Republic of the Congo, Georgia, Iraq, Myanmar, the occupied Palestinian territories, Sierra Leone, and northern Uganda;
- Design and implementation of integrated approaches and structures in Liberia and Somalia;
- Development of joint programmes for the MDG Achievement Fund, DPKO-UNCT activities and Peacebuilding Fund projects in Burundi, Haiti, and Lebanon.

Support to the strategic planning function was also provided through two inter-agency training workshops in Cairo and New York that brought together over 100 strategic planners, peace and development advisors, early recovery advisors and representatives of OCHA, DPKO, DPA, and United Nations agencies. Many of these staff are in DSRSG/RC Integrated Offices and are supported by additional coordination capacities provided by the peacekeeping mission or political mission structure.

Innovations and Good Practices at Country Level

In 2008, some UNCTs succeeded in securing funds for supplemental coordination capacity in addition to the minimum staffing funded by the Support to Resident Coordinator and Country Coordination funds.

Although these efforts do not represent a clear, sustainable trend, they do indicate that the involvement of UN agencies is fundamental in assuring continuity in coordination capacities, particularly when it comes to specific programmatic sectors. Some of these efforts are highlighted below:

Angola

UNICEF secured two months' funding for an UNDAF Advisor to work alongside the UNCT and the Government towards the finalization of the UNDAF 2009-2013.

Fiji

Seven country development managers were recruited by UNDP, UNFPA and UNICEF as part of the joint UN presence initiative in the Pacific to respond to the challenges of coordination in multi-country offices.

India

Staff secondments from UNFPA (50 per cent) and UNDP (100 per cent) enabled the successful implementation of the Joint Programme on convergence and strengthened coordination.

Liberia

Agency cost-sharing was secured to continue the position of the Sexual Exploitation and Abuse Prevention Coordination Officer.

Philippines

For a second year, UNFPA and UNICEF agreed to cost-share a Coordination Officer position.

LEARN More

Functioning of the Resident Coordinator system, including costs and benefits

http://www.undg.org/docs/9114/N0833755_Functioning_of_RCS_ecososc_13May08.pdf

UNDP Programming Manual – Chapter 9 (2003)

UNDP Programme and Operations Policies and Procedures – POPP (2009)

<http://content.undp.org/go/userguide/>

Strengthening UN Coordination at Country Level - United Nations Country Coordination Fund (UNCCF) Proposal for 2009

Current statistics on JPOs in UN Coordination www.jposc.org



Resident Coordinator System Policies

An improved UN Resident Coordinator system, which is the core of inter-agency coordination at the country level, will make it easier for Governments to coordinate UN system activities and increase the accountability and transparency of UN operations.

To this end, the Management and Accountability System for the UN development system and Resident Coordinator system, approved by UNDG in August 2008, outlines a clear framework in which both accountability and management can be exercised effectively by the direct actors at all levels, with a focus on the Resident Coordinator system.

Building on this major step forward, the UNDG endorsed key policy documents to continue the process of strengthening the Resident Coordinator system; specifically guidance on the working relations between Resident Coordinators and UNCTs; and a dispute-resolution mechanism for UNCTs. It is foreseen that the Management and Accountability system will enable the Resident Coordinator to have an equal relationship with, and responsibility to, all UNCT member agencies. The Resident Coordinator will support the entire UN family and coordinate its partnership with the Government in meeting its national development priorities and strategies. At the same time, the Resident Coordinator will be empowered by clear recognition by each organization of his/her role in strategically positioning the UN in the country and having access to the technical resources of agencies to support the Resident Coordinator function.

All UNCT members are accountable for results where they have agreed to take the lead. All Representatives will report to the Resident Coordinator on matters relating to the working of the UNCT and the programme implementation of any UNDAF/One Programme elements led by their agency. The Resident Coordinator will provide an assessment of that performance as formal input to agency performance appraisals.





Strengthening the Capacity of United Nations Country Teams

How does this contribute to development effectiveness?

In today's changing aid environment, the challenges and support needs of programme countries have become more complex and require increased efforts and ongoing adaptation from the UN system if it is to provide high-quality, timely assistance as needed. Key elements in this respect are the continuous strengthening of UNCT staff capacities with the necessary skills and competencies and aligning the UNDG global, regional and country-level support structures. This will enable the Resident Coordinator system to play a more efficient and effective role in the coordination and implementation of UN development operations at the country level and thus enhance the UN system's overall contribution to the achievement of national development priorities.



Key Points

- ⊗ A crucial component of the country-level efforts for enhanced coherence, effectiveness and relevance is the continuous strengthening of UNCT staff capacities at all levels through workshops, training manuals, e-learning tools, peer exchanges and knowledge-sharing and other forms of building competencies and skills. UNCT capacity-strengthening activities provide an ideal means for translating and implementing recent undg policies, programming and operational guidelines at the country level.
- ⊗ The improved quality of programmatic and operational contributions by the UN system in support of national development processes attests to the increased capacities of UN staff in common country programming processes and coordination-related aspects. Although increased efforts are being undertaken at the global and regional levels to provide appropriate support to Resident Coordinators, UNCTs and coordination professionals, undg recognizes that more direct, hands-on technical support is required for UNCTs to consistently apply undg policies and guidance and valuable lessons learned from the enhanced coherence initiatives of the UN.
- ⊗ Regional Directors Teams (RDTs) through their responsibilities for quality support and assurance (QSA), are becoming increasingly involved in country-level support and advice on substantive programming areas and coordination processes. In order to strengthen the current support capacities at the regional level, there is a need to further clarify the roles and functions of the QSA-Peer Support Groups in relation to the other support providers and to strengthen the regional level with appropriate expertise and adequate resource requirements.

Trends and Progress

In 2008, the capacity-strengthening activities undertaken by UNCTs and the country support provided by UNDG in collaboration with the UN System Staff College (UNSSC) focused on three key areas of support:

- (a) Enhanced programming efficiency and effectiveness at the country level: Alignment of UN programming frameworks with national plans, strategies, and planning processes;
- (b) Strengthened coordination capacity for UN staff at regional and country level;
- (c) Enhanced coordination practice, communication and knowledge management.

(a) Enhanced programming efficiency and effectiveness at the country level: Alignment of UN programming frameworks with national plans, strategies, and planning processes

At the country level, UNCT staff training focused on specific programming instruments and modalities to further improve the quality and efficiency of the common country programming process (CCA/UNDAF). Staff training and learning activities implemented by UNCTs specifically concentrated on: the formulation and implementation of joint programmes; planning in transition contexts and humanitarian coordination instruments; human rights-based approach; results-based management; monitoring and evaluation, including DevInfo; Harmonized Approach to Cash Transfers; and team-building and communication skills. In addition, UNCTs continued to organize and participate in UN corporate training on HIV/AIDS, gender equality, ethics and UN field security.

In an effort to better address the various support needs of UNCTs and strengthen the capacities of national stakeholders and country staff to deliver quality results that make an impact, the UNDG

in collaboration with the UN System Staff College has also further adapted the methodology and contents of the existing training and learning modules and tools.

In particular, the support strategy for UNDAF roll-out countries has been revised to further harness strategic priority-setting and consensus-building skills at the country level. In 2008, a total of 10 UNDAF roll-out countries received targeted in-country support (strategic planning workshops) and off-site coaching to produce better-quality UNDAFs that are aligned with national development priorities. In all, 649 participants, including UN staff and staff from partner organizations, were trained on common country programming processes, strategic thinking and prioritization, HRBA and RBM. Specific country-tailored support for joint capacity assessments, programming and operational aspects was also provided to UNCTs in countries embarking on a more integrated programming and operations approach.

While the overall support and resources available to UNCTs have been improved, challenges remain and capacity gaps were reported in particular in the areas of strategic priority-setting, results-based management, UNDAF monitoring and evaluation, joint programme implementation and common funding modalities and frameworks, as well as in more substantive areas such as aid effectiveness, private-public partnership-building and the integration of UNDAF key principles and thematic issues. To address these gaps and supplement the efforts for enhanced coherence and integrated programming at the country level, UNDG will further strengthen its collaboration with the UNSSC in 2009 and initiate a comprehensive review and adaptation of the existing country-support strategy and tools.



(b) Strengthened coordination capacity for UN staff at regional and country levels

At the regional level, UNCTs are being increasingly supported through the RDT quality support and assurance mechanism. Together with UNDG and UNSSC, the regional QSA-Peer Support Groups provide specific off-site and in-country support during the CCA/UNDAF elaboration process. With their responsibilities for quality support and assurance, RDTs support now also often reaches beyond the development of the CCA/UNDAF by providing ongoing assistance to UNCTs with substantive programming and operational advice in areas such as the human rights-based approach, results-based management and monitoring and evaluation. RDTs have also started to organize and convene regional

training on key programmatic areas. The RDT in Eastern and Southern Africa organized, for example, a regional workshop on joint programmes that was attended by members of 19 UNCTs in the subregion.

In order to further strengthen the strategic planning and support capacities of the QSA-Peer Support Groups, UNDG together with UNSSC, is also leading the design and implementation of competency-based training on HRBA and RBM and for the CCA/UNDAF training-of-trainers workshops.

In addition to the specific support mechanisms targeted at UNCTs as a whole, UNDG and UNSSC are also responsible for the design and delivery of competencies and coordination and leadership skills strengthening initiatives for Resident Coordinators and UN coordination officers. In 2008, 24 new Resident Coordinators participated in the RC/RR Induction and Orientation Programmes, which, for the first time, included specific sessions on political skills and acumen. The UNDG also facilitated the further inclusion of specialized agencies in the design of the RC/RR Induction and Orientation Programmes and developed and launched an inaugural Leadership Development Programme specifically tailored to women Resident Coordinators.

Finally, in 2008, a total of 40 new UN coordination officers and focal points of non-resident agencies attended the global annual induction workshop, which provides coordination professionals with key skills and techniques on coordination and programmatic areas to effectively support their UNCTs and Resident Coordinators. Regular exchanges and experience-sharing between coordination officers at the regional level have also become an important component for the enhancement of coordination capacities at the country level. Notably in this regard, the RDTs facilitated consultations among regional coordination officers to provide an additional opportunity for experience-sharing on UN coordination and common country programming processes.

**(c) Enhanced coordination practice,
communication and knowledge management**

The UN Coordination Practice Area was launched in July 2005 as part of the UNDP Practice Model. The global UN Coordination Practice Network (CPN) was expanded to include all UNDG members. The CPN provides services such as network facilitation, formal e-discussions, an up-to-date discussion archive, including best practices and lessons learned relating to UNCT coordination. In 2008, the CPN grew to over 1,000 members from various UN entities. Members range from programme and operations assistants through coordination officers, RC/RRs to Regional Directors. Besides providing an important channel for global knowledge-sharing among coordination practitioners, the discussions are also a valuable source for UNDG working groups to collect feedback from UN field practitioners on issues such as the UN system's role in capacity development, strengthening collaboration with non-resident agencies and aid effectiveness.

Innovations and Good Practices at the Country Level

Study Visits to Delivering as One Countries: In 2008, several UNCTs built up partnerships and peer-exchange mechanisms with Delivering as One pilot countries to gain additional insight and hands-on exposure to the implementation of measures to enhance coherence, effectiveness and relevance. Among these, the Mali UNCT undertook a joint Government/UN mission to Rwanda and members of the Malawi UNCT undertook a study visit to explore the pilot process in Viet Nam.

LEARN More

Resident Coordinator system support provided by UNDG in cooperation with UNSSC
<http://www.unssc.org/web/programmes/DC>

UNDG E-learning kit on UN common country programming processes www.unssc.org/lk





CHAPTER FIVE:

Enhancing

Coherence, Efficiency and Effectiveness



Common Programming: Quality CCAs and UNDAFs

How does this contribute to development effectiveness?

The UN Development Assistance Framework (UNDAF), as the main instrument of joint programming at the country level, offers a common strategic framework for UN country teams, developed with full government engagement, to support national priorities by integrating responses from all parts of the system in a coordinated and coherent way. It helps to strengthen the link between the UN normative agenda and its operational activities and to enhance aid efficiency and aid effectiveness.



Key Points

- ⊗ Over the next three years, 90 countries will be preparing their UNDAFs. This presents the UN system with an opportunity to provide strategic, relevant and focused support to countries and to enhance UN coherence across the globe in accordance with the mandate provided by the General Assembly's comprehensive policy review.
- ⊗ UNCTs have made tangible progress in aligning the UNDAF with national priorities: 75 UNCTs reported that their UNDAF cycles were fully aligned with the partner country's national development cycles; 110 UNCTs confirmed that their UNDAFs were aligned with national priorities contained in national development plans, poverty reduction strategies or other national strategies and action plans.
- ⊗ UNDAFs, however, continue to be of mixed quality, suggesting the need for more enhanced and systematic support throughout the common programming process. This includes making available direct technical support to enhance the capacity of UNCTs to apply existing guidance and tools while further strengthening other support mechanisms at regional and global levels.

UNDG Policy

In November 2008, the undg convened to discuss revisions to the 2007 CCA/UNDAF Guidelines and ways to strengthen and better support the UNDAF strategic planning and programming process based on the experience of and feedback from the roll-out process of UNCTs in 2007 and 2008. The resulting 2009 CCA/UNDAF Guidelines now provide enhanced guidance on strategic prioritization, comparative advantage, mainstreaming key principles, inclusiveness and engagement of all agencies, aid effectiveness, results-based management and monitoring and evaluation. Furthermore, the undg is considering the introduction and provision of an enhanced package of support to UNCTs that identifies clear responsibilities and resources at country, regional, and headquarters levels, including direct technical backstopping and quality assurance.

While surveys consistently indicate that UNDAFs are increasingly responding to national priorities and harmonizing with national development cycles, and that UN staff and agencies are increasingly aware of the development expertise available across different agencies, the quality of UNDAFs continues to be mixed. Focus and prioritization are persistent challenges for the strategic positioning of the UN at the country level.

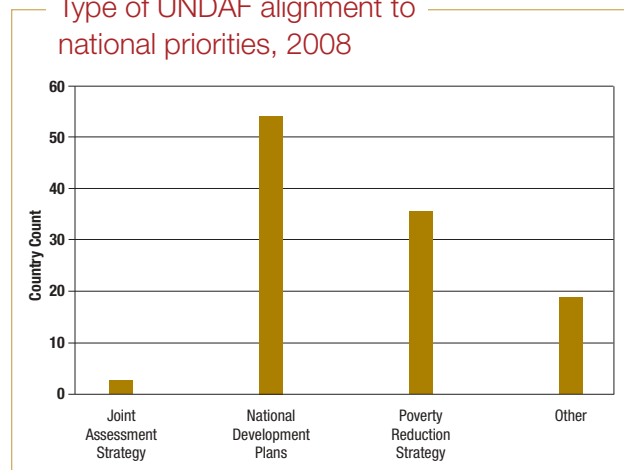
The Delivering as One pilot countries have tested an integrated programme approach that links the strategic vision under the UNDAF more closely with its implementation plan, hence promoting greater coordination and coherence at the operational level. In the absence of an approach that helps to translate the strategic directions set out in the UNDAF into a more coherent implementation plan, the risk of a disconnect between the UNDAF and individual agency programming documents, and the likelihood of fragmented project activities, would be far greater. Moreover, in view of the current gaps in putting in place a fully harmonized approach to programme

implementation, monitoring and evaluation, the quality and effectiveness of UNDAFs as a framework for the coherent delivery of results is further undermined.

In 2009, the undg will be finalizing guidance for UNCTs voluntarily electing to complement the UNDAF with the UNDAF Action Plan, which operationalizes the UNDAF and ensures greater coherence of UN support throughout its implementation phase. The development of the UNDAF and the Action Plan will be one seamless process and, depending on what UNCTs and Governments agree, could be reflected in either one document or two separate but closely linked documents. The guidance helps UNCTs ensure that the Action Plan does not duplicate the content of the UNDAF but rather focuses on the modalities of implementing the results agreed in the UNDAF. Together with a high-quality strategic UNDAF, the Action Plan is another step in enhancing UN coherence as well as simplifying the UN common country programming process.

As the Delivering as One pilot countries have demonstrated, the best timing for introducing measures to enhance UNCT coherence, effectiveness and relevance is at the beginning of the UNDAF formulation process. Nonetheless, the UN system recognizes that a more concerted effort is required to boost country capacities and support systems for better quality results frameworks in 2009.

Type of UNDAF alignment to national priorities, 2008



Quality UNDAFs should

- **Embody a strategic vision of the UN system's contribution to national priorities.**
- **Focus UNCT resources on issues or areas where the UN can make the biggest difference, based on its comparative advantage and capacities.**
- **Include a robust set of results that are measurable and for which agencies can be held accountable.**
- **Demonstrate how the UN has internalized in its programme the principles of aid effectiveness, capacity development and national ownership.**
- **Reflect the normative standards that the UN is mandated to promote, such as HRBA, gender equality and environmental**



Trends and Progress

According to the 2009 Vital Statistics Survey, 73 per cent of UNCTs reported having an UNDAF in place. Countries where there are no UNDAFs include crisis/post-conflict countries or where the UN presence is too small to justify one. In 2008, a total of 10 UNCTs launched the UNDAF roll-out process: Afghanistan, Armenia, Bosnia and Herzegovina, Botswana, Guatemala, Kazakhstan, the former Yugoslav Republic of Macedonia, Tajikistan, Turkmenistan and Uzbekistan. UNDG provided enhanced support to these countries in planning, priority-setting and the design stages of UNDAF formulation to strengthen the quality and coherence of country level programming. Many UNCTs commented on the highly inclusive and participatory nature of the strategic planning process, the increased involvement of partners and stakeholders, especially non-resident UN agencies,

government representatives, donors and civil society, the improved integration of cross-cutting issues such as human rights and gender, as well as the high degree of national ownership exhibited by Governments.

One hundred and ten UNCTs confirmed that in 2008 UNDAF focus areas and outcomes were aligned with national priorities, including national development plans, Poverty Reduction Strategies, and other key national frameworks, and were in areas where UNCTs demonstrate a comparative advantage. Seventy-five UNCTs reported that their UNDAF cycles were harmonized with the partner country's national development cycles in time and duration as compared to 56 UNCTs in 2007, 30 in 2006, and 21 in 2005; with 5 UNCTs planning to align and 30 that remain unaligned although they respond to national priorities. Where there is convergence between UN and government processes, UNCTs are finding that their strategies are more attuned to respond to national priorities in addition to offering an opportunity for mutually supportive planning between UNCTs and government partners.

Since 2006, UNCTs are increasingly relying on available national analytic work in place of carrying out a CCA. In 2008, 6 of the 10 roll-out countries reported finalizing their CCAs or undertaking a country analysis: Bosnia and Herzegovina, Botswana, Guatemala, Kazakhstan, Turkmenistan, and Uzbekistan. UNCTs in Afghanistan, Armenia, Macedonia, and Tajikistan instead relied on available country studies, analysis and reports.

Innovations and Good Practices at the Country Level

Afghanistan

The UNCT integrated a conflict analysis in the preparation for the UNDAF to complement the poverty profile in the Afghanistan National Development Strategy and as a way to mitigate

the impact of the country's dynamic security environment. The resulting UNDAF strategically positions the UN to address the nexus between stability and poverty alleviation through a human-rights based approach. The UNDAF also proposes innovative approaches such as the establishment of comprehensive provincial packages directed at select provinces that have received little investment and the creation of a UN common fund to ensure greater coherence of UN activities.

Botswana

The UNCT used the opportunity of the UNDAF roll-out process to begin developing One Programme, culminating in the signing of a *Road Map to a Government of Botswana – UN Programme of Cooperation* with the Government by seven resident and six non-resident agencies. The One Programme under development is an effort to improve UN system capacity to deliver coherent, coordinated and harmonized support at the Government's request.

Nigeria

To facilitate the implementation of UNDAF II (2009-2012), the UNCT is preparing medium-term cooperation frameworks (MCFs) that will improve the internal cohesion of the UN as well as the larger

partnership with the Government at federal and state levels. The MCFs will also provide a flexible and pragmatic interpretation of Delivering as One and thus bridge the existing gap between the high-level results in the UNDAF and the outcomes of agency programmes. Once endorsed, the MCFs will provide a means for clearly defining and assigning operational responsibility for the achievement of results. They will form the basis for programmatic collaboration between the UN system and States and guide the preparation of annual work plans and periodic assessments of mutual performance, including annual reviews. An MCF is a single document between each State and the UN system that represents the harmonization of State priorities with those set out in the UNDAF.

Tajikistan

The UNCT developed the UNDAF to specifically address the role of UN agencies in supporting national development strategies within the framework of the Joint Country Support Strategy. The Strategy embodies the vision of what Tajikistan wants to achieve and how it plans to do so and determines how the international community will work more synergistically and effectively to support the poverty reduction strategy.

LEARN More

Programming Reference Guide (UNDAF) <http://www.undg.org/programming>

Common Country Programming Processes <http://www.undg.org/CCPP>



Accountability for results and common country programming

Results-based management (RBM)

Accounting for development results must be central and integral to UN work on the ground. The results of monitoring and evaluating development efforts of an individual UN entity are significant but those of the UN development system in the country as a whole are much more relevant and have greater impact. Managing for results as One UN requires practicing results-based management through sound monitoring and evaluation (M&E) and reporting results at the country level.

In this context, in its resolution 62/208 on the triennial comprehensive policy review, the General Assembly called upon the United Nations to strengthen the culture of results-based management in development programming at the country level. In particular, the General Assembly:

“Underscores that the resident coordinator, supported by the United Nations country team, should report to national authorities on progress made against results agreed in the United Nations Development Assistance Framework;” [Para 96] and

Requests the Secretary-General to continue to assess the effectiveness of the operational activities for development of the United Nations system, including, in particular, by assessing the effective use of all capacities available to provide a comprehensive and flexible response to the demand of developing countries for development support, and to report on the results of this assessment in the context of the next comprehensive policy review [Para 131].”

Monitoring and evaluation is being used by the UN development system at the country level to manage and report on results, thereby helping to promote a greater sense of accountability. In aligning develop-



(cont'd >)

(< cont'd)

ment strategies to national priorities, there is an increasing realization by UNCTs of the importance of integrating M&E at the initial programming stage. In other words, they are designing programming interventions with a view to the inputs that will be needed for undertaking annual reviews and final evaluation. This calls for strong RBM capacity in the realm of inter-agency collaboration.

In light of such realization, 2008 marked a new frontier for UNCTs to further address ways of operationalizing RBM into their programming process. From the Delivering as One pilot countries to other innovative UNCTs, a number of valuable lessons are being learned. For example, a number of experiences are revealing ways in which the UN can systematically approach annual reviews with the Government. Furthermore, there are several innovative common reporting mechanisms being derived through these efforts, ones that respond to the frequently discussed issue of transaction costs and operational efficiency in light of inter-agency collaboration.

For the UNDG, this has shown how country experiences can influence policy in support of RBM for the UN system at the country level. In 2008, the section on UNDAF Monitoring and Evaluation in the CCA/UNDAF guidelines was reviewed and revised to make UNDAF annual review and final evaluation mandatory. The guidelines emphasize the importance of UNDAF evaluation that occurs at the end of the cycle and underline that it should be performed by external consultants. Furthermore, the guidelines note the importance of maintaining links between M&E of the UNDAF and that of individual agency country programming frameworks, especially outputs and indicators.

Consequently, a general trend of UNCTs proactively pursuing UNDAF annual reviews and final evaluation has been observed. For UNDAF annual reviews, from 2005 there has been an overall increase in the number of UNCTs that have engaged in the UNDAF annual reviews. While in 2005, only 4 UNDAF annual reviews took place, by the end of 2008, the number increased to 49. Regarding final evaluations, 36 out of a total of 104 UNCTs reported having undergone UNDAF evaluation in 2008 – about twice as many as in 2004.

Such trends also suggest an increasing commitment on the part of the UNCTs to jointly review development outcomes with the Government, adding to the spirit of coherence and national ownership. In these reviews, UNCTs have used M&E techniques to focus on the key strategic development results aligned to the national priorities. More than 50 per cent of all UNCTs that started their UNDAF cycle in 2008 have developed an inter-agency M&E mechanism for the UNDAF, including developing a governance model, establishing guiding principles of annual review and adopting standardized documentation. Several UNCTs undertook the annual review in 2008 and aligned their own review process with that of the national process.

RBM still offers great advantages for the UN, with potential for innovative solutions despite real development challenges facing nations around globe. The UN system at the country level will continue to explore ways of pursuing effective UNDAF annual reviews and evaluations as a practical method for managing for results. At Headquarters, on the basis of lessons learned, inter-agency efforts are focused on further developing guidance on UNDAF reporting as well as enhancing RBM capacities at all levels of the UN development system.



Operationalizing the UNDAF

As some of this year's Resident Coordinator annual reports make clear, several countries with strong national ownership and proactive UNCTs have advanced the UN coherence agenda in line with TCPR resolutions by developing joint operational frameworks to implement the UNDAF. By working together, UNCTs are delivering better support to Governments and achieving greater relevance, effectiveness and efficiency.

One Programme

Each of the eight Delivering as One pilots has developed One Programme to support UN efforts to align more closely with national priorities and to ensure that Governments have access to the experience and expertise of a wider range of UN organizations, including non-resident agencies, in responding to those priorities. In some countries, the One Programme focuses on a sub-set of outcomes within the context of the UNDAF while in others it covers the entire UNDAF and clearly articulates areas for more effective inter-agency collaboration. One of the early lessons learned from the pilots is that the One Programme approach is best used when synchronized with the UNDAF roll-out process. It simplifies the programming process, ensures increased strategic focus and programme coherence and improves alignment with national priorities.

Common Country Action Plans

UNCTs that have developed common operational documents, such as those in Bhutan, Papua New Guinea, Rwanda and Viet Nam, have found that they contribute positively to making the UN more effective in its support to Government. Common operational documents also reinforce the internal coherence of the UNCTs by offering:

- Better alignment between UNDAF and agency programmes; including a more concrete resource framework;
- Clearer division of labour between agencies;
- Stronger link between the M&E of agency projects/ programmes and of the UNDAF M&E, thereby strengthening accountability of UNDAF results;
- Enhanced resource mobilization as funding gaps in certain programme activities are addressed through the pooling of funds from other UN agencies.
- They also support predictability, transparency and accountability vis-à-vis partner Governments by identifying resource commitments, accountabilities, management and implementation strategies, and M&E.

UNCTs have reported that common operational documents are resulting in greater effectiveness and efficiency in programme planning as well as reduced transaction costs with national counterparts. UNCTs also found that while it is important to ensure that structures and processes are in place, it is equally important to ensure that new, simplified and harmonized structures contribute to making the assistance more effective. Experience has shown that a common operational document helps UNCTs to achieve this.

Joint Annual Work Plans

Bhutan, Papua New Guinea, Republic of Moldova and Viet Nam introduced joint annual work plans as a way of further ensuring the coherence of programmes and enhancing the coordination and working relations of UNCT staff of the various agencies in the implementation of common operational documents. In Papua New Guinea, the UNCT used the development results framework to develop 24 joint annual work plans with monitoring and evaluation done by each Task Team Leader and a joint annual review conducted by the Programme Steering Committee.

In Bhutan, the UNCT noted the enhanced coordination of activities and more sector-wide understanding of the support through the introduction of nine joint annual work plans in which all relevant UN agencies and existing and potential implementing partners participated.

(cont'd >)

(< cont'd)

However, UN agencies, and particularly UNCT implementing partners, are finding that once signed, the joint annual work plans are split into agency-specific components to enable agencies to comply with requirements for reporting to their respective headquarters. This fragmentation adds to the transaction costs for both parties. UNDG is currently in the process of developing guidance to streamline reporting requirements.

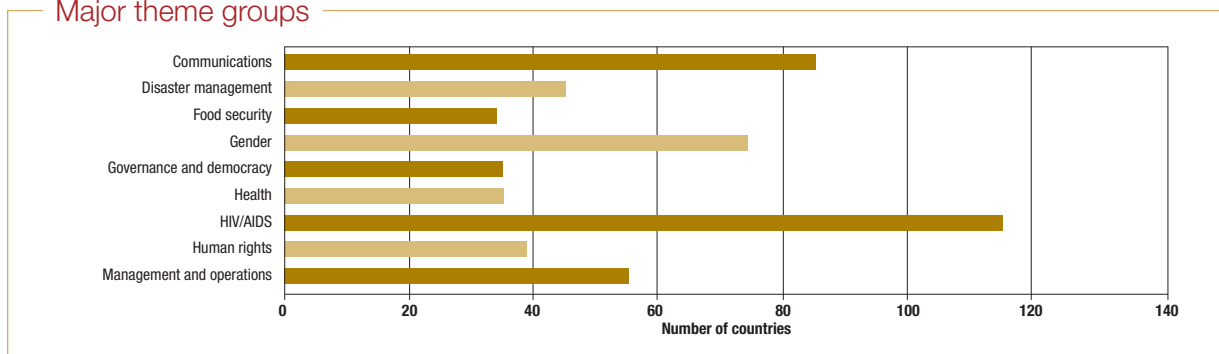
UNDAF Governance Mechanisms

Having well-functioning and effective inter-agency governance mechanisms or theme groups in place to harmonize the implementation, monitoring and evaluation of each UNDAF outcome can significantly improve the management and coherent delivery of programme results in a more coordinated manner. These mechanisms are typically chaired by a Head of Agency, have dedicated staff, clear terms of reference and an annual work plan. They serve as platforms for internal UN coordination and implementation that allow UNCTs to better align with national priorities and national development plans. UNCTs (Bhutan, Djibouti, Mongolia, Swaziland, Thailand) that include the Government and other national and civil society partners as members of theme groups have reported strengthened partnerships under national leadership,

greater transparency and increased effectiveness of development aid. In all, 129 UNCTs reported on the use of theme groups to promote collaboration towards specific outcomes and coherent programmes, with the major theme groups being in: communications (70), disaster management (45), food security (34), gender (74), governance and democracy (35), health (35), HIV/Aids (115), human rights (39) and management and operations (55).

The Delivering as One pilots established programme coordination groups (PCGs) as an inter-agency coordination and management mechanism, which they have credited as being key to the implementation of the One Programmes. PCGs have enhanced interaction between programme stakeholders; allowed the UN to provide policy leadership in priority areas; developed effective joint advocacy positions when interacting with other stakeholders; and allowed the UNCT to increase the use of joint analysis and coordinate an increase in the number of joint programmes. PCGs have also recommended which participating UN agencies are best placed to take the lead in various programmatic areas. While the PCGs have implied an initial increase in transaction costs for UN staff, pilot countries have found the benefits of these front-end investments to outweigh the costs.

Major theme groups





Common Services/Premises and Harmonized Business Practices

How does this contribute to development effectiveness?

The greater the synergy between development programming and operations on the ground, the more effective development will be. For the UN system, this is exemplified in the synergies created by UNDAF programming and common services/premises and harmonized business practices. Such integration improves coherence, effectiveness and relevance to UN in-country support. Operational linkages to programmatic interventions are key to effective programme management and lead to development effectiveness.



Key Points

- ⊗ Almost all UNCTs have implemented some common business arrangements, primarily around common long-term agreements for travel and banking. There is much more that can be done at the country level with clear messages and support from agency headquarters: a focus on better integration of programmatic needs and business planning modalities is key.
- ⊗ Interest in and work on common premises is high but funding for renovations and construction remains a serious roadblock. This also inhibits the development and practice of common business operations/ common services.
- ⊗ Some extremely innovative work is being done in the area of common ICT arrangements and common procurement (common teams, common infrastructure) and these are becoming models for better coordination of business operations.
- ⊗ The Harmonized Approach to Cash Transfers is a further step in implementing the Rome Declaration on Harmonization and the Paris Declaration on Aid Effectiveness, which call for a closer alignment of development aid with national priorities. HACT is also a key risk management tool in the management of funds and helps to identify and address capacity-development needs of implementing partners.

UNDG Policies

Common services provide UNCTs with the opportunity to consolidate and harmonize business operations. This in turn allows them to acquire significant organizational benefits – both financial and non-financial – from these arrangements.

One of the emphases of UNDG work in 2009 is enhanced support to UNDAF roll-out countries. The integration of business operations as part of the common programming process at the country level is a part of this support.

To foster implementation of common services at the country level, the UNDG will review the existing UNDG guidelines and update them in line with the approach of greater integration between programme and operations. Provision of direct support to countries implementing common services will be continued. Also in 2009, an accountability framework and M&E mechanism for common services will be developed and implemented.

Further guidance and support will be provided to country offices establishing common premises. This will be ensured through the development of options for funding common-premises projects, facilitation of the establishment of eco-friendly UN Houses in cooperation with the Environmental Management Group, and institutional scaling-up and provision of implementation support for common premises projects.

Based on the implementation status and other feedback received, the HACT Advisory Committee has reviewed the recurring obstacles to HACT implementation and has developed additional guidance on responses to key implementation challenges.

Trends and Progress

The development of a common domain name and common e-mail address for Resident Coordinator offices was completed and tested in Mozambique in 2008. In 2009, this initiative will be implemented by Resident Coordinator offices in other pilot countries and subsequently by those from other countries.

An ICT common directory initiative was launched under UNDG auspices. Its main objectives were to identify and present the alternatives for a UN system-wide directory that allows individuals working in UN organizations to locate the contact details for colleagues in other organizations and recommend a solution suitable for most UN organizations. To this aim, a common directory study was undertaken in 2007, with the participation of ten UN organizations (FAO, ITU, UNDP, UNFPA, UNHCR, UNICC, UNICEF, WFP, WHO and the UN Secretariat). Its recommendations were tested in Mozambique and Pakistan. In 2008 the UNDG refined the results and recommended evaluations to the High Level Committee on Management (HLCM) for global implementation. No further activities pertaining to the Common Directory are planned by UNDG.

UNCTs in Albania, Armenia, Bangladesh, Bhutan, Cambodia, Egypt, Fiji, Liberia, Rwanda, Uruguay and Viet Nam have all been focusing diligently on common premises, and in the process of doing so have recognized the inherent need for coordinated business operations and have collaborated more fully to achieve them.

There is an increase in coordinated procurement at the country level, expanding beyond simple shared long-term agreements for travel and other administrative services towards the conception of One UN procurement teams; coordinated procurement



processes and planning; and coordinated planning under the aid effectiveness agenda. Albania and the United Republic of Tanzania have made the most specific progress in developing ideas and implementing changes for common procurement; Mozambique, the United Republic of Tanzania and Viet Nam are also making strides with a project for one ICT infrastructure and in the case of Mozambique and the United Republic of Tanzania this is being done in the absence of common premises. Many countries are following these projects with great interest and are developing their own initiatives. The UNDG is developing plans to document the experience of these countries and provide guidance on project implementation.

In 2008, HACT expanded beyond the four funds and programmes in Delivering as One pilots. FAO, HABITAT, UNESCO, UNIDO and UNOPS have confirmed that they will use HACT where applicable to their operations in pilot countries. However, HACT still remains to be adopted more broadly by other agencies and extended to countries beyond the pilots.

HACT implementation has now started in over 120 countries. A total of 89 countries have ensured (or are in the process of ensuring) the agreement of the Government for the adoption of HACT; 89 macro-assessments have been completed or are ongoing; 77 countries have completed (or are in the process

of completing) micro-assessments; 23 have developed audit and assurance plans; and 34 more have indicated that the process is under way. HACT is now fully implemented in 19 countries.

The approach allows UNCTs to focus their efforts more on strengthening national capacities for management and accountability, with a view to gradually shifting to utilizing national systems. It will also help UN agencies to shape their capacity development interventions and provide support to new aid modalities.

While some challenges to full HACT implementation remain, the initial feedback confirms that partners see HACT as contributing to better planning and monitoring with great potential to reduce transaction costs. Mozambique, for example, has estimated that about 20 per cent of government and UN staff time has been saved with the adoption of the HACT.

Innovations and Good Practices at the Country Level

Viet Nam “Deliver Green”

The Government, donors and the UNCT consider the “Deliver Green” One UN House in Hanoi a prerequisite to the full implementation of the One UN initiative. The Government is contributing a high-value land site and a building and is likely to offer the premises rent free for 10 years, subject to final approval. The green aspects of the One UN House include energy-efficient air-conditioning and lighting systems, open-plan offices to maximize

space efficiency and natural light, water-efficient plumbing fixtures and water harvesting and/or recycling and re-use of at least 85 per cent of the existing United Nations Apartment Building. Based on the joint letter by the Resident Coordinator and the 16 Heads of Agencies, the headquarters of 15 UN organizations have agreed to fund the remaining resource requirements on a pro-rata basis, according to space requirements. The Green One UN House will be opened in 2010.

Fiji and Samoa Joint country presence

In 2008, the multi-country UNCT of Fiji in the Pacific region, whose joint UNDAF with the Samoa UNCT covers 14 countries, has expanded its UN presence in eight additional Pacific Island countries. To ensure the continued, coherent engagement of the national development dialogue on One UN, these joint country presences have been established for the national MDG attainment. Of the eight presences, six were officially launched in 2008: Solomon Islands on 23 April; Vanuatu on 30 April; Kiribati on 5 August; Republic of Marshall Islands on 25 November; Federated States of Micronesia on 1 December; and Palau on 3 December 2008. Tuvalu was opened through a ‘soft launch’ in November 2008, to be followed by the official launch in the second quarter of 2009. The operations of the joint presences in these countries highlight the critical importance that Pacific island countries have attached to UN agencies approaching their development challenges in a coherent and cohesive manner as “One UN”.

Mozambique

Common ICT infrastructure

The development of a common ICT infrastructure is one of the major achievements of the Delivering as One common services in Mozambique. The common ICT premises that have been set up will include: common emergency operations/situation room; common radio room; common data centre and server room; common help-desk and ICT lab; and storage and reception areas. The common infrastructure is expected to yield significant cost reductions, improve connectivity quality and reliability, and incorporate additional benefits (e.g., in the cases of disaster recovery and business continuity). The equipment is currently being installed and is expected to go live in the middle of the second quarter 2009.

United Republic of Tanzania

Procurement

To move forward on joint procurement, the Tanzania One Procurement Team was established in October 2008. The team consists of four UN agencies who meet for one day per week to undertake procurement gap analysis to identify what new long-term agreements the UN needs and to develop a new One procurement planning template. The data collected makes the case for implementing the mandatory use of long-term agreements for all basic services, such as cleaning, stationery and office maintenance. The Government is increasing its efforts to coordinate procurement planning and using its own systems more and moving towards the One procurement unit.

LEARN More

UNDG Toolkit for Improved Functioning of the UN Development System at the Country Level

www.undg.org/toolkit

Common Services <http://www.undg.org/common-services>

The Common Premises/UN House <http://www.undg.org/unhouse>

Harmonized Approach to Cash Transfers <http://www.undg.org/hact>





Joint Communication

How does this contribute to development effectiveness?

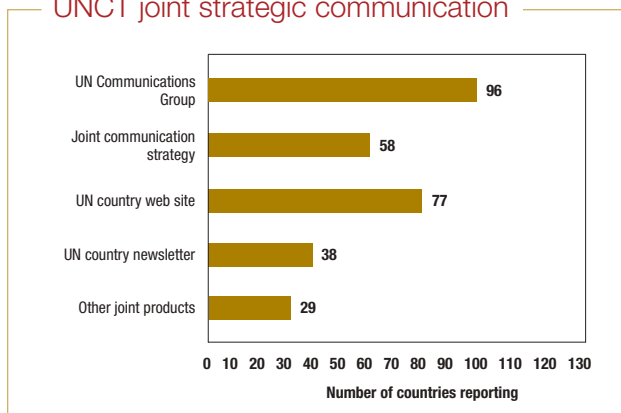
Joint communication describes UN agency efforts to coordinate and share communication resources at the country level in order to improve UN support for national and international development objectives, particularly the MDGs. It aims to position the UN development system as an effective, impartial and reliable partner; enhance the reputation and influence of all UN agencies; deepen engagement with stakeholders; and provide comprehensive and timely information about programmes and results. Joint communication seeks to amplify the voices of all UN agencies and preserve their distinct identities while presenting the UNCT as a coherent family that delivers consistent and persuasive messages. At a more advanced level, it supports more intensive advocacy on common causes and cross-cutting issues.



Key Points

- ④ UNCTs are increasingly engaging in joint strategic communication that includes developing a strategy (58 countries) and conducting joint advocacy and media relations in support of UNDAF outcomes and national priorities.
- ④ UNCTs are using more and better-quality joint communication products and vehicles, including UN system web sites (77 countries), UN newsletters (38 countries) and other common materials such as reports and information kits (29 countries).
- ④ The number of UN Communications Groups continues to grow and UN agencies are becoming more ambitious in using the groups to plan, coordinate and sequence their communications together.

UNCT joint strategic communication



UNDG and UNCG Policies

In 2008, the UNDG decided to make joint communication an option for countries to pursue on a voluntary basis as part of enhancing the coherence, effectiveness and relevance of UN development operations. The foundation for joint communication at the country level is the UN Communications Group (UNCG), which follows a basic operating model agreed by the global UNCG in 2006. The global UNCG has also agreed on the Standard Operating Procedures for Communicating Together in Times of Crisis.

Responding to requests from field staff, in 2008 the global UNCG created the Working Group on Communications at the Country Level to focus more attention on the needs of country offices. In 2008, DOCO, UNCG and UNDG collected and synthesized good practices on three key topics: communicating to promote UN coherence, effectiveness and relevance, forming and strengthening a UN communications group, and writing a joint communication strategy.

Trends and Progress

Joint Strategic Communication: UNCTs are increasingly applying a strategic approach to their combined communication efforts, with 58 countries noting the use of joint communication strategies and more expressing the intent to do so. Evidence suggests this is part of a growing shift in mindset as UNCTs move beyond providing public information to set specific objectives for their communications. This progression includes developing common messages and positions used by all members of the UNCTs, strategically positioning the UN development system in the country and coordinating joint media appearances and advocacy campaigns.

A growing number of UNCTs are making communication a core function of what the UN does. Many reported that planning and executing communications jointly saves time and resources, amplifies the UN system's voice and influence and yields results that agencies would not have been able to achieve individually. However, some UNCTs found it challenging to work together and follow a strategic approach, citing a lack of resources, staff and management commitment and planning capacity.

UN Communications Groups: The number of countries reporting that they have an active UNCG continued to rise, reaching 96. While the model varies from country to country, a UNCG typically includes communications professionals or focal points from all agencies in the country and serves as a coordination mechanism to ensure that agency communications are complementary rather than competitive. Ensuring participation and

productive joint action is not easy, but many UNCTs report that through commitment and determination they have achieved positive results. The recent trend of staffing a communications position in the Resident Coordinator office accelerated in 2008, with reports indicating that it results in a dramatic improvement in the quality and quantity of joint communication. The heads of agencies in Kosovo highlighted staffing this position as a best practice.

UN Country Web Sites and Intranets: Increasingly, UNCTs are launching UN system web sites that provide information on activities of the country level

and promote a unified image of the UN. In 2008, 77 UNCTs said they maintain a joint site. UN Cambodia also launched Web 2.0 pages on Facebook and CNN i-report. UN Panama created an online media bank with photo and video galleries, chronicles and testimonies of individuals directly or indirectly related to agency projects. A few teams have launched inter-agency intranets to facilitate information-sharing and knowledge management.



Innovations and Good Practices at the Country Level

Advocacy communication

A dozen UNCTs conducted joint advocacy communications. In India, communications and programme specialists united to form knowledge partnerships with Parliament and five State Legislative Assemblies, facilitating meetings and field visits with elected representatives and developing joint messages, presentations and resource material on climate change and the MDGs. Other good practices included developing relations with ministry public relations officers in Eritrea, knowledge-sharing in Ethiopia, supporting the national dialogue and reconciliation process in Kenya, joint visits by the Resident Coordinator and heads of agencies in Thailand, and a year-long campaign on human rights in Ukraine.

Broadcast and audiovisual media

In Burkina Faso, television and radio programmes on UN themes were broadcast widely through state media. In Samoa, a documentary film on climate change was produced and screened. In the Central African Republic, a monthly “UN Magazine” show was developed, while the team in Mali held a televised debate and Nepal set up a UN Radio Team. For the MDGs, a weekly talk show was produced in Indonesia and in South Africa a radio soap was aired.

Communication for reform and change management

The Delivering as One pilots and a few other teams used joint communication to enhance awareness, commitment and support for internal changes, establish a clear UN identity, harmonize messages, and build partnerships. Their UNCGs organized staff briefings across agencies, conducted town hall meetings, question and answer sessions and road shows, developed common communication guidelines, produced extensive communication materials on Delivering as One, and provided regular updates for stakeholders. Pakistan and the United Republic of Tanzania also piloted the use of “change champions”, who act as internal advocates for reform.

Graphic guidelines and branding

UN Rwanda piloted common guidelines for communication including a graphic profile for the UNCT. By using visual identity strategically, often together with agency logos, the team found that visibility increased for the entire UN family. In Kosovo, a joint logo and local usage guidelines were developed in order to differentiate the role of the development agencies from that of UNMIK and facilitate cooperation with government partners. Responding to a different political context, Liberia’s “At Work Together” messages and materials positioned the UNCT and UNMIL as an integrated team. Other teams engaging in common branding and positioning included Albania, Bhutan, Malawi, Mozambique, Nigeria, Pakistan, Papua New Guinea, the United Republic of Tanzania, Viet Nam, and Zambia.

🌱 Media relations

Several teams highlighted the effectiveness of conducting media relations together, including joint press briefings, television appearances, press releases, and skills training for UN managers and journalists. The MDGs were a common theme.

🌱 Monitoring, evaluation and surveys

The teams in Kosovo, Pakistan, Rwanda, and the United Republic of Tanzania made extensive use of internal and external opinion surveys, which helped them to analyse stakeholder needs and perceptions, refine their strategies, establish baselines and evaluate the impact of communication.

🌱 One UN Communications Team

In Viet Nam, the UNCT continued to pilot a unique approach with its One UN Communications Team, a co-located and integrated team of communication experts from UNAIDS, UNDP, UNFPA, UNICEF, and UNV. In 2008, the five organizations agreed to a new accountability model that is unique to Viet Nam, with a single manager in charge of the inter-agency team and a new internal organizational structure with harmonized reporting lines and supervisory relationships.

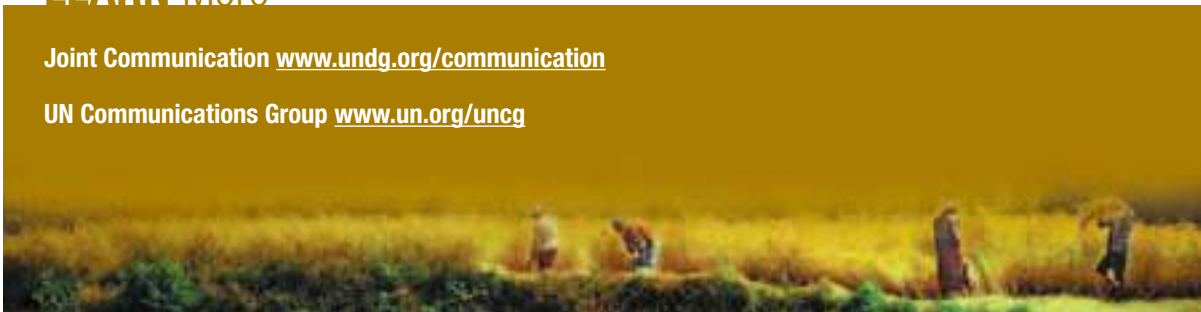
🌱 Products and materials

UNCTs are increasingly distributing joint communications products. A common UN Newsletter remained the most popular option, with 38 Resident Coordinators reporting that their team produces one. At least 29 offices released other joint products such as a UN system information kit, a UN calendar or wall planner, report compilations, email bulletins, magazines, brochures, and guide-books. UN Liberia developed materials to showcase its work as an integrated mission and the UN Kosovo team distributed press and donor kits to raise awareness of its work. UN Afghanistan developed maps indicating UN agency presence and activities at the provincial level. Others, including China, the Philippines, Senegal, and Thailand, produced thematic publications on the MDGs and climate change. Panama launched its first UN annual report. Many teams commented that producing materials jointly saved money and allowed agencies to reach a much wider audience than they could have alone.

LEARN More

Joint Communication www.undg.org/communication

UN Communications Group www.un.org/uncg





Joint Resource Mobilization

How does this contribute to development effectiveness?

Joint resource mobilization allows the UN system to acquire resources in support of national development priorities. It enables better planning and utilization of all resources available to Governments for the achievement of national development goals in a more effective manner.



Key Points

- ⊗ Joint resource mobilization efforts at the country level increasingly focus on securing funds for coherent and relatively large programmes that offer the prospect of longer-term impact.
- ⊗ As the partner of the Government, the UN aims above all to mobilize joint resources for the country, not for the UN. The decisions on key resource mobilization and allocation targets are guided by strategic priorities jointly defined by the UN and its national partners.
- ⊗ Clear understanding of resource requirements for delivery of planned results is critical for setting resource mobilization targets. It is also important to ensure that joint resource mobilization and agency-based resource mobilization efforts are complementary.

UNDG Policies

The Delivering as One initiative, started in 2007, gave impetus to advancing UN reform at the country level. Among others, pilot countries introduced mechanisms for UNCTs to jointly define, manage and monitor resources necessary for the achievement of UNDAF results.

The experiences of pilot countries in joint resource mobilization were analyzed and captured in the Guidance Note on Joint Resource Mobilization. The Guidance Note is part of the UNDG Toolkit for Improved Functioning of the UN Development System at the Country Level. It provides useful hints on how to develop a joint resource mobilization strategy and ensure that it is implemented in the most effective way, focusing on:

- Developing a convincing business case to establish partnerships that will help to mobilize resources covering all activities articulated in the UNDAF. Joint resource mobilization efforts help UN agencies to work together to mobilize resources on behalf of their common strategic framework, rather than each agency mobilizing resources separately;
- Reducing transaction costs for both partners and the UN;
- Fostering a proactive approach to managing ongoing donor relationships in order to promote long-term partnership relations between the UN system and donors.

Trends and Progress

Joint resource mobilization efforts at the country level are often represented through the mobilization of resources for specific programmes and projects. Increasingly, UNCTs unite their efforts for joint resource mobilization in support of particular joint programmes. Through their 2008 annual reports, Resident Coordinators in more than 50 countries reported that joint resource mobilization proves to be more effective when it relates to joint activities.

In several countries – for example, Bosnia and Herzegovina, Burundi, Equatorial Guinea and Zimbabwe – joint approaches for resource mobilization exist in relation to certain sectors and joint programmes. This is particularly evident in relation to the areas supported by the MDG Achievement Fund. Although these are usually developed on the basis of particular joint programme demands, UNCTs envisage the development of a more integrated approach for the mobilization of resources.

In addition to pilot countries, 15 countries reported that they had either developed or were planning to develop a more comprehensive UN joint resource mobilization strategy to support the achievement of UNDAF results. These efforts come in response to the 2007 TCP, in which the General Assembly encouraged the funds, programmes and specialized agencies of the United Nations development system “to intensify collaboration at the country and regional levels to achieve more effective use of ... resources ... towards strengthening national capacities...”

Several examples of joint resource mobilization strategies at the country level show that they have a tendency to be overly general. A strategy should be specific, operational and action-oriented in order for it to be implemented effectively. This is only possible through a clear understanding of the overall budget picture at the country level and constant tracking and monitoring of resource requirements. Some good examples of such mechanisms are available and will be made part of the UNDG Toolkit.

Innovations and Good Practices at the Country Level

Notable accomplishments have been achieved in some countries, including Côte d'Ivoire, Fiji, Malawi, and Papua New Guinea, where mechanisms for tracking resource requirements and resources mobilized were introduced. Such mechanisms have been further developed into the establishment of the One Fund concept, introduced by the Delivering as One pilot countries. The One Fund enhances joint resource mobilization and management of funds in support of UNDAF priorities, as attested by several examples:

Papua New Guinea

The 'PNG One UN Fund' provides a means for further consolidation of UN funding mechanisms and coherent mobilization, allocation and disbursement of donor resources in support of the Joint UN Country Strategy. In order to minimize transaction costs for partners, the UN will focus on the management of an increasing amount of agency other (non-core) resources and on additional resources mobilized. Agencies can continue to raise resources on a bilateral agency basis, but these additional resources are channelled through the One Fund.

Uruguay

Working closely with funding partners has proved to be a key element of the One Fund reform. The coordinated funding by donors that have not earmarked their contributions to a central fund of the UN system at the country level is a central element of the Delivering as One experience. This innovative mechanism is different from direct budgetary support and reflects a fundamental change in how cooperation is conceived. In addition, the creation of the One UN Coherence Fund involved a process of developing institutional governance and a basis for the gradual harmonization of management practices. To this end, several meetings were held between programme and operations officers throughout 2008. From the meetings there emerged opportunities of exchanging information on the procedures used by several agencies as well as room for harmonizing them.

Zimbabwe

Joint resource mobilization is critical in serious humanitarian situations. In particular, some emergency financial resources in a non-traditional emergency situation would be of great assistance. In a situation where government systems were not functional, the UN emerged as the first port of call; this required extremely high levels of preparedness on the part of the UN. By uniting their efforts, UN agencies were able to quickly coordinate and raise funds in response to the Government's appeals for support.

LEARN More

UNDG Toolkit for Improved Functioning of the UN Development System at the Country Level

<http://www.undg.org/toolkit>

Guidance Note on Developing the Joint Resource Mobilization Strategy http://www.undg.org/toolkit/tools/Guidance%20note_cross%20cutting_Joint%20resource%20Mobilization.doc

Developing the Joint Resource Mobilization Strategy – Template

http://www.undg.org/toolkit/tools/Template_cross%20cutting_Resource%20Mobilization%20Plan.xls





Strengthening UN Development System Capacities for Achieving Development Results

How does this contribute to development effectiveness?

In its resolution 62/208 on the triennial comprehensive policy review, the General Assembly “encourages the organizations of the United Nations development system to take all necessary measures in their human resources policies to ensure that the United Nations staff involved in operational activities at the country level have the skills and expertise required for effective management, policy advisory and other capacity development work, in line with national development priorities and plans.” [Para 124]

UNDG Initiatives

Recognizing the need to determine the appropriate capacity required in different countries to best respond to national needs, the UNDG supported six of the Delivering as One pilot countries — Albania, Mozambique, Pakistan, United Republic of Tanzania, Rwanda and Viet Nam — in conducting a detailed UNCT capacity assessment exercise.

These exercises mapped the UN capacity currently in place, identified the short-term and longer-term capacity that the UN needs to have in place in the context of the UNDAF and One Programme developed by the countries. The pilot countries are developing plans to meet the short-term capacity needs identified.

The capacity assessment exercises showed that:

- The capacity mix between programme management, administration and technical/ advisory capacity is very similar across all the countries despite quite different country contexts, levels of income, development and need;
- The UNCTs indicate there is increasing demand for the UN to be focused on upstream technical and policy-advisory support; however, UNCTs themselves are heavy in programme management and administration and need strengthening in upstream technical policy and advisory support capacity;
- Operations capacity could be reduced through sharing services across agencies. Potential synergies also exist in operations especially through the use of government systems for financial management and procurement, introduction of an inter-agency dispatch service for transportation and integrated general administrative support.





Trends and Progress

In many countries, and particularly in light of the TCP/R call to strengthen national capacity, the UN needs to shift from programme management to more upstream technical and policy advisory support but in some others, such a shift will have to go hand in hand with the strengthening of national capacity for programme management.

Some of the pilots have explored the scope for increased efficiencies and effectiveness through the setting up of 'One Procurement Team' (United Republic of Tanzania) and 'One Communications Team' (Viet Nam), which has required functional clustering of staff from different agencies. In the context of programme delivery, various coordination mechanisms have also been explored.

Joint thematic clusters have raised issues such as that of staff from different agencies doing similar work but being classified differently, the manner in which resources can be shared when working in inter-agency teams, inter-agency mobility, a common performance appraisal and job-classification system, training and career tracks. In this regard, the UNDG agreed to address the issue of inter-agency mobility by treating staff of another agency as internal candidates and providing greater agency training and learning resources through bilateral agreement among agencies.

The early lessons from the pilots indicate that increased efficiencies can be achieved by working in inter-agency teams. Scaling-up globally will require acceleration in the harmonization of business practices, in particular human resources.

Taking the Agenda Forward

While the pilot countries have arrived at some common findings, they have to some extent also arrived at country-specific solutions. The overriding finding which may be applicable to other countries is that each UNCT needs to examine its staffing profile in relation to the needs of that country and the comparative advantage that the UN brings. The UN development system needs to develop its own capacity and approach to meeting this demand in a coordinated manner.

The work done on capacity assessments and change management was consolidated and integrated into the undg toolkit for improved functioning of the United Nations development system at the country level, which brings together all the country-level experiences and tools on programme and operations development and implementation. This toolkit is now available as a resource for UNCTs. It will also serve as a knowledge management instrument and guidance tool where the experiences of countries can be leveraged to other countries. Training was provided for 45 United Nations agency change management resource persons who will provide support to country offices in the future.



LEARN More

UNDG Toolkit www.undg.org/toolkit



Highlight: Experiences of Delivering as One Pilot Countries

Making the UN system more coherent, effective and efficient

Delivering as One has brought together partner countries, donors and UNCTs with fresh energy, momentum and a greater sense of common purpose. By strongly encouraging the eight pilot UNCTs – Albania, Cape Verde, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Uruguay and Viet Nam – to implement reforms and by giving them broad latitude to innovate and experiment with ways of working together as one UN team, Delivering as One has tested a number of different ways of working together.

Key lessons

The 2008 Stocktaking Reports indicate specific progress in Delivering as One in the following areas:

- **National Ownership:** The Governments of the pilot countries exercised national leadership over UN programmes and UNCTs ensured that UN capacity was better aligned to the needs of the country. Steering Committees led by Governments were set up to guide the UN development system on how best it can address national priorities. Through increasing membership of relevant government departments in the steering committees, national leadership is providing effective and regular monitoring to the Delivering as One process.

- **One Programme:** All Delivering as One pilots have begun the first year of implementing their One Programme. The One Programmes have focused on a subset of outcomes within the context of the UNDAF, clearly articulating where there is scope for more effective inter-agency collaboration. One key to the implementation of One Programme has been the establishment of Programme Coordination Groups responsible for achieving the results in each of the outcome areas. The outcomes respond to key national development priorities and are prioritized based on the comparative advantage of the UN development system.

- **One Budgetary Framework and One Fund:** The coordinated approach to funding by donors contributing un-earmarked resources to country funds (or 'One UN Funds') established by pilot countries is one of the central elements of the Delivering as One experience. The pilots report that this approach has enabled them to map out the UN contribution and advance predictability and sustainability of the resource base at the country level. The One Fund mechanism has significantly improved the transparency of the UN and enhanced interagency collaboration and coherence in monitoring and reporting financial obligations. In addition, it has contributed to the reduction of transaction costs relating to overseeing the effective implementation of the One Programme approach for all stakeholders.

(cont'd >)

(< cont'd)

- **One Leader:** Delivering as One has helped to enhance the role of both the Resident Coordinator and the UNCT. The Resident Coordinator is empowered by clear recognition by each Agency of his/her role in strategically positioning the UN in each country, able to shape the related allocation of funding and to have UNCT members be accountable for results where they have agreed to lead the team. At the same time, the Resident Coordinator is subject to a clear accountability framework and effective oversight mechanism.
- **Joint Communication:** The pilots have increased the impact of their communications by speaking with one voice on common issues. Joint communication has allowed the UN to increasingly respond collectively to government requests for policy assistance in key priority areas.
- **Harmonized and Simplified Business Practices:** Under UNDG guidance, the pilots have worked jointly on inter-agency harmonization of some key elements of their business operations. Resident Coordinators have reported clear advances in a number of business practices, including ICT, common services and procurement, common premises, and financial issues.

- **Capacity Assessments:** All the pilots made progress in assessing the alignment of the human resources capacity of UN organizations with the needs of the One Programme and the Government.
- **Evaluation:** An M&E network for the pilots has been set up. Work in defining the vision, addressing the gaps in information and data as well as strengthening the M&E framework of the Delivering as One initiative have been under way.

Challenges

From the 2008 Stocktaking Reports, it is clear that the Delivering as One countries have led innovations and an increased level of coherence. However, there are some key challenges identified. They include:

- Lack of predictable and timely funding;
- Slow pace of global reform to harmonize and simplify business practices;
- Countries need to reduce transaction costs;
- Need for the development of a single results report;
- Need for improved alignment of UN system capacities with the priorities of programme countries; and
- Insufficient use of national operational capacities and systems.



CHAPTER SIX:



The Way Forward

Building on the continuous progress evidenced in the 2008 Resident Coordinator Annual Reports, the UNDG is committed to gearing up its support and mobilizing its vast knowledge, skills and resources from across the UN development system to respond more efficiently and strategically to the changing dynamics at the country level, as mandated by the Member States. Further effective deployment of these assets is all the more imperative given the complex issues with which countries are faced such as climate change, the food, financial and economic crises and the very real risk of reversal of the gains made by countries in reaching the internationally agreed development goals, including the MDGs.

The clearest sign of progress – from which all concerned can benefit in the future – is in aligning programming with national development strategies and plans while supporting more inclusive partnerships. The trends indicate that UNCTs are increasingly utilizing national capacities and resources, in particular using national assessments in place of the CCA to avoid duplication. Indeed, with many of the key parameters for effective development support in place, the UNCTs are well positioned to respond to present and future challenges on the ground.

To help to strengthen this position and to accelerate progress, the UNDG has placed important areas for further improvements high on its agenda for 2009 and 2010, as detailed in the following paragraphs.

Another major indicator, which will continue to play a key role in future, is that in the vast majority of countries, the UNDAF is now held as the key strategic planning framework for the UN development system. On this sure foundation, UNCTs will continue to work closely with national counterparts to secure strong Government ownership. The significant strengthening of the Resident Coordinator system over the past year as the main vehicle to enhance system-wide coherence at the country level is a further step for success in the years ahead.

Tailoring support to country needs

UNCTs will focus their efforts in a more strategic manner on the key development priorities where there is a strong demand for assistance and where they have the technical expertise and operational capacities to respond. More specifically, with less than six years left to achieve the MDGs, UNCTs will need to address the areas that are lagging and build

on the momentum through upstream technical and policy guidance, stronger advocacy and programmatic interventions that are sustainable and designed to strengthen national capacities. It is important to note that in their endeavours, UNCTs are increasingly called on by Governments to provide technical support and policy guidance in the formulation and implementation of national plans and strategies. In many countries, this support has been directed at integrating MDGs into development plans as well as normative areas and cross-cutting areas relating to human rights-based programming, gender and the environment.

Over the next three years, as many as 90 countries will prepare new UNDAFs to guide their medium-term programming support. These strategic planning



exercises present a unique opportunity for the UN development system to promote a more coherent and strategic vision that is closely aligned with national priorities and reflects the UN system's distinct comparative advantage in each country. To make this happen, the undg will update the CCA/UNDAF guidelines in 2009 to reflect the broader development agenda of the internationally agreed development goals. This will contribute to building strategic partnerships, promoting inclusive strategic planning and further harmonizing the interventions of the UN development system at the country level. The undg will also issue guidance on the formulation of an UNDAF Action Plan to help UNCTs operationalize the UNDAF in a coherent and coordinated manner, with clearer division of labour and lines of accountability for development results. UNCTs can subsequently use the UNDAF Action Plan on a voluntary basis among other joint programming tools.

The undg is giving priority to strengthening the linkages between the UN system's normative work and operational activities. This will include guidance in areas that are high priority such as climate change and food security. It will also put in place a more coherent support mechanism to help to integrate normative and cross-cutting issues into country programming efforts. The undg is in the process of revisiting its programming tools to ensure that UNCTs can exercise greater flexibility

in responding to national development requirements and can apply the “one size does not fit all” principle in practice. In parallel, guidance to support the annual reporting of progress made against achieving UNDAF results to national authorities is being prepared in response to General Assembly resolution 62/208 on the triennial comprehensive policy review. The guidance will include a common reporting format that will draw data from current reporting systems while minimizing any duplication and transaction costs.

🌿 Integrating UN system activities in post-conflict settings

Empowering and strengthening the coordination capacity of Resident Coordinators, particularly in crisis and post-conflict countries, will continue to be a key priority for the UNDG. Efforts to better integrate UN development operations into political and peacekeeping missions in transition countries will continue, supported by more coordinated engagement among the key actors at headquarters. Further harmonization of planning tools is necessary to enable recovery and development interventions in parallel with political and peacebuilding efforts. These issues will be given further prominence through the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881). In response, the UNDG will be finalizing in 2009 a package of special support for Resident Coordinators/Humanitarian Coordinators in crisis and post-conflict countries that will provide additional funding, planning and coordination capacity for early recovery initiatives.

UNCTs and UN missions need support to create the necessary frameworks, mechanisms and coordination structures for them to improve their joint capacity to function, deliver, monitor and communicate in insecure and post-conflict environments efficiently. This will involve further efforts to put in place joint initiatives, such as the implementation of joint programmes, the establishment of joint field structures and transition planning, to

ensure coordinated mission drawdown processes. At Headquarters, it will require improved agency engagement with common operational efforts.

Operating in conflict environments requires a flexible approach with a comprehensive understanding of the risks and related mitigating measures. While a number of UN agencies have produced risk management strategies, additional expertise will be required. The UNDG will also give more attention to enhancing coordination among UN agencies in the areas of disaster reduction, mitigation, management and response. The UNDG will also continue its engagement with the Department of Political Affairs and the Department of Peacekeeping Operations to ensure system-wide coherence in reform measures.

🌿 Strengthening UNCT capacity for delivering quality support

The UNCT support strategy has evolved over the years as common country programming has gained momentum. The UNDG will continue to strengthen UNCT staff capacities through expanding various skills-building and information-sharing opportunities. However, there is recognition in the UNDG that this needs to be scaled up significantly so that UNCTs have the necessary tools and resources to offer strategic, relevant and focused support from to their national counterparts. A key component of this support must be the establishment of a more effective mechanism for coordinating technical



support from across the UN development system for UNCTs so that they have access to more direct hands-on technical assistance. The regional directors' teams have a critical role to play in responding to country demands in this regard and instilling a stronger culture of managing for results. At the regional level, the UNDG will also need to examine how it can put in place a more effective quality assurance mechanism that supports UNCTs in their strategic planning efforts. In recognition of their critical role in supporting UNCTs in their strategic planning processes, the capacity of regional directors teams will also need to be enhanced based on an assessment of the support requirements and their current functions. Furthermore, a Resident Coordinator "talent management" initiative has been launched to increase the pool of qualified candidates for Resident Coordinator positions.

In order to operate more efficiently, UNCTs also need harmonized business practices. To further these aims and in response to the mandates from Member States, the Chief Executives Board has developed a plan of action for all major management functions in the UN system. Rollout will be starting in 2009 through projects dealing with procurement, human resources, financial management, and information and communications technology. Guidelines on common procurement have been approved and guidelines on common ICT services are currently being drafted. Implementation in both of these areas will be scaled up in 2010. The UNDG is also revising



and updating training materials and guidance on common services and harmonized business operations to reflect lessons emerging from the pilots and other innovative country offices. In certain areas, greater attention will need to be given to increasing the use of national systems such as national public financial management and procurement. Most UNCTs have implemented some common business arrangements, but going forward, it will be essential to focus on better integration of programmatic needs and business planning modalities.

UNCGs will ensure further strengthening of synergies through joint strategic communication. Training materials, guidelines and workshops for country staff are in the pipeline for strategic communication, branding, storytelling, advocacy and stakeholder engagement, media relations and joint communication tools such as common UN country websites. Using common templates will generate significant efficiency gains, ensure a consistent visual identity for the UN development system across countries, and help UNCTs to promote joint activities. Further initiatives include developing a community of practice and a roster of communications experts available to support country offices with planning, training and surge capacity.

Application of lessons and good practices

The UNDG will take steps to systematize the collection, vetting and sharing of lessons and good practices in common country programming and operations. Many motivated and innovative UNCTs, working closely with their national counterparts, are finding new ways to operate to increase the efficiency and development impact of UN support at the country level. The Delivering as One pilot countries have applied a wide range of measures and new instruments to reach the same objectives, and although there are some positive lessons emerging from current practices, the results still need to be evaluated.



The General Assembly has called for an independent evaluation of the pilots, which is expected to take place in 2010. In the meantime, some of the pilot countries will be conducting country-led evaluations, the results of which should be available in early 2010. The UNDG has developed a comprehensive toolkit of resources and materials to make the lessons and good practices more easily accessible so that UNCTs can use them in an entirely flexible manner.

A more coherent, effective and relevant UN development system

The UN agencies, funds and programmes have heard the calls of Member States to create a more coherent, effective, and relevant UN development system. UNCTs increasingly recognize the unique advantages of planning and working together in support of national development priorities. Common country programming is becoming the defining way in which the UN development system works. More and more, it will now be complemented with coherent operations and harmonized and simplified business practices. *The Management and Accountability*

System for the UN Development and Resident Coordinator System, agreed by UNDG in 2008 is an important agreement to ensure UNDG support to the Resident Coordinator system on the ground.

The knowledge and talent available within the UN system span the full range of issues that are important to the countries we support. This unique capacity needs to be mobilized, nurtured and managed to ensure that the UN delivers better development results for our partner Governments and ultimately for all the people the UN system was created to serve. Doing so will require strong leadership, greater coordination capacities and clearer lines of accountability for results at country, regional centres and headquarters levels. These are immediate, attainable goals that the UNDG is actively pursuing.

Together, these reforms and innovations will help the UN system to maximize its impact and the effectiveness of its development assistance. They will enable the UN to better support national partners in addressing the challenges they face to achieve the internationally agreed development goals, including the MDGs.

Acronyms

ADB	Asian Development Bank	EU	European Union
ASEAN	Association of Southeast Asian Nations	ExCom	Executive Committee agencies
AI	Avian influenza	GTG	Gender theme group
AWP	Annual work plan	HACT	Harmonized Approach to Cash Transfers to Implementing Partners
CAP	Consolidated appeal process	HC	Humanitarian Coordinator
CCA	Common country assessment	HFA	Hyogo Framework for Action
CCF	Country Coordination Fund	HLCM	High-Level Committee on Management
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	HLCP	High-Level Committee on Programmes
CERF	Central Emergency Response Fund	HLTF	High-Level Task Force
CFA	Comprehensive Framework for Action	HRBA	Human rights-based approach
CPAP	Country programme action plan	IADG	Internationally-agreed development goal
CPD	Country programme document	IASC	Inter-Agency Standing Committee
CSO	Civil society organization	IFRC	International Federation of Red Cross and Red Crescent Societies
DaO	Delivering as One	ICT	Information and communication technology
DCF	Development Cooperation Forum	ISDR	International Strategy for Disaster Reduction
DDR	Disarmament, demobilization and reintegration	JAS	Joint assistance strategy
DO	Designated Official	JCSS	Joint country support strategy
DOCO	Development Operations Coordination Office	JNA	Joint needs assessment
DRR	Disaster risk reduction	JPO	Junior Professional Officer
EC	European Commission		

LTA	Long-term agreement	RDT	Regional Directors Team
MCF	Medium-term cooperation framework	RR	Resident Representative
M&E	Monitoring and evaluation	SGBV	Sexual- and gender-based violence
MDG	Millennium Development Goal	SIDA	Swedish International Development Cooperation Agency
MDG-F	Spanish MDG Achievement Fund	SOT	Sector outcome team
MDTF	Multi-donor trust fund	SRC	Support to the Resident Coordinator funds
MTR	Mid-term review	SRS	Special Representative of the Secretary-General
NDS	National development strategy	SWAp	Sector-wide approach
NRA	Non-resident agency	TCPR	Triennial comprehensive policy review
OECD/DAC	Organization for Economic Co-operation and Development Development Assistance Committee (DAC)	TRM	Transitional results matrix
OMT	Operations Management Team	UNAB	UN apartment building
PBSO	Peacebuilding Support Office	UNCG	UN Communications Group
PCG	Programme Coordination Group	UNCT	UN country team
PCNA	Post-conflict needs assessment	UNDAF	United Nations Development Assistance Framework
PRS(P)	Poverty Reduction Strategy (Paper)	UNDG	UN Development Group
QSA	Quality support and assurance system	UNDMT	UN Disaster Management Team
RBM	Results-based management	UNGA	UN General Assembly
RC	Resident Coordinator	UNSSC	UN System Staff College
RCAR	Resident Coordinator Annual Report	UNSSS	UN Security and Stabilization Strategy
RCO	Resident Coordinator Office	UNV	UN Volunteer
RCS	Resident Coordinator system	WB	World Bank

UN Resident Coordinator Offices

Country Office	Mailing Address	Street Address
Afghanistan	P.O.Box 5 Kabul UNDP Kabul	Shah Mahmood Ghazi Watt Kabul
Albania	Deshmoret e 4 Shkurtit' Street Villa No. 35 Tirana	Deshmoret e 4 Shkurtit' Street Villa No. 35 Tirana
Algeria	Boite postale 823 Alger Gare Algiers 16000	Tour ABC Hot�el Hilton El Mohammadia, Algiers
Angola	Caixa Postal 910 Luanda	197 Rua Major Kanhangulo Luanda
Argentina	Casilla de Correo 2257 (1000) Capital Federal Buenos Aires	Esmeralda 130, Pisos 12 y 13 (1035) Capital Federal Buenos Aires
Armenia	United Nations Office 14 Petros Adamyan Street Yerevan 375010	United Nations Office 14 Petros Adamyan Street Yerevan 375010
Azerbaijan	3, United Nations 50th Anniversary Street Baku AZ 1001	3, United Nations 50th Anniversary Street Baku AZ 1001
Bahrain	P O Box 26814 Manama	UN House 69 Road 1901 Hooraa 319
Bangladesh	G.P.O. Box 224 Dhaka 1000	UN Offices, 18th Floor, IDB Bhaban E-8/A Begum Rokeya Sharani, Agargaon Sher-e-Bangla Nagar, Dhaka-1207
Barbados	P.O. Box 625C Bridgetown St. Michael	U.N. House, Marine Gardens Hastings Christ Church
Belarus, Republic of	G.P.O Box 103 Minsk 220050	17 Kirova Street 6th floor 220000 Minsk
Benin	Boite postale 506 Cotonou	Lot III Zone Residentielle Cotonou
Bhutan	G. P. O. Box 162 Thimphu	United Nations House Samten Lam Thimphu
Bolivia	Av. S�nchez Bustamante, esq. Calle 14, Calacoto La Paz	Av. S�nchez Bustamante, esq. Calle 14, Calacoto La Paz
Bosnia-Herzegovina	Marsala Tita 48 71000 Sarajevo	Marsala Tita 48 71000 Sarajevo
Botswana	P.O. Box 54 Gaborone	Plot 22 Khama Crescent Gaborone
Brazil	Caixa Postal 0285 Brasilia, DF 70359-970	EQSW 103/104 Lote 1 Bloco D - Setor Sudoeste 70670-350 - Brasilia, DF
Bulgaria	P.O. Box 700 1040 Sofia	25 Khan Krum Str. 1040 Sofia
Burkina Faso	01 BP. 575 Ouagadougou 01	Immeuble Secteur 04 (Quartier ex Koulouba) Ouagadougou

Country Office	Mailing Address	Street Address
Burundi	Boite postale 1490 Bujumbura	Green Building 4470 Chaussée du Peuple Murundi Bujumbura
Cambodia	P.O. Box 877 Phnom Penh	House No. 53, Pasteur Beng Keng Kang Phnom Penh
Cameroon, Republic of	Boite postale 836 Yaounde	Immeuble Foul'Assi Nouvelle Route Rastos, Rue N° 1775 Yaounde
Cape Verde	Caixa Postal 62 Praia	Avenida Oua Achada Santo Antonio Praia
Central African Republic	Boite Postale 872 Bangui	Avenue Barthélémy Boganda Immeuble "La Couronne" Bangui
Chad	P.O.Box 906 N'Djamena	Avenue du Colonel d'Ornano (Ex-Immeuble UEAC) N'Djamena
Chile	Dag Hammarskjöld 3241 Vitacura. Santiago. 7630412	Dag Hammarskjöld 3241 Vitacura. Santiago. 7630412
China	2 Liangmahe Nanlu Beijing 100600	2 Liangmahe Nanlu Beijing 100600
Colombia	Apartado Aereo, No. 091369 Bogota	Avenida 82 No. 10-62 Piso 3 Bogota
Comoros	Boite postale 648 Moroni	Hamramba Moroni
Congo (Republic of)	Boite postale 465 Brazzaville	Avenue du Marechal Foch Brazzaville
Congo (Democratic Republic of)	Boite Postale 7248 Kinshasa I	Immeuble Losonia Boulevard du 30 juin Kinshasa
Costa Rica	Apartado 4540-1000 San Jose	Oficentro La Virgen 2, 300 mts. sur y 200 suroeste de la Embajada Americana Pavas, San José
Cote d'Ivoire	01 Boite postale 1747 Abidjan 01	Angle avenue Marchand & rue Gourgas
Croatia	Kestercanekova 1 P.O Box 867 Zagreb	
Cuba	UNDP Cuba, P.O. Box 1608, GCPO New York 10163-1608	Calle 18 No. 110 (entre 1RA y 3RA) Miramar, Playa Ciudad de la Habana
Djibouti	Boite postale 2001	Avenue Mohamed Issa dit "Cheiko" Plateau du Serpent
Dominican Republic	Apartado 1424 Santo Domingo	Avenida Anacaona No. 9 Mirador Sur Santo Domingo

(cont'd >)

(< cont'd)

Country Office	Mailing Address	Street Address
East Timor	<p>Mail Addresses:</p> <p>1. To Dili Via Darwin, AUSTRALIA: (Name) (Office/Department/Section/Unit) UNMIT Last Destination East-Timor Enterprise House, 28-30 Knuckey Street Darwin, NT 0801 Australia</p> <p>2. To Dili Via New York U.S.A (UN POUCH) Please check the UN Regulation ON pouch usage (NAME) (OFFICE/DEPARTMENT/SECTION/UNIT) UNMIT P.O BOX 4758 GRAND CENTRAL STATION NEW YORK, NY 10163-4758 U.S.A</p>	<p>UN Agency House Caicoli Street Dili-Timor Leste</p>
Ecuador	<p>P. O. Box 1703-4731 Quito</p>	<p>Av. Amazonas No.2889 entre Av. Mariana de Jesús y La Granja Quito</p>
Egypt	<p>P.O. Box 982 Postal Code No. 11511 Cairo</p>	<p>1191 Corniche El Nil Street World Trade Centre Bldg. (4th Floor) Boulak, Cairo</p>
El Salvador	<p>P. O. Box 1114 San Salvador</p>	<p>Edificio Naciones Unidas Boulevard Orden de Malta Sur N° 2-B, Antiguo Cuscatlán</p>
Equatorial Guinea	<p>UNDP Malabo, Equatorial Guinea c/o UNDP, P.O. Box 1608-Grand Central Station New York, N.Y. 10163-1608 USA</p>	<p>Esquina Calle de Kenya con Calle Rey Boncoro B.P. 399 Malabo</p>
Eritrea	<p>P.O. Box 5366 Asmara</p>	<p>Hday Street (Airport Road) Asmara</p>
Ethiopia	<p>P. O. Box 5580 Addis Ababa</p>	<p>Africa Hall Old ECA Building 7th Floor Addis Ababa</p>
Fiji	<p>Private Mail Bag Suva</p>	<p>Floor 8 Kadavu House 414Victoria Parade Suva</p>
Gabon	<p>Boite postale 2183 Libreville</p>	<p>Derrière le Palais de Justice de Libreville Quartier SOBLAGA Libreville</p>
Gambia	<p>P. O. Box 553 Banjul</p>	<p>5 Kofi Annan Street Cape Point Kombo St Mary's Division</p>
Georgia, Republic of	<p>UNDP Country Office in Georgia 9, Eristavi, ST. 0179 0179 Tbilisi</p>	<p>9 Eristavi Street 0179 Tbilisi</p>
Ghana	<p>P. O. Box 1423 Accra</p>	<p>Ring Road Dual Carriage (near Police Headquarters) Accra</p>
Guatemala	<p>Edificio Europlaza World Business Center Torre IV, nivel 10 - Apartado Postal 23-A</p>	<p>Edificio Euro Plaza World Business Center 5 Avenida 5-55, Zona 14 Torre IV, Nivel 10 Guatemala City, C.A 01014</p>

Country Office	Mailing Address	Street Address
Guinea	Boite postale 222 Conakry	Maison commune, Corniche sud, Coléah Lanséboungyi Commune de Matam, Conakry
Guinea-Bissau	C.P. 179 P.O. Box 1011 Bissau Codex	Rua Rui Djassi Bissau
Guyana	P. O. Box 10960 Georgetown	42 Brickdam & United Nations Place Stabroek Georgetown
Haiti	Boite Postale 557 Port-au-Prince	387, Ave. John Brown Bourdon Port-au-Prince
Honduras	Apartado Postal 976 Tegucigalpa D.C.	Edificio Casa de las Naciones Unidas Colonia Palmira, Ave. Republica de Panama Tegucigalpa, D.C.
India	P. O. Box 3059 New Delhi 110003	55 Lodi Estate New Delhi 110003
Indonesia	P.O. Box 2338 Jakarta 10001	Jalan M.H. Thamrin Kav. 3 Jakarta 10250
Iran, Islamic Republic of	P.O. Box 15875-4557 Tehran	United Nations Building No. 39 Shahrzad Blvd. Darrous Shariati Ave. Tehran 19487 73911
Iraq	C/O UNDP-Iraq P.O. Box 941074 Amman 11194 – Jordan	Building No. 16 Majid Al-Edwan St.-Shmeissani Amman - Jordan
Jamaica	P. O. Box 280 Kingston	1 -3 Lady Musgrave Road Kingston 5
Jordan	P.O. Box 941631 Amman 11194	United Nations University International Leadership Institute Building Queen Rania Street University of Jordan Building No. 274
Kazakhstan	United Nations Office 67, Tole Bi Street 050000 Almaty	United Nations Office 67, Tole Bi Street 050000 Almaty
Kenya	P. O. Box 30218 Nairobi	United Nations Avenue Gigiri United Nations Complex Block Q
Korea (DPR)	P.O. Box 27 Pyongyang	21 Munsudong Pyongyang
Korea, Republic of	#201 Sa-Ok Bldg. Hannam Tower 730 Hannam-2 dong Yongsan-Ku Seoul 140-212	#201 Sa-Ok Bldg. Hannam Tower, 730 Hannam-2 dong Yongsan-Ku Seoul 140-212
Kosovo (Development Coordinator's Office)	14 Payton Place Pristina 10000	14 Payton Place Pristina

(cont'd >)

(< cont'd)

Country Office	Mailing Address	Street Address
Kuwait	P. O. Box 2993 Safat 13030	UN House, West Mishref, Block 6 Diplomatic area opposite to Gulf University
Kyrgyzstan	160 Chui Prospect Bishkek 720040	160 Chui Prospect Bishkek 720040
Lao People's Democratic Republic	United Nations Development Programme P.O. Box 345 Vientiane	Lane Xang Avenue Vientiane
Latvia, Republic of	UNDP Latvia Projects Office Pils iela 21 Riga, LV-1167	UNDP Latvia Projects Office Pils iela 21 Riga, LV-1167
Lebanon	P. O. Box 11-3216 Beirut	Arab African International Bank Bldg Riad El Solh Street Nejmeh, Beirut 2011 5211
Lesotho	P. O. Box 301 Maseru 100	UN House, United Nations Road Maseru
Liberia	P. O. Box 10-0274 Simpson's Building Mamba Point	UN Drive 1000 Monrovia 10
Libyan Arab Jamahiriya	P. O. Box 358 Tripoli	69-71 Shara Turkiya Tripoli
Lithuania, Republic of	Central Post Office Box 62 Vilnius LT-2000	Gostauto 40a LT-01112 Vilnius
Madagascar	P. O. Box 1348 Antananarivo 101	Immeuble Galaxy Plaza, Rue Dr. Raseta Andraharo Antananarivo 101
Malawi	P.O. Box 30135 Lilongwe 3	Plot No. 7, Area 40 Lilongwe 3
Malaysia	P. O. Box 12544 50782 Kuala Lumpur	Wisma UN Block C, Damansara Offices Complex Jalan Dungun, Damansara Heights 50490 Kuala Lumpur
Maldives	P.O. Box 2058 Male'	UN Building Buruzu Magu Radhebai Higin Male'
Mali	Boite postale 120 Bamako	Immeuble Me Hamaciré N'Douré Badalabougou-Est Bamako
Mauritania	Boite postale 620 Nouakchott	ILot K Lots No. 159, 160, 161 Nouakchott
Mauritius	P.O. Box 253 Port Louis	6th Floor, Anglo-Mauritius House Intendance Street Port Louis
Mexico	Apartado Postal 105-39 11581 Mexico, D.F.	Avenida Presidente Mazaryk 29, piso 8 Colonia Chapultepec Morales 11570 Mexico, D.F.

Country Office	Mailing Address	Street Address
Moldova, Republic of	131, 31 August 1989 Street Chisinau MD-2012	131, 31 August 1989 Street Chisinau MD-2012
Mongolia	P.O. Box 46/1009 Ulaanbaatar	United Nations Street 12 Sukhbaatar District Ulaanbaatar
Montenegro	Beogradska 24b 81000 Podgorica	Beogradska 24b Podgorica
Morocco	Casier ONU, Poste Rabat-Chellah 10000 Rabat	13, Avenue Ahmed Balafrej Souissi, Rabat
Mozambique	P. O. Box 4595 Maputo	Av. Kenneth Kaunda, 931 Maputo
Myanmar	P.O. Box 650 Yangon	No. 6, Natmauk Road, Tamwe Township Yangon
Namibia	Private Bag 13329 Windhoek	Sanlam Centre 154 Independence Street Windhoek
Nepal	P. O. Box 107 Kathmandu	UN House Pulchowk Lalitpur
Nicaragua	Apartado Postal 3260 Managua	Rotonda El Gueguense Plaza España 400 mts. Sur Managua
Niger	Boite postale 11207 Niamey	Nations Unies/PNUD/UNFPA/CDSR-AO n°428 rue av. du fleuve Niger CP2 040 Quartier Plateau Commune I Niamey
Nigeria	P. M. B 2851 Garki, Abuja	UN House, Plot 617/618 Diplomatic Zone Central Area District P.M.B 2851 Garki, Abuja
Occupied Palestinian Territories	P.O. Box 51359 Jerusalem	4A Ya' Kubi St. Jerusalem
Pakistan	P. O. Box 1051 Islamabad	House No: 12, Street No: 17 Sector: F- 7/2 Islamabad
Panama	Apartado 0816-1914	Casa de las Naciones Unidas Ciudad del Saber, Edificio 129
Papua New Guinea	UNDP P. O. Box 1041 POM Port Moresby	UN House Level 14, Deloitte Tower Douglas Street, Port Moresby
Paraguay	Casilla de Correo 1107 Asuncion	Edificio Naciones Unidas Avda. Mcal. López esq. Saraví Asuncion

(cont'd >)

(< cont'd)

Country Office	Mailing Address	Street Address
Peru	PNUD P.O.Box 18--0923 Lima 18	Av. Benavides 786 Miraflores Lima 18
Philippines	P.O. Box 7285, 1300 Domestic Road Domestic Airport Post Office Lock Box Pasay City, Metro Manila	30th Floor - Yuchengco Tower RCBC Plaza, Ayala Avenue cor. Sen. Gil Puyat Ave. 1200 Makati City, Metro Manila
Poland	UNDP, UN Centre P.O.Box 1 02-514 Warsaw 12	Al.Niepodleglosci 186 00-608 Warsaw
Romania	c/o UN House 48A Primaverii Blvd. Bucharest 011975	48A Primaverii Blvd. Bucharest 011975
Russian Federation	9 Leontievsky Lane Moscow 125009	9 Leontievsky Lane, Moscow 125009
Rwanda	Box 445 Kigali	12, Avenue de l'Armée Kigali
Samoa	Private Mail Bag Matautu-uta Apia	Lauofo Meti's Building Four Corners, Matautu-uta Apia
Sao Tome and Principe	Caixa Postal 109 São Tomé	Avenida das Nações Unidas São Tomé
Saudi Arabia	P.O. Box 94623 Riyadh 11614	Ibn El-Nafis Street Diplomatic Quarter Riyadh 11614
Senegal	Boite postale 154 Dakar	Immeuble Faycal 19, rue Parchappe Dakar
Serbia	UNDP Country Office P.O.Box 3, Internacionalnih brigada 69, 11000 Belgrade	UNDP Country Office Internacionalnih brigada 69, Belgrade
Sierra Leone	P. O Box 1011 Freetown	76 Wilkinson Road Freetown
Somalia	UNDP Somalia P.O. Box 28832, 00200 Nairobi – Kenya	Springette, off Lower Kabete Road Spring Valley Nairobi - Kenya
South Africa	P.O. Box 6541 Pretoria 0001	Metropark Building 351 Schoeman Street Pretoria 0001
Sri Lanka	P. O. Box 1505 Colombo	202-204 Baudhaloka Mawatha Colombo
Sudan	P.O. Box 913 Khartoum	Gama'a Avenue Khartoum
Swaziland	Private Bag Mbabane P. O. Box 261 Mbabane	SRIC Building (Lilunga House) 5th floor, Somhlolo Street Mbabane
Syria	P.O. Box 2317 Damascus	Mezzeh, West Villas Ghazawi Str. N°8 Damascus

Country Office	Mailing Address	Street Address
Tajikistan	UNDP/ Tajikistan PO BOX 1608, GCPO New York, NY 10163-1608 USA	No. 39 Aini Street Dushanbe, 734024
Thailand	UNDP GPO Box 618 Bangkok 10501	12th Floor, UN Building Rajdamnern Nok Avenue Bangkok 10200
the Former Yugoslav Republic of Macedonia	P.O. Box 305 Skopje, 1000	8 ma Udarna Brigada 2 Skopje, 1000
Togo	Boite Postale 911 Lome	40, Avenue des Nations Unies Lome
Trinidad and Tobago	P. O. Box 812 Port of Spain	UN House #3A Chancery Lane Port of Spain
Tunisia	Boite postale 863 1035 Tunis	61, Boulevard Bab Benat 1006 Tunis
Turkey	UN HOUSE Birlik Mahallesi 2. cadde No:11 06610 Cankaya Ankara	UN HOUSE Birlik Mahallesi 2 Cadde No: 11 06610 Cankaya Ankara
Turkmenistan	UN House, 40 Galkynysh Street Ashgabat 744013	UN House, 40 Galkynysh Street Ashgabat 744013
Uganda	P. O. Box 7184 Kampala	UN House 15B Clement Hill Road Kampala
Ukraine	1 Klovsky Uzviz Kiev 01021	1 Klovskiy Uzviz Kiev 01021
United Arab Emirates	P.O.Box 3490 Abu Dhabi	Al Karama Street Opposite Rawda Clinic Villa # 2, W-14/02
United Republic of Tanzania	UNDP, P.O. Box 9182 Dar-es-Salaam	Plot 134-140 Kingsway/Mafinga (Off Kinondoni Road)
Uruguay	Casilla de Correo 1207 Montevideo	UPAEP Building Javier Barrios Amorin 870, 2nd floor Montevideo
Uzbekistan	4 Taras Shevchenko Street Tashkent 100029	4 Taras Shevchenko Street Tashkent 100029
Venezuela	Apartado 69005 Caracas 1062-A	Avenida Francisco de Miranda Torre HP Piso 6, Oficina 6-A Los Palos Grandes, Caracas 1062
Viet Nam	UNDP Hanoi c/o GPO Box 618 Bangkok, Thailand	25-29 Phan Boi Chau Hanoi
Yemen	P.O. Box 551 Sana'a	Al-Khorashi Building Opposite Awqaf Housing Complex Sharaa Al-Siteen Sana'a
Zambia	P.O. Box 31966 Lusaka	Plot No. 11867 Alick Nkhata Road Lusaka
Zimbabwe	P.O. Box 4775 Harare	67-69 Kwame Nkrumah Ave



UN Country Teams



UN Country Web Sites

COUNTRY	WEB SITE	COUNTRY	WEB SITE
Albania	www.un.org.al	Liberia	www.unliberia.org
Argentina	www.onu.org.ar/hindex.aspx	Madagascar	www.snu.mg
Armenia	www.un.am	Maldives	www.un.org.mv
Bangladesh	www.un-bd.org	Mauritania	www.un.mr
Belize	www.unbelize.org	Moldova	www.un.md
Bolivia	www.nu.org.bo	Mongolia	www.un-mongolia.mn/web
Botswana	www.nu.org.bo	Morocco	www.un.org.ma
Brazil	www.onu-brasil.org.br	Nepal	www.un.org.np
Bulgaria	www.un-bg.bg/index.php5	Nicaragua	www.onu.org.ni
Cambodia	www.un.org.kh	Panama	www.onu.org.pa
Cameroon	www.onu.cm	Pakistan	www.unportal.un.org.pk
Cape Verde	www.un.cv	Poland	www.un.org.pl
Chile	www.onu.cl/index_ie.html	Guinea Bissau	www.onu-guineebissau.org
China	www.un.org.cn	Russia	www.unrussia.ru/en/Default.aspx
Comoros	www.km.one.un.org	Rwanda	www.unrwanda.org
Congo	www.un.cg	Samoa	www.un.org.ws
Cuba	www.onu.org.cu	Somalia	www.somalia-un.org
Egypt	www.un.org.eg	Sri Lanka	www.un.lk
Fuji	www.un.org.fj	Tajikistan	www.untj.org
Georgia	www.ungeorgia.ge/eng	Tanzania	www.untanzania.org
Ghana	www.ncs.com.gh/untemp	Thailand	www.un.or.th
Honduras	www.un.hn	the Former Yugoslav Republic of Macedonia	www.un.org.mk
Iran	www.un.org.ir	Tunisia	www.onu-tn.org
Iraq	www.uniraq.org	Turkmenistan	www.untuk.org
Kazakhstan	www.un.kz	Ukraine	www.un.org.ua
Kosovo	www.unkt.org	Uruguay	www.onu-uy.org
Kyrgyztan	www.un.org.kg	Viet Nam	www.un.org.vn
Lao DPR	www.unlao.org	Zimbabwe	www.unzimbabwe.org
Lebanon	www.un.org.lb		
Lesotho	www.un.org.ls		



United Nations Development Group

The UN Development Group (UNDG) unites the 32 UN funds, programmes, agencies, departments, and offices that play a role in development. The group's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, including the Millennium Development Goals.

Established by the Secretary-General in 1997, the UNDG designs system-wide guidance to coordinate, harmonize and align UN development activities. The group strengthens the UN development system at the country level, prepares it to meet future challenges and ensures that operations are conducted in accordance with mandates from UN governing bodies such as the General Assembly.

By strengthening the UN Resident Coordinator system and helping UN organizations work together in new and better ways, the UNDG generates synergies and efficiencies that increase the impact of UN programmes and policy advice. Coordinating development operations promotes more strategic support for national plans and priorities, makes operations more efficient and reduces transaction costs for governments. This helps the UN to be a more relevant and reliable partner for governments.

The UN Development Group in the UN System

The UNDG is one of the three pillars of the UN Chief Executives Board (CEB), which furthers coordination and cooperation on a wide range of substantive and management issues facing UN system organizations. The CEB brings the executive heads of UN organizations together on a regular basis under the chairmanship of the Secretary-General. Within the CEB structure, the High-Level Committee on Management works on system-wide administrative and management issues, the High-Level Committee on Programmes considers global policy issues, while

the United Nations Development Group deals with operational activities for development with a focus on country-level work.

The Administrator of the UN Development Programme (UNDP) chairs the UNDG. The UNDG Chair reports to the Secretary-General and the CEB on progress in implementing the group's work plan, and on the management of the Resident Coordinator system.

The UN Development Operations Coordination Office (DOCO) is the technical support unit for the UNDG. DOCO provides the link between UNDG discussions at headquarters and the work of the UN development system at the country level, and helps the group prepare system-wide agreements, policies and guidelines for country offices.

How the UNDG Works

The UNDG supports the Resident Coordinator system and UN country teams by providing guidance on business operations, coordination, planning and programming, and by promoting coherent and effective oversight of country operations. The group establishes interagency agreements on the operational aspects of topics such as mainstreaming gender, HIV/AIDS and the human rights-based approach. In cooperation with UN Regional Directors Teams, the UNDG also helps country team members develop and apply new and better ways of working together. This work includes special support for the eight "Delivering as One" pilot countries that are experimenting with ways to increase the coherence, effectiveness and efficiency of UN operations at the country level.

The UNDG meets regularly in full and through working groups. It has also established an Advisory Group of 13 UNDG members, some of whom participate on a rotational basis. The Advisory Group provides the UNDG Chair with advice and guidance on managing the operational dimensions of the UNDG and the Resident Coordinator system. This group convenes at the level of heads of agencies and at the Assistant Secretary-General/Assistant Director-General level.

The UN Development System

The UN development system is a strong and reliable partner with a unique depth of capacity and breadth of voice. Its presence is global, with 136 country teams and programmes in 180 countries. Guided by national priorities set within international norms and standards, UN organizations conduct activities worth over \$19 billion each year to help countries make social and economic progress. In countries in crisis or emerging from conflict, the UN development system provides support in tandem with UN political, peacekeeping, peacebuilding, and humanitarian actors.

The UN system's unique governance structures ensure that it is accountable to all member states. The General Assembly has affirmed that UN operational activities for development should be universal, voluntary, grant-based, neutral, and multilateral, and should respond to the development needs of programme countries in a flexible manner. UN operational activities are carried out for the benefit of programme countries, at the request of those countries and in accordance with their own policies and priorities for development.



The UNDG's five working groups help to make development operations more effective at the country level by providing consistent, up-to-date, high quality, and demand-driven guidance to UN country teams. The working groups provide recommendations, update existing guidance documents, and provide support and feedback during the roll-out of new initiatives.

Working Group on Country Office Business Operations Issues

The Working Group on Country Office Business Operations Issues supports country offices that are working to harmonize and simplify their business operations. It focuses on enhancing the coherence, effectiveness and harmonization of business processes at the country level by providing new guidance or modifying existing instruments.

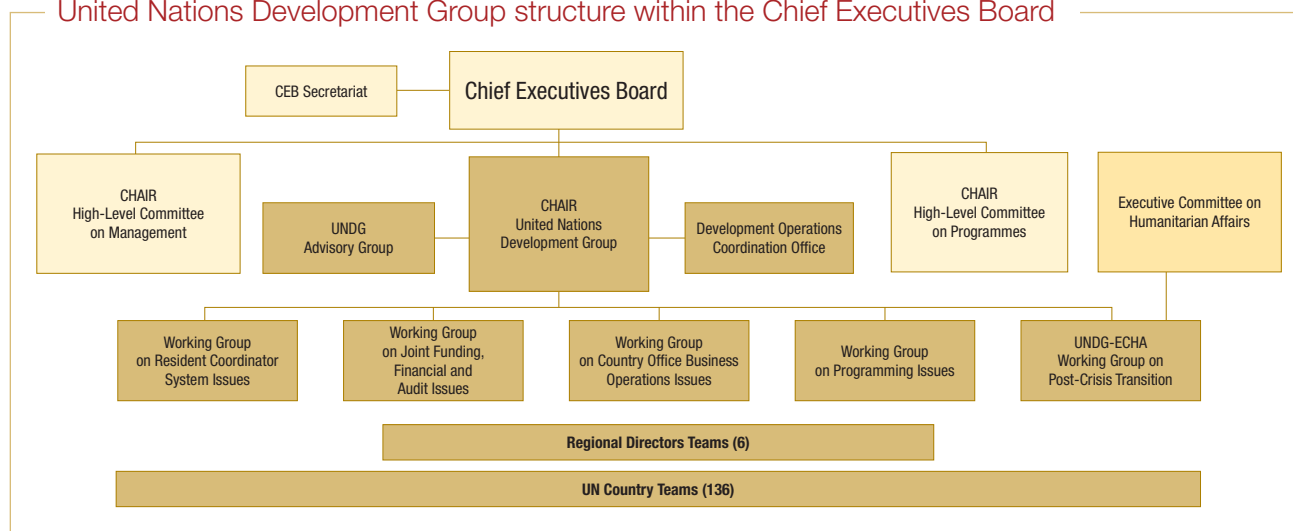
Working Group on Joint Funding, Financial and Audit Issues

The Working Group on Joint Funding, Financial and Audit Issues develops guidance and oversight mechanisms in cases where there is joint funding by agencies, such as in multi-donor trust funds and joint programmes. It provides guidance in the areas of finance and audit, where it works to simplify and harmonize policies and procedures. The group also develops policies, instruments, tools, and processes for country level operations. Through active interaction with country offices, the working group provides support and guidance on new harmonization initiatives and advice on how to overcome bottlenecks in joint funding, finance and audit.

Working Group on Programming Issues

The Working Group on Programming Issues develops policies, guidelines and tools to improve the quality and effectiveness of UN country team programme collaboration. By coordinating and jointly planning the implementation of their programmes, country

United Nations Development Group structure within the Chief Executives Board



teams can better support national efforts to achieve the internationally agreed development goals, including the Millennium Development Goals. The working group harmonizes and simplifies joint programming instruments such as the UN Development Assistance Framework (UNDAF) and related programming documents and procedures; supports the UN system's progress toward aid effectiveness commitments; and advises country teams on how to incorporate key principles in results-based management, capacity development, human rights-based approaches, gender equality, and environmental sustainability, into the UN's programme framework at the country level.

Working Group on Resident Coordinator System Issues

The Working Group on Resident Coordinator System Issues develops tools and guidance focused on strengthening the skills, effectiveness and accountability of resident coordinators and the managers and staff of UN country teams. It also works to improve the relationships between resident coordinators and UN country team members. The working group helps UN country teams draw on the full resources and expertise of the UN system, including

agencies that are not resident in programme countries. It promotes a coherent dynamic between resident coordinators and UN country teams through management and operational guidance; provides the UNDG with suggestions on mainstreaming policy decisions and guidance on RC issues into UNDG management guidance notes; fosters mutual accountability between the RC and UNCT members through coordinated support of the RC and UNCT performance appraisal process; and supports the assessment, selection, induction, and training of Resident Coordinators. This work helps to improve and enlarge the talent pool of qualified Resident Coordinators and facilitate succession planning from one RC to the next.

UNDG-ECHA Working Group on Transition

Coordinated jointly by the UNDG and the Executive Committee on Humanitarian Affairs (ECHA), the Working Group on Transition unites the development, political, peacebuilding, peacekeeping, and humanitarian actors of the broader UN system to develop policies, guidelines and methodological approaches to support countries in post-crisis transition settings. The working group has developed a range of key

instruments for country teams, including: a Guidance Note on the Development of a Transition Strategy; an Inter-Agency Framework on Conflict Analysis and Prevention Guidance Note; a UNDG/World Bank Handbook on Post-Conflict Needs Assessments and Transitional Results Frameworks; Guidance on Transitional Appeals; and Guidance on Transitional Financing and Pooled Fund Modalities, among others. The working group is co-chaired by DOCO and the Office for the Coordination of Humanitarian Affairs (OCHA). It includes UNDG members and observers, as well as the UN Secretariat's Department of Peacekeeping Operations, Department of Political Affairs and Peacebuilding Support Office.

What the UNDG has Accomplished

Guided by the General Assembly's Triennial Comprehensive Policy Review resolutions of 1998, 2001, 2004, and 2007, the UNDG has steadily improved how UN funds, programmes and agencies work together and plan their responses to national needs. The UNDG, the Resident Coordinator system and UN country teams have passed several milestones of progress, and these improvements are leading to more effective country operations.

UN Development Assistance Frameworks are increasingly helping country teams plan more strategically together and draw upon the full range of expertise available in the UN system to respond to national development priorities. Thanks to harmonized and simplified programming cycles, tools and procedures, agencies are working together more closely, and the Resident Coordinator system is becoming stronger and more accountable. Six UNDG Regional Directors Teams now bring together senior managers from multiple UN agencies to provide country offices with guidance and technical support at the regional level.

The UN system's provision of funds and services to its partners is becoming more efficient through increasingly harmonized approaches to cash transfers and to cost recovery. Country offices have made progress on common premises and services, and the number of UN Houses has increased from four to 59. Mechanisms such as post-conflict needs assessments and multi-donor trust funds are improving the effectiveness of UN assistance in post-crisis and transition environments.

The Resident Coordinator System

The Resident Coordinator system encompasses all the UN system entities that carry out operational activities for development in programme countries, regardless of their physical presence in the country. It is the main mechanism for coordinating UN operations that support nationally-owned and led development plans and programmes. The RC system also helps to coordinate emergency, recovery and transition activities in programme countries.

Resident Coordinators are senior UN officials who lead UN country teams and coordinate their activities. Working closely with national governments, UN country teams provide technical assistance and policy advice, build human and institutional capacity, pilot projects, and advocate for globally-agreed norms and standards. Resident Coordinators are appointed by the Secretary-General, overseen by the UN Development Group and UN Regional Directors Teams, funded and managed by the UN Development Programme, and supported by the Development Operations Coordination Office.



UN Development Group Members



Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States

Office of the Special Advisor on Africa

Special Representative of the Secretary-General for Children and Armed Conflict

Department of Economic and Social Affairs

Department of Public Information

Economic Commission for Africa

Economic Commission for Europe

Economic Commission for Latin America and the Caribbean

Economic and Social Commission for Asia and the Pacific

Economic and Social Commission for Western Asia



Food and Agriculture Organization



Enabling poor rural people to overcome poverty

International Fund for Agricultural Development



International Labour Organization



International Telecommunication Union



UN Conference on Trade and Development



United Nations Development Programme



UN Environment Programme



United Nations Educational, Scientific and Cultural Organization



UN Population Fund



UN Human Settlements Programme



The UN Refugee Agency

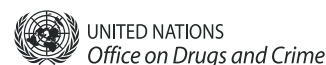
UN High Commissioner for Refugees



UN Children's Fund



UN Industrial Development Organization



UN Office for Project Services



UN World Tourism Organization



World Food Programme



World Health Organization



World Meteorological Organization
Weather • Climate • Water



**UNITED NATIONS
DEVELOPMENT GROUP**