

SYNTHESIS OF 2011/2012  
RESIDENT COORDINATOR ANNUAL REPORTS

# THE IMPACT OF UN COORDINATION: STORIES FROM THE FIELD



UNITED NATIONS  
DEVELOPMENT GROUP

## Synthesis of 2011/2012 Resident Coordinator Annual Reports

### The Impact of UN Coordination: Stories from the Field

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

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

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# FOREWORD BY THE UNDG CHAIR



The UN system has accelerated its efforts to help Governments to achieve the Millennium Development Goals as the 2015 deadline approaches with some notable successes. The latest analyses show that globally, extreme poverty has already been reduced by half, as has the number of people who do not have access to safe drinking water. The lives of slum dwellers in urban areas have improved with the amelioration of conditions for over 200 million individuals, which is double the target set for 2020. Gender parity has been achieved in primary education, and we have seen significant progress in reducing child mortality and the number of deaths due to tuberculosis and malaria.

In spite of these achievements, much still remains to be done. The UN system continues to focus its attention on providing high-value, evidence-based policy support to all national

government partners so that the momentum is maintained and the focus remains on the poorest and most vulnerable segments of society. The UN system also continues to work towards a coherent approach to providing development assistance, thereby maximizing its full potential for support as an efficient, effective and relevant development partner. In chapter one of this report, a series of stories from around the world chronicle how UN country teams, acting together, help nations to achieve development results.

In the **Philippines**, hard hit by natural disasters, the UN country team supports innovations such as a weather-based insurance system protecting farmers' livelihoods. With joint UN backing, **Rwanda** and **Zambia** have increased capacities to manage international aid. There, too, as in 54 other aid-recipient countries, the UN has been requested to support the Government in coordinating Official Development Assistance. **Uruguay** is comprehensively revamping its criminal justice system according to international human rights standards with support from the UN country team. A joint UN programme in the **Occupied Palestinian Territory** has encouraged ground-breaking progress in protecting women's right to live free of gender-based violence. **Sierra Leone** held successful elections in 2012 after concerted UN assistance in many areas helped to lay the foundation for this major step towards sustained peace and democracy.

The responsibility for supporting this coordinated approach of the UN system lies with the United Nations Development Group (UNDG). The UNDG is guided by a common vision at the country, regional and global levels to work together to respond to the critical issues that countries face, in particular by providing high-quality support to UN country teams to help them to support the achievement of national development goals and the MDGs. In chapter two, this report highlights the UNDG's work "behind the scenes" to improve how UN agencies collaborate to achieve results, outlining the notable progress in programming, business operations and leadership in 2011-2012.

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“I stressed the value of collaboration, not competition, within our ranks; while each of us should be proud of our respective programmes or departments, those identities matter far less than our ability to deliver as one across the full spectrum of our agenda.” - Ban Ki-Moon

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The UNDG works to support UN country teams through common programming tools, including new guidance on results-based management, gender equality markers and financial management tools such as the multi-donor trust funds (MDTFs). For example, a recent global survey of 90 countries found an average savings of 12.5 per cent from joint long-term procurement agreements. In 18 months during 2011-2012, the UN system saved \$20 million by harmonizing currency-exchange practices. In terms of non-monetary benefits, 81 per cent of the countries recorded significant savings in staff time and workload.

High-quality leadership drives effective UN coordination. The UNDG must continue to strengthen the Resident Coordinator system through improved performance assessments and incentives. I am very pleased that the portion of Resident Coordinators who are women reached 39 per cent in 2012, the highest level ever.

Within the UN system, we can proudly reflect on the pilot phase of the Delivering as One approach. In paragraph 134 of its resolution 67/226 on the quadriennial comprehensive policy review the General Assembly, *“Recognizes the achievements and experience in the implementation of “Delivering as one” by a number of pilot programme countries on a voluntary basis as an important contribution for enhancing the coherence, relevance, effectiveness and efficiency of the United Nations development system in those countries, strengthening national ownership and leadership... and achieving strategic results, especially on cross-cutting issues...”* It also highlighted some important lessons learned which will feed into the next generation of Delivering as One countries.

The UNDG continues to strive for an effective UN development system which avoids duplication of efforts, fragmented working methods, high transaction costs in the long term, and maximizes its collective impact on the ground.



Helen Clark

# TIMELINE

- *Renewing the United Nations: A Programme for Reform* (A/51/950) is launched with a call for acting as one at the country level, increasing administrative effectiveness and efficiency, and turning cost savings into a dividend for development programming.
- The UNDG is established with the Development Group Office (DGO), later the Development Operations Coordination Office (DOCO), as its Secretariat to guarantee planning and implementation of UNDG decisions as well as support to Resident Coordinators and UN country teams with improved coordination policies and procedures. The UNDG has since grown to include all 28 UN specialized agencies, funds, programmes, departments and offices that play a role in supporting development.

- The TCPR calls for greater national ownership and coordination of development programmes and attention to commitments set forth in the Millennium Declaration.
- Transition plans are piloted in Afghanistan, Democratic Republic of the Congo and Sierra Leone, the first examples of coordination in a crisis context.

- Global roll-out of UNDAF along with the consolidation of common country assessment (CCA)/UNDAF as strategic tools to promote collaboration towards specific goals and coherent programmes.

1997

1998

1999

2000

2001

- The Triennial Comprehensive Policy Review (TCPR) calls for harmonization and simplification of programming. It introduces the UN Development Assistance Framework (UNDAF), at that point in its pilot phase, as a mechanism to promote a country-driven, collaborative and coherent response by the UN development system in support of national priorities to achieve greater impact at the country level.
- First joint programmes are piloted.

- The Millennium Declaration is adopted and the MDGs rise to the top of the development agenda.
- UNDG Operational Guidelines for the Implementation of Common Services are issued, defining principles to optimize the efficiency and effectiveness of UN country teams.



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## UNITED NATIONS DEVELOPMENT GROUP

- The first UNDG multi-donor trust fund (MDTF) is established in Iraq. MDTFs, an application of the aid effectiveness agenda and the UN reform initiative, Delivering as One, mobilize One Fund resources to provide predictable, stable funding to joint programmes.

- 191 Member States adopt the World Summit Outcome Document (A/60/1) at the 2005 World Summit, a follow-up summit meeting to the United Nations 2000 Millennium Summit. The 2005 World Summit Outcome Document suggests approaches to make the UN development system more coherent, effective, and relevant.

2003

2005

2002

2004

2006

- The Secretary-General's second major reform package, *Strengthening of the United Nations: An Agenda for Further Change* (A/57/387), provides additional guidance to align UN activities with the Millennium Declaration, highlighting that effectiveness is achieved through harmonizing operational policies and procedures.
- The Monterrey Consensus of the International Conference on Financing for Development addresses key financial and development issues and provides a new global approach to financing for development.

- The first MDG reports showcase national progress on each goal.
- The TCPR calls once again for a strengthening of the UN development system.

- Cape Verde establishes a Joint Office between UNDP, UNFPA and UNICEF.
- The High-level Panel on United Nations System-wide Coherence delivers its report, "Delivering as one" (A/61/583), with the intention of strengthening the UN's composite response to the specific development needs of each country: One Programme, One Leader, One Budgetary Framework and One Office.
- The UNDP-Spain MDG Achievement is introduced to help reduce poverty and inequality and make the Millennium Development Goals a reality for all.
- Agreements include, among others, the establishment of the Human Rights Council and increased efforts and financial resources to achieve the MDGs.



- Delivering as One is launched in eight pilot countries.
- The TCPR underscores the fundamental principles of operational activities of the UN development system, national ownership and leadership, flexibility in responding to national development requirements, the centrality of developing national capacities and the importance of predictable and stable funding as well as stressing the need for efficiency, accountability, results and transparency in UN work at the country level.



- The Fourth High-level Intergovernmental Conference on the piloting of Delivering as One takes place in Montevideo, Uruguay. The outcome document highlights key developments in integrated UN operations.
- At the Fourth High-level Forum on Aid Effectiveness in Busan, Republic of Korea, a number of countries and international organizations endorse an agreement on a new global direction for engagement with fragile States. The New Deal for Engagement in Fragile States sets out five goals (legitimate politics, justice, security, economic foundations, and revenues and services) as priorities in fragile States.

- The Second High-level Intergovernmental Conference on the Delivering as One pilots takes place in Kigali, Rwanda. Participants agree that for them there is “no going back to business as usual”.

2007

2009

2011

2008

2010

- The General Assembly adopts its first resolution on system-wide coherence (63/311), deciding that its intergovernmental work will focus in an integrated manner on Delivering as One at country and regional levels, harmonization of business practices, funding, governance, and gender equality and the empowerment of women.
- The Management and Accountability System is adopted by the undg. This establishes the architecture of the undg and a vision for the role of the UN Resident Coordinator and UN country teams.
- The First High-level Intergovernmental Conference on the pilots of Delivering as One takes place in Maputo, Mozambique. It affirms national ownership as the central principle of Delivering as One.

- The undg adopts Strategic Priorities for 2010-2011 (later extended until 2012), which are fully aligned with the TCPR.
- The Third High-level Intergovernmental Conference on the pilots of Delivering as One takes place in Viet Nam, Hanoi.
- Following the report of the Secretary-General entitled “Comprehensive proposal for the composite entity for gender equality and the empowerment of women” (A/64/588), the General Assembly adopts resolution 64/289 in 2010, wherein it decides to establish UN-Women, merging the Division for the Advancement of Women, the International Research and Training Institute for the Advancement of Women, the Office of the Special Adviser on Gender Issues and Advancement of Women, and the United Nations Development Fund for Women.
- In September 2010, the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals takes place.
- In December 2010, the undg endorses the MDG Acceleration Framework (MAF) to enable governments and development partners to systematically identify the bottlenecks preventing MDG progress, and develop implementable MDG acceleration plans.





# 2012

- The Secretary-General's Five-Year Action Agenda of January 2012 for his second term shows the Secretary-General's commitment to a second generation of Delivering as One.
- In accordance with General Assembly resolution 64/289 of July 2010 on system-wide coherence an independent evaluation of lessons learned from Delivering as One in the eight pilot countries is undertaken and presented in 2012.
- At the Fifth High-level Intergovernmental Conference on Delivering as One in Tirana, Albania, in June 2012, it is again emphasized by participants that there is no going back to doing business in the manner prior to the Delivering as One initiative. It welcomes the call of the Secretary-General for a second generation of Delivering as One.
- In its resolution 67/226 of December 2012, the General Assembly approves the quadrennial comprehensive policy review (QCPR) in December 2012, which outlines the next phase of UN reform to deliver effective development results. It requests the UN system to consolidate the process of Delivering as One by clearly outlining the core elements of each of the "Ones", including by formulating standard operational procedures.





# 2012

UN survey of governments found wide agreement that the MDGs have been successfully integrated across joint programming instruments such as the UN Development Assistance Frameworks that guide country programming.

Over the next three years, there will be a

# FINAL PUSH

to accelerate faster progress towards achieving existing goals.



## CHAPTER 1

# UNITED TO DELIVER DEVELOPMENT RESULTS



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## A. A FASTER PUSH FOR ACHIEVING THE MDGS

Around the world, UN country teams work together to help nations to advance their development priorities. Through strategic coordination, UN country teams determine how their combined efforts can best assist in delivering high-impact, long-lasting development results. They define arenas in which they can be most effective, and what kinds of global programme and policy expertise can be of the greatest value to national partners.

A top priority for all UN development work has been the MDGs and internationally agreed development goals. A 2012 UN survey<sup>1</sup> of Governments found wide agreement that the MDGs have been successfully integrated across joint programming instruments, such as the UNDAFs, that guide country programming.

Significant progress has been made towards achieving the MDGs. Global targets on halving extreme poverty and expanding access to improved water sources have been met. The number of children dying before their fifth birthday declined from 12.4 million in 1990 to 8.1 million in 2009. Some of the poorest countries have achieved or are nearing universal primary education, with global statistics showing that the world has achieved parity in primary education between girls and boys.

While these achievements should be celebrated, much remains to be done, including on issues such as reducing maternal mortality, improving sanitation and addressing hunger and malnutrition. Even when targets at global or national levels have been reached, wide disparities remain across and within countries. In short, the business of the MDGs is unfinished.

Looking forward, discussions have begun at many levels on a post-2015 development agenda. This is expected to further advance the unfinished business of the MDGs, including the eradication of poverty. Any new goals should integrate actions on the economic, social and environmental dimensions of development. Strong coordination of the UN development system will thus be more critical than ever.

Over the next three years, there must be a final push to achieving the MDGs. In aiding national efforts, the UN system will continue to provide inputs with proven value: policy advice informed by global experience and tailored to national needs, support for the development of national capacities, and expertise on programme implementation. As the following country stories demonstrate, across a variety of core development issues, UN coordination is part of ensuring that countries reap the best of what the UN system has to offer.

Some of the joint programmes in this report have received the generous support from the MDG Achievement Fund. More information here: <http://www.mdgfund.org/>

Information to support the development of MDG accelerated action plans through the MDG Acceleration Framework can be found here: [http://www.undp.org/content/undp/en/home/mdgoverview/mdg\\_goals/acceleration\\_framework/](http://www.undp.org/content/undp/en/home/mdgoverview/mdg_goals/acceleration_framework/)

### ALBANIA: EMPOWERING MARGINALIZED COMMUNITIES

*"I was shy, hopeless, and doubtful about any change in my life. But encouraged by other*

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<sup>1</sup> "Results of survey of programme country governments: Preparation for the 2012 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System, Department of Economic and Social Affairs (DESA)", UNDESA, New York, 25 June 2012. Valid responses were received from 111 countries and territories, or 74 per cent of all countries and territories that received the questionnaire.

*vocational training courses and through the technical and financial support from the project team, I completed a five-month course in tailoring. By attending the course, I started connecting and interacting with different people and learned more about the reality and possibilities out there. Now I run my own business, a simple tailoring shop where I sew and sell clothes. Although this is a modest investment, I am able to bring income to my family, something I feel happy and proud of.”*

—Bardha, a member of the Egyptian community in Elbasan and one of the programme beneficiaries

With the right vocational training, Hatixhe Sula has become a tailor. Now, she can help to support her family.

Not long ago, as a member of the excluded Roma community in Albania, she may not have come across this opportunity. But through the combined efforts of the UN system, an outreach campaign made her aware of it. Training for vocational-centre staff taught them to be sensitive to her needs. Assistance in registering with the Tirana municipality ensured that Hatixhe was eligible to enrol at the centre and receive several other forms of social assistance.

“This is of great benefit to my family and many other community members,” Hatixhe says.

Roma in Albania suffer extreme marginalization, with 80 per cent of them living below the poverty line. More than half of those under age 15 are illiterate. Life expectancy lags behind the national average by 10 years.<sup>2</sup>

Albania as a middle-income country is making strides towards achieving the MDGs. It is important that Roma are part of this progress.

Many factors reinforce a cycle of deprivation where Roma are excluded from the labour market, political participation and public services, including health care and education. A UN programme on empowering local communities has combined the



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resources and expertise of different agencies to tackle these barriers on multiple fronts.

Through 2011, the initiative brought together UNDP, UNFPA, UNHCR, UNICEF and UNV, which pooled their specific expertise for a series of multisectoral interventions in four of Albania's 12 regions, contributing directly to the Government's National Action Plan for the Decade of Roma Inclusion 2010-2015. The latter is a regional initiative involving 12 countries in Southern and Eastern Europe.

One component of the programme brought together local governments in Durrës, Elbasan, Fier and Tirana with members of Roma communities to identify and plan local infrastructure projects. Community-based organizations formed so that Roma could gain a sense of political voice and advocate for their priorities. A co-financing scheme, with the programme providing 80 per cent of the costs and local governments 20 per cent, gave communities incentives to pursue agreed projects.

By 2012, 20 development projects prioritized by Roma communities were completed in cooperation with local government. New kindergartens, for example, now provide a new generation of Roma with a stronger basis for a quality education. Community centres offer sports and social activities, fostering social integration.

<sup>2</sup> Data from the survey, “At Risk: The Social Vulnerability of Roma in Albania”, UNDP Albania, 2006.

All facilities have now been handed over to local authorities, with the stipulation that Roma remain employed in operating them.

The programme supported new community services, including a special centre in Tirana that protects almost 1,000 Roma children from neglect and violence, and another that each year assists over 600 children living on the streets. In four regions, early childhood development facilities offer education along with parent counselling and health check-ups.

Another programme intervention targeted training for jobs since high unemployment is pervasive among Roma. While training at public vocational centres is free, they had done little to reach out to Roma students. After the programme assisted centre staff in learning skills to carry out more proactive outreach and in gaining greater awareness of the problems that Roma face, they began going into Roma communities to provide information and hold informal neighbourhood meetings on the opportunities provided by vocational training centres. To advocate service benefits and encourage community members to enrol, they partner with people from the community who have learned a vocation and can serve as role models.

Better connections between Roma and a variety of public services have come about through teaching young Roma men and women to liaise between their communities and service providers. Through campaigns and presentations in schools, they have helped to increase understanding of health and education issues and options. Some have learned community policing tactics, including reporting cases of violence against women.

The staff of the centre has also been part of helping many Roma who lack basic identity documents to obtain them. The programme complemented these efforts by providing legal assistance, resulting in nearly 1,600 people completing civil registration formalities as well as more than 400 children being registered at birth.

Support for sustaining these activities comes from the Ministry of Labour's recently launched web-based monitoring system. It tracks achievements under the National Action Plan, drawing on inputs from local governments and Roma focal points in line ministries. For the first time, the Government can see on a national scale where progress may lag, either in particular areas of the country or on specific development issues. Training provided by the UN programme built the capacities of 80 central and local officials to manage the data effectively. A further initiative entailed mapping Roma neighbourhoods across Albania. This has resulted in data profiles of 108 Roma communities, including of the number of people receiving social assistance, the number of children in and out of school, and the availability of early childhood education.

Evidence of the programme's success came from the fact in 2012 that the Government and the UN system decided to extend it as part of a final push for progress under the National Action Plan. Programme activities have expanded from four to seven regions, ensuring that a growing number of Roma will be able to seek jobs and services and have a voice in ensuring their inclusion.

## **PHILIPPINES: A NATION MOBILIZES TO ADAPT TO CLIMATE CHANGE**

*"I believe the project is a very good tool for poverty alleviation. It is a true convergence of the national government agencies, local government units, the private sector through the partner financial service providers – cooperative and rural bank – and development partners. There is also an element of value chain and clustering – two approaches which our agency has inputted in the project design; gender as the project is working with both men and women in their farm and off-farm enterprises; and sustainability because there are existing institutions continuing the project, but this time with enhanced systems in terms of climate change responsive integrated financial and a weather index-based insurance (WIBI) package with the bundled non-financial*

*services – all successfully tested in the pilot run. As of the moment I cannot think of a better tool for countryside development in the Philippines.”*

—Brielgo O. Pagarán, Regional Director-Caraga,  
Department of Trade and Industry

As rice farmers in a poor region of Mindanao, Philippines, Myrna Maisog and her family used to pray for rain during droughts. To deal with floods, they would set out bags of soil planted with ginger to slow the spread of water. It was always this way for Maisog's mother and had been throughout her life as well until a UN programme introduced a combination of financial- and risk-management services.

“It has been a big help,” Maisog says. “Now we are ready for anything. And I have more hope.”

In 2011, when drought threatened to crack and dry her fields, Maisog collected compensation from the weather index-based insurance scheme associated with the UN programme. Through the integrated financial package, she secured loans from a local cooperative at a 1 per cent interest rate, compared to 7 per cent in the past.

This support enabled her to wait out the drought, retain her remaining rice stocks to plant when the rains returned, and pursue interim sources of income, such as from fattening livestock. Courses on farming technology and financial literacy have helped Maisog to dream of the day when she will be able to manage her farm well enough to build up some savings.

Maisog is one of the millions of poor people in the Philippines who have always been vulnerable to the vicissitudes of the weather. In the age of climate change, however, the risks that they face are rapidly growing. Dry spells are longer, sea levels are rising and downpours are heavier. The Asian Development Bank calculated that from 1990 to 2003, the frequency of typhoons striking the Philippines increased by four times. In 2011, the country had the world's greatest number of natural disasters, according to the Special Representative of the Secretary-General for Disaster Risk Reduction.

In the Philippines, the MDGs have been tightly integrated into national development plans by the Government, and utilized to monitor their implementation. Yet, despite strong institutional support, overall progress on the MDGs is not encouraging. Interventions for poverty, education, maternal health, HIV/AIDS, and the environment need to be accelerated while addressing the glaring disparities in rates of progress across regions. In addition, climate-related phenomena, with their potentially severe impacts on livelihoods, could reverse the progress made.

The Government has recognized the importance of a proactive response. In 2009, it passed the Climate Change Act and other legislative and regulatory measures to galvanize action. It also confronted limits on national capacities and knowledge of strategies to adapt to climate change. To fill these gaps, it turned to a joint UN programme that brought together six agencies: FAO, ILO, UNDP, UNEP, UN-Habitat and WHO. Together they contributed expertise in many of the areas required to tackle adaptation, including agriculture, livelihoods, health, the environment, housing and governance.

The programme operated on three levels. It helped officials to integrate climate risk reduction into national and local development plans, and to develop the skills to create and manage projects to reduce climate-change risks. A series of five local projects demonstrated how to improve coping mechanisms.

The project that assisted Maisog was in the last category. It became the first climate-change initiative in the province of Agusan del Norte, implemented with government partners, among which were the Philippine Crop Insurance Corporation, local governments and the private sector, including banks and cooperatives. The project introduced a number of innovations. The weather index-based insurance, for example, connects crop insurance to climate effects and is bundled together with courses explaining insurance requirements and outlining recommended agricultural practices. Financing schemes began operating through a local



cooperative, a rural bank and local governments. Each offers different low-interest loan options along with support such as technical advice on managing climate risks, savings plans and access to lower-cost agricultural inputs such as fertilizers. Participants have reported rises in their incomes not only because the loans are cheaper but also because they can invest in new tools, choose where to market their goods and diversify their sources of income.

Other demonstration projects included one in the provinces of Benguet and Ifugao, where new options for forest enrichment, livestock-raising, and soil and water management were introduced to upland farmers. The programme provided support to Sorsogon City to develop a city-shelter plan with built-in climate considerations and to establish design parameters for climate-resilient coastal communities.

The programme drew on global expertise and on lessons emerging from the projects for training, mentoring, and coaching. It helped local and national authorities to understand the implications of climate change and develop capacity to address it. New exercises, such as vulnerability assessments, were piloted in Agusan del Norte, where the demonstration projects were already well under way and local authorities had gained a basic knowledge of the issues at stake.

By the end of 2011, when the UN joint programme came to a close, 80 provinces had developed long-term 2020-2050 climate scenarios and 43 had conducted vulnerability and adaptation assessments. Climate change had been broadly integrated into the Philippine Development Plan and identified as one of five priority areas for budgeting. The President had designated a new Cabinet cluster on the environment and climate change. Through another UN intervention, which entailed strategic studies on the health impacts of climate change and training for health workers, the Department of Health issued an administrative order requiring climate considerations to be factored into health programmes.

All of these measures will fuel further progress in the Philippines, backed by the continued partnership of the UN system. The latest UNDAF prioritizes support for inclusive, sustainable and resilient development through 2018. With the joint programme on climate change having been the first successful venture of its type for the UN country team, agencies have learned skills and methods of working together to continue delivering far-reaching results.

## VIET NAM: SOCIAL PROTECTION FOR ALL

*"Viet Nam actively promotes economic growth in tandem with improved social protection and better living conditions for all. This is at the heart of the Social Protection Floor initiative. We congratulate Ms Bachelet and the Advisory Group for this landmark report".*

—Nguyen Tan Dung, Prime Minister of the Socialist Republic of Viet Nam, 9 October 2011

In general, Viet Nam is on track to achieve the MDGs. An important element in sustaining its dynamic economic and social progress will be to implement a comprehensive and universal social protection floor. Insurance, social assistance and other measures will ensure that people who confront hardship or are vulnerable have a safety net.

While a number of UN agencies have assisted the Government with social protection policies and programmes, including ILO, UNDP, UNFPA, UNICEF and UN-Women, it has taken a global initiative and reforms encouraging the UN country team to deliver as one to bring these efforts together to achieve greater impact. Previous interventions were ad hoc and complicated by fragmented government efforts and a lack of strategic direction on making social protection inclusive.

A shift began in late 2010, when the recently appointed Executive Director of UN-Women, who was also the Chairperson of the Advisory



Group on the UN Social Protection Floor Initiative, visited Viet Nam. The initiative, developed by the UN Chief Executives Board in response to the global economic crisis, frames joint UN support for social protection. It establishes the principle that social protection systems should have a floor of basic income and services and a guarantee that no member of society will fall beneath it. Besides being universal, systems should be based on human rights, designed and led by individual countries and affordable by all countries.

At the time, the Government was drafting a national social protection strategy. On behalf of the Advisory Group, the Chairperson discussed the Social Protection Floor Initiative with the Prime Minister, generating a high level of political and public visibility. The principles of non-discrimination and participation resonated well with national objectives. The UN country team saw this as an opportunity to come together, engage with senior government officials and keep the momentum of the initiative.

Working together throughout 2011, agencies used the Social Protection Floor Initiative as a touchstone for providing policy advice, sharing positive experiences from other developing countries and encouraging dialogue among policymakers from different national institutions. They brought forward perspectives which at times differed from those of international financial organizations and major bilateral donors also involved with the issue. Analysis of multidimensional poverty, for example, used a broader definition beyond income while a costing of the expansion of social protection drew on social protection floor principles in reiterating a minimum level for everyone.

Mechanisms under ongoing Delivering as One reforms helped the UN country team to coordinate its efforts. A joint programming group on social protection brought team members into regular consultations to shape common positions. The One communications team upheld consistent messaging around recommendations and findings.



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Concerted advocacy and the steady supply of information paid off in June 2012, when a government resolution offered new opportunities to translate the Social Protection Floor Initiative into practical policies. For social assistance programmes, the Government agreed to consider new measures, including an income threshold which would trigger access to cash transfers, basic social services and a reduction, over time, in social pension eligibility from age 80 to age 65. A draft employment law now includes Viet Nam's first public employment programme, which would guarantee jobs for people who are poor and cannot find other sources of work.

The new momentum around social protection made it a priority in the UN country team's unified One Plan for 2012-2016. It coordinates activities by agencies, directing their contributions to the areas where they have greatest expertise. UN agencies in Viet Nam have also collaborated to ensure the coherence of different pillars of the social protection system in Viet Nam. Together, the members of the UN country team will move forward on issues such as employment-related safety nets, advocacy for a common retirement age for men and women, progressive social assistance policies linked to income rather than categories of people, and a cash transfer pilot. Furthermore, in the UN One Plan 2012-2016, the UN agencies aim to support the Government to move progressively from the current system of fragmented social protection initiatives targeting the most vulnerable and disadvantaged towards a universal and integrated social protection system that is equitable, comprehensive, inclusive and sustainable and provides protection and support to all Vietnamese citizens.

## B. EFFECTIVE DEVELOPMENT COOPERATION

### KEY DATA<sup>3</sup>

- ▶ In 2011, 99 UN country teams aligned their UNDAF to national development strategies, up from 83 in 2010.
- ▶ 86 UN country teams helped national partners to strengthen capacities to coordinate and manage aid.
- ▶ Among 82 aid-recipient countries participating in the 2011 Paris Declaration Monitoring Survey, 55 called on the UN system to coordinate inputs from donors for more effective delivery.

In the countdown to the 2015 endpoint of the MDGs, a significant financing gap remains, of as much as \$120 billion per year.<sup>4</sup> A persistent economic crisis has put the prospects of closing the shortfall further out of reach despite commitments made under MDG 8. Significant gaps remain in the quantity and quality of international development cooperation to reach the goals, including on issues such as predictability, untied aid, transparency and accountability in how funds are spent.

In 2011-2012, several important international deliberations took place on effective development cooperation. The 2011 Fourth High-level Forum on Aid Effectiveness held in Busan, Republic of Korea, convened

more than 160 countries and institutions to review progress in implementing the principles of the 2005 Paris Declaration on Aid Effectiveness and to launch a new, more inclusive partnership. Intergovernmental discussions at the 2012 UN Development Cooperation Forum recognized that the development landscape continues to evolve and development cooperation needs to adapt to these changes and respond to current and new challenges. Both the quantity and the quality of aid are important, particularly in low-income countries and those emerging from conflict.

National leadership and capacities to manage aid effectively are crucial elements in countries receiving external financing for development. In 2011, 99 UN country teams reported that they had aligned their UNDAF to national development strategies, up from 83 in 2010. A total of 86 UN country teams provided support to countries to develop their capacities to mobilize and manage different forms of aid.

As part of a move towards greater transparency, 11 UNDG members signed on to the International Aid Transparency



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<sup>3</sup> Data taken from "Capacity Development for Aid Effectiveness: Global Project Annual Report 2011", annex 1, Capacity Development Group, Bureau for Development Policy, UNDP, 2011.

<sup>4</sup> "Report of the Secretary-General on trends and progress in international development cooperation (E/2012/78)", 29 May 2012, report to the Economic and Social Council substantive session 2012, New York, 2-27 July 2012.

Initiative in 2012; by the end of the year, UNDP, for example, had made all information about its disbursements publicly available.

Countries and territories signalled their trust in UN support during preparations for Busan. Among the 82 aid-recipient countries that participated in a survey on more effective delivery, 55 called on the UN system as a trusted partner to coordinate inputs from donors. UNDP partnered with the Division for Economic and Social Affairs of the UN Secretariat to roll out a second survey on mutual accountability to inform the Development Cooperation Forum. The results affirmed three key ingredients: national leadership defined by a detailed national aid policy; nationally driven frameworks to monitor results, with targets for aid providers and recipients; and annual analysis of progress.

More information on aid and development effectiveness at:

<http://www.undg.org/index.cfm?P=1412>

<http://aideffectiveness.org>

United Nations Development Cooperation Forum: <http://www.un.org/en/ecosoc/dcf/>

## **RWANDA: NATIONAL INNOVATION, GLOBAL VOICE**

*“Aid can be effective in achieving our development objectives if we allow greater trust in our partnerships and recognize that this is a shared responsibility built on common values and goals.”*

– President Kagame, Rwanda, at the Fourth High-Level Forum on Aid Effectiveness in Busan

Aid and development effectiveness are essential issues in Rwanda, where half the population lives below the poverty line and ODA funds 40 per cent of the national budget. Yet, as in many countries, Rwanda faces the problem of fragmented aid owing to donors’ diverse mandates.

Supported by the UN country team, Rwanda has made progress in developing capacities and putting in place systems that support greater transparency and coordination under the leadership of national authorities. The Government has made it clear that it sees this process as key to advancing measures for social and economic transformation that will one day eliminate the need for aid.

Steps forward began in 2006, when the Government issued a consolidated development strategy and a policy mapping a vision for improved aid management. The UN country team aligned its UNDAF with the strategy while UNDP helped the Government to begin building greater capacities for aid oversight.

The Development Partners Coordination Group was convened, co-chaired by the Government and the UN Resident Coordinator. It helped to broker a donor division of labour to reduce duplication and overlap; each donor is expected over time to concentrate its activities in no more than three sectors. Seventeen sector-coordination working groups involving government, donor, civil-society and private-sector representatives began meeting to coordinate different actions and to ensure consistent links to broader national objectives.

Drawing on UNDP technical expertise, the Government set up a first system to assess government performance under the national development strategy, including in terms of commitments made in aid agreements, and a second system to follow donor performance. Each year, the latter tracks, by individual donor, who is reaching agreed targets on issues such as predictable financing and reduced transaction costs and who needs to do more. It drew mostly on indicators used by countries around the world as follow-up to the 2005 Paris Declaration on Aid Effectiveness. Several additional measures, however, reflect targets of national priority and those concerning aid policy, including measures





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to capture support channelled directly through the national budget.

By 2010, under the “Kigali Statement of Action”, all development partners agreed that Rwanda’s systems for managing aid had become sufficiently reliable and the use of them should grow. While more progress needs to be made, usage has risen, including that of national budget and procurement systems. Aid included in the national budget increased from 52 per cent of Rwanda’s ODA in 2007 to 71 per cent for 2010 although this fell short of the 85 per cent target.

Rwanda’s successes equipped it to be a vocal presence before and during Busan, a position encouraged by the UN country team. African States selected Rwanda to champion an African position paper at the forum, and President Paul Kagame gave one of the keynote opening speeches. He called for a fundamental shift in thinking to treating aid as an investment for mutual gain. He emphasized the obligation for development partners to apply aid to strengthen

national systems because a country needs to manage its resources in order to be held accountable for them.

Officials from Rwanda and other African States highlighted the importance of national aid management indicators to complement global measures; the forum agreement noted that these should be adopted where initiated by developing countries, and by 2011, 28 countries had done so. Rwanda’s push for aid transparency helped to propel agreement that transparent practices are the basis for enhanced accountability for aid.

As a member of the UN country team, UN-Women provided specific assistance to the Government as it moved to highlight the gender aspects of development effectiveness in the Africa platform, which contains multiple references to that issue. At Busan, an international agreement on aid effectiveness emphasized for the first time that gender equality and women’s empowerment are integral to achieving development results.

Post-Busan, several countries have expressed interest in replicating Rwanda's aid management mechanisms, including Ghana, Malawi, the United Republic of Tanzania and Zambia. For its part, Rwanda is expanding joint donor-government planning exercises aligned to a new economic and poverty reduction strategy, under the joint coordination of the UN system, the European Union and the World Bank.

## ZAMBIA: WALKING THE TALK

*"It is necessary that development processes place Results and Accountability at the centre. This is so because effective planning for poverty reduction needs to be based on results and evidence. Unlike in the past when there was a disproportionate focus on inputs and processes, the situation now demands that we pay more attention to the results of our interventions."*

—Hon. Alexander B. Chikwanda, MP, Minister of Finance

In Zambia, the UN country team has emphasized "walking the talk" on aid and development effectiveness within its own internal operations. When all major donors to Zambia finalized the 2011-2015 Joint Assistance Strategy for Zambia, the UN country team signed it as one entity rather than as multiple organizations.

The strategy maps a division of labour between the Government and various international partners, organized around the current national development plan. For its part, the UN country team has assigned lead agencies to represent it in groups of donors coordinating efforts in different programme areas. A management and accountability framework guides inter-agency work while an inter-agency performance management system tracks the achievement of joint results. Common advocacy positions enable the team to speak with one voice.

After the team had coordinated its own efforts as well as those of other development partners to support Zambia's highly successful 2011 elections, the Government requested it to play a similar role in the 2012 process of constitutional reform. A UN-facilitated national dialogue on diversifying the Zambian economy has produced a series of recommendations, including those to improve markets for agricultural products, diversify manufacturing, reform taxation, and invest in technology to jumpstart progress in the provision of energy and a variety of social services.

Preparations for Busan, also facilitated by the UN country team, heightened discussions between the Government and donors about mutual accountability for aid and development effectiveness, and the importance of investment in national capacity development. By the end of 2012, the talks culminated in the Mutual Accountability Framework, which links the Joint Assistance Strategy and the National Development Plan.

A monitoring framework consistent with Busan and earlier aid effectiveness agreements, the Mutual Accountability Framework details specific actions to bolster donor support for developing national capacities. In 2012, the Government, supported by the UN country team, began evaluating current progress in national capacity development, including an assessment of and case studies on the contributions of development partners.



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## C. INCREASING MOMENTUM AROUND HUMAN RIGHTS

The mainstreaming of human rights within the UN system has been central to a series of the Secretary-General's reform initiatives since 1997. In the area of development, human rights mainstreaming has progressively gained momentum under the UNDG human rights mainstreaming mechanism (UNDG-HRM), established in December 2009 as a successor to the UN inter-agency Action 2 Global Programme. Moreover, the 2010 MDG Summit and the 2012 Rio+20 Summit reiterated the importance of further integrating human rights into the work of the UN system and of applying a human rights-based approach to sustainable development.

A growing number of UN country teams are supporting Governments in their efforts to fulfil human rights treaty obligations and integrate human rights into national policies and programmes.

The case studies of Kenya and Uruguay highlight the critical role that UN country teams play – both in low-income and middle-income countries – in supporting efforts by national actors to integrate human rights into national development processes and to reform institutions, policies and laws in accordance with human rights standards. In both examples, the UN system is called on to provide technical expertise, broker experiences from around the world and draw on its normative mandate and convening power to leverage the impact of its support.

The unique role and comparative advantage of the UN system in promoting the values, principles, norms and standards of the UN Charter will continue to form an integral part of UN operational activities for development. Human rights, equality and sustainability have been recognized as the three fundamental principles of the post-2015 agenda.

### KENYA: TRANSLATING RIGHTS INTO PRACTICE

*“For development to be meaningful, rights must be realized by those whose development is at stake.”*

– Kenya's National Human Rights Action Plan

*“Through engaging with the UN, we have had experts walk us through the process of mainstreaming human rights into practices and plans. The UN has helped create understanding and buy-in, and then to develop a programme that can be rolled out to the rest of the public services, which will then empower citizens to demand their rights.”*

– Mary Ndeto, Transition Authority

A decade after Kenya's return to multi-party democracy, national commitment to democratic institutions and human rights remains strong. The National Commission on Human Rights is internationally respected, and the Constitution, overwhelmingly endorsed by public referendum in 2010, is one of the most progressive in Africa. It paves the way for extensive restructuring of the Government, including redressing disparities in income and access to public services. It encompasses rights for all as well as for specific marginalized groups and for the first time guarantees economic, social and cultural rights.

The UN country team, including UNDP, UNICEF, UN-Women and the Human Rights Adviser in the Office of the Resident Coordinator, backed each step of the constitutional drafting process, consistently advocating a sound grounding in human rights. The team helped to convene consultations among the Government, National Commission on Human Rights and civil society and supported the participation of minorities, women and children. UN assistance also brought

in experts to share experiences from other countries with strong rights-based constitutions, such as India and South Africa.

By 2011, with the new Constitution in place, the Government had begun considering how to translate its far-reaching provisions into concrete policies and practices. The successful collaboration with the UN system led to a request for continued support, this time oriented towards implementing the national development blueprint. Called Vision 2030, it aims to transform Kenya into a middle-income country over the coming two decades.

Implementation is carried out through a series of medium-term plans, the second of which covers 2013-2018. Given the new Constitution and the links between human rights and development, there was a need to proactively address ongoing human rights concerns, such as disparities stemming from high levels of poverty and inequality, and to ensure that development goals were guided by human rights standards.

UN support began with broadening knowledge on how to apply a human rights-based approach to development. Over 500 staff from the Government, the National Commission on Human Rights, the Gender and Equality Commission and civil society took part in initial training in a human rights-based approach to development. To sustain the initiative, a pool of human rights

trainers was formed and a training manual developed. UN civil society partners have already begun implementing the training for members of their organizations, and plans are in place to train staff across the Ministry of State for Planning, National Development and Vision 2030.

The UN country team helped to foster agreement that staff from the National Commission on Human Rights would participate in all 19 sector working groups charged with drafting the 2013-2018 plan, slated for completion in mid-2013. Additional training for staff of the Ministry of State for Planning will highlight the importance of including indicators that reflect human rights principles and standards, environmental sustainability and gender equality. Indicators for water and sanitation services, for example, could capture human rights concerns by indicating whether or not piped water is affordable and meets quality standards, whether marginalized and vulnerable groups are given priority in service provision, whether local communities have a say in these services, and whether mechanisms for consumer protection and raising complaints exist.

The UN country team also worked with the Office of the Prime Minister and the National Commission on Human Rights to develop a targeted national policy and action plan on human rights. This comprehensive framework for protecting and advancing human rights across all aspects of development in Kenya has



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been approved by the Cabinet and is awaiting endorsement by Parliament. A views-collection exercise, sponsored by the UN country team system as the plan was being developed, ensured that Kenyans from diverse walks of life could voice human rights issues of greatest concern to them.

While Kenya is still in the early days of its efforts to integrate human rights into its development policies and programmes and to strengthen relevant institutions, the first results of this initiative can already be seen. The Head of the Public Service recently issued a requirement that all government institutions begin operating according to a human rights-based approach. The African Union Panel of Eminent African Personalities has commended judicial reforms completed with UN support. They include more transparent appointment and vetting of judges and the automation of court procedures. The court system was restructured to create the Supreme Court as the highest judicial authority.

In 2012, three people living with HIV mounted a court challenge to a national act barring the import of generic antiretroviral drugs. When the court ruled that the State was violating the rights of its citizens to health, life and human dignity, as provided for in the Constitution, it set an important precedent. Kenyans now have better access to life-saving drugs – and higher expectations of court protection of a range of other social and economic rights.

## URUGUAY: A NEW APPROACH TO JUSTICE

*“We would not have been able to complete this work without the continuous accompaniment of the UN. The UN system—coming together as One, pooling the expertise of the various agencies and their resources and knowledge has been tremendously helpful for us. It was an intelligent approach, resulting in big economies and a much more efficient and strategic process.”*

– Gabriela Fulco, Ministry of the Interior

To enter the prison system in Uruguay was once to lose all hope for any appeal for human rights. Prisoners, nearly two thirds of whom had not been tried, faced severe overcrowding, excessive use of force, few or no medical services and no opportunities for rehabilitation. The situation at one point became so extreme that Uruguay’s President declared a state of humanitarian emergency within the prison system.

In 2009, the UN Special Rapporteur on Torture visited Uruguay and reported deep concerns to the Human Rights Council. He concluded that only a complete overhaul of the criminal justice system, based on international human-rights norms, could improve the situation. His visit provided an objective evaluation that drew widespread media attention and galvanized public interest and political commitment to resolving the problem. The Government wanted solutions and turned to the UN system for them.

As a relatively well-off, middle-income country, Uruguay no longer relies much on external development assistance, including that provided by the UN system. But it does value the UN’s normative role and mandate in helping the Government to protect human rights and promote universal values. When it came to the



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complex and sensitive issue of criminal justice and penitentiary system reform, the UN system could operate impartially, including by providing technical expertise and bringing together different constituencies.

Starting in 2010 and continuing through 2012, the UN country team, which has supported the Government to carry forward one of the world's eight UN Delivering as One pilots, embarked on a joint programme to support reforms aimed at fostering changes across the entire justice system and upholding the human rights of persons deprived of their liberty. It sought to change mindsets so that prisoners were viewed as rights holders and to encourage alternatives to imprisonment and a better reintegration of offenders into society and the grounding of all policies and programmes in international human rights standards.

As part of building consensus and momentum around the reforms, the programme initiated a series of dialogues, bringing together over 400 stakeholders from various sectors: the police, social work, health, education, the media, the private sector and civil society. Partnerships with civil-society groups led to workshops in neighbourhoods and communities across the country. These underscored the importance of providing opportunities for jobs, education and vocational training to prisoners as well as services such as drug-rehabilitation programmes. Special training for the media improved reporting practices - for example, seeking permission from prisoners to use photographs of them.

At public events and in the media, the Resident Coordinator played a prominent role as a UN spokesperson, consistently emphasizing the value of the reforms as part of a society that respects the rights of all persons. Individual agencies advocated measures in areas of their expertise, calling for an autonomous justice system for juveniles, highlighting the specific vulnerabilities of women prisoners and proposing employment within prisons as a way of preparing for social reintegration.

In 2011, a large increase in national resources for prison reform enabled the hiring of new penitentiary staff and construction of better infrastructure. To sensitize incoming officials on how to apply human rights principles and national laws in daily practice, the UN country team helped to establish a penitentiary school. Targeted training for 10 per cent of mid-level prison supervisors created a cadre fully aware of prisoners' rights and the corresponding duties of officials. The infrastructure improvements included increasing prison capacity by 2,000 places to reduce overcrowding and closing some inadequate facilities.

Since then, other changes propelled by the UN programme have added more physicians and social workers to prison staffs. Prison doctors are appointed and supervised by specialists in the Ministry of Health rather than in the Ministry of Justice, National Cohesion and Constitutional Affairs, leading to better-quality care. Improved health services feature new drug-rehabilitation programmes.

A substantial shift in favour of the social reintegration of prisoners is under way. Recently, the Ministry of Labour approved a draft bill on work within prisons, which is before Parliament. Draft guidelines on education, vocational training and other measures to promote reintegration have been prepared. Experimental programmes have already demonstrated the possibilities of providing alternative sentences of community-service work for some offenders, and of allowing mothers to serve some of their prison time at home in order to care for young children.

While these measures were an important start, a legal foundation was essential to underpin the reforms. With UN support, a highly recognized jurist prepared a report on the revision of penal codes and procedures to bring them in line with human rights standards. Parliamentary discussions on legislative changes are moving forward, towards the day when the rights of all persons deprived of their liberty are protected in law, policy and practice.



## D. GALVANIZING ACTIONS FOR GENDER EQUALITY

Women are a dynamic force for change. In 2011 and 2012, in the face of political, economic and environmental instability, women activists and leaders were prominent in actions to catalyse more sustainable, equitable development.

Around the world, there is growing recognition that women have a right to development and that development depends on gender equality. In 2012, for example, the World Bank found that eliminating all forms of discrimination against women in employment could increase productivity per worker by up to 40 per cent, contributing to economic growth and competitiveness.

Coordination has played a major role in encouraging many more UN country teams to put attaining gender equality at the heart of their programmes. A total of 111 UN country teams in 2011 and 115 UN country teams in 2012 had joint initiatives on gender equality, up from 43 in 2004 (see graph 1). In 2011, 106 UN country teams made gender equality a key element in their work plans, up from 49 in 2004. However, the number decreased from 106 UN country teams in 2011 to 99 UN country teams in 2012; some countries have not finished updating their work plans for 2013. By working together, UN organizations can take a comprehensive approach to the many dimensions of gender equality and women's empowerment, whether in terms of education, health, economic well-being, political leadership and participation, or a life free from violence (see graph 2).

With the 2015 deadline for the MDGs in sight, slow progress on some goals that are the most essential to gender equality calls for redoubled efforts. In response, the number of UN country teams investing in their own capacities to support gender-equality advancements has

more than doubled – from 24 in 2004 to 58 in 2011 and 65 in 2012.

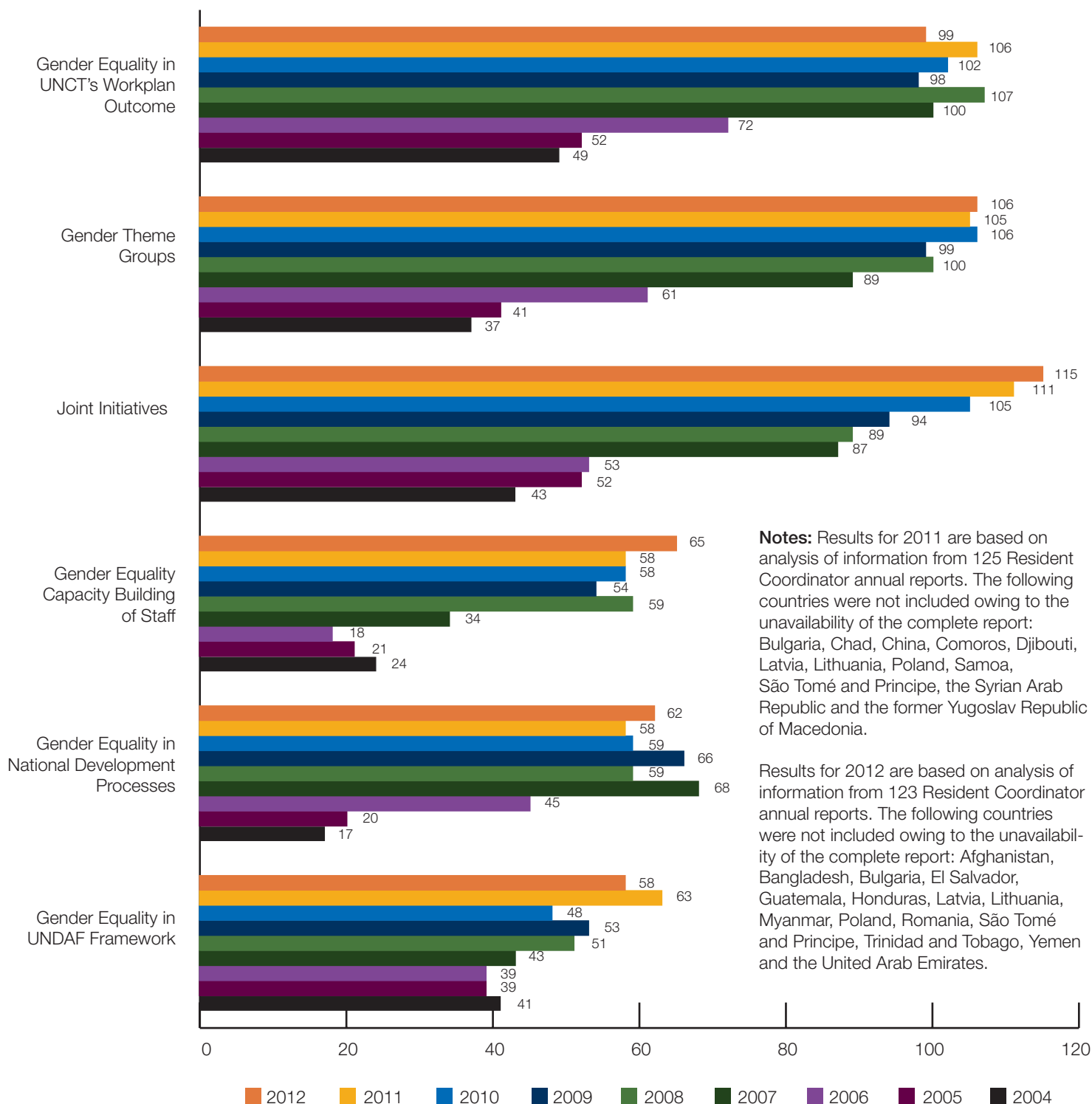
Geared towards making a lasting impact, UN programmes help to develop the capacities of national partners to integrate gender equality across national plans, translate plans into actionable programmes and secure adequate resources for implementation. Fifty-eight UN country teams in 2011 and 62 UN country teams in 2012 helped Governments to integrate gender equality throughout national strategy documents, up from 17 in 2004. Through support for national institutional mechanisms for gender equality/women's empowerment, international commitments to gender equality were translated into national laws and policies in 72 countries in 2011 and in 73 countries in 2012, up from 11 in 2004.



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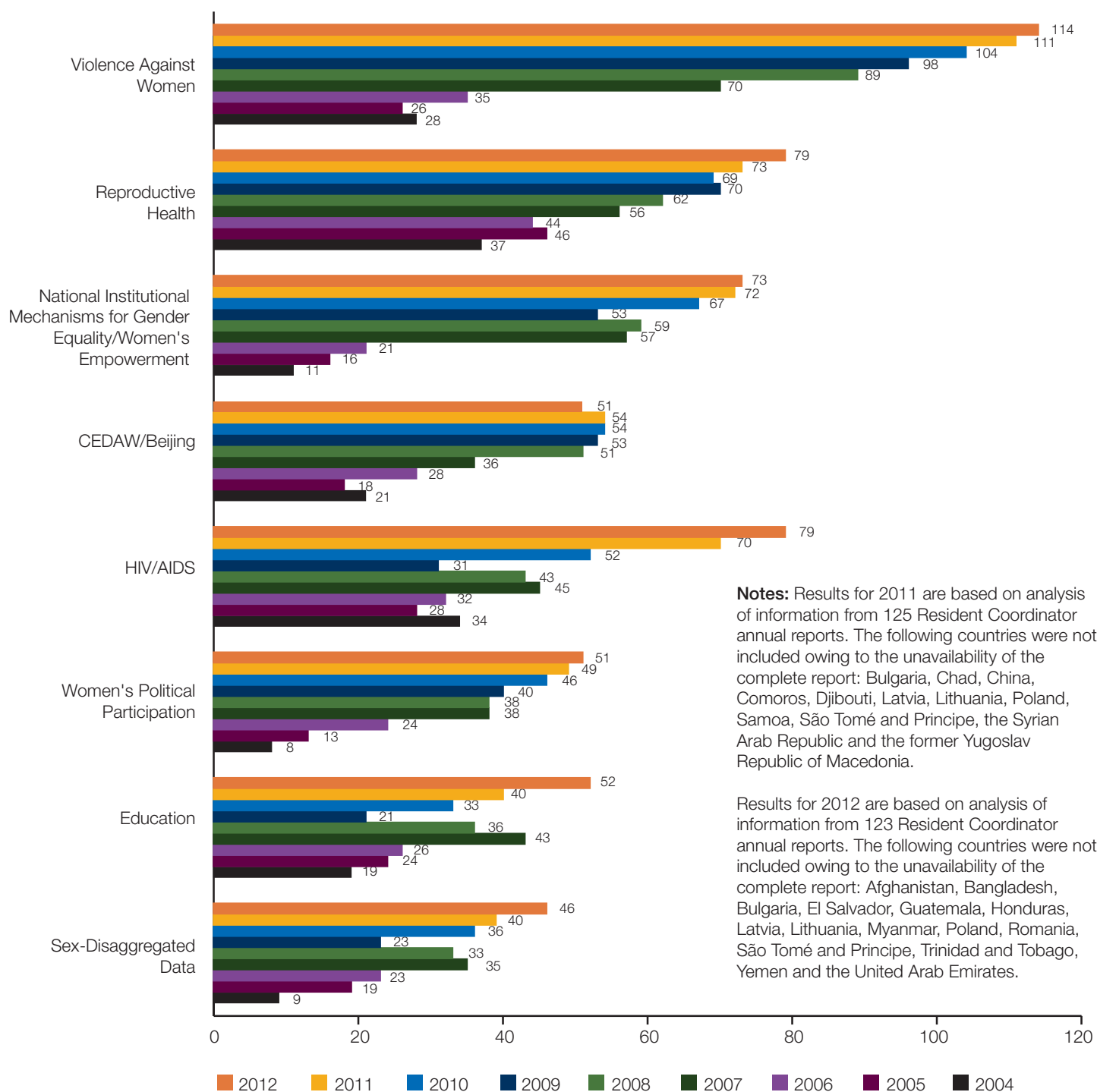


# GRAPH 1: NUMBER OF UN COUNTRY TEAMS REPORTING ON GENDER EQUALITY INITIATIVES



## GRAPH 2: A STEADY INCREASE IN SUPPORT: UN COUNTRY TEAM INITIATIVES ON GENDER EQUALITY BY SECTOR/THEME

MORE UN COUNTRY TEAMS ARE CONTRIBUTING TO ACHIEVING GENDER EQUALITY THROUGH PROGRAMMES IN KEY AREAS.



Assess the effectiveness of the UN country team's gender-mainstreaming strategy in support of gender equality and women's empowerment by using an accountability framework ('gender scorecard') here:

<http://undg.org/index.cfm?P=222> (UNCT Gender Performance Indicators – Users' Guide).

Read more about how to strengthen gender equality in UNDAFs here:

<http://undg.org/index.cfm?P=222>

## MALAWI UNLOCKS A FUTURE FOR ADOLESCENT GIRLS

*"The analysis of the socio-cultural and economic situation of women and girls has revealed that the girl child is at the centre of the challenges limiting the achievements of the three MDGs where Malawi is lagging behind. The Government, and its development partners, are focusing around the adolescent girl child as key entry point for any interventions aimed at accelerating the achievement of the MDGs. Adolescent girls are and must be a key focus of our development work in Malawi."*

—Anitta Kalinde, Minister for Gender, Children and Social Welfare

As a teenager, Linda Tobias got married, a common practice for adolescent girls in her poor, rural area of Malawi. It was not long before she realized that marriage had solved few problems. Basic necessities at home, from food to proper clothing and shelter, were still in short supply. Opportunities for an education or economic empowerment had declined. However, through a joint UN programme in support of integrated education, health and other services for adolescent girls, she found new hope.

"Education is the only key of unlocking my destitute life", she says. Now in standard six after earlier dropping out of school, her dream is to become a doctor one day.

Adolescent girls like Linda are among the most excluded groups of young people in Malawi. They lack access to services and livelihoods and face harmful cultural practices such as early marriage. Compared to male counterparts, they are almost four times as likely to be HIV-positive, a signifier of poverty and gender discrimination.

Bringing together the expertise of UNESCO, UNFPA, UNICEF and WHO, the joint UN programme has acted to address these disparities. Since 2010, it has operated in two rural districts, Chikhwawa and Mangochi, areas with some of the most limited progress in improving the welfare of adolescent girls.

Linda is one of several thousand girls who have benefited from opportunities that used to be nearly unimaginable there. Before, for example, girls dropped out of school at high rates, mainly to marry and have children. It was far less common to see girls finishing their learning and using their education to better their lives. Some barriers came from prohibitive school costs.

The programme seeks to model different outcomes and to encourage girls and their communities to pursue new aspirations. Several interventions have reached out to girls who had dropped out of school. Over 200 identified as orphaned and particularly vulnerable have been given scholarships to return to class. Drop-out rates among them have declined remarkably, to only 2 per cent, and better attendance has translated into higher academic achievement.

In Mangochi, two five-day science camps drew girls from nine schools. The camps concentrated on subjects in which girls had some of the lowest achievements and helped to break down gender stereotypes about appropriate studies. By the end, assessments found a marked increase in confidence in pursuing science-related courses.

Other initiatives have targeted girls not in a position to return to school. Over 250 illiterate girls have acquired functional literacy and numeracy skills, learned about the prevention



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of HIV and other health threats, and cultivated life skills, such as those required for decision-making and assertiveness. Livelihood training has assisted some like Jamiya Labisoni, who at 16 has already been married and divorced. She jumped at the chance to learn to be a baker. “I can now support myself and my son”, she says. “The future looks bright”.

Improving access to sexual and reproductive health information and services is a critical programme component, given how often the lack of these can derail young lives. A cadre of girls has been trained not only to access knowledge and services themselves but also to pass on what they learn to their peers. Other training has instructed service providers on how to offer care that is friendly and empowering to young people. In the programme area, more than 4,000 adolescent girls turned to these services in the first six months of 2012, from a history of almost no usage.

To broaden understanding of issues facing adolescent girls and to inspire action on their behalf, the programme has helped to launch public advocacy campaigns and a series of dialogues with girls, community leaders, parents and school authorities. Early and forced marriages quickly emerged as a key concern. In Mangochi, local leaders proactively came together to create a committee that now reviews and advises on cases of these marriages. As

a result, the number in the area has declined, and fewer girls are dropping out of school.

With programme backing, community victim support units have been established in both districts. Teams of health, development and child protection workers, in partnership with representatives from community policing networks, help to identify and respond to cases of violence against women and adolescent girls, including by reporting them to the police. Seventy adolescent girls have become community peer educators active in stopping gender-based violence.

The many successes of the joint programme cannot mask the fact that Malawi as a whole faces steep challenges in empowering women and girls, one explanation for slow progress towards the MDGs on poverty, education, gender equality and maternal health. Accelerating achievement will require the enhanced engagement of the central Government as a catalyst for nationwide commitment and action and changes in attitudes and behaviours across communities.

A second prong of joint UN support for gender equality in Malawi has helped the Government to develop a strategic agenda for change. In 2011, as Malawi began preparing its second growth and development strategy spanning 2011-2016, a 10-person delegation of high-level experts from UN regional offices, led by



UN-Women, came to review the situation on the ground and make specific recommendations. These included strengthening gender-equality focal points in sectoral ministries such as health and education as well as boosting the coordinating role of the Ministry of Gender, Children and Social Welfare. The experts proposed disaggregating more data by gender to reveal an accurate picture of inequalities and to identify strategic entry points.

## THE GROWTH IN GENDER THEME GROUPS

A growing number of UN country teams – from 37 in 2004 to 105 in 2011 and 106 in 2012 – are convening gender theme groups to bring together gender-equality advocates inside and outside the UN system. The groups can play a critical role in ensuring that international commitments are translated into national strategies, laws and policy frameworks.

In Mongolia, the gender theme group brought together government focal points, ministerial representatives, non-governmental organizations and development partners. It was active in the development and adoption of the Gender Equality Law by the Mongolian Parliament in February 2011. The law aims to ensure the equal participation of women and men in all political, legal, economic, cultural and social spheres. Subsequently, the Electoral Law introduced a 20 per cent quota for women candidates.

In Myanmar, the gender theme group supported the Ministry of Social Welfare, Relief and Resettlement in preparing the National Plan of Action for the Advancement of Women (2011-2015). It seeks to enhance women's access to education, health, and economic assets and benefits.

The process helped to deepen the UN country team's engagement with the Ministry of Economic Planning and Development, tasked with preparing the strategy, and positioned the Ministry of Gender, Children and Social Welfare to play a central role in the negotiations. UN country team members also engaged with sectoral ministries, such as those for health and education, to advocate that their inputs encompass clearly defined gender-equality goals. When the Government approved the final draft of the strategy, it featured specific gender-equality measures and targets, such as those to improve the retention of girls in schools and to delay marriages.

Sustained support for implementing the strategy will come from the coordinated efforts of the UN system. It integrates gender-equality aims into all programme areas of its framework 2012-2016 action plan. More programmes like the one in Chikhwawa and Mangochi will help the Government to achieve its objective of ensuring that girls and boys, and men and women have equal access to opportunities

## LONG STRIDES FORWARD FOR PALESTINIAN WOMEN

*"The Palestinian National Authority's acknowledgment of gender issues, including Violence Against Women, as fundamental issues for attention in the orientation of the government's development in the Palestinian state-building process and answers the United Nations' third Millennium Development Goal (MDG), which calls for gender equality and women's empowerment in the Occupied Palestinian Territory."*

—Rabiha Diab , Minister of Women's Affairs

Amid continued crisis in the Occupied Palestinian Territory, a four-year UN joint programme on gender equality has touched lives – a lot of lives. By the time that it came to a close in 2012, nearly 70,000 people had directly benefited from activities such as training, awareness-raising,

counselling and grants to start businesses. A series of firsts was also achieved that could advance progress for women for years to come: among them the first national strategy to combat violence against women, the first National Committee on Women's Employment and the first shelter for women survivors of violence in Gaza.

A series of high-profile broadcasts by the Palestinian Broadcasting Corporation sparked unprecedented public discussion on issues such as women and violence, the legal system and the labour market.

In close partnership with the Ministry of Women's Affairs, six UN organizations – ILO, UNDP, UNESCO, UNFPA, UNRWA and UN-Women – helped to make these and other innovations happen. A final evaluation concluded that the broad scope of the programme contributed significantly to six of the eight MDGs.

Through collaboration, the UN country team was able to bring together a range of national and local actors to propel progress towards gender equality, even against a challenging backdrop. Palestinian women face oppression from continued occupation as well as a deeply entrenched patriarchy. While they are increasingly well educated, they have one of the world's lowest rates of participation in the labour market. In surveys, up to 65 per cent of married women have reported some kind of domestic abuse.

These and other stark realities guided the programme's top priorities: reducing violence, increasing women's representation in political and other forms of decision-making, and advancing economic opportunities.

The strategy to combat violence against women was an early measure, prepared with inputs from survivors, women's organizations, police and refugees. After the Palestinian Cabinet endorsed it in 2011, the UN country team helped to draw together six ministries, under the guidance of

the Ministry of Women's Affairs, to create action plans for the implementation of the strategy.

Under its plan, the Ministry of Justice agreed to comprehensively review laws and legal practices relating to violence and improve police work, forensic medicine and prosecutions. A critical first step was the criminalization of so-called honour killings, by presidential decree. The Ministry of Health adopted a guide for health providers on dealing with gender-based violence, used for a national referral system for violence survivors.

The Ministry of Education accredited a course on ending violence in schools now being rolled out in all schools after being piloted in four by the joint programme. A series of training curricula includes one for fourth-year law students to learn how to respond to cases of violence against women. Training for sharia court judges encouraged them to adopt trial practices protecting women's freedom of speech and making women more aware of legal rights under sharia law.

One major strategy of the joint programme was to gather evidence on gender discrimination, the depth and details of which have been obscured by the lack of information. Training for statisticians and field workers at the Central Bureau of Statistics led them to incorporate gender dimensions into the general national survey on violence, which is conducted every five years. It provided the first systematically generated data about forms of violence predominantly affecting women both in public and private. Policymakers will now be able to use these data to formulate effective responses.

Another measure was to help the Ministry of Women's Affairs to set up a unit to develop national gender indicators and monitor advancements and gaps in close cooperation with the Central Bureau of Statistics, gender units in 13 major ministries and the Ministry of Planning.

As part of ongoing tracking of institutional gaps in support for gender equality, the UN country team helped the Ministry of Labour to pilot gender audits that thoroughly assessed its programmes and operations. Subsequent training of 30 gender and human rights advocates from the Government and civil society led to the creation of the National Gender Audit Team within the Ministry of Women's Affairs. It now fields audit requests from other ministries, units of the security forces, private-sector companies and civil society groups.

The programme's efforts to raise the low level of women's political participation started from the ground up in local government, a common entry point for women politicians. Training equipped staff at 163 local councils – more than half the total – to integrate gender across budgets, plans and services. During the 2012 local council elections, covering most of the districts in the West Bank, the Ministry of Local Governance pushed for the full application of an agreed 20 per cent quota for women, including by placing women candidates high on party lists. Representation on local councils is still a low 20 per cent, but up from 16 per cent in the 2006 elections.

The economic empowerment prong of the programme connected direct support for women with successful efforts to improve national policymaking. In 15 refugee camps across the West Bank, the UN country team helped to set up income-generating projects and in the West Bank at large assisted 10 women cooperatives to produce and market goods such as handicrafts and spices. Training helped women members to learn about business plans, bookkeeping, leadership skills and so on.

As a permanent advisory body to the Ministry of Labour, the new National Committee on Women's Employment comprises government officials, union members, academic experts and gender-equality activists. It will advocate for gender-sensitive policies and laws, such as those to provide a social safety net for women workers and a healthy work environment. UN support for training at the Ministry of Labour on

applying labour standards to protect women from discrimination was followed by the development of tools for inspectors to detect workplace abuses.

While the joint programme ended in early 2013, its achievements will be sustained through the 2013-2015 national strategy for the MDGs. It highlights women's protection, such as through aiming for an increased number of shelters for survivors of violence. Other plans include revising all school textbooks up to the sixth grade to ensure that they align with gender-equality perspectives. Special indicators will be developed to capture the economic contributions of women in informal jobs, whose labour typically goes uncoun ted and unprotected. Palestinian women still have far to go in overcoming gender discrimination but change is in motion.

## PARTNERSHIPS PROPEL CHANGE

The power of partnerships is evident in UN-wide initiatives, such as the Secretary-General's UNiTE to End Violence against Women campaign, which aims to raise public awareness and increase political will and resources for preventing and ending all forms of violence against women and girls. Its social mobilization platform, Say NO – UNiTE to End Violence against Women, by late 2012 had recorded over 5.4 million actions taken around the world.

In Africa, the UN-African Union Campaign on Accelerated Reduction of Maternal Mortality in Africa has spurred an increased number of initiatives; so has the global H4+ initiative on maternal and child mortality, spearheaded by the Secretary-General. A doubling in the number of HIV/AIDS programmes supporting women's empowerment, from 34 in 2004 to 70 in 2011 and 79 in 2012, stems in part from the continued influence of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV.

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## E. COHERENCE IN TRANSITION COUNTRIES

In the chaos of a crisis or the uncertainty of the aftermath, well-coordinated international assistance can save lives and help countries to regain the path to development. From peacekeeping to development assistance, the UN system provides increasingly integrated and comprehensive support. Today nearly a fifth of humanity – 1.5 billion people – lives in countries experiencing violence, political conflict, insecurity and social fragility.

Countries emerging from crisis have made it clear that they need transition plans grounded in national leadership and priorities. These should integrate political, security, development and humanitarian dimensions and be backed by well-coordinated, sustained international support. Even more than in regular development settings, coherent UN assistance is critical to lessening burdens on fragile national institutions, especially given the risk of relapse into conflict.

A growing number of transition countries have adopted or expressed interest in the UN Delivering as One framework. In most countries with a UN peacekeeping or special political mission, the principle of integration has fostered greater collaboration with development and humanitarian agencies. By the end of 2012, 19 countries had devised integrated strategic frameworks to help to coordinate the activities of missions and UN country teams.

The year 2011 saw an important new global agreement: The New Deal for Engagement in Fragile States. It called for bolstering effectiveness through country-led paths to peace and state-building. The New Deal provides a unique opportunity to deepen consensus on more coordinated ways of working in countries in transition.

UN country teams and UN missions are already involved in implementing the New

Deal in a set of pilot countries – Afghanistan, Central African Republic, Democratic Republic of the Congo, Liberia, Sierra Leone, South Sudan and Timor-Leste – including through conducting fragility assessments.

### TIMOR-LESTE'S INNOVATION FOR TRANSITION

*"The New Deal gives new hope in terms of achieving the MDGs."*

— H.E. Xanana Gusmao, Prime Minister of Timor-Leste

*"[I congratulate] the hardworking members of the Government and Civil Service, who along with the United Nations staff, have invested in producing a comprehensive Joint Transition Plan. Again Timor-Leste has made a conscious decision to improve practices in international engagement which will benefit not only the people of Timor-Leste but our fellow members of the G7+ and other countries who in the future may require the presence of United Nations missions."*

— Former Secretary of State Ágio Pereira

Timor-Leste was a strong proponent of the New Deal as a member of the G7+ group of fragile and conflict-affected States. In 2011-2012, in line with the goal of more effective international support, it also welcomed an innovation in UN coordination. The Joint Transition Plan was adopted (the first time such a measure had been taken) to manage the withdrawal of a peacekeeping mission and the handover of activities to resident UN agencies, funds and programmes.

The Plan grew out of some difficult lessons. Timor-Leste made significant progress after its 1999 referendum for independence, with stronger national institutions and expanding



access to basic social services. However, violence broke out again in 2006 after an earlier peacekeeping mission ended. With almost half the population subsisting below the poverty line, the country remains vulnerable to social and economic strains due to its legacy of conflict.

To mitigate the risk of further turmoil when the current mission wound down in 2012, UN officials took action far in advance. Starting in 2010, they brought the Government, the mission, all resident UN agencies, funds and programmes and bilateral donors into an intensive transition planning process. The President and the Prime Minister participated along with nearly all members of the Cabinet, infusing a high level of political support.

The consultations resulted in agreement on the Joint Transition Plan. Aligned with both the national development strategy and the UNDAF, the Plan maps who is responsible for what during and after the departure of the international peacekeepers and how much activities will cost. Thirty-four projects were assigned to UN agencies as longstanding, trusted government partners; all projects are aligned to peace- and state-building goals in the spirit of the New Deal. Government authorities noted that the process, in offering a comprehensive overview, made clear what types of support the UN system could best offer moving forward.

Implementation of the Joint Transition Plan commenced in 2012. It covers some of the most fundamental elements of sustaining peace, including police and security, and the foundations of an inclusive and fully democratic state.

Building the justice system with a full complement of trained judges, lawyers and police will need to continue for the foreseeable future. The UN mission supplied up to 1,600 international police officers and systematically supported national capacity-building through extensive training. New in-house training facilities are in place, as are mechanisms for strengthening management, discipline and accountability.

After the mission, these nascent capabilities need to hold firm. The 2006 conflict erupted in part because of a breakdown in the functioning of the police and military.

This time, several bilateral donors and UN agencies will continue building on the mission's achievements. UNDP will continue to support capacity development for judicial institutions, train police and assist the development of an investigation management system. It will partner with IOM on better border policing and with UNICEF on working with juvenile offenders in line with international standards. UN-Women will aid responses to gender-based violence while IOM will help to support measures to counter trafficking. As is the case across all areas of the Joint Transition Plan, agencies regularly participate in working groups to coordinate activities and agree on common objectives.

Besides creating an effective division of labour, the Joint Transition Plan has backed efforts by UN agencies to secure additional funding imperative for activities beyond those defined under the UNDAF. The Plan spells out the rationale for further investment. Given Timor-Leste's history, the end of the mission will be a laudable step towards peace, but not the final one in securing the future.

## A JOINT VISION FOR PEACE IN SIERRA LEONE

*"The Agenda for Change reflects our people's belief that the Government they elected in a free and fair election will work in partnership with them to improve their social and economic conditions. Sierra Leoneans have on many occasions demonstrated a deep commitment to building a democratic, prosperous and tolerant nation, in which the ties of friendship, citizenship and kinship triumph over divisive efforts of extremists. There is no better way to acknowledge this commitment than to work in partnership with every stakeholder to address widespread poverty,*

*hunger, unemployment, as well as high infant and maternal mortality.”<sup>5</sup>*

—Dr. Ernest Bai Koroma,  
President of the Republic of Sierra Leone.

Sierra Leone has faced a long climb back from the turmoil of its 11-year civil conflict, which ended in 2002, after displacing nearly a third of the population. Today, about 70 per cent of Sierra Leoneans live below the poverty line. Progress is being made, however, supported at each step by the combined and coordinated efforts of the UN system as part of a broader multilateral response.

In 2012, Sierra Leone held successful national elections. The Human Rights Commission is fully operational. More than two thirds of registered war victims have received reparations. A new network of community banks and financial service centres reaches rural communities while the rural road system has nearly doubled in size. Health services, if still poor, have improved, with increases in primary-care visits and the number of women giving birth in a health-care facility. New policies, staff regulations and results-based management are improving the quality of the civil service.



©UN Photo/UNIPSIL

Collectively, the UN system has the widest range of development expertise and the greatest number of professionals of any international partner in Sierra Leone, including a large cadre of national staff with unique insights into the country. Coordination to back the consistent achievement of results has been built into operations since 2008, when the Security Council established the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), led by the Department of Political Affairs.

The Security Council required that the UNIPSIL leader serve as an Executive Representative of the Secretary-General, with responsibilities to oversee peacebuilding and coordinate all UN development and humanitarian programmes as UNDP Resident Representative and UN Resident Coordinator. A second stipulation was to establish a strategic planning unit to propel regular UN-wide consultations. Among other measures, it has helped to establish a field network combining UNIPSIL and UN agency offices to promote subnational cooperation and save resources.

After the mission began, one of the UN country team's first actions was to develop an integrated strategic framework, known as the Joint Vision. In line with Sierra Leone's second national poverty reduction strategy, the Agenda for Change, it organized the activities of UNIPSIL and 14 UN agencies from 2009 through 2012.

The Joint Vision comprised five priority areas, carefully chosen for their contributions to the overriding goal of maintaining peace and with consideration for core areas of UN expertise. These priority areas were: the consolidation of peace and security; the economic integration of rural areas; the economic and social integration of youth; equitable access to health services; and credible public services. Twenty-one programmes fell under these five areas, all assigned to agencies with a strong record of performance in Sierra Leone.

<sup>5</sup> From "An Agenda for Change: Second Poverty Reduction Strategy 2008-2012"

The programmes have contributed to a number of Sierra Leone's recent development accomplishments. A particular high point came in 2012, with successful national elections, a testament to the fact that Sierra Leone has rebuilt a number of the institutions necessary for a functioning, democratic state. The elections were the first after the war to combine voting for presidential, parliamentary and local council seats, entailing a complex election-management process.

The UN system was involved in all aspects of the organization of the elections from the start, coordinating inputs on logistical arrangements, security and public outreach. To encourage collaboration and coordination for the elections, financial contributions from the UN system and bilateral donors of around \$40 million were combined in a common basket fund, managed by UNDP.

A Steering Committee chaired by the Ministry of Finance and Economic Development provided direction and oversight for electoral support activities. Through the Steering Committee, UNIPSIL and the UNDP helped to develop the management capacities of the National Electoral Commission and the Political Parties Registration Commission. Other measures assisted in the passage of the Public Elections Act by Parliament, consolidating previous legislation and setting up electoral offences courts.

A sophisticated biometric voter registration system was instituted to increase accuracy and bolster the confidence of the public and political actors; for example, 2.7 million voters were registered and issued voter ID cards. UN experts worked side by side with National Electoral Commission officials to procure election materials, such as 38,000 ballot boxes. In the process, the Commission developed national abilities to conduct similar exercises in the future. Regional vote tally centres helped to boost speed and accuracy in reporting election results.

UNIPSIL led efforts to promote dialogue among Sierra Leone's political parties to

ensure participatory and peaceful elections.

The mission also focused on electoral security as part of an overall initiative to build security-sector capacities. Training for over 12,500 police and security personnel covered polling duties, crowd control, investigation of electoral offences and, together with the Army, the use of military aid to assist civil power.

With resources from the Peacebuilding Fund channelled through UNDP, UNIPSIL reached out to an array of non-state actors with a role in the elections, including political parties, religious groups, traditional leaders, academic institutions, civil society organizations and the media. These efforts led to the signing of a declaration by all stakeholders on 18 May 2012 committing themselves to peaceful elections. All 10 registered political parties took part in training sessions on internal party governance and on new electoral laws; the latter helped to ensure common understanding, thus removing a potential source of friction. A landmark event came with the reactivation of the National Council of Paramount Chiefs, which agreed on a code of conduct to uphold the principle of political neutrality, a significant shift from past practices. Renowned Sierra Leonean artists, in well-attended public gatherings, urged politicians to embrace political tolerance and non-violence.

On Election Day in late 2012, Sierra Leoneans turned out en masse to peacefully exercise their right to vote. European Union observers and other observers later praised the conduct of the poll.

The UN system is now looking ahead to the eventual replacement of UNIPSIL and the peacebuilding mission with a more standard development agenda. Having allowed for potential uncertainties and risks associated with the election and its aftermath, the UN country team engaged with the Government to develop a two-year transitional programme to follow the Joint Vision. The Transitional Joint Vision articulates how the UN system can continue to organize its support around national priorities and foster high aspirations for sustained peace in Sierra Leone.





80 %

of Governments  
agreed that UN activities are generally  
closely aligned with national development  
priorities, thanks in part to the UNDAFs

UN country teams have  
saved on average

12.5%

from joint long-term  
procurement agreements



# CHAPTER 2

# A BETTER BUSINESS OF UN COORDINATION

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## A. STRATEGIC PROGRAMMES FOCUS ON POLICY

### KEY DATA<sup>6</sup>

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- ▶ In 2011-2012, 43 UNDAFs were rolled out by UN country teams.
  - ▶ By 2012, 101 of 136 UN country teams had used some form of common programming instrument.
  - ▶ In a UN survey, more than 80 per cent of Governments agreed that UN activities are closely aligned with national development priorities, thanks in part to the UNDAFs.
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### KEY ACHIEVEMENTS

- ▶ Most UNDAFs now make references to upstream policy advocacy and increasingly encapsulate specific resources and actions to achieve broad strategic outcomes.
- ▶ A global roster of experts provides on-demand assistance to UN country teams in applying results-based management to UNDAFs.
- ▶ To enhance staff capacities, 27 agency staff members completed training in results-based management.
- ▶ New guidance establishes system-wide tracking of resources for gender equality.

in 2011, followed by an additional 15 in 2012. Most UNDAFs now include upstream policy advocacy, often based on an assessment of the comparative advantages of UN country team members. A growing number go beyond defining general strategic outcomes to map specific actions and associated resources.

The extreme natural disasters that continue to hit different regions of the world have encouraged more UN country teams to integrate environmental, climate change and disaster risk reduction measures into their UNDAFs. At the same time, five principles are guiding the preparation of UNDAFs: a human rights-based approach, gender equality, environmental sustainability, capacity development and results-based management.

### TRENDS AND PROGRESS

Common country programming instruments organize and orchestrate UN contributions to national development goals, defining how agency resources and expertise combine to make the greatest difference. By 2012, out of 136 UN country teams, 101 had applied some form of common programming instrument such as the UNDAF. Twenty-eight countries rolled out UNDAFs

As part of the preparations for the 2012 QCPR, the UN surveyed partner Governments, UN Resident Coordinators and UN country teams on the UNDAF process. More than 80 per cent of Governments agreed that UN activities are generally closely aligned with national development priorities, thanks in part to the UNDAFs. Governments also saw achievement of the MDGs as central to the UNDAFs.

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<sup>6</sup> Data taken from the Resident Coordinator's Annual Report master data 2011 and 2012 and the report, "Results of survey of programme country governments: Preparation for the 2012 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System Department of Economic and Social Affairs (DESA)", UNDESA, New York, 25 June 2012. Valid responses were received from 111 countries and territories, or 74 per cent of all countries and territories that received the questionnaire.

The UNDG supported the formulation of UNDAFs in a number of ways during 2011-2012. Through a partnership with the UN System Staff College, 32 strategic planning retreats in 2011 and 2012 brought UN country team members and national stakeholders together. The retreats focused on responding to national priorities based on country analysis and the comparative advantage of the UN system while emphasizing the mainstreaming of the five UNDAF programming principles.

Increasingly, Regional UNDG teams offer critical support to UN country teams as they start preparing UNDAFs in line with their responsibilities under the Management and Accountability System. These comprise coherent technical support, quality assurance, performance management and troubleshooting. Regional UNDG team support and advice through peer support groups ensure higher-quality support to UN country teams. Where required, regional UNDG teams mentor UN country teams on positioning the UN system in terms of complex policy issues. Regional UNDG teams provide support in those cases where partner Governments and UN country teams have expressed interest in pursuing a Delivering as One approach.

The UNDG Results-Based Management Handbook was issued in 2011, complementing the 2010 UNDAF Guidance and the Guidance Note on the Application of the Programming Principles to the UNDAF. Building on the work of individual UN organizations, it now serves as a common reference point for all group members. In 2012, the UNDG and the UN System Staff College organized the global training of trainers to support UN country teams in applying results-based management principles to UNDAFs. This led to the creation of a global roster of 27 experts who provide assistance on demand from UN country teams.

The new UNDG Guidance Note on Gender Equality Markers and the Background Note on Gender Equality Financing set out common

principles and standards for tracking and reporting on how programme resources contribute to gender equality. The guidance notes support the longer-term goal of system-wide reporting while providing consistent parameters for organizations already instituting or improving their own gender-equality markers.

## CHALLENGES AND WAYS FORWARD

Several challenges still confront the use of UNDAFs, including in monitoring and evaluation. While in 67 countries the framework is aligned to national monitoring and evaluation systems in accordance with aid effectiveness principles, in 50 countries it is not. Capacities for monitoring and evaluation vary widely across UN agencies.

The 2007 TCPR stressed the importance of the evaluation of UNDAFs. Most UN country teams choose mid-term reviews. These are considered more useful in stimulating implementation and preparing for the subsequent UNDAF and less costly and time-consuming than evaluations.

In 2011, in response to General Assembly resolution 64/289, the Secretary-General commissioned a comprehensive review of mechanisms for system-wide evaluations of development activities. In line with its findings, the UN Evaluation Group collaborated with the UNDG on terms of reference for UNDAF evaluations and management responses. This guidance stresses greater independence and lighter management and introduces a mechanism to track management follow-up to evaluation recommendations. Graphs 3-6 provide information on these issues.<sup>7</sup>

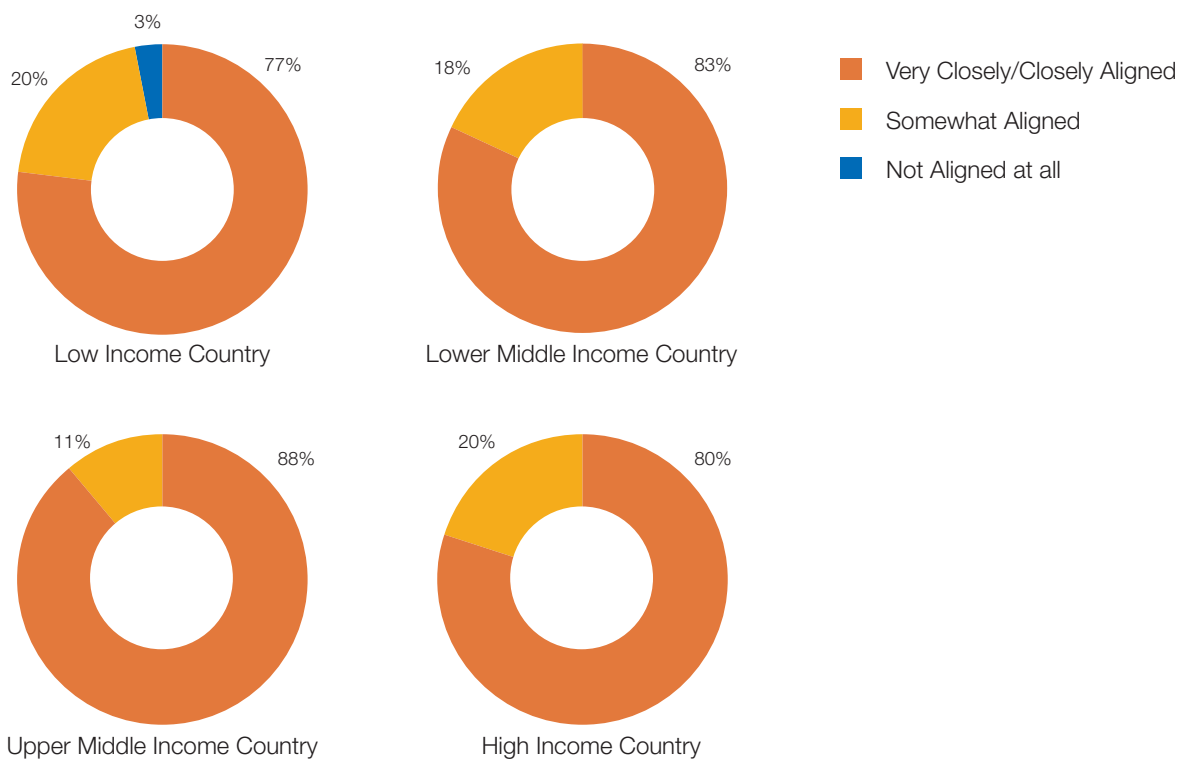
UN activities are judged to be closely aligned with national needs and priorities by a large majority of countries (82.9%).

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<sup>7</sup> Figures 3-6 were taken from the report, "Results of survey of programme country governments: Preparation for the 2012 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System Department of Economic and Social Affairs (DESA)", UNDESA, New York, 25 June 2012. Valid responses were received from 111 countries and territories, or 74 per cent of all countries and territories that received the questionnaire.

## GRAPH 3: ALIGNMENT OF THE ACTIVITIES OF THE UN WITH COUNTRY DEVELOPMENT NEEDS AND PRIORITIES

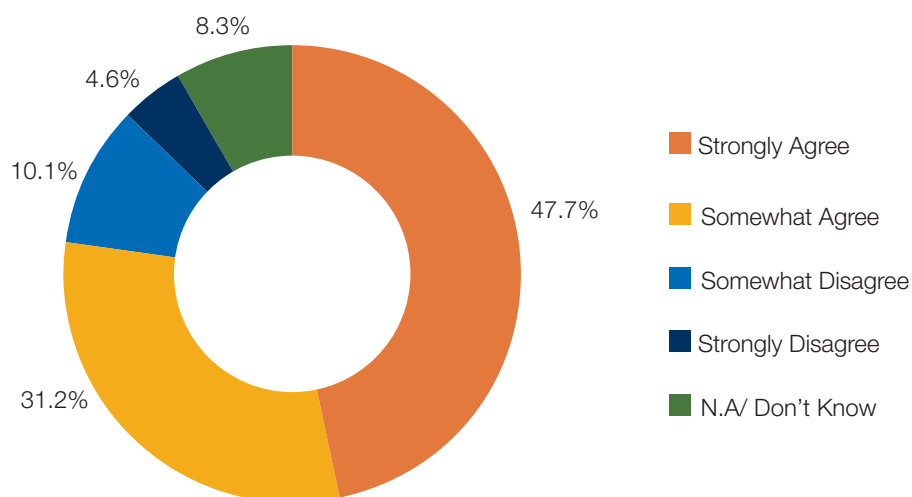
- DIVIDED BY INCOME GROUPS -



Source: UNDESA, June 2012

## GRAPH 4: UNDAF HELPED THE UN TO ACHIEVE BETTER RESULTS

- 109 GOVERNMENT REPRESENTATIVES RESPONDED -

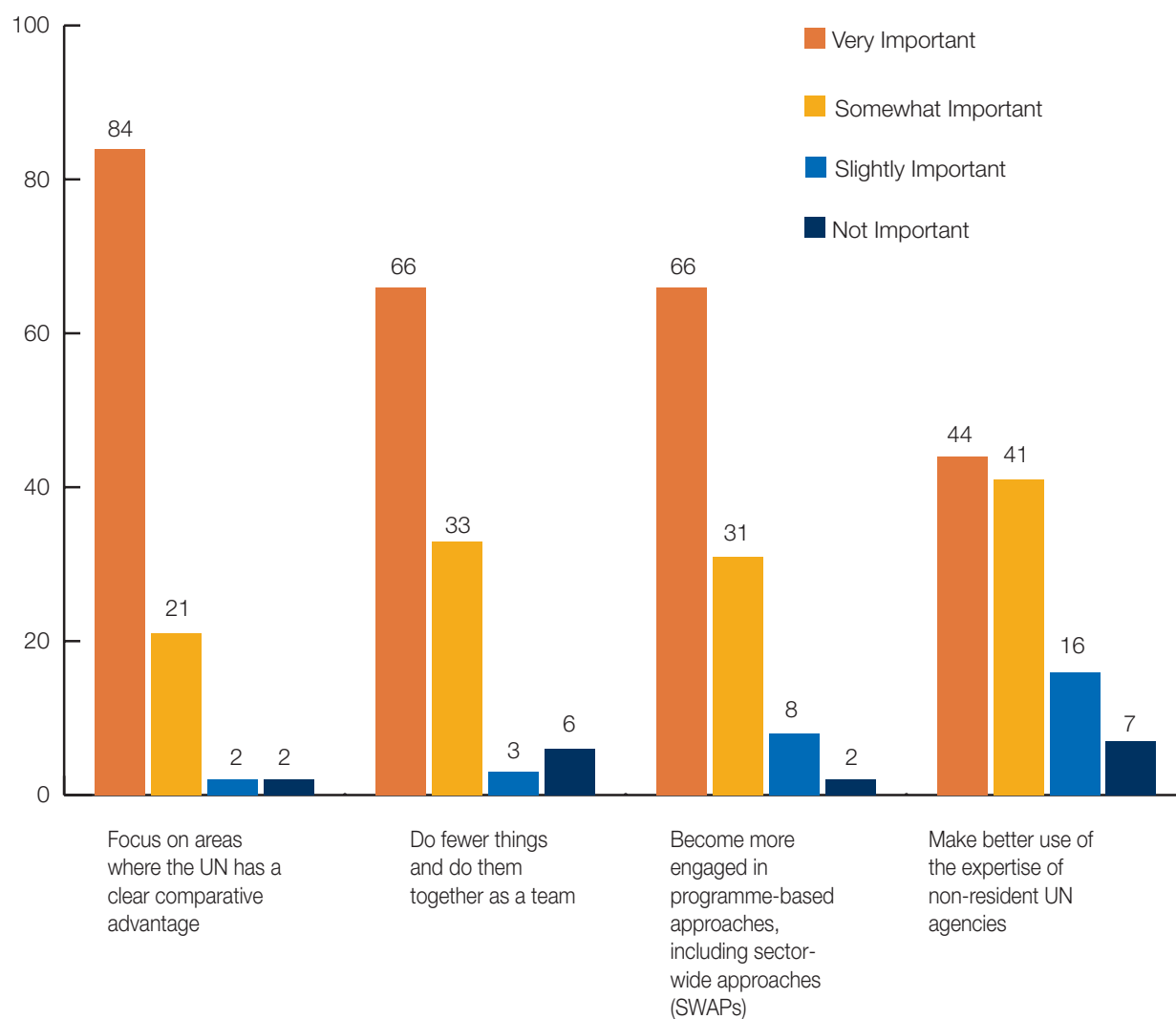


Source: UNDESA, June 2012



## GRAPH 5: MEASURES TO INCREASE THE UN'S EFFECTIVENESS

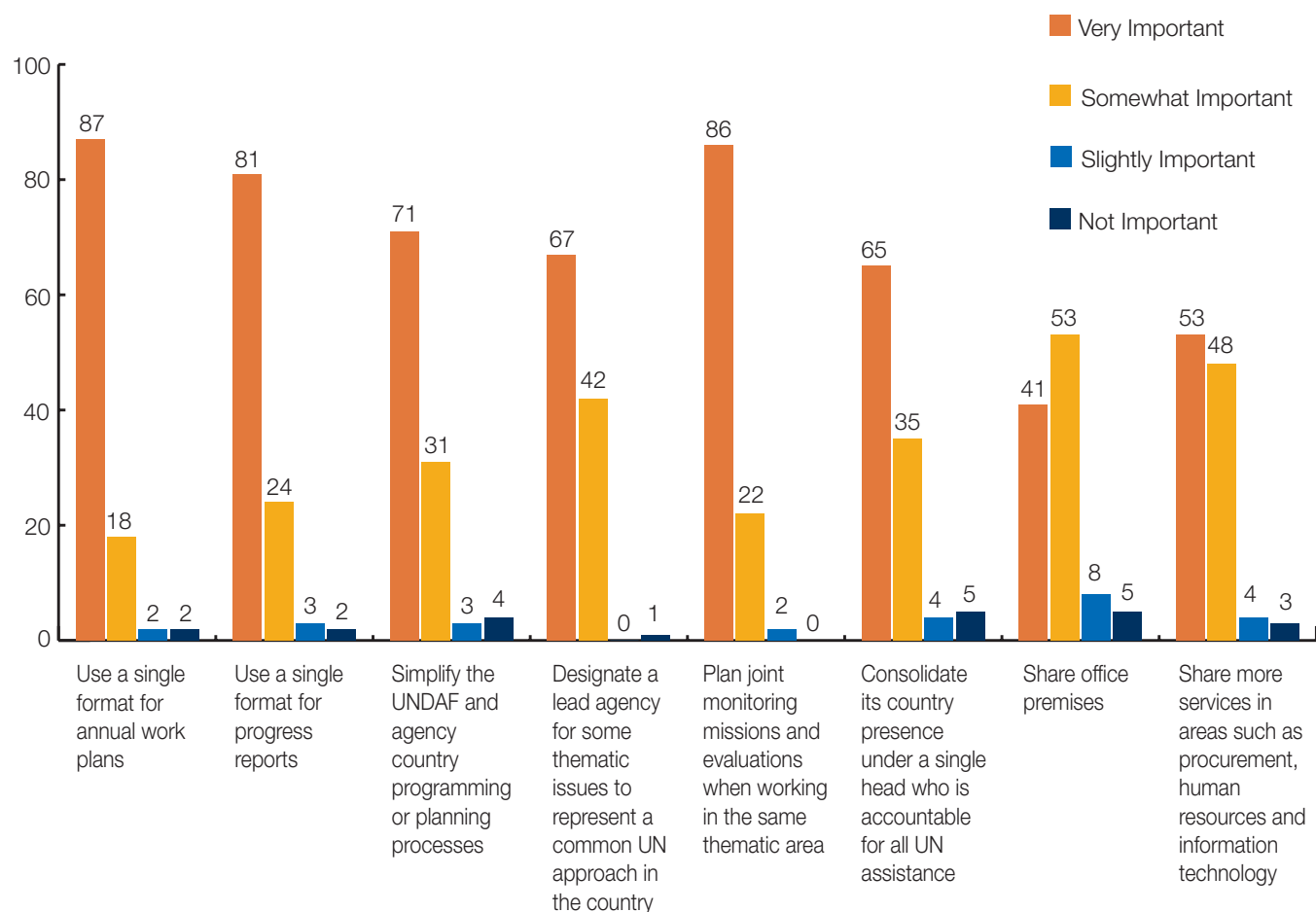
- 111 COUNTRIES RESPONDED -



Source: UNDESA, June 2012

## GRAPH 6: TO REDUCE THE WORKLOAD ON NATIONAL PARTNERS, HOW IMPORTANT IS IT FOR THE UN TO TAKE THE FOLLOWING MEASURES?

- 110 COUNTRIES RESPONDED -



Source: UNDESA, June 2012

The above table shows that at least 80 of the 110 Governments who completed this question rated the following three measures as “very important”:

- ▶ Use of a single format for annual work plans
- ▶ Use a single format for progress reports
- ▶ Plan joint monitoring missions and evaluations when working in the same thematic area

### LEARN MORE

- ▶ Access the programming reference guide here: <http://www.undg.org/index.cfm?P=4>
- ▶ Read more about the post-2015 agenda here: <http://www.un.org/millenniumgoals/beyond2015.shtml>

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## B. MAINSTREAMING HUMAN RIGHTS INTO DEVELOPMENT

### KEY DATA

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- ▶ In a 2012 survey, more than 80 per cent of programme countries considered human rights highly relevant to UN development programming.<sup>8</sup>
  - ▶ According to a 2011 survey, 64 per cent of UN country teams reported that they had successfully applied a human rights-based approach to their UNDAF.<sup>9</sup>
  - ▶ 21 UN country teams supported national partners to engage with the Universal Periodic Review processes in 2011 and 15 in 2012.
  - ▶ The 2011 HuriTALK e-discussion on the Universal Periodic Review received 89 contributions, one of the highest response rates received to a UN e-discussion, indicating the strong demand by UN country teams for guidance and technical support.
- 

### KEY ACHIEVEMENTS

- ▶ A 2011 UNDG survey of UNDAFs found that the human rights-based approach is the most uniformly integrated of the five programming principles.<sup>10</sup>
- ▶ The 2012 Independent Evaluation of Delivering as One underlined the unique role and comparative advantages of the UN system in collaborating to advance human rights work in the eight Delivering as One pilot countries.
- ▶ The UNDG human rights mainstreaming mechanism (UNDG-HRM) updated all UN training material on the human rights-based approach to programming in 2011.
- ▶ On Human Rights Day in 2011, the UNDG-HRM launched the enhanced UN Practitioner's Portal on Human Rights-based Approaches to Programming (<http://hrbaportal.org>).

- ▶ On February 2012, the UNDG endorsed the new UNDG Strategy for the Deployment of Human Rights Advisers.

### TRENDS AND PROGRESS

Given growing recognition, including in the 2012 Rio+20 Summit Declaration, that human rights are central to development, there is increasing demand for UN support in strengthening national human rights capacities and institutions. In a survey conducted by the Department for Economic and Social Affairs as part of preparations for the 2012 QCPR, UN programme countries highlighted high expectations for the UN system in supporting them on human-rights issues. The 2012 Independent Evaluation of Delivering as One underlined the unique role and comparative advantages of the UN system in collaborating to advance human rights work in the eight Delivering as One pilot countries.

The 2011 Resident Coordinator annual reports highlight the various ways that UN

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<sup>8</sup> As noted in a survey conducted by the Department for Economic and Social Affairs for the QCPR.

<sup>9</sup> Findings from the 2011 UNDG-HRM survey of UN country teams on human rights mainstreaming support.

<sup>10</sup> UNDG synthesis of an inter-agency peer desk review of 2010 signed UNDAFs, August 2011.

country teams integrate human rights into development work. These include engaging with human rights mechanisms, advocacy, and applying a human rights-based approach to national and UN policies and programmes.

UN country teams seized opportunities provided by UN human rights mechanisms such as the Universal Periodic Review, treaty bodies and the Special Procedures of the Human Rights Council to support national partners to better address key human rights issues. Recommendations from these mechanisms are useful analytical foundations for the UN's own programming; CCAs and UNDAFs increasingly refer to them. UN country teams also implement joint programmes that facilitate stakeholder engagement and support Governments in implementing recommendations. These joint programmes further fuel UN advocacy, calling attention to priority human rights concerns, such as discrimination and stigma; the rights of minorities and indigenous peoples; the rights to food, health and housing; freedom of expression, association and assembly; torture; violence against women; and weak laws, policies and institutions that should protect human rights.

The Universal Periodic Review provides many opportunities for UN country teams to engage with national partners on human rights; 21 UN country teams reported on activities in this area in 2011, 15 in 2012. Programmes support all aspects of the review process, including the preparatory and follow-up phases. A UN inter-agency human rights working group often facilitates the work.

In the preparatory phase, UN country teams typically provide capacity-development support to national partners in drafting the report, facilitating a participatory and transparent process and training the media to ensure wide coverage. After the review, follow-up to recommendations becomes critical. During the first four-year cycle of the Universal Periodic Review (2007-2011), the Human Rights Council made over 20,000 recommendations to Member

States, with over 7,000 requiring specific actions. A large majority of these are relevant to the UN system's work. A number of Member States have voluntarily provided information on implementation progress, with many highlighting valuable assistance from the UN system.

All countries have ratified at least one of the nine core international human rights treaties. Reporting on the implementation of treaty obligations and follow-up to the concluding observations and recommendations of treaty bodies provide additional opportunities for UN country teams to support Governments on human rights issues. The concluding observations and recommendations of treaty bodies are valued as a useful analytical base when preparing CCAs/UNDAs, and specific joint programmes to assist the implementation of treaty-body recommendations have been developed in various contexts and regions.

UN country teams have a significant role in maximizing the impact of the special procedures of the Human Rights Council. Country visits of special procedure mandate holders have provided openings to promote human rights, raise awareness, strengthen advocacy and support civil society. UN country teams can then follow up on the implementation of recommendations through programmes and other forms of assistance. The visits have also helped UN country teams to engage in dialogue on human rights issues with national partners, including Governments, civil society groups and national human rights institutions.

The human rights-based approach to programming is one of the five principles guiding the UNDAFs used by UN country teams. To strengthen accountability, a number of UN country teams are now looking at how to evaluate its application both in the UNDAFs and joint programmes. To help national counterparts to develop their capacities to implement the approach, UN country teams, including those in Kenya, Philippines and Viet Nam, have developed training material based on the UN common



understanding of the human rights-based approach, specifying it to national contexts.

With a growing number of Governments requesting support from the UN on integrating human rights into national policies and programmes, UN country teams are increasingly being asked to provide technical support and advice on human rights standards that relate to specific development sectors, such as education, water and sanitation, poverty and health. In the Philippines, for example, UN agencies have been supporting government efforts to develop a toolbox for applying a human rights-based approach to local water governance.

As a complement to country-level efforts, the UNDG-HRM helps to advance consistent approaches to human rights mainstreaming across the UN system and to strengthen human rights within global development agendas. A policy retreat in 2012 developed a common vision and advocacy strategy for Rio+20 and the QCPR, for example. The results fed into overall UNDG positions and were widely shared with UN Member States and civil society.

In 2011, the UNDG-HRM updated all UN training material on the human rights-based approach to programming. On 10 December 2011, Human Rights Day, it launched the updated and enhanced UN Practitioner's Portal on Human Rights-based Approaches to Programming. The portal features a broad collection of practical resources designed to support UN staff. In February 2012, the UNDG endorsed the new UNDG Strategy for the Deployment of Human Rights Advisers. Initial funds have been mobilized to deploy a first round of advisers to selected countries.

## CHALLENGES AND WAYS FORWARD

In 2011, the UNDG-HRM surveyed UN country teams on progress in mainstreaming

human rights. They requested more know-how, technical support and tools on specific issues – for example, on the right to health. This would enable them to better act on increasing demands by Member States to support the integration of human rights into national development plans. They also called for more tools for engaging with human rights processes and mechanisms, such as the Universal Periodic Review. Since national ownership and leadership are critical, UN country teams highlighted the need to raise awareness and train development officials in human rights issues.

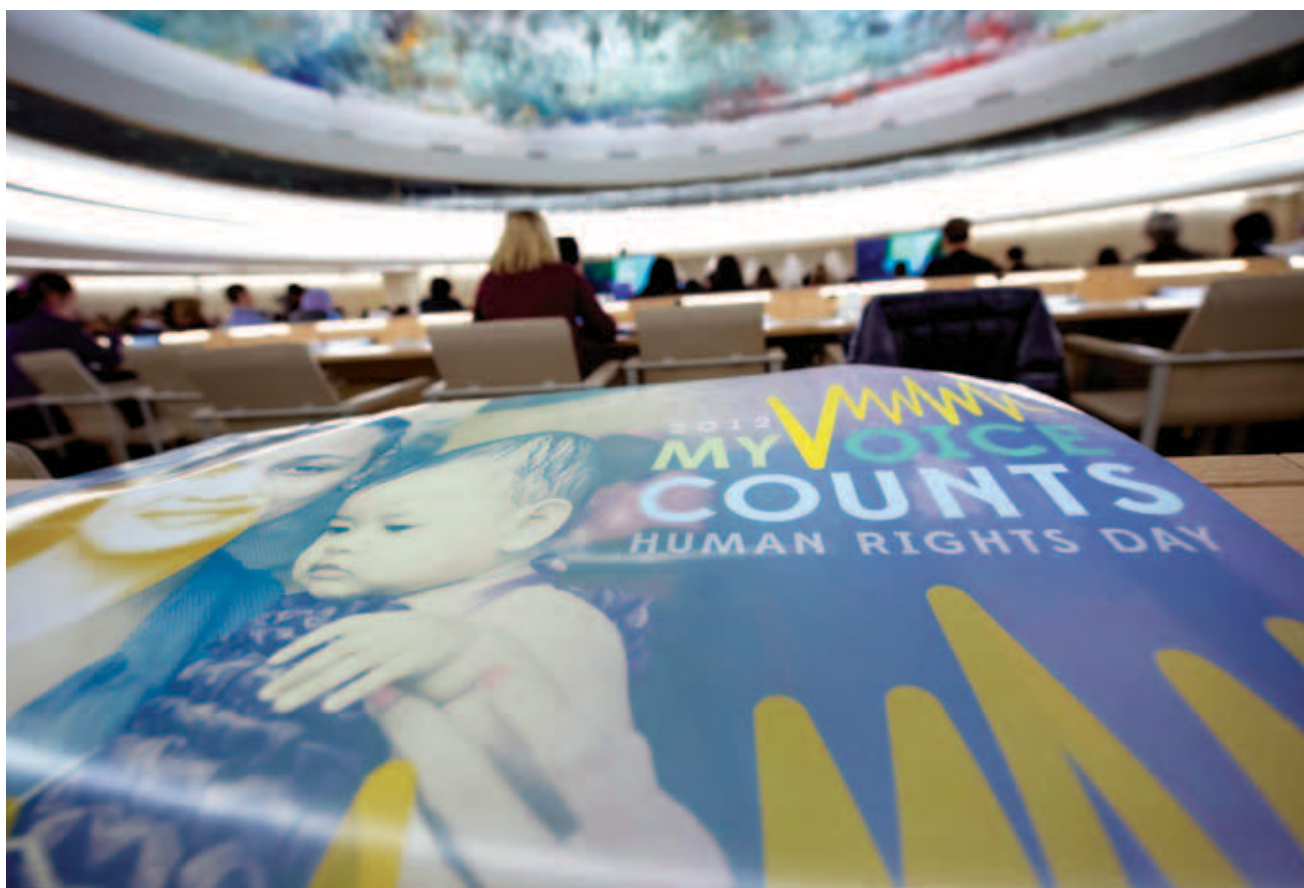
The UNDG-HRM aims to strengthen UN coherence, collaboration, and support for UN Resident Coordinators and UN country teams on human rights mainstreaming, including in terms of technical assistance and capacity-building. Looking ahead at the country level, the deployment of human rights advisers will be a top priority. Other measures will aim at strengthening training and learning opportunities for UN Resident Coordinators and UN country team leaders, expanding access to experiences and lessons learned, and providing direct funding support to nationally led UN country team programmes and initiatives.

Regional UNDG teams will be able to increasingly draw on UNDG-HRM support in providing strategic guidance to UN country teams on human rights mainstreaming. Activities to support this process, as required, could include training, knowledge management and learning, technical expertise through regional human rights advisory functions and rosters of experts.

Globally, the UNDG-HRM expects to continue strengthening consistent and coherent policies and guidance on mainstreaming human rights, including for UN country teams to support Member States in engaging with human rights mechanisms and integrating human rights into national development processes. Advocacy on emerging global development agendas will continue to be a central part of UNDG-HRM work.

## LEARN MORE

- ▶ More about the UNDG human rights mechanism and related tools and guidelines: <http://www.undg.org/hrml>
- ▶ Learn more with the help of the UN Inter-Agency Common Learning Package on human rights-based approach: <http://www.undg.org/index.cfm?P=1451>
- ▶ Join the UN Network on Human Rights Policy- HuriTALK: <http://www.undg.org/index.cfm?P=1450>
- ▶ HuriTALK web-based guide on how UNCTs can strengthen engagement with international human rights mechanisms: <http://www.hurilink.org/hrmachinery/>
- ▶ More about the Universal Periodic Review: <http://www.ohchr.org/en/hrbodies/upr/pages/uprmain.aspx>
- ▶ More about the Human Rights Bodies: <http://www.ohchr.org/en/hrbodies/Pages/HumanRightsBodies.aspx>
- ▶ More about the Special Procedures of the Human Rights Council: <http://www.ohchr.org/EN/HRBodies/SP/Pages/Welcomepage.aspx>



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## C. HARMONIZED OPERATIONS PRODUCE EFFICIENCY GAINS

### KEY DATA<sup>11</sup>

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- ▶ A recent global survey of 90 countries found an average savings of 12.5 per cent from joint long-term procurement agreements. In monetary terms, long-term agreements help to achieve volume discounts, lower unit prices and decrease internal administrative costs.
  - ▶ The survey found non-monetary benefits as well. Eighty-four per cent of the countries reported reduced staff workloads, 80 per cent a decline in duplicated processes, and 74 per cent enhanced service provision.
  - ▶ In 2011-2012, the UN system saved \$20 million by harmonizing currency-exchange practices.
  - ▶ In 2012, 59 countries had UN Houses or common premises.
- 

### KEY ACHIEVEMENTS

- ▶ Harmonized business practices continue to increase efficiency and cost-effectiveness. To consolidate and build on these gains, the undg and the High Level Committee on Management (HLCM) agreed on Standard Operating Procedures for countries wishing to adopt the Delivering as One approach, including for six key areas of operations.
- ▶ The country-level Business Operations Strategy framework to deliver on the Standard Operating Procedures has been developed to guide the planning and monitoring of UN operations at the country level; 16 countries are piloting it in 2013.
- ▶ Towards enhanced staff capacities, over 90 agency staff members completed training in harmonized business operations.

- ▶ The new undg Business Operations Roster comprises 34 UN staff experts equipped to support UN country teams.

### TRENDS AND PROGRESS

At the heart of the undg's work is the drive for continued innovation in business operations and joint funding to support greater development effectiveness.

Harmonized business practices in 2011-2012 continued to produce efficiency gains and cost-effectiveness, delivering more with less. Many UN country teams are making progress towards joint procurement – for example, through joint bidding and long-term agreements for common supplies and services. A recent global survey of 90 countries found an average savings of 12.5 per cent from long-term agreements due

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<sup>11</sup> Data from the Operations Management Team survey carried out jointly by DOCO and the undg-HLCM. Responses were received from 32 individuals, 16 organizations, and 9 duty stations and the High-level undg-HLCM mission.

to volume discounts and reduced internal administrative costs. Eighty-four per cent of the countries reported reduced staff workloads, 80 per cent a decline in duplication of processes, and 74 per cent enhanced service provision.

To guide the scaling-up of successfully harmonized business practices, the UNDG, in cooperation with the HLCCM, has developed a set of Standard Operating Procedures, including for Operating as One in countries that voluntarily adopt the Delivering as One approach. These cover six areas: procurement, information and communication technology (ICT), human resources, logistics and travel, finance and audit, and common premises. They provide a strategic framework geared towards further cost reductions and higher-quality business services for both resident and non-resident UN agencies. An increased emphasis on monitoring will improve transparency and accountability.

The country-level Business Operations Strategy, designed in close consultation with UN country teams, is key to operationalizing the Standard Operating Procedures. The Strategy maps costs, benefits and priorities and enhances abilities to plan and monitor the harmonization of business operations, reinforcing quality, strategic focus and management control. It emphasizes flexibility and scalability based on country priorities and capacities and is aligned

with UNDAFs. New instruments facilitate quantified cost-benefit analysis, improved results-based planning, and strengthened monitoring and evaluation. Currently, 16 countries are piloting the Business Operations Strategy, including two countries voluntarily adopting the Delivering as One approach.

In 2012, DOCCO, the UNDG, the HLCCM and the UN System Staff College conducted training for over 90 agency staff members in harmonized business operations. The new UNDG Business Operations Roster comprises 34 UN staff experts equipped to assist UN country teams, including the Business Operations Strategy pilots. The roster is accessible to any UN organization. Members offer specialized knowledge in areas such as common procurement, ICT, human resources and finance.

The harmonized approach to cash transfers (HACT), a system for funding partners implementing development programmes, aims to reduce transaction costs, strengthen partner capacities to manage funding and mitigate fund management risks. Successful experiences in adopting HACT include collaborative audits by different agencies, aimed, among other things, at identifying capacity gaps, and joint capacity development for UN organizations as well as for government and other partners.

## SAVING COST IN MOZAMBIQUE

Evidence from Mozambique underscores the benefits of common services. Before 2010, 11 UN organizations used to negotiate individual contracts with security agencies each year. The adoption of a common joint contract meant a decline in transaction costs, including through a 70 per cent reduction in required staff time.

The UN country team has also established shared ICT infrastructure. Individual agency costs have since dropped from 30 to 60 per cent per user.



## CONSOLIDATED CURRENCY EXCHANGE FREES FUNDS FOR PROGRAMMES

Over 18 months in 2011-2012, the HLCM Treasury Services Working Group reported that the UN system globally saved \$20 million on foreign-currency exchanges. Consolidating transactions across organizations has enabled significant savings through better rates and lower fees.

These savings are important for their scale and because they meet the request from Member States that reductions in administrative costs benefit country programmes. Improved exchange rates mean that more local currency can be applied directly to delivering development programmes.

## CHALLENGES AND WAYS FORWARD

The 2012 Independent Evaluation of Delivering as One pointed to shortfalls in harmonized business operations, including the lack of an enabling environment. One imperative is the headquarters-level harmonization of rules and regulations. Another is a consistent, well-structured country-level approach to harmonization.

In its resolution 67/226 of 21 December 2012 on the QCPR, the General Assembly requested the UN system “to further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions and administrative and transaction costs...” It also requested the Secretary-General “to present plans for the establishment of common support services at the country, regional and headquarters levels, based on a unified set of regulations and rules, policies and procedures, at the country, regional and headquarters levels, in the functional areas of finance, human resources management, procurement, information technology management and other administrative services...” The Standard Operating Procedures will do much to advance this process.

Other areas of focus highlighted in the evaluation encompass the consolidation of common UN

support services at the country level. This would likely entail delegating common functions to a lead agency, establishing a common UN service centre or, where feasible, outsourcing support services without compromising quality. There will be continued emphasis on using national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking as well as, when appropriate, for planning, reporting and evaluation.

Procurement remains a top harmonization priority. Building on a record of steady achievement in monetary and non-monetary terms, the UN aims to develop options for greater collaboration at all levels, including achieving economies of scale. To make procurement more efficient, the General Assembly also requested the UN system “to develop and conclude inter-agency framework agreements regarding the provision of support services regulating the mutual validity of agreements between United Nations entities and third parties at the country level and to delegate the authority to UN country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency agreements without further approval...”. Common templates for memoranda of understanding have been developed, and work has started on common

procurement contracts with standardized terms and conditions. These will ensure that UN country teams do not need to have legal departments at headquarters review individual contracts, thus significantly reducing transaction costs and implementation time.

Other harmonization priorities comprise consolidated country facilities since many cooperation models require agencies to be co-located. The UNDG is working on a multi-year strategy to maximize the number of these, as permitted by security, the local market and other key concerns.

The development of a common definition of operating costs and a common and standardized system of cost controls will be critical to enable the comparison and reporting of data in a consistent and meaningful way. To bridge different enterprise resource-planning systems, the UN will look for ways for systems to “talk” to each other in areas such as data mining, data warehousing, joint work planning, communication and data analysis.

## LEARN MORE

- ▶ Updated guidelines for Common UN Procurement at the Country Level and corresponding tools and templates can be found at: <http://ungm.org/Harmonization/harmonizationGuidelines.aspx>
- ▶ Consult the Guidance note on developing the UN Business Operations Strategy here: <http://toolkit.undg.org/workstream/5-common-services-and-harmonized-business-practices.html>
- ▶ A separate section for the JFBO Network was created on the UNDG website and is regularly updated. It is accessible at: <http://www.undg.org/index.cfm?P=1457>



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## D. JOINT FUNDS PROVE THEIR VALUE

### KEY DATA

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- ▶ Contributions to One Funds and Delivering as One countries by December 2012 totalled \$690 million, with \$282 million passing through the Expanded Delivering as One Funding Window (EFW) for the Achievement of the MDGs.
  - ▶ There are 60 multi-donor trust funds, including 6 established in 2012. Cumulative contributions from 2004-2012 were close to \$6.3 billion.
  - ▶ The six largest donors to the Trust Funds – Japan, the Netherlands, Norway, Spain, Sweden and the United Kingdom – provided 81 per cent of total resources.
  - ▶ The Expanded Delivering as One Funding Window disbursed \$70 million in 2011 and \$47 million in 2012 to 19 countries piloting or adopting Delivering as One.
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### KEY ACHIEVEMENTS

- ▶ Multi-donor trust funds continue to encourage coherence, streamline resource provision and complement traditional funding.
- ▶ A 2011 review of the multi-donor trust funds resulted in tools to increase standardization and effectiveness.
- ▶ A 2012 agreement with the European Union, one of the largest providers of development assistance, allows it to support multi-donor trust funds, including One Funds.
- ▶ The Expanded Delivering as One Funding Window was independently reviewed and found to have merit and was recommended for continuance.
- ▶ A review of joint-programme funding modalities was undertaken to feed into the revision of the 2003 guidelines on joint programmes.

### TRENDS AND PROGRESS

Joint funding is a potent driver of coordinated efforts to achieve high-impact, sustainable development results. It sharpens the strategic focus on national priorities and fosters flexibility to respond to challenges as they emerge. In streamlining the management of resources, it upholds core aid effectiveness principles.

In 2011-2012, based on experiences in the Delivering as One pilot countries, the undg continued facilitating the broader application of common budgetary frameworks linked to UNDAF Action Plans. These support better planning through a comprehensive picture of required and available resources and are in line with aid effectiveness principles. The 2012 independent evaluation of Delivering as One recognized the frameworks as an important innovation enabling greater transparency and effectiveness.

MDTFs remain prominent mechanisms for joint funding, with six new funds established in 2012, bringing the total to 60. The trust funds pool donor contributions in support of common objectives and are an important complement to funding traditionally raised by individual organizations. The 2011 additions comprised four One UN funds for One programmes in countries where UN country teams work together under the Delivering as One framework, two global funds for human rights mainstreaming and the rights of persons with disabilities, and the Libya Recovery Trust Fund.

In 2011, the UNDG concluded a study on the effectiveness of MDTFs. It found strong agreement among donors and UN staff that most of the funds have bolstered coordination among UN organizations, between the UN system and Governments, and by donors. The UNDG Iraq Trust Fund, various humanitarian funds and the One UN Funds have been particularly noteworthy. In 2012, the independent evaluation of Delivering as One further referred to the One Funds, now numbering 21, as critical catalysts for inclusive UN engagement, bringing together large and small, resident and non-resident organizations.

Subsequent recommendations from the UNDG study on the strategic use of the funds have been shared with donors. To standardize the funds and improve effectiveness, the UNDG has already harmonized key operational documents. It issued standard templates for the Memorandum of Understanding; the Standard Administrative Arrangement; the Administrative Agent Protocol; and the guidance note on establishing, managing and closing funds.

By early 2012, the last disbursement was made under the Expanded Delivering as One Funding Window. Supporting 19 countries that are relatively advanced in piloting or initiating Delivering as One, this joint funding mechanism provided \$117 million in 2011 and 2012, with

contributions from the Netherlands, Norway, Spain and the United Kingdom.

Starting in 2012, a new agreement allows the European Union, one of the largest donors of development assistance, to contribute to MDTFs and joint programmes using a pass-through funding modality. As a further step towards simplifying partnerships between UN agencies and reducing transaction costs, UNDG members signed off on a legal agreement for bilateral transfers of agency-to-agency contributions beyond joint programmes.

## CHALLENGES AND WAYS FORWARD

Challenges to the UN system continue to come from difficulties in the global economy, which constrain available resources. On the one hand, core or unrestricted funding for many development agencies has fallen to 30 per cent, which is still a 9 per cent increase over 1995. On the other hand, non-core resources have increased by 350 per cent compared to 1995, and now represent 70 per cent of the total funds. About 90 per cent of non-core funds are earmarked to specific projects and programmes, reducing the flexibility and greater responsiveness allowed by avoiding earmarking or earmarking on a broader thematic level through MDTFs and One Funds.<sup>12</sup>

Since MDTFs and One Funds continue to account for only a small share of non-core resource flows, transaction costs associated with individual funding agreements that must be separately arranged and tracked remain high, especially for Governments and donors. Overall, funding is still not predictable, reliable or stable enough to be consistent with aid effectiveness principles. An analysis of common budgetary frameworks, for example, can show that only a portion of resources for UNDAFs is available at the start of the programme cycle, with the rest being

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<sup>12</sup> Analysis of funding of operational activities for development of the United Nations system for 2010, report of the Secretary-General (A/67/94-E/2012/80), General Assembly and Economic and Social Council, 13 June 2012.



mobilized through joint resource-mobilization efforts and/or agency-specific fundraising activities.

To minimize further fragmentation in funding, the undg expects in 2013 to define and apply minimum donor-contribution thresholds to the establishment of MDTFs, One Funds and joint programmes. This will help to ensure that new funds are driven by programme needs, have strategic value, are financially viable and do not increase transaction costs.

There was wide recognition that the Expanded Delivering as One Funding Window had provided unearmarked contributions and channelled resources to countries where donors do not have representation. An assessment of the fund by the Department for International Development of the United Kingdom found that it offered flexible and, to some extent, predictable funding to meet agreed national priorities. It also supported Governments and UN organizations to implement Delivering as One. The Independent Evaluation of Delivering as One confirmed that innovative, pooled funding mechanisms such as the Expanded Delivering as One Funding Window at the global level and One Funds at the country level have filled gaps in resources for One programmes.

One Funds have been highly dependent on the Expanded Delivering as One Funding Window. About a third of their resources came through it and seven rely exclusively on its resources. These patterns raise serious concerns about sustainability. Given the proven merits of the Expanded Delivering as One Funding Window, the undg plans to advocate for the continuance of its objectives based on the recommendations of a 2012 review.<sup>13</sup>

## LEARN MORE

- ▶ Access the undg Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds here:  
<http://toolkit.undg.org/workstream/3-common-budgetary-framework-and-joint-funding-mechanisms.html>
- ▶ Read about the Contribution Agreement between the EC and the undg for MDTFs and Joint Programmes:  
<http://undg.org/index.cfm?P=1616>
- ▶ Learn more about Joint Funding Approaches:  
<http://www.undg.org/index.cfm?P=1369>



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<sup>13</sup> The 2012 review is part of other background documentation for the EFW meetings that took place in January 2013. For more information, please access: <http://www.undg.org/index.cfm?P=1650>.

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## E. EFFECTIVE LEADERSHIP DRIVES COORDINATION

### KEY DATA

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- ▶ At the end of 2012, there were 128 Resident Coordinators, of whom 32 were also Humanitarian Coordinators; 11 Deputy Special Representatives of the Secretary-General oversaw integrated missions.
  - ▶ The percentages of Resident Coordinators who are women and who come from UN agencies other than UNDP reached their highest levels ever: 39 per cent and 39 per cent, respectively.
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### KEY ACHIEVEMENTS

- ▶ Improvements in appraising Resident Coordinators and UN country teams include earlier feedback on performance and expectations.
- ▶ New incentives encourage well-qualified leaders to become Resident Coordinators.
- ▶ Codes of conduct have deepened implementation of the Management and Accountability System.
- ▶ The Resident Coordinator induction programme has been revamped to make it more integrated and interactive.

achievements. Resident Coordinators, who lead UN country teams, drive this process.

The undg continues to invest in strengthening the capacity of Resident Coordinators. In 2012, there was continued progress in following up on the recommendations of the independent review of the Management and Accountability System<sup>14</sup>, which frames the Resident Coordinators' role. The review noted substantial progress, including a positive shift in UN country teams towards a systemic culture of working and delivering results together.

In the management response to the independent review, undg members agreed on actions to address the challenges that it raised. To improve the performance appraisal system of Resident Coordinators, Humanitarian Coordinators and Designated Officials for UN security, and UN country teams, for example, the undg decided to launch the process earlier in the year, including the One80 competency development tool. This allows

### TRENDS AND PROGRESS

Sound leadership and management are essential in coordinating the UN system to most effectively support national development

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<sup>14</sup> Review of the Management and Accountability System for the UN Development and the Resident Coordinator System, including the 'functional firewall' for the Resident Coordinator System", report by Associates for International Management Services, 7 June 2011.

more timely feedback on performance and expectations, and efficiently provides agencies with information for their own first-quarter appraisals of their country representatives.

To boost incentives for well-qualified leaders to become Resident Coordinators, the UNDG, in agreement with the HLCM, agreed on a policy giving those from within the UN system a guaranteed right to return to their original agencies and, to the extent possible, retaining grades received as Resident Coordinators.

Increasingly, Resident Coordinators and UN country teams have adopted codes of conduct that spell out common reference points on norms, roles, responsibilities and accountabilities and deepen implementation of the Management and Accountability System. By the end of 2012, 38 UN country teams had these in place.

Thanks to concerted UNDG efforts in recruitment, the percentage of Resident Coordinators who are women and who come from UN agencies other than UNDP reached their highest levels ever in 2012: 39 per cent and 39 per cent, respectively. Forty-five per cent came from countries in the global South.

In 2011, the UNDG redesigned the Resident Coordinator induction programme to make it more integrated and interactive. The new format explores the complexities in managing different leadership roles, and facilitating agency collaboration. Sessions consider expectations and working dynamics with different partners and highlight available resources and support. Sessions with current or former Resident Coordinators provide frank exchanges on lessons learned on the ground. Participants have referred to the programme as a step change in the way that the UN system collectively prepares its senior leadership.

The Resident Coordinator Online web platform has become a useful tool in providing

information on all vacancies as well as learning opportunities. In 2011, the site was used for pre-learning for first-time Resident Coordinators. New features include a compendium of learning resources on political skills.

To ensure continuity in leadership and better document lessons learned, the UNDG has developed guidance on Resident Coordinator handover notes and end-of-assignment reports. The guidance will foster more systematic knowledge-sharing and inform policy formulation and support. New procedures have been established to clarify steps taken when the appointment of an interim Resident Coordinator is required and in cases of the absence of the designated coordinator.

## CHALLENGES AND WAYS FORWARD

Complete implementation of the Management and Accountability System, as highlighted in the 2012 QCPR, is essential, including in the four requirements regarding appraisal.

The independent review of the Management and Accountability System called for an effective firewall between the Resident Coordinator and individual agencies, one of the system's main tenets. The review further recommended that Resident Coordinators account to national authorities for UNDAF results and contribute to regular performance appraisals of UN agency representatives. The UNDG has agreed on the latter and indicated that agencies should assess their representatives' contributions to team achievements in performance appraisal systems.

In its resolution 67/226 on the QCPR, the General Assembly decided "to improve the effectiveness of the resident coordinator system and requests the United Nations system to improve the way in which individuals are

selected, trained, appraised and retained... with a view to bringing in high-calibre leaders to develop an integrated strategy of training and support". Progress is already evident in the revamped Resident Coordinator induction training. The General Assembly also encouraged UNDP to appoint country directors to run core UNDP activities, including fundraising, so as to ensure that Resident Coordinators are fully available for their system-wide tasks. By 2012, there was a total of 51 UNDP Country Directors globally.

With the percentage of Resident Coordinators who are women reaching its highest level ever in 2012 (see table), the Secretary-General, who has made a strong commitment to gender equality, called on all UNGD Executive Heads to continue nominating and supporting more women candidates. He emphasized that, wherever possible, he would approve the appointments of qualified female candidates submitted to him during the final stages of the Resident Coordinator selection process.

Country coordination capacities are financed through Support to Resident Coordinators (SRC) funds provided by UNDP in its biennial support budget and channelled to Resident Coordinators through the DOCO. In 2012, \$12.89 million was contributed by UNDP for this purpose. In addition, DOCO mobilizes additional resources from development partners through the Country Coordination Fund (CCF) that allows for additional coordination capacities or activities at the country level based on annual Resident Coordinator/ UN country team work plans. In 2012, \$24.9 million was raised to provide enhanced coordination support. Over and above this amount, since 2007, additional funds have been provided to support Resident Coordinators and UN country teams in transition countries where strategic planning capacities are often required in addition to the more regular capacities. These additional funds amounted to \$7.1 million in 2012.

## LEARN MORE:

- ▶ Access the Resident Coordinator Online web platform: <http://rconline.undg.org/>
- ▶ Further resources for Humanitarian Coordinators can be found here: <http://undg.org/index.cfm?P=722>



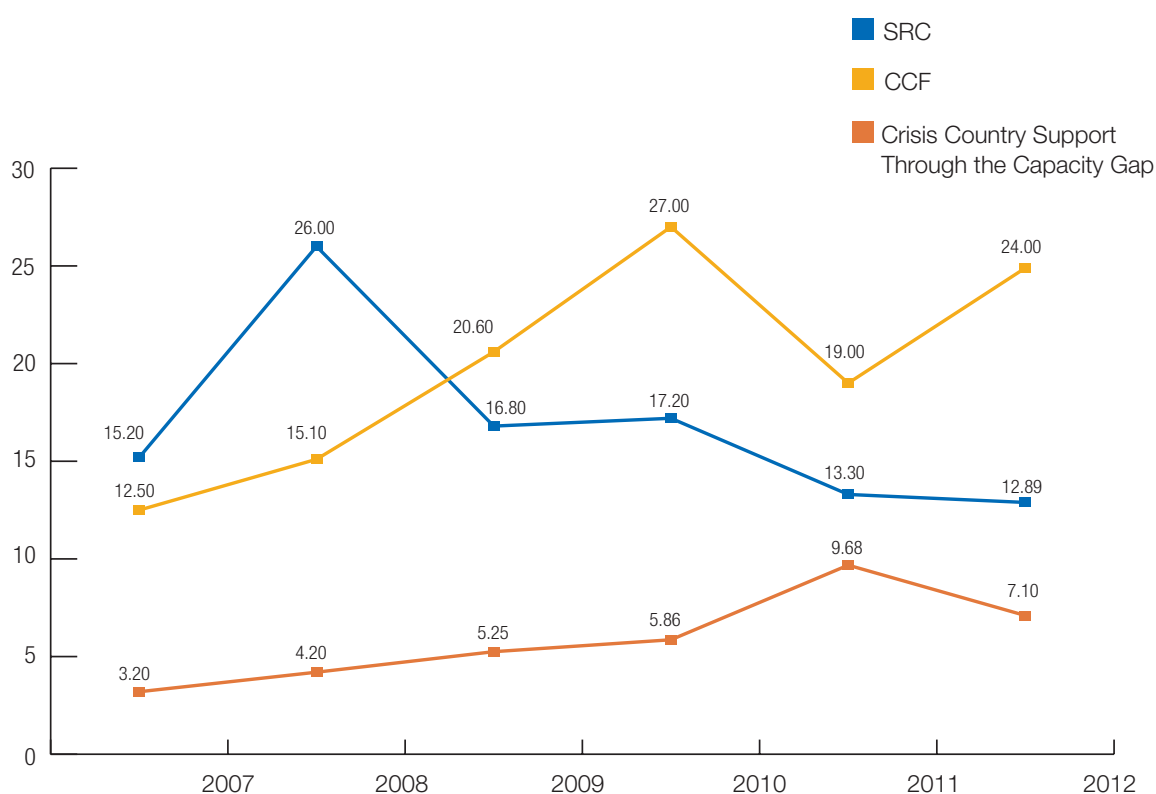
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## SERVING RESIDENT COORDINATORS 2009-2012

Year	Total Number of sitting RCs	Women		Men		South		North		UNDP		Non-UNDP	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
2009	126	45	36%	81	64%	67	53%	59	47%	86	68%	40	32%
2010	123	44	36%	79	64%	62	50%	61	50%	76	62%	47	38%
2011	124	42	34%	82	66%	60	48%	64	52%	81	65%	43	35%
2012	128	50	39%	78	61%	57	45%	71	55%	78	61%	50	39%

**GRAPH 7: EVOLUTION OF FUNDING OF THE RESIDENT COORDINATOR SYSTEM BY AND THROUGH UNDP AND DOCO 2007-2012 (\$ MILLIONS)**



Source: Atlas / Certified Financial Statements of UNDP

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## F. TRANSITION: INTEGRATED SUPPORT BRIDGES PEACE AND DEVELOPMENT

### KEY DATA

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- ▶ By 2012, 17 countries had completed Integrated Strategic Frameworks fostering closer cooperation between UN peacekeeping missions and special political missions and UN country teams.
  - ▶ A total of 16 crisis and post-crisis countries received approximately \$6 million to strengthen the capacities of Resident Coordinators and UN country teams.
  - ▶ Forty-four staff from the UN system, the World Bank, the African Development Bank and the European Commission completed training in post-conflict needs assessments.
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### KEY ACHIEVEMENTS

- ▶ Agreement on the New Deal for Engagement in Fragile States has been followed by implementation in pilot countries.
- ▶ The new UN Policy on Special Circumstances in Non-Mission Settings guides enhanced responses to crises where there is no UN peacekeeping mission or special political mission.
- ▶ The Policy on UN Transitions in the Context of Mission Drawdown or Withdrawal has built on UNDG experiences in capacity development and the promotion of national ownership.
- ▶ The 2011 Libya response demonstrated progress in managing the integration of UN operations, from the immediate response to early assessment to the formation of a longer-term UN post-conflict response.
- ▶ Better engagement of Resident Coordinators in headquarters-led policy discussions on responses to crises has brought forward demands for greater capacities in their offices,

leading to the rapid deployment of short-term support in countries such as Egypt, Libya, the Syrian Arab Republic and Tunisia.

### TRENDS AND PROGRESS

In the run-up to the 2011 Fourth High-level Forum on Aid Effectiveness, the UNDG actively supported the preparation of the New Deal for Engagement in Fragile States. Implementation of New Deal commitments has begun in a set of pilot countries, supported by the UNDG in close consultation and coordination with the UN's political and security pillars. Through this process, the UN system has supported fragility assessments in the Democratic Republic of the Congo and South Sudan, helping to ensure broad participation, including from civil society. These country-led exercises aid in identifying national priorities to inform future planning, as set out in the New Deal.

In early 2012, the new UN Policy on Special Circumstances in Non-Mission Settings was



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issued, another recognition of the increasingly diverse and complex transition settings requiring UN support. Building on undg expertise in joint analysis and planning, the policy guides country operations where there is no UN peacekeeping mission or special political mission but where the Secretary-General has endorsed an enhanced UN system response to a crisis. The policy requires relevant UN entities to work together differently and more intensively than usual, under the framework of specific time-bound measures that may include the appointment of an envoy or non-Resident Representative to lead the political response. The undg architecture of the Management and Accountability System provides a basis for oversight through co-chairing arrangements between the Department of Political Affairs and relevant Regional undg teams.

By 2012, 17 countries had completed Integrated Strategic Frameworks, fostering closer cooperation between UN peacekeeping missions or special political missions and UN country teams. For the recently adopted Policy on UN Transitions in the Context of Mission Drawdown or Withdrawal, the undg contributed experiences with capacity

development and the promotion of national ownership and highlighted the multifaceted transitions faced by different countries.

Coordination between the UN system and the World Bank continues to be important in transition countries. In 2012, ongoing partnership resulted, for example, in the development of a cooperation framework for security-sector reform in Liberia. During the 2011 Libya response, the UN system, the World Bank and the International Organization for Migration jointly conducted an integrated assessment that identified priorities and analysed challenges. This subsequently shaped plans for long-term post-conflict programmes. In the immediate aftermath of the crisis, UN organizations worked together to provide humanitarian assistance coupled with support for mediation and post-conflict planning.

Aligned with the undg's ongoing emphasis on the critical importance of leadership, the Capacity Gap effort by 2012 had provided approximately \$6 million to strengthen Resident Coordinators and UN country teams in 16 crisis and post-crisis countries. In nearly all countries, expanded capacities for strategic planning are in place.

Some have acquired new capacities in knowledge management, monitoring and evaluation, external communications and early recovery.

In integrated mission settings, leadership support has helped to bridge UN development and peacebuilding and stabilization aims. In non-mission contexts, particularly in emerging crises, Resident Coordinators and UN country teams have reported greater ability to engage in and provide input into UN Headquarters policy discussions affecting a given country. Greater coordination between the UNDG and UN Secretariat bodies in planning missions in some countries has resulted in designing UN peacekeeping missions or special political missions with capacities to support Resident Coordinator functions.

Global UN inter-agency taskforces, in which DOCO and select UNDG agencies actively participate, have helped Resident Coordinators in transition countries to better engage in headquarters-led policy discussions on responses to crises. This has brought forward demands for greater capacities in Resident Coordinator offices, leading to the rapid deployment of short-term support in countries such as Egypt, Libya, the Syrian Arab Republic and Tunisia.

In 2011, 44 staff from the UN system, the World Bank, the African Development Bank and the European Commission completed training on post-conflict needs assessments. They joined a roster of expert practitioners who can be rapidly deployed during crises.

## CHALLENGES AND WAYS FORWARD

Supporting continued application of the New Deal for Engagement with Fragile States will remain one key area of focus for the UN system in transition countries. Another entails advocating inclusion of peace- and state-building goals within a global post-2015 agenda to follow the MDGs.

From experience in implementing the UN's policy of integration since 2006, one of the main constraints is harmonizing business practices between agencies and missions. Some progress has been made in developing standard cooperation models for logistics and medical services. There are continued discussions on cost-recovery, finances and ICT. While this work takes into consideration and benefits from similar efforts within the UNDG, a specific focus on operational cooperation between agencies and missions is required, considering different regulations and governing structures.

Ensuring that Resident Coordinators can access coherent, predictable and timely resources and capacities requires continuous attention.

### LEARN MORE:

- ▶ Post-crisis transition: <http://www.undg.org/index.cfm?P=6>
- ▶ Post-conflict needs assessment: <http://www.undg.org/index.cfm?P=148>
- ▶ Office for the Coordination of Humanitarian Affairs: <http://www.unocha.org>



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## G. DELIVERING AS ONE STRENGTHENS NATIONAL LEADERSHIP

### KEY DATA

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- ▶ Since Delivering as One was introduced in 2006, the number of countries adopting it has quadrupled, including 8 pilots and 24 voluntary adopters.
  - ▶ Most Delivering as One countries have either already completed or are in the process of completing a One Programme, with an UNDAF and an UNDAF Action Plan.
  - ▶ Twelve other countries have developed an UNDAF Action Plan.
- 

### KEY ACHIEVEMENTS

- ▶ The comprehensive Independent Evaluation of Delivering as One concluded in 2012 found that the Delivering as One approach has strengthened national leadership of UN programmes and given countries better access to the unique breadth of expertise offered by UN development organizations.
- ▶ At the Fifth High-level Intergovernmental Conference on Delivering as One in Tirana, Albania, in 2012, 49 Member States agreed that Delivering as One had proven merit and should be extended beyond the pilot phase.
- ▶ The QCPR called for the development of standard operating procedures guiding a systematic but flexible approach to Delivering as One to help countries to make informed decisions on the best modes of UN support.

– have implemented the Delivering as One framework for country-level UN coordination since it was introduced in 2006. Guided by national leadership and the premise that “no one size fits all”, UN organizations work together under one leader, one programme and one budget and, in some cases, in one office and with one voice for advocacy.

In 2012, a comprehensive Independent Evaluation of Delivering as One found that the approach has strengthened national leadership of UN programmes. It has enabled more flexible responses to the needs of different countries and given countries better access to the unique breadth of expertise offered by UN development organizations. Greater attention has gone to issues that cut across UN programmes, including gender equality, human rights and environmental protection.

Delivering as One countries themselves continue to affirm that their One Programmes make the UN more responsive to national development priorities and processes.

The Independent Evaluation of Delivering as One found that Common Budgetary

### TRENDS AND PROGRESS

Eight pilot countries – Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam

Frameworks have increased transparency or resource requirements for the UN to meet national development needs, thus offering the possibility of fully costing all planned development activities of the UN system. The One Funds have increased flexibility for government and UN country teams, the predictability of long-term funding, and transparency and accountability. Efficiency gains come through common premises and services, coordinated procurement and ICT, and lower transaction costs. One Voice has increased the effectiveness of policy advocacy, heightened UN visibility and cultivated a common UN identity among staff in different organizations.

Early findings from the Independent Evaluation were discussed at the Fourth High-level Intergovernmental Conference on Delivering as One, held in Montevideo, Uruguay, in 2011, and its conclusions and recommendations informed the Fifth High-level Conference, held in Tirana, Albania, in 2012. Forty-nine Member States attended the latter.

In an outcome document from Tirana entitled “The United Nations We Want – Our Commitment to the Way Forward”, Member States of the pilot and voluntary adopters concluded that Delivering as One had proven merit and should be extended beyond the pilot phase. They called on the Secretary-General to welcome a second generation of Delivering as One and to mandate the UNDG Chair to initiate and lead the process of formulating Standard Operating Procedures for the UN country teams. The General Assembly in its latest QCPR resolution (A/Res/67/226) in operational paragraphs 140 and 141, where it requested the United Nations system including the funds, programmes and specialized agencies to, “...support programme countries that have adopted the Delivering as One approach with an integrated package of support comprising standard operating procedures as

well as guidance on Delivering as One- specific programming, monitoring and evaluation, reporting, pooled funding mechanisms and support to the resident coordinator system, in line with the management and accountability system of the United Nations development and resident coordinator system, including the functional firewall for the resident coordinator system, and the simplification and harmonization of business practices.”

These Standard Operating Procedures, adopted by the UNDG in February 2013, will help countries considering implementation of the Delivering as One approach to make informed decisions on the best mode of UN support.<sup>15</sup> Among other measures, the procedures will assist UN country teams in striking a balance between strategic focus in One Programmes and the right level of involvement of diverse UN agencies, including those with small-scale operations and those that are not resident in a given country. The second generation of Delivering as One will be operationalized on the basis of a new set of programming and business practice instruments.

Support for Delivering as One is further embedded in the Secretary-General's Five-Year Action Agenda released in early 2012. It commits to a second generation of Delivering as One.

## CHALLENGES AND WAYS FORWARD

In response to the call in the QCPR, the UNDG has now adopted Standard Operating Procedures and a package of support for those countries that chose to voluntarily adopt the Delivering as One approach.

In 2012, work was already under way on developing an integrated package of support

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<sup>15</sup> More information on the Standard Operating Procedures can be found at <http://www.undg.org/index.cfm?P=1677>

for each of the Ones, comprising Standard Operating Procedures and guidance based on the best practices and lessons learned implementing the Delivering as One approach. The package will provide systematic but flexible support to the work of UN country teams in the areas of leadership, programming, business operations, funding and communications. They will allow for differences in development challenges, institutional capacities and the UN presence across different country contexts. This work will be reviewed and finalized by the UNDG in early 2013. The roll-out of this package will also require some revisions to UNDG and agency policies and procedures at headquarters.

The Independent Evaluation found that while much has been achieved through Delivering as One, some critical challenges remain. Many of these require systemic changes at the headquarters of UN agencies since country offices remain bound by global policies and procedures. In paragraph 137 of its resolution 67/226, the General Assembly has also requested “the United Nations Development system to identify and address challenges and bottlenecks, in particular at the headquarters level, which have prevented UN country teams in Delivering as One countries from fully realizing the efficiency gains under the Delivering as One approach and to report thereon as part of the annual reporting on the implementation of the present resolution for the consideration of the Economic and Social Council and the General Assembly”.

Incentives for contributing to system-wide results need to increase, along with more harmonized results reporting. Monitoring and evaluation need to be enhanced and business practices require further simplification and alignment. Streamlined procedures will reduce duplication and transaction costs.

DOCO continues to work with UNDG members to implement the Management and Accountability System as a common platform for achieving these goals and deepening the

## DELIVERING AS ONE PILOT COUNTRIES AND VOLUNTARY ADOPTERS

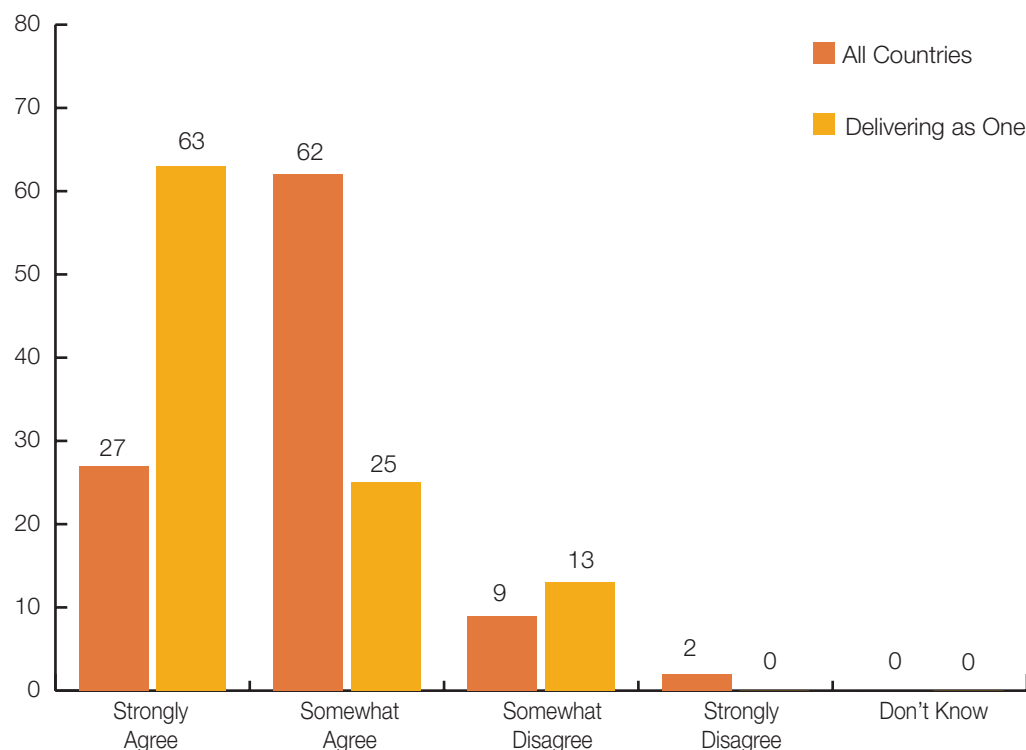
### PILOT COUNTRIES

1. Albania
2. Cape Verde
3. Mozambique
4. Pakistan
5. Rwanda
6. United Republic of Tanzania
7. Uruguay
8. Viet Nam

### VOLUNTARY ADOPTERS

9. Benin (2010)
10. Bhutan (2007)
11. Botswana (2009)
12. Comoros (2009)
13. Ethiopia (2010)
14. Indonesia (2009)
15. Kenya (2010)
16. Kiribati (2008)
17. Kyrgyzstan (2009)
18. Laos People's Democratic Republic (2010)
19. Lesotho (2009)
20. Liberia (2010)
21. Malawi (2009)
22. Maldives (2010)
23. Mali (2010)
24. Montenegro (2009)
25. Namibia (2011)
26. Papua New Guinea (2008)
27. Republic of Moldova (2011)
28. Samoa (2012)
29. Seychelles (2012)
30. Sierra Leone (2009)
31. Uganda (2010)
32. Zambia (2011)

## GRAPH 8: THE UN HAS CONTRIBUTED SIGNIFICANTLY TO DEVELOPMENT IN YOUR COUNTRY<sup>16</sup>



impacts of Delivering as One. The Standard Operating Procedures for Delivering as One support this objective. Where appropriate, they suggest changes in policies and procedures that UN Headquarters can make to reduce transaction costs and foster greater country-level coordination for development results.

The Delivering as One approach has proven that it reduces transaction costs for host Governments and development partners significantly. To maximize the benefits of Delivering as One for the UN system,

headquarters changes are needed to further integrate and harmonize common and agency-specific processes in 2013.

The difference in the responses from Delivering as One countries and non-Delivering as One countries is noteworthy: most Delivering as One countries appear to be significantly more convinced about the value of the contribution that the UN has made in their country.

Learn more about Delivering as One here: <http://www.undg.org/index.cfm?P=7>

<sup>16</sup> The graph is taken from the report, "Results of survey of programme country governments: Preparation for the 2012 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System Department of Economic and Social Affairs (DESA)", UNDESA, New York, 25 June 2012. Valid responses were received from 111 countries and territories, or 74 per cent of all countries and territories that received the questionnaire.



# ANNEXES

## ANNEX I: ABBREVIATIONS AND ACRONYMS

<b>BOS</b>	Business Operations Strategy
<b>CCA</b>	Common Country Assessment
<b>CCF</b>	Country Coordination Fund
<b>DOCO</b>	Development Operations Coordination Office
<b>EFW</b>	Expanded Delivering as One Funding Window
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>HACT</b>	Harmonized Approach to Cash Transfers to Implementing Partners
<b>HLCM</b>	High Level Committee on Management
<b>ICT</b>	Information and communication technology
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>MDG</b>	Millennium Development Goal
<b>MDTF</b>	Multi-donor trust fund
<b>NGO</b>	Non-governmental organization
<b>ODA</b>	Official development assistance
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>QCPR</b>	Quadrennial comprehensive policy review
<b>TCPR</b>	Triennial comprehensive policy review
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDESA</b>	United Nations Department of Economic and Social Affairs
<b>UNDG</b>	The United Nations Development Group
<b>UNDG-HRM</b>	The United Nations Development Group's Human Rights Mainstreaming mechanism
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN Habitat</b>	United Nations Human Settlements Programme
<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIPSIL</b>	United Nations Mission in Sierra Leone
<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>U NV</b>	United Nations Volunteers
<b>UN-Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WHO</b>	World Health Organization

## ANNEX II: UN COUNTRY TEAM WEBSITES

Albania	<a href="http://www.un.org.al">www.un.org.al</a>	Malaysia	<a href="http://www.un.org.my">www.un.org.my</a>
Argentina:	<a href="http://www.onu.org.ar">www.onu.org.ar</a>	Maldives	<a href="http://www.un.org.mv">www.un.org.mv</a>
Armenia:	<a href="http://www.un.am">www.un.am</a>	Mexico	<a href="http://www.onu.org.mx">www.onu.org.mx</a>
Azerbaijan:	<a href="http://www.un-az.org">www.un-az.org</a>	Moldova	<a href="http://www.un.md">www.un.md</a>
Bangladesh:	<a href="http://www.un.org.bd">www.un.org.bd</a>	Mongolia	<a href="http://www.un-mongolia.mn">www.un-mongolia.mn</a>
Belgium:	<a href="http://www.unbrussels.org">www.unbrussels.org</a>	Montenegro	<a href="http://www.un.org.me">www.un.org.me</a>
Bhutan:	<a href="http://www.unct.org.bt">www.unct.org.bt</a>	Morocco	<a href="http://www.un.org.ma">www.un.org.ma</a>
Bolivia:	<a href="http://www.nu.org.bo">www.nu.org.bo</a>	Mozambique	<a href="http://www.mz.one.un.org">www.mz.one.un.org</a>
Bosnia and Herzegovina:	<a href="http://www.un.ba">www.un.ba</a>	Nepal	<a href="http://www.un.org.np">www.un.org.np</a>
Botswana:	<a href="http://www.unbotswana.org.bw">www.unbotswana.org.bw</a>	Nicaragua	<a href="http://www.onu.org.ni">www.onu.org.ni</a>
Brazil:	<a href="http://www.onu-brasil.org.br">www.onu-brasil.org.br</a>	Nigeria	<a href="http://www.ng.one.un.org">www.ng.one.un.org</a>
Cambodia	<a href="http://www.un.org.kh">www.un.org.kh</a>	Pakistan	<a href="http://www.un.org.pk">www.un.org.pk</a>
Cameroon	<a href="http://www.cm.one.un.org">www.cm.one.un.org</a>	Panama	<a href="http://www.onu.org.pa">www.onu.org.pa</a>
Cape Verde	<a href="http://www.un.cv">www.un.cv</a>	Papua New Guinea	<a href="http://www.un.org.pg">www.un.org.pg</a>
Chile	<a href="http://www.onu.cl">www.onu.cl</a>	Peru	<a href="http://www.onu.org.pe">www.onu.org.pe</a>
China	<a href="http://www.un.org.cn">www.un.org.cn</a>	Poland	<a href="http://www.un.org.pl">www.un.org.pl</a>
Colombia	<a href="http://www.nacionesunidas.org.co">www.nacionesunidas.org.co</a>	Republic of Moldova	<a href="http://www.un.md">www.un.md</a>
Comoros	<a href="http://www.km.one.un.org">www.km.one.un.org</a>	Romania	<a href="http://www.un.ro">www.un.ro</a>
Costa Rica	<a href="http://www.nacionesunidas.or.cr">www.nacionesunidas.or.cr</a>	Russian Federation	<a href="http://www.unrussia.ru/en">www.unrussia.ru/en</a>
Cuba	<a href="http://www.onu.org.cu">www.onu.org.cu</a>	Rwanda	<a href="http://www.rw.one.un.org">www.rw.one.un.org</a>
Denmark	<a href="http://www.un.dk">www.un.dk</a>	Samoa	<a href="http://www.un.org.ws">www.un.org.ws</a>
Dominican Republic	<a href="http://www.portal.onu.org.do">www.portal.onu.org.do</a>	Serbia	<a href="http://rs.one.un.org">rs.one.un.org</a>
East Timor	<a href="http://www.unmit.org">www.unmit.org</a>	South Africa	<a href="http://www.un.org.za">www.un.org.za</a>
Ecuador	<a href="http://www.un.org.ec">www.un.org.ec</a>	South Sudan	<a href="http://ss.one.un.org">ss.one.un.org</a>
Egypt	<a href="http://www.un.org.eg">www.un.org.eg</a>	Sri Lanka	<a href="http://www.un.lk">www.un.lk</a>
El Salvador	<a href="http://www.nacionesunidas.org.sv">www.nacionesunidas.org.sv</a>	Suriname	<a href="http://www.sr.one.un.org">www.sr.one.un.org</a>
Eritrea	<a href="http://www.un-eritrea.org">www.un-eritrea.org</a>	Swaziland	<a href="http://sz.one.un.org">sz.one.un.org</a>
Gambia	<a href="http://www.ungambia.gm">www.ungambia.gm</a>	Tajikistan	<a href="http://www.un.tj">www.un.tj</a>
Georgia	<a href="http://www.ungeorgia.ge/eng">www.ungeorgia.ge/eng</a>	Thailand	<a href="http://th.one.un.org">th.one.un.org</a>
Greece	<a href="http://www.ungreece.org">www.ungreece.org</a>	The former Yugoslav Republic of Macedonia	<a href="http://www.un.org.mk">www.un.org.mk</a>
Guatemala	<a href="http://www.onu.org.gt">www.onu.org.gt</a>	Togo	<a href="http://www.tg.one.un.org">www.tg.one.un.org</a>
Guinea-Bissau	<a href="http://www.gw.one.un.org">www.gw.one.un.org</a>	Tunisia	<a href="http://www.onu-tn.org">www.onu-tn.org</a>
India	<a href="http://www.un.org.in">www.un.org.in</a>	Turkey	<a href="http://www.un.org.tr">www.un.org.tr</a>
Indonesia	<a href="http://www.un.or.id">www.un.or.id</a>	Turkmenistan	<a href="http://www.un.tk">www.un.tk</a>
Iran (Islamic Republic of)	<a href="http://www.un.org.ir">www.un.org.ir</a>	Ukraine	<a href="http://www.un.org.ua">www.un.org.ua</a>
Iraq	<a href="http://www.iq.one.un.org">www.iq.one.un.org</a>	United Republic of Tanzania	<a href="http://www.tz.one.un.org">www.tz.one.un.org</a>
Jordan	<a href="http://www.un.org.jo">www.un.org.jo</a>	Uruguay	<a href="http://www.onu.org.uy">www.onu.org.uy</a>
Kazakhstan	<a href="http://www.un.kz">www.un.kz</a>	Uzbekistan	<a href="http://www.un.uz">www.un.uz</a>
Kenya	<a href="http://www.un-kenya.org">www.un-kenya.org</a>	Venezuela (Bolivarian Republic of)	<a href="http://www.onu.org.ve">www.onu.org.ve</a>
Kosovo (UN Kosovo Team)	<a href="http://www.unkt.org">www.unkt.org</a>	Viet Nam	<a href="http://www.un.org.vn">www.un.org.vn</a>
Kyrgyzstan	<a href="http://www.un.org.kg">www.un.org.kg</a>	Zambia	<a href="http://www.oneun.org.zm">www.oneun.org.zm</a>
Lao People's Democratic Republic	<a href="http://www.unlao.org">www.unlao.org</a>	Zimbabwe	<a href="http://www.zw.one.un.org">www.zw.one.un.org</a>
Lebanon	<a href="http://www.un.org.lb">www.un.org.lb</a>		
Liberia	<a href="http://www.unliberia.org">www.unliberia.org</a>		
Madagascar	<a href="http://www.mg.one.un.org">www.mg.one.un.org</a>		
Malawi	<a href="http://www.unmalawi.org">www.unmalawi.org</a>		

## ANNEX III: UN DEVELOPMENT GROUP MEMBERS

<b>UNDP</b>	United Nations Development Programme	<a href="http://www.undp.org">www.undp.org</a>
<b>UNICEF</b>	United Nations Children's Fund	<a href="http://www.unicef.org">www.unicef.org</a>
<b>UNFPA</b>	United Nations Population Fund	<a href="http://www.unfpa.org">www.unfpa.org</a>
<b>WFP</b>	World Food Programme	<a href="http://www.wfp.org">www.wfp.org</a>
<b>OHCHR</b>	Office of the High Commissioner for Human Rights	<a href="http://www.ohchr.org">www.ohchr.org</a>
<b>UN-Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women	<a href="http://www.unwomen.org">www.unwomen.org</a>
<b>UNOPS</b>	United Nations Office for Project Services	<a href="http://www.unops.org">www.unops.org</a>
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS	<a href="http://www.unaids.org">www.unaids.org</a>
<b>UN Habitat</b>	United Nations Human Settlements Programme	<a href="http://www.unhabitat.org">www.unhabitat.org</a>
<b>UNODC</b>	United Nations Office on Drugs and Crime	<a href="http://www.unodc.org">www.unodc.org</a>
<b>WHO</b>	World Health Organization	<a href="http://www.who.int">www.who.int</a>
<b>DESA</b>	Department of Economic and Social Affairs	<a href="http://www.un.org/esa/desa">www.un.org/esa/desa</a>
<b>IFAD</b>	International Fund for Agricultural Development	<a href="http://www.ifad.org">www.ifad.org</a>
<b>UNCTAD</b>	United Nations Conference on Trade and Development	<a href="http://www.unctad.org">www.unctad.org</a>
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization	<a href="http://www.unesco.org">www.unesco.org</a>
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<a href="http://www.fao.org">www.fao.org</a>
<b>UNIDO</b>	United Nations Industrial Development Organization	<a href="http://www.unido.org">www.unido.org</a>
<b>ILO</b>	International Labour Organization	<a href="http://www.ilo.org">www.ilo.org</a>
<b>DPI</b>	Department of Public Information	<a href="http://www.un.org/en/hq/dpi">http://www.un.org/en/hq/dpi</a>
<b>OHRLLS</b>	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries & Small Island Developing Countries	<a href="http://www.unohrrls.org">http://www.unohrrls.org</a>
<b>SRSR/CAC</b>	Special Representative of the Secretary-General for Children and Armed Conflict	<a href="http://childrenandarmedconflict.un.org">http://childrenandarmedconflict.un.org</a>
<b>UNEP</b>	United Nations Environment Programme	<a href="http://www.unep.org">www.unep.org</a>
<b>UNHCR</b>	United Nations High Commissioner for Refugees	<a href="http://www.unhcr.ch">www.unhcr.ch</a>
<b>OSAA</b>	Office of USG - Special Advisor on Africa	<a href="http://www.un.org/africa/osaa">http://www.un.org/africa/osaa</a>
<b>UNWTO</b>	United Nations World Tourism Organization	<a href="http://www2.unwto.org">www2.unwto.org</a>
<b>WMO</b>	World Meteorological Organization	<a href="http://www.wmo.int">http://www.wmo.int</a>
<b>ITU</b>	International Telecommunications Union	<a href="http://www.itu.int">www.itu.int</a>
<b>REGIONAL COMMISSIONS</b>	(ECA, ECE, ECLAC, ESCAP, ESCWA - rotating annually)	
<b>World Bank</b>	World Bank (observer)	<a href="http://www.worldbank.org">www.worldbank.org</a>
<b>UNFIP</b>	United Nations Fund for International Partnerships (observer)	<a href="http://www.un.org/partnerships">www.un.org/partnerships</a>
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs (observer) Spokesman for the Secretary-General (observer)	<a href="http://www.unocha.org/">www.unocha.org/</a>
	Director, Office of the Deputy Secretary-General (observer)	







coherence  
PROGRAMMES  
focused  
LEADERSHIP  
partners  
WORK  
RESOURCES  
TIME  
improve  
approach  
ONE  
funds  
community  
COHERENCE  
UN  
providing  
organizations  
improve  
policy  
nations  
support  
PARTNERS  
EFFECTIVENESS  
BUDGET  
REGIONAL  
SYSTEM  
CRISIS  
reform  
implementation  
RESULTS  
SYNERGY  
common  
EFFORTS  
transitional  
one  
equality  
leadership  
role  
RESOURCES  
CAPACITY  
focused  
stakeholders  
UN  
UNITED

COMMON  
challenges  
plan  
REFORM  
resident  
DEVELOPMENT  
EQUALITY  
common  
priorities  
sustainable  
Building  
teams  
IMPACT  
people  
UN  
UNITED  
IMPROVE  
ensure  
reform  
progress  
KEY  
2012  
training  
RECOVERY  
SUPPORT  
empowerment  
EFFORTS  
national  
DEVELOPMENT  
programmes  
mobilize  
support  
joint  
ensure  
partners  
improve  
GOVERNMENT  
RELIEF  
MORE  
women  
FUNDING  
ONE  
PROCESS  
IMPACT  
CRISIS  
forward  
TRAINING  
EMPOWERMENT  
PROVIDING  
NEEDS  
COORDINATORS  
transitional  
resident  
TEAM  
common  
PLAN  
COUNTRY  
national  
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UNITED



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