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Operational activities of the United Nations for
international development cooperation

Results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Report of the Secretary-General

Summary

The present report reviews progress in implement**ing** General Assembly resolution 62/208 on the 2007 triennial comprehensive policy review of the United Nations system operational activities for development. It is based on the Secretary-General's management process submitted to the Council in 2008, which provides the action plan of the United Nations development system to implement the resolution.

The report was prepared in consultation with United Nations system organizations and inter-agency mechanisms. Progress related to targets and actions set out by the system are summarized in the annex.

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* E/2010/100.

Contents

I. Introduction

1.   General Assembly resolution 62/208 on the 2007 triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system **and ECOSOC resolution 2009/1** requested the Secretary-General to submit to the Economic and Social Council reports on "results achieved and measures and processes implemented in **the** follow-up to the resolution in order to evaluate the implementation of the resolution". The present report responds to the mandate and guidance provided by all relevant resolutions[1].

2.   In 2008, a report was submitted to the Council on the management process for the implementation of General Assembly resolution 62/208 (E/2008/49). Its matrix on actions, targets and benchmarks serves as the main reference for tracking progress. Two progress reports on results achieved and measures implemented were submitted to the Council in 2009 (E/2009/68) and 2010 (E/2010/70). The latter serves as baseline for the present progress report, which tracks progress made between March 2010 and March 2011.

II. Overall role and functioning of United Nations development cooperation and overview of progress in the implementation of resolution 62/208

3.   In its resolution 62/208, the General Assembly recognized that the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), **are** the framework for planning and assessing the activities of the United Nations development system. In its resolution 64/289 on system-wide coherence, the **GA** reiterated this principle and provided further guidance for strengthening the role of the United Nations development system in this regard.

4.   At the system-wide level, the three pillars of the CEB continued to mobilize system-wide capacities to respond to national needs and accelerate progress towards the achievement of the MDGs/IADGs in accordance with the TCPR guidance and subsequent updates. The **United Nations Development Group (**UNDG**)** and the High-level Committee on Management (HLCM) continued to work collaborative to promote harmonization and simplification of business practices to reduce transaction costs and increase the overall system's aid effectiveness.

5.   At the country-level, the resident coordinator system continued to strengthen its role as the main mechanism to coordinate the operational activities of the United Nations development system.

6.   These efforts, together with the lessons learned from the "Delivering as One" (DAO) pilot experience **are helping** develop innovative measures to improve the **UN** system support to national priorities. The findings of the upcoming independent review of the DAO initiative will further advance the implementation of the TCPR and provide guidance for the preparation of the next Review.

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[1] ECOSOC resolutions 2009/1, 2010/22 and General Assembly resolutions 63/232 and 64/289.

III. Funding for the operational activities for development of the United Nations system

7.   In 2009, contributions received by the United Nations development system amounted to $21.9 billion, equal to 2008 in real terms. About 65 percent was directed to longer-term development-related activities against 35 percent to humanitarian assistance. Contributions for development-related activities increased by 6.8 per cent while humanitarian assistance funding declined by 7.4 percent.

8.   65 per cent of total core resources for development-related activities in 2009 still depended on ten OECD/DAC countries. This heavy reliance on a few donors combined with the high share of non-core resources – 73 percent of **UN** operational activities funding in 2009 – contribute to the unpredictability of overall funding. **Most UN** organizations have developed integrated multi-year funding frameworks to increase predictability and sustainability of funding but, so far, not significant~~ly~~ advance~~ds~~ have been made**.**

9.   Some 88 per cent of non-core funding for development-related activities in 2009 was single-donor and programme/project- specific, thereby impacting on the fragmentation of resource flows and overall programme coherence, efficiency and transaction costs. New mechanisms of pooled resources such as multi-donor trust funds and thematic funds have only recently begun to play a role in the overall funding of **UN** operational activities for development **(see Secretary-General's report on funding for operational activities E/2011/…)**

IV. Contribution of United Nations operational activities to national capacity development and development effectiveness

A. Capacity development

10.   Since October 2006, the UNDG has recognized capacity development as one of five key principles for **UN** country programming. UNDG as a system and individual members have continued to develop guidelines and **tools** to promote a system-wide approach in support of capacity development efforts in programme countries and to provide UNCTs with practical tools to integrate capacity development in their activities– **e.g.** the UNDG capacity assessment methodology and toolkit and the Reference Guide for Better Aid for Development Effectiveness~~,~~ Capacity development is also referenced in the new United Nations Development Assistance Framework (UNDAF) guidelines and is a component of all UNDAF training events.

11.   An increasing number of UNCTs are reflecting capacity development results in their planning, programming, monitoring and evaluation. In 2009, 69 UNCTs reported pursuing a coordinated capacity development approach and supporting integration of capacity development into common programme documents and action plans. At least 10 UNCTs have integrated capacity development into the UNDAF in 2010. **These approaches, however, need to be implemented more broadly.** Indicators to assess sustainability of capacity development activities~~, however, are yet~~ **also need** to be developed.

12.   In 2009, **over** 20 country teams focused their capacity development support on improving national statistical, monitoring and evaluati**ng** capacities, including for **measuring** progress towards the MDGs**.** Some 80 UNCTs reported **supporting**

capacity **development of national and local stakeholders, including civil society actors, for** ~~in~~ aid modalities, management, coordination, and impact 62 country teams reported strengthening national capacities for the design, set-up, and effective use of aid information management systems (AIMSs), and 55 **UNCTs** participated in 154 sector-wide approaches.

13. Support to South-South and triangular cooperation is also becoming an important vehicle for national capacity development. IFAD signed six South-South cooperation arrangements in the MERCOSUR region to facilitate transfer of agricultural know how and technology to Africa. UNDP established strategic partnership frameworks with Brazil, China, and Turkey to bring the experiences, knowledge and resources of these countries in support of **programme** countries. **FAO signed 45 Tripartite Agreements on South-South cooperation and fielded over 1500 experts and technicians.** At the system-wide level, supporting South-South and triangular cooperation for capacity development is one of the UNDG strategic priorities for 2010-2011.

14. National execution modalities and the use of national systems are increasingly recognized as critical to strengthen national capacities to manage the development process. **They are not however systematically applied, tracked and reported on system-wide.**

15. The **diversity of national capacity needs and the** broad spectrum of activities required **to address them** place considerable demands on UNCTs. To date, only a few UNCTs have put in place comprehensive capacity development strategies that **take into account the host country's** development status **the** donor community's structure, and **the** specific role and skills required from the UNCTs.

16. Considerable efforts have been made **at the system-wide level** to address UNCT capacity gaps **to support capacity development**. UNDG established capacity development networks open to all **UN** agencies and external experts (e.g. *MDG-net, URITALK, Devlink)* and facilitated inter-agency peer learning, exchange of knowledge and resources for staff and national stakeholders, communities of practice, and sharing of evaluation database. Further progress will require innovative ways to transfer **UN** knowledge and expertise to the country level – e.g. through a more effective involvement of regional UNDG teams, rapid deployment of specialized staff, and inter-agency mobility.

B. South-South cooperation and development of national capacities

17. In 2010-2011, the United Nations system continued to strengthen its support to South-South and triangular cooperation responding to the request of the High-Level United Nations Conference on South-South Cooperation, **which asked** the system to reinvigorate its role in this area.

18. The 2010 UNDAF Guidelines provide entry points for South-South cooperation. The reference guide for UNCTs on Better Aid for Development Effectiveness also includes guidance to promote South-South and triangular cooperation. The regional UNDG teams **and the** regional coordination mechanisms (RCMs)~~,~~ facilitate UNCTs' access to regional and global expertise and resources on South-South and triangular cooperation as part of their support to quality and coherence of programming, operations and the implementation of the Management and Accountability System (M&AS). Many UNCTs are also supporting national governments in promoting South-South cooperation as a pillar for capacity

development – **e.g. by** facilitating exchange of information, technical expertise and lessons learned between countries and between Governments and civil society organizations.

19. At the system-wide level, the Special Unit on South-South Cooperation of UNDP in collaboration with UNDG/DOCO is developing new Operational Guidelines for the implementation of the Nairobi Conference on South-South Cooperation. Efforts are also underway to draft a collaborative framework on South-South cooperation for climate change, food security and HIV/AIDS.

20. The Unit continues to make progress in transforming the Web of Information for Development (WIDE) into a global knowledge network on South-South Cooperation. The success of WIDE will depend on its ability to attract and engage all relevant development stakeholders.

21. **Some UN** organizations **are** strengthened their support to South-South cooperation. UNIDO established Centres for Industrial Cooperation and opened a Centre for Renewable Energy and Energy Efficiency in Cape Verde with a focus on South-South cooperation and technology transfer. UNICEF issued new South-South cooperation guidance to its staff, and ensured more systematic reporting and sharing of lessons learned and good practices. A few agencies**, such as ILO,** are integrating the outcome of the Nairobi Conference into their overall strategies for South-South cooperation More systematic efforts, however, are required to **translate** the Nairobi Outcome Document into a system-wide approach to South-South cooperation.

C. Gender equality and women's empowerment

22. Efforts continued to strengthen performance and accountability of UNCTs in mainstreaming gender equality and the empowerment of women in **operational activities**. The UNDAF Guidelines now identify gender equality as one of the key programming principles; a set of performance indicators (scorecard) on gender equality and the empowerment of women, have been rolled out to all countries; a Resource Guide for Gender Theme Groups will be fully updated by the end of 2011; and an inter-agency e-training module on gender equality has also been developed to create a common understanding of gender equality, women's rights and gender mainstreaming among all United Nations agencies. An initiative was launched in three countries to identify elements that contribute to a more effective and holistic programming on gender equality. The Inter-Agency Network on Women and Gender Equality (IANWGE) and its task forces continue to be an effective venue for most **UN** system organizations to share good practices, tools, methodologies, and evaluations with **UNCTs**.

23. Since 2004, resident coordinator annual reports have shown overall positive trends in UNCT support **to** gender issues. Joint initiatives have considerably increased, particularly on ending violence against women, which more than doubled; on reproductive health and maternal mortality; and on political participation. The number of theme groups on gender equality and of UNCT work plans reflecting gender equality and the empowerment of women as a key element has also steadily increased. In 2009, 99 Gender Theme Groups were reported compared to 37 in 2004. The number of UNDAFs containing references to gender equality and/or women's empowerment in at least one outcome statement increased from 41 in 2004 to 53 in 2009, and at least a third has focused on strengthening national accountability to better monitor gender equality outcomes.

24. Despite progress in tracking gender equality initiatives, weak accountability for gender equality continues to be a key challenge. Information on the impact of these initiatives, especially of joint programming, on gender mainstreaming continues to be limited. Meta evaluations of gender equality work within different **UN** agencies as well as **by UNCTs** need to be strengthened. More adequate information on **UN** system investments on gender equality throughout its entire programming framework also needs to be provided. Only a few agencies –e.g. UNICEF, UNDP and OCHA - have introduced a system of gender markers in their budget systems to identify resources expected to lead to gender equality results. According to available information, dedicated resources for gender equality in gender specific interventions amount to only 3-4 percent of total UNDAF resources.

25. The creation of UN-Women in July 2010, in response to General Assembly resolution 64/289 on system-wide coherence, is expected to herald a new era of leadership and accountability for **UN** support on gender equality and empowerment of women. In particular, UN-Women is expected to deliver technical support to the UNDAF process to strengthen accountability, standards, availability of gender expertise and leadership at the country level.

26. UN-Women will submit a detailed report to the 2011 ECOSOC substantive session[2] on efforts and progress made in this regard by United Nations entities, including gaps and challenges in mainstreaming a gender perspective in their policies and programmes and in capacity development. The report will also include a section on how UN Women planned to carry out its work.

D. Transition from relief to development

27. Post conflict and post disaster needs assessment (PCNA/PDNA) continued to be strengthened as tools to devise common strategies for recovery and development. Between 2009 and 2010, United Nations, European Union, and World Bank conducted 11 joint PDNAs and 80 senior/middle level staff from United Nations, World Bank, African Development Bank and European Union was trained in the use of PCNA. A procedural guidance on PDNA is being developed along with **s**ector specific guidance. Initial steps were also taken to establish a roster of United Nations experts to support PCNAs.

28. A headquarters mechanism was established to provide immediate support and guidance to **UN** leadership teams encompassing different roles of UN presence in crisis and post crisis situations. About hundred staff members from throughout the system were trained on integrated mission planning processes and strategic frameworks. **The** new UNDAF guidelines **also** provide instructions on developing conflict sensitive UNDAFs to facilitate their use as integrated strategic frameworks for the broader United Nations presence during the transition phase.

29. Support was provided to several countries to utilize existing funding modalities and mechanisms, including the United Nations Peace-building Fund, which currently supports 28 projects in 18 countries for a total of $59.2 million. The standard support package to address capacity gaps of resident coordinator offices in crisis and post-crisis situations was also expanded to **28** countries.

30. Ensuring adequate and sustained funding for transition activities**, however,** remains a challenge. Further progress will require an efficient use of pooled funding

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[2] See ECOSOC resolution 2010/29, paragraph 5.

mechanisms and greater country-level authority and flexibility to manage funds according to immediate priorities in the aftermath of a conflict. In this regard, UNDG developed several Guidance Notes on multi-donor trust funds (MDTFs) as well as a comprehensive training package on joint funding mechanisms for UNDAF roll-out countries. Modalities to address capacity gaps also continue to be slow, bureaucratic and inflexible. This problem was addressed by an independent review of current civilian capacities in the aftermath of a conflict, which ~~has~~ examined current practices and provided recommendations on the way forward.

31.   Partnership with the World Bank continued to build on the Partnership Framework for Crisis and Post-Crisis Situations signed in 2008, through collaborative policy development at Headquarters – e.g. joint approaches to PCNAs and recovery planning, and World Bank participation in the Peace-Building Commission - and increased strategic coordination in the field. In 2010, a multi-donor trust fund was established to further improve cooperation in crisis and post-crisis countries.

32.   The evolving architecture for peace-building and humanitarian interventions a well as lessons learned from the Delivery as One experience will offer new opportunities to strengthen partnerships with the World Bank and other partners in crisis and post crisis contexts.

V.   Improved functioning of the United Nations development system

A.   Coherence, effectiveness and relevance

Common country assessment and United Nations Development Assistance Framework

33.   The United Nations development system continued to strengthen the UNDAF as its primary programming framework supporting national development planning. In 2011, UNDG will conduct in close collaboration with the regional UNDG teams and the United Nations **System** Staff College **(UNSSC)** a review of UNDAFs developed in 2009-2010 against the baseline years 2007-2008.

34.   New generations of UNDAFs have increasingly aligned and harmonized with national planning and programming cycles. In 2010, 97 UNCTs reported aligning their UNDAFs to national planning cycles, and 67 to national priorities. There is scope for further strengthening the alignment of UNDAFs with national priorities. Recent UNDAF reviews show that UNCTs that participated in theme groups including government representatives and bilateral donors to address national development challenges were more effective in aligning with national priorities and in prioritizing and sequencing UNDAF support activities on the basis of the United Nations comparative advantage.

35.   The UNDAF process, however, has not yet translated into coherent implementation strategies with a clear division of labour among participating agencies, nor into a strategic positioning of the United Nations support vis-à-vis national priorities in line with its comparative advantage. The diversity of programmes, mandates, and operating modalities of system's agencies continue to

constrain efforts to harmonize UNDAF activities with those of the United Nations at large and other development partners.

36. UNDG has developed a number of new tools - such as the UNDAF Action Plan, the Common Budgetary Framework, and the Common Country Programme Document (CCPD) - based on lessons learned from the Delivering as One experience to address some of these challenges [see **Secretary-General's report on the functioning of the resident coordinator system** E/2011/…]. These instruments are expected to strengthen UNDAF coherence and ownership by the entire system. In 2010, UNDG also issued a standard operational format for reporting on UNDAF results, which is expected to promote transparency and accountability and strengthen national ownership and leadership of UNDAF planning and implementation.

37. So far, 16 UNDAF roll-out countries have opted to use the full range of new tools and policies. Their suitability to ensure inclusiveness, reduce transaction costs, strengthen national ownership and accountability for results is thus still being tested. The independent evaluation of the DAO initiative, which will share its findings with the General Assembly in 2012, will also provide some important insights in this regard. Further analysis might be required to assess the extent to which these instruments help harmonize the UNDAF with other donor practices and evolving national aid modalities.

The resident coordinator system

38. In 2010, the United Nations development system has continued to improve functioning of the resident coordinator system and further establish the central role of the resident coordinator. Major milestones in this regard are the establishment of the Management and Accountability System (M&AS), the gradual empowerment of the resident coordinator and the increasing system-wide ownership of the resident coordinator system, which have helped define the relationships between various stakeholders within the United Nations system **(see E/2011/…)**.

39. Significant challenges, however, remain to ensure sufficient financial, technical and organizational support to the resident coordinator system. Different mandates, business models, and funding modalities, as well as lack of legal authority of the resident coordinator to commit UNCT resources continue to constraint his/her leadership role with regard to the UNDAF.

40. The establishment of multi-donor trust funds (MDTFs), particularly the One UN Funds and the Expanded Funding Window has **helped expanding** the resident coordinator's role in leading the UNDAF process by enabling resident coordinators to mobilize system-wide participation and support, especially from NRAs. **Questions remain, however, regarding the future of these funds.**

B. Regional dimensions

41. The UNDG, in its strategic priorities for 2010-2011, actively encouraged the regional UNDG Group Teams, or regional director teams (RDTs), to work closely with the regional coordination mechanisms (RCMs) for the delivery of technical assistance and policy advice to the **UNCTs.**

42. The two regional mechanisms hold back-to-back meetings in most regions, exchange work plans, and actively participate in each others' meetings. A key result

in 2010 was the co-production of joint regional reports published for the 2010 ECOSOC Annual Ministerial Review and the Global Millennium Development Goals Summit in September 2010.

43. The two mechanisms also collaborate in supporting the CCA/UNDAF process. The RCM contribution is especially critical to exchange South-South experiences and good practices during the preparation of new UNDAFs and in the monitoring and evaluation phases; while the RDTs continue to support **UNCTs** on policy dialogue and priority settings, including UNDAF quality assurance and performance management.

44. At the policy level, the High-level Committee on Programmes (HLCP) and the RCMs agreed to strengthen cooperation through joint consideration of global and interregional issues in their respective agendas.

45. The RCMs facilitated inter-agency initiatives, such as the production of annual reports on regional progress towards the achievement of the MDGs and continue to serve as an important inter-agency platform for promoting and supporting regional integration processes. The regional mechanisms are also making progress in strengthening cooperation with non-United Nations regional and sub-regional entities.

46. Further alignment and integration in the work of regional mechanisms can also play an important bridge between Headquarters and country offices and have a substantial impact in addressing capacity and resources constraints faced by many **United Nations** agencies.

C. Transaction costs and efficiency

47. System-wide efforts to reduce transaction costs are guided by the CEB Plan of Action for the Harmonization of Business Practices.

48. Its implementation is co-led by UNDG-HLCM and has already achieved some important milestones that will have an impact on transaction costs (see **Secretary-General's report on simplification and harmonization** E/2011/…). It builds on ad-hoc solutions **developed by UNCTs,** including in "Delivering as One" pilot countries**, to address specific problems/bottlenecks and** find and agree on system-wide solutions. Further reforms of business practices will need to balance long term efficiency gains with short term transaction costs involved in adjusting different working methods, business models and governance structures to country needs. This might require the adoption of a sufficiently flexible approach to make the most of what agencies have to offer within existing regulations, policies, and levels of delegated authority.

D. Country-level capacity of the United Nations development system

49. The growing responsibilities of the resident coordinator and the **UNCTs** and the increasing complexity of their work called for a re-examination of capacities and skills available at the country level to support national development efforts, particularly in crisis and post crisis contexts.

50. **UNCTs** have started assessing their capacities as part of the UNDAF preparatory process. Assessment conducted between 2009 and 2010 in **DAO** pilot countries confirmed a growing country demand for specialized policy advisory

support to deal with emerging global challenges. The system is meeting this demand through an enhanced performance appraisal and recruitment system; improved modalities for inter-agency mobility and rapid deployment of specialized staff; qualitative and targeted training opportunities for field staff; and increased sharing of knowledge and expertise across the system.

51.   A second generation competency development tool was developed in 2010 to integrate lessons learned from competency assessments of over 1,400 resident coordinators and country team members of over 100 **UN** country offices. Resident coordinator competencies have also been gradually incorporated in the senior manager's job description and performance appraisal of **UN** organizations to promote the position as a possible career path for their staff.

52.   In 2010, over 90 percent of (UNSSC) training courses were addressed to resident coordinators and country teams. In 2009, UNSSC also organized the first **UN** Leaders' programme aimed to improve knowledge and capacity of senior staff in the field and three more were scheduled in 2010.

53.   In 2010, UNDG completed several activities to promote the exchange of knowledge and expertise across the system, beginning with the mapping of knowledge practices and tools available within and across the system, with the participation of 20 organizations. Such inventory is expected to facilitate knowledge sharing and enable common knowledge management initiatives.

54.   The Human Resources Network of the CEB's High-level Committee on Management has recently launched a comparative review of the UN organizations' policies and practices for contractual agreements to identify bottlenecks to inter-agency mobility and rapid redeployment of qualified staff. Final recommendations will be considered by HLCM in 2011.

E.   Evaluation

55.   Considerable efforts were made to strengthened evaluation tools available to **UNCTs** and to improve quality assurance mechanisms for the evaluation of the UNDAF. In 2010, UNDG issued a standard operational format **(SOF)** for reporting on UNDAF results. The United Nations Evaluation Group (UNEG) is conducting a stocktaking exercise of UNEG members' practices **and an** UNDAF evaluation database was ~~also~~ established to facilitate the identification of good practices and lessons learned in the UNDAF evaluation.

56.   Evaluation tools, particularly the UNDG **SOF,** UNDAF midterm reviews and end-of-cycle evaluations, are expected to promote mutual accountability, strategic management, and capacity building. End-of-cycle independent evaluations, in particular, can contribute to design more relevant and effective UNDAFs. In 2010, **59 countries conducted an UNDAF evaluation and 47 carried out an Annual review. F**ew UNCTs **however** conducted end-of the cycle evaluations **while m**idterm reviews were conducted in 18 countries in 2009 compared to 9 in 2008.

57.   Further efforts to strengthen country-level evaluation will be informed by the outcome of the Delivering as One independent evaluation, expected to be available during the 66th session of the GA. The evaluation will build on country-led evaluations conducted in the eight DAO pilot countries and take into account guidance from resolution 62/208 on the 2007 TCPR, and inter-governmental consultations on system-wide coherence in 2008, 2009, and 2010, respectively.

58.   Efforts to strengthen the evaluation function across the **UN** development system will be informed by the outcome of a comprehensive review of existing institutional frameworks for system-wide evaluation of **UN** operational activities for development. The review was commissioned by the Deputy Secretary-General in response to resolution 64/289 and is expected to be available for the 66th session of the General Assembly.

59.   A number of **UN** development organizations have also taken steps to review and adopt appropriate monitoring and evaluation policies. Currently, UNDP, UNFPA and UNIDO, have all adopted evaluation policies in line with UNEG norms and standards.

F.   Follow-up

60.   The General Assembly, in its resolution 62/208, reaffirmed that the governing bodies of funds, programmes and specialized agencies should take appropriate action to fully implement the resolution. In response to this request, UNDP, UNFPA, UNICEF, WFP as well as FAO, IFAD, UNIDO, UNESCO and WHO have all submitted annual reports to their governing bodies on the implementation of the 62/208, which reflect key areas of the review.

61.   UNDP, UNFPA, UNICEF and WFP have also aligned their strategic planning cycles with the QCPR cycle as per General Assembly's resolution 63/232, which decided for a quadrennial cycle of the comprehensive policy review. UNIDO's governing body recommended a quadrennial planning cycle starting from 2013 and UNESCO is considering a similar provision.

VI.   Action taken by the United Nations system to implement resolution 62/208

62.   The implementation of resolution 62/208 is presented in the form of a matrix **annexed to** this report. The column headed "Progress" contains information on progress made, including actions taken, measures put in place and indicative results reflective of targets and benchmarks.

Annex

Progress in the implementation of resolution 62/208

Focus area **Section I: overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals**				
Policy directions from resolutions 62/208 and 63/232	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction I.1	**Action I.1**	**Target I.1**	**Performance indicators**	
Paragraph 2 of resolution 62/208	The United Nations system and CEB (HLCP, HLCM, UNDG) to accelerate implementation of the 2004 triennial comprehensive policy review within the 2008-2010 management process	Ongoing actions in line with resolution 59/250 are completed within 2008-2010 to achieve planned targets and benchmarks	• Accomplishments under respective workplans of CEB pillars in line with TCPR resolutions **Planned results** • Work plans for 2010-2012 updated taking into account progress and new directions from General Assembly and ECOSOC on TCPR implementation.	• The work plans of CEB's three pillars reflect ECOSOC and GA guidance on TCPR and GA decisions on system-wide coherence.
Direction I.2	**Action I.2**	**Target I.2**	**Performance indicators**	
Paragraph 8 of resolution 62/208	UNDG to assess the need for further actions by UNDG and/or UNCTs to enhance engagement with civil society, NGOs and the private sector, also taking into account the special relationship of certain United Nations system agencies to civil society (e.g., ILO tripartite structure of Government-employers-workers organizations)	UNCTs have country-specific strategies or mechanisms for civil society, NGO and private sector engagement in programming processes in close cooperation and consultation with host Governments	• Status of guidance, strategies and tools for civil society engagement at country level • Number of civil society advisory committees and civil society focal points established in programme countries **Planned results** • UNDAF guidelines promoted engagement with civil society organizations	• **2010 UNDAF guidelines emphasize the engagement of civil society in UNDAF programming, particularly in national prioritization, analysis, theme groups and DRR.** The 2010 UNDG Reference Guide for Better Aid for Development Effectiveness includes tools to help UNCTs broaden country-level policy dialogue on development, including engaging civil

			(first quarter 2010) • ILO national tripartite consultation processes to implement the Global Jobs Pact used to foster engagement of all constituencies in planning processes such as Decent Work Country Programmes and UNDAFs.	society in programming. • In nine countries national tripartite consultation processes for implementing the Global Jobs Pact were used to incorporate elements of the Pact in national development planning and crisis response policies
Direction I.3	**Action I.3**	**Target I.3**	**Performance indicators**	
Paragraph 12 of resolution 62/208	CEB and its mechanisms, especially UNDG, to keep country-level coherence, efficiency and effectiveness of development cooperation under continuous review	Streamlined division of labour among CEB coordination mechanisms, especially with regard to coherence in country-level processes	• Alignment and coordination of HLCP, HLCM and UNDG terms of reference, work plans and agendas • Institutionalization of cooperation among CEB pillars **Planned results** • Coordinated work plans and agendas of CEB three pillars through regular Secretariats' meetings	• Chairs and Vice Chairs of CEB three pillars meet regularly on topics to be addressed by CEB • Coordination and information-sharing strengthened through regular meetings of UNDG, HLCP and HLCM secretariats, including on Committees' work programmes • Joint High-level HLCM-UNDG mission undertaken to identify bottlenecks in business practice harmonization and ensure coherent follow-up at Headquarters • CEB Climate Change Action Framework being operationalized by HLCP Working Group on Climate Change in close collaboration with UNDG Environmental Sustainability, Climate Change and Rio+20 Task Team. • CEB started identifying programme criticality within guidelines for acceptable risk, affecting management,

				programme and operational activities.
Direction I.4	**Action I.4**	**Target I.4**	**Performance indicators Planned results**	
Paragraph 10 of resolution 62/208	Ensure that all new UNDAFs show the direct linkage to national plans and priorities and are developed with clear Government leadership and in line with national planning and programming cycles, with the involvement of all relevant stakeholders at the national level, as directed in UNDAF guidelines	All new UNDAFs aligned with national development plan, including poverty reduction strategy papers	See direction IV.A-1	See direction IV.A-1

Direction I.5	Action I.5	Target I.5	Performance indicators	
Paragraph 13 of resolution 62/208	(a) Ensure that UNDAF guidelines guarantee that UNDAF planning processes are inclusive and open to all United Nations entities (b) Building on recommendation of the UNDG working group on NRAs, pursue further efforts to maximize opportunities for country-level participation of NRAs and specialized agencies (see also III.A-4)	Increased utilization of resources and expertise of NRAs and specialized agencies in UNDAF and other programming processes	• Increased participation of NRAs in common country programming processes • Status of implementation of UNDG workplan on NRA (2009-2011) **Planned results** • All new RCs familiar with NRA mandates and support NRAs' country operations • Increased reporting of NRA engagement in common country programming processes in RC annual reports.	• During the 2010 RC induction programme, 17 new RCs visited HQs in New York, Rome and Geneva to ~~be~~ meet with senior leadership, including from NRAs and specialized agencies and discuss how UNCTs could better draw upon their capacity and expertise in common country programming processes. • NRA engagement is reported as one of 5 key result areas in RC performance appraisals. RC reports suggest increased NRA engagement in country analysis and UNDAF development. • Funding for NRA analysis in RC offices will be exhausted by December 2011.

Direction I.6	Action I.6	Target I.6	Performance indicators	
Paragraph 14 of resolution 62/208	(a) UNDG to provide operational support to UNCTs in accelerating progress towards the IADGs/MDGs, including through the MDG Policy Advisory Network (b) HLCP to continue efforts to achieve system-wide coherence in meeting IADGs	(a) All new UNDAFs and operational activities respond to national development goals/priorities in line with the internationally agreed development goals, including the MDGs, as reflected in UNDAF and country programme outcomes/results (b) System-wide approaches and recommendations developed for enhanced coherence in specific programme areas	• Access to pool of in-house policy and technical advisers of United Nations agencies and good practices on MDGs • Progress on system-wide approaches to support achievement of IADGs, and implementation of UNDG action plan on the Millennium Declaration/ MDGs 2006-2008 • Number of UNDAFs aligned with national priorities and MDGs **Planned results** • UNDG 2010-2011 strategic priorities and work plan maximize support to country efforts to accelerate MDGs/ IADGs achievement (second quarter 2010) • Joint UNDG contribution presented to the MDG Summit (third quarter 2010) • MDG Acceleration Framework and operational toolkit developed (third quarter 2010) • UNDG policy network for MDGs provides high-quality, timely, system-wide technical support to UNCTs (four quarter 2010) • Coordinated inter-agency action through CEB to follow up on 2010 MDG Summit.	• In 2010, 97 UNCTs **out of 138** reported UNDAF support to achieving the MDGs. • UNDG 2010-2011 strategic priorities and work plan focus on accelerating IADGs/MDGs achievement in all programme countries. • The MDG Good Practices Database provides UNCTs with a knowledge base and shared experiences on policies to accelerate MDG achievement. • UNDG developed a nine-point Action Agenda to guide UNCT support to countries efforts to achieve the MDGs as a follow up to the MDG Summit. The Agenda provides a common framework for UNDG response to countries' needs. • UNDG MDG Acceleration Framework and operational toolkit developed and tested in 10 pilot countries. It will feed into the UNDAF process at the country level. • UNDG policy network for MDGs supported 10 UNCTs on PRS/NDS review, MDG Country Report review, joint programming support and the MDG Acceleration Framework. The network has still limited outreach. • CEB agreed to the Integrated Implementation Framework

				(IIF) for the MDGs in April 2011
Focus area **Section II: funding for operational activities of the United Nations development system**				
Key result area **Section II: funding for operational activities of the United Nations development system**				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction II.0	**Action II.0**	**Target II.0**	**Performance indicators**	
Paragraphs 17 and 31 of resolution 62/208	Increase ODA	ODA commitments are met	• Volume of ODA • ODA as a percentage of GNI • Volume of ODA to LDCs and as a percentage of GNI **Planned results** • Developed countries reaching ODA targets of 0.7 percent of GNI, with 0.15 to 0.20 percent to LDCs.	See Secretary-General's report to ECOSOC on funding for operational activities for development **E/2011/…**. .
Direction II.1	**Action II.1**	**Target II.1**	**Performance indicators**	
Paragraphs 23 and 29 of resolution 62/208; paragraphs 5, 6, 7, 8, 9, 12 and 16 of resolution 63/232 and paragraph 33 of Economic and Social Council resolution 2009/1	(a) Strengthen efforts to raise core resources (b) Further analysis on current financial situation and perspectives on core and non-core funding by the	(a) Improved quantity and quality of resources for the operational activities of the United Nations system (b) Trends in core/regular and non-core resources are included for information in	• Fulfilment of resource mobilization target of medium-term strategic plans of agencies • Improvement in proportion of core funding in overall funding • Adoption of resource	• See Secretary-General's report to ECOSOC on funding for operational activities for development **E/2011/…**. • UNDG Guidance on

	Secretariat	the annual meetings of governing bodies of United Nations development agencies (c) Secretary-General's report on financing of operational activities includes current financial situation and perspectives on core/non-core funding	mobilization strategies to raise core resources **Planned results** • Analysis of core and non-core contribution trends by studying different types of core ratios depending on source and use of funds. • Study on predictability of UN funding, including impact of rapid growth of non-core funding, exchange rate fluctuations, and economic and financial crisis.	Establishing, Managing and Closing Multi-Donor Trust Funds to support the achievement of national priorities approved in February 2011.
Direction II.2	**Action II.2**	**Target II.2**	**Performance indicators**	
Paragraph 23 of resolution 62/208	Develop proposal on harmonized cost-recovery approaches for approval by relevant United Nations governing bodies	Finalize inter-agency agreement on definitions, approaches and levels of cost-recovery	See directions IV.C-6 and IV.A-5 **Planned results** • Study on cost recovery related to management and administrative costs of non-core contributions.	• Findings of cost recovery study integrated in the Secretary-General's report on funding for operational activities for development.

Direction II.3	Action II.3	Target II.3	Performance indicators	
Paragraphs 26 and 27 of resolution 62/208 and paragraph 39 of Economic and Social Council resolution 2009/1	(a) United Nations system to implement the action plan for the implementation of the Brussels Programme of Action during the remainder of the decade (b) UNDG to review the role of the United Nations development system in middle-income countries (c) HLCP and UNDG to strengthen the United Nations development system's response to help national efforts to mitigate impact of the financial crisis	• Progress made in key actions in the Plan • Review on middle-income countries completed by UNDG by end 2009	• Status of UNCT support to country implementation of the Brussels Programme of Action • Expenditure of United Nations system on operational activities in LDCs • Adoption by United Nations agencies of strategic planning frameworks/policies focused on LDCs • Status of review of role of United Nations development system in middle-income countries (MICs) **Planned results** • Mapping of existing UN system initiatives to support LDCs and identification of gaps for the LDC-IV Conference (Istanbul- 9-13 May, 2011). (first quarter 2011) • UNDG 2010-2011 strategic priorities repositioned UNCT approach in middle-income countries (first quarter 2011) • CEB Joint Crisis Initiatives (JCIs) encourage UNCT to help LDCs address global financial and economic crisis through analysis, identification of gaps and joint action (first quarter 2011).	• Through HLCP, agencies prepared a compendium for OHRLLS of their mandates, programmes, initiatives and perspectives related to LDC-IV to develop a global initiative to build productive capacity in LDCs. The compendium revealed substantive UN system work in this regard. • In 2009, 51% of total country-level expenditures on operational activities for development was spent in LDCs, the same share as in 2008. Four of the top five recipients of funding for operational activities for development in 2009 were LDCs, namely Sudan, Afghanistan, democratic Republic of the Congo and Ethiopia. • CEB statement to LDC-IV released in Istanbul. • Several agencies contributed to LDC-IV preparation, through substantive research and special events.. • CEB nine JCIs being implemented at the country level with UNDG support. • In 2010, 70 UNCTs supported national governments developing analysis and programmes to mitigate the effects of economic, financial and food crises. • Regional UNDG Teams

				provided resources to UNCTs seeking guidance for developing country strategies in MICs. • UNCTs reported conducting studies on UN operations in MICs to formulate more targeted UNDAFs.
Direction II.4	**Action II.4**	**Target II.4**	**Performance indicators**	
Paragraph 28 of resolution 62/208 and paragraphs 3, 4 and 13 of resolution 63/232	The Department of Economic and Social Affairs will: (a) Work with the United Nations entities and CEB (HLCM, UNDG) to improve the coverage and quality of financial data on operational activities of the United Nations system	(a) By the next comprehensive policy review, the Department of Economic and Social Affairs will have developed work plans with an increasing number of entities of the United Nations system towards improving the collection and presentation of their financial data	• Arrangements in place among DESA, UNDP and other United Nations system entities for improvement of system-wide collection of financial data on funding for operational activities for development • Agreements with United Nations agencies regarding harmonization of data **Planned results** • Uniform classifications for financial statistics to be adopted in 2011 • Manual surveys to be replaced by automated data transfers by June 2012 • DESA and CEB consistent reporting on operational activities for development beginning with 2011 data	• Joint DESA / CEB high level meeting held in January 2011 to strengthen system-wide reporting on funding of UN system operational activities Agencies stressed the need for CEB, UNDESA and OECD to streamline data collection and provide clearer guidance on current terminology. • DESA and CEB agreed on Framework for improved coverage and quality of financial data • Review of financial data underway by major UN agencies to improve definitions and classifications. • HLCM-led project "UN System-Wide Financial Statistics Database and Reporting System" at initial stage of implementation.

	(b) Initiate work to improve definitions and classifications of system-wide financial data (c) Coordinate with the work of HLCM on harmonization of data warehouses (see action IV.C-6 (b))	(b) Report submitted to the Economic and Social Council in 2008 to include a concise assessment of progress made and a description of planned activities set out in (a) above (c) UNDP reports by 2010 on United Nations system technical cooperation and its statistical addendum merged with the Department of Economic and Social Affairs statistical analysis of financing of operational activities for development (d) Measurement of thematic trust funds, multi-donor trust funds and other voluntary funding mechanisms included in the report of the Secretary-General		• Work-plan developed for the creation of CEB central repository of funding information, including common data collection system responding to the needs of both CEB and DESA. Estimated completion by mid-2012. • UNDP report on technical cooperation integrated into DESA's report on funding, reducing burden on data providers. • In 2010, UNDP launched an MDTF Gateway, a website that provides comprehensive information on all Multi-Donor Trust Funds administered by UNDP for UN Agencies, donors, and other partners.
Direction II.5	**Action II.5**	**Target II.5**	**Performance indicators**	
Paragraph 29 of resolution 62/208, paragraph 16 of resolution 63/232, and paragraph 42 of resolution 64/289	The Secretary-General to submit a report to the General Assembly at its sixty-third session on relevant actions taken to improve quantity and quality of funding for operational activities of the United Nations system (see para. 30)	The Secretary-General's initiative launched	• Report of the Secretary-General on initiatives proposed or launched	See reports of the Secretary-General to GA consultations on system-wide coherence.
Direction II.6	**Action II.6**	**Target II.6**	**Performance indicators**	
Paragraph 33 of resolution 62/208	Introduce common system for UNCTs, for planning, monitoring and reporting results with due regard for national systems	A common results-based planning, monitoring and reporting system for use at the country level will be piloted in 2008, on the basis of which a road map for	• Progress on development of UNDAF results-based monitoring and reporting tool for RCs/UNCTs	• 28 UNCTs conducted standardized annual reviews or use SOF to report on UNDAF. • RBM Handbook **was finalized**

		implementation will be developed	**Planned results** • UNCTs standardize annual reporting mechanisms using UNDG Standard Operational Format (SOF) • RBM handbook finalized and approved by UNDG (fourth quarter 2010)	**and is pending approval by UNDG.** See IV A.1 • UNDG agreed that SOF progress reporting on UNDAF will be mandatory only once every UNDAF cycle.

Direction II.7	Action II.7	Target II.7	Performance indicators	
Paragraph 14 of resolution 63/232	Recognizing the complexity of the international aid architecture, explore ways to engage with other development partners in order to strengthen their complementarities and the implementation of their mandates	United Nations development organizations develop strategies to engage with other development partners	• Number of partnership strategies and operational partnerships developed **Planned results** • Further developing strategies for partnership engagement	• The United Nations development system, including the World Bank, continued working with other development partners on the nine CEB JCIs. UN organizations collaborate with international financial institutions in supporting the MDGs through partnership mechanisms -e.g. High-level Task Force on the Global Food Security Crisis, MDG Africa Initiative, Global Migration Group and others. The UN system engages in donors/partners' forums –e.g. G-20, International Business Council of the World Economic Forum, International Labour Conference, European Union committees and civil society networks. UNIDO and UNDP began an inter-agency knowledge management platform for private sector development, with MDG-F funding. UNIDO participates in Donors Committee for Enterprise Development. UNFPA instituted a private sector resource mobilization strategy. IFAD signed a new partnership agreement for co-financing with the Islamic Development Bank. WFP partnered with almost 2,000 NGOs and community-based organizations. UNEP

				partnered with over 190 institutions to finance UNEP Finance Initiative. **UNICEF is engaged in over 80 global programme partnerships with some of the most important global funds.**
Direction II.8	**Action II.8**	**Target II.8**	**Performance indicators**	
Paragraph 15 of resolution 63/232	Mobilize and allocate resources on the basis of a strategic plan, including a multi-year resource programming framework	The link between funding and results strengthened in strategic planning frameworks	• Resource mobilization and allocation aligned with multi-year results and resource frameworks **Planned results** • Improved United Nations' multi-year resource programming linked to strategic plans	• An increasing number of United Nations agencies developed multi-year plans and results frameworks, such as UNIDO, WHO, ILO, UNEP, **FAO** and IFAD. • Few agencies also have a multi-year resource programme, e.g. UNFPA, **UNICEF** and UNDP. Others are developing comprehensive approaches to resource mobilization in support of their strategic plans, **such as FAO, UNICEF and** ~~(WFP)~~.
Direction II.9	**Action II.9**	**Target II.9**	**Performance indicators**	
Paragraph 10 of resolution 63/232	Broaden donor base and reduce reliance on limited number of donors	United Nations development organizations take measures to broaden donor base	• Number of donors • Percentage of resources received from top 10 donors	• See Secretary-General's report on funding for operational activities for development **E/2011/…**

Focus area Section III: contribution of the United Nations operational activities to national capacity development and development effectiveness				
Key result area Section III.A: capacity-building and development				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010-March 2011)*	*Progress*
Direction III.A-1	**Action III.A-1**	**Target III.A-1**	**Performance indicators**	
Paragraphs 35 and 36 of resolution 62/208	Disseminate UNDG capacity assessment methodology to promote a coherent approach in supporting capacity development efforts of programme countries, including through the CCA and UNDAF processes. It will be shared and discussed with national partners, including with line ministries, when supporting their capacity assessment exercise	(a) All UNDAFs articulate capacity development of national institutions as key results in supporting programme countries to achieve the internationally agreed development goals (b) National capacity assessment methodology rolled out to all UNCTs and shared with national partners starting with countries developing a new UNDAF in 2009	• Utilization by UNCTs of UNDG capacity assessment methodology **Planned results** • UNDP conduct Capacity Assessments •	• To support Country Teams' implementation of UNDG Capacity Assessment Methodology, guidelines were **completed and** disseminated • The UNDG Capacity Development Task Team supported two inter-agency Capacity Assessments in Dominican Republic and Chile.
Direction III.A-2	**Action III.A-2**	**Target III.A-2**	**Performance indicators**	
Paragraphs 37, 38 and 42 of resolution 62/208	(a) At countries' request, UNCTs to continue and enhance capacity-building for national development planning, programming, monitoring and evaluation institutions as part of UNDAF results framework (b) Efforts enhanced to effectively mainstream capacity development principles in UNDAF See action IV.E-2 (b) regarding evaluation framework and	(a) Programme countries assisted with improvements in their development planning, programming, monitoring and evaluation during 2008-2010 (b) UNCTs are supported in enhancing their support to national capacity development See target IV.E-2	• UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation • UNCTs receiving support package on capacity development **Planned results** • UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation • UNCTs received support package on capacity	• 10 UNCTs integrated capacity development into the UNDAF. The 2008 UNDG toolkit supporting UNCTs capacity development efforts was revamped and re-launched in 2010. • All UNDAF training sessions have a capacity development component. • Several agencies contributed to country-level capacity development efforts: UNIDO and WHO contributed to shape

	approaches			development	the sectoral dimension in the CCA/UNDAF process. ILO focused on capacity development **for** Decent Work agenda **programmes**; UNICEF ~~on~~ **for** cash transfer~~;~~ and WFP ~~on~~ **for** food security programmes. UNDP developed guidance and evidence-based capacity development methodology and tools. **FAO developed a new corporate strategy approach focused on sustainability.**
Direction III.A-3	**Action III.A-3**	**Target III.A-3**	**Performance indicators**		
Paragraphs 39 and 41 of resolution 62/208 and paragraph 13 of Economic and Social Council resolution 2009/1	(a) Continue to support HACT by funds and programmes and those UNCT members choosing to do so, strengthening collaboration with specialized agencies in this regard (b) UNCTs build up rosters of national experts and network of national expertise for engagement in United Nations-assisted capacity-building activities (c) UNCTs to work with national Governments to improve capacity of their procurement systems so the United Nations can use them (d) Indicators to assess sustainability of capacity-building activities of the United Nations development system developed by UNDG See action IV.C-2	(a) UNCTs have a better understanding of the link between HACT and national capacity-building and increase the use of HACT (b) UNCTs to have made clear progress on these actions by the next comprehensive policy review	See direction IV.C-2 • UNDAF assessments/ evaluations include sustainability of capacity-development results, using clear indicators **Planned results** See direction IV. C-2 •	See direction IV. C-2 on HACT • Use of national expertise in operational activities is not systematically tracked and reported. • Indicators to assess the sustainability of capacity building efforts are yet to be developed.	

Direction III.A-4	Action III.A-4	Target III.A-4	Performance indicators	
Paragraph 43	United Nations organizations to use joint programming opportunities in UNDAF to collaborate on capacity development, contributing their respective expertise and using system-wide frameworks/tools (e.g., CEB toolkit on mainstreaming employment and decent work)	All new common country assessments and other analytical work will include national capacity assessment; UNDAFs will articulate the United Nations role in building capacity, including contributions by different organizations/ agencies in joint programmes	• CCAs contain capacity assessments • Use of joint programmes for coherent implementation of capacity development under UNDAF **Planned results** • Continue dissemination of system-wide frameworks/tools on capacity development to UNCTs through the CCA/UNDAF guidelines and/or toolkit	• The UNDAF Action Plan (voluntary) was introduced to serve as an integrated implementation plan, articulating how the UN system comes together to support national capacity development. • Joint programmes encourage UN agencies to work together under one implementation framework supporting national capacity development. • The CEB Toolkit on Mainstreaming Employment and Decent Work was introduced to employers' and workers' organizations in Dakar (April 2010) and in Lima (August 2010) during seminars promoting these constituencies' participation in UNDAF's preparation. **FAO is leading, in close collaboration with WFP and ILO, the development of a UNDG Guidance Note on Integrating Food and Nutrition Security into CCA and UNDAF**
Direction III.A-5	Action III.A-5	Target III.A-5	Performance indicators	

| Paragraph 44 of resolution 62/208 | (a) UNDG to review how the United Nations system can better support implementation of measures to improve aid effectiveness

 (b) Guidance to be developed on indicators on aid effectiveness relevant to the United Nations system at the country level, including the UNDAF processes, taking into account the upcoming review of the Paris Declaration and new guidance from review of the Monterrey Consensus, as appropriate

 (c) Implementation of CEB plan for the harmonization of business practices (see direction IV.C-3) | • UNDG-HLCM to provide specific targets on (a) for 2008-2010
 • By 2009 UNDAFs will include indicators on implementation of aid effectiveness commitments of the United Nations system
 • Clear progress made in the implementation of harmonization measures as per the CEB plan | • Progress on targets in UNDG Action Plan on Aid Effectiveness
 • Progress in development of UNDG guidance note on UNCT engagement in changing aid environment
 • Progress in development of guidance on reflecting aid effectiveness commitments in UNDAF indicators
 • Progress on CEB Plan of Action for the Harmonization of Business Practices

 Planned results
 • Develop a reference guide to support UNCTs to deliver development assistance more effectively. (fourth quarter 2010)
 • Promote effective and qualitative UNCTs' engagement with the 2011 Paris Declaration Monitoring Survey (first quarter of 2011)
 • Improved effectiveness of UN system through harmonization of business practices | • UNDG Reference Guide for Better Aid for Development Effectiveness developed in 2010. It provides UNCTs with checklists and indicators for good performance integrating TCPR commitments and UNDG priorities.

 • UNDG conducted four regional workshops training 69 UNCTs to engage effectively in the 2011 Paris Declaration Monitoring Survey. Workshops aimed at improving the validity and reliability of survey results for the UN development system and promoting the overall aid effectiveness agenda. The Survey is on-going. A final report will be completed by September 2011.

 • UNDG produced supplementary guidance for UNCTs on the Survey and set up a help desk to support UN system's engagement.

 See direction IV.C.3 on simplification and harmonization |

Direction III.A-6	Action III.A-6	Target III.A-6	Performance indicators	
Paragraphs 45 and 46 of resolution 62/208	(a) HLCP to pursue its review of how the United Nations system can best respond to capacity development challenges in science and technology, including those in the 2005 World Summit and the World Summit on the Information Society (b) UNDG will encourage UNCTs to include technological capacity development in their work on capacity development, with the agreement of national partners	(a) HLCP review undertaken in 2009 (b) UNDG to develop guidance to UNCTs on technology capacity assessment by mid-2010 (c) Assessment of national technological capacity, including in common country assessments and analytical work, and gaps addressed in UNDAFs, if requested by Government and as appropriate	• Progress in HLCP review • UNCTs have guidance in responding to country demand for technological capacity development **Planned results** • Guidance on technological capacity development for UNCTs developed on the basis of HCLP review.	• In 2010, the United Nations Group on the Information Society (UNGIS) under the joint leadership of ITU, UNCTAD and UNESCO conducted a survey to map and categorize current and recent UN system activities in technological capacity development. • ITU, UNIDO and WIPO lead HLCP Joint Crisis Initiative on "Technology and Innovation", which will review key challenges in this area.
Direction III.A-7	**Action III.A-7**	**Target III.A-7**	**Performance indicators**	
Paragraph 47 of resolution 62/208	(a) UNDG to establish a capacity development network to share system-wide information on capacity development activities (b) Dissemination of UNEG evaluation findings on capacity development	(a) UNDG capacity development network functional by 2009 (b) Lessons learned on capacity development from evaluations done by United Nations agencies made available and shared with UNCTs	• Status of UNDG capacity development network • Access by UNCTs to United Nations agencies' evaluation findings on capacity development **Planned results** • UNDG 2010-2011 strategic priorities promote strengthening of institutional capacity development.	• UN-wide capacity development network, open to UN agencies and external expert, is active. • External evaluation of UNDP contribution to strengthening national capacities released and available on line.

Key result area Section III.B: South-South cooperation and development of national capacities				
Policy directions	Actions	Targets/benchmarks/ time frames	Performance indicators and planned results (March 2010-March 2011)	Progress
Direction III.B-1	**Action III.B-1**	**Target III.B-1**	**Performance indicators**	
Paragraph 48 of resolution 62/208	UNDAF guidelines to encourage UNCTs to promote South-South and triangular cooperation; results to be included in United Nations organizations' reporting	Increased use of and support to South-South and triangular cooperation as modality for United Nations system support to capacity-building efforts, where applicable, based on clear analysis	• Availability of guidance for UNCTs to promote South-South and triangular cooperation in UNDAF • Increase in use of South-South and triangular cooperation in capacity development by the United Nations development system **Planned results** • UNDG 2010-2011 strategic priorities promote south-south cooperation at global, regional and country levels (second quarter 2010) • UNDG guidance on South-South and triangular cooperation in the context of aid effectiveness developed (four quarter 2010)	UNDG 2010-2011 strategic priorities focus on building south-south and triangular partnerships as vehicle for capacity development. • Reference guide on Better Aid for Development Effectiveness includes guidance on south-south and triangular cooperation. • Regional UNDG teams in coordination with Regional Coordination Mechanisms, facilitate UNCT access to regional/global expertise and resources including south-south and triangular cooperation to support quality and coherence in programming, operations, and implementation of Management and Accountability System. • Entry points for South-South cooperation were included in the new CCA/UNDAF guidelines. • UNCTs seek to actively support national governments in promoting south-south cooperation as a pillar for capacity development. • UNDP Special Unit on South-

				South Cooperation (SU/SSC) started working on SSC Operation Guidelines in collaboration with UNDG/DOCO and UNDP. In this regard, SU/SSC organized two interdepartmental meetings and participated in a workshop organized by UNDG/DOCO for UN Coordinators in East and Southern Africa. • Consultations started on a draft collaborative framework on South-South cooperation in the areas of climate change, food security and HIV/AIDS.
Direction III.B-2	**Action III.B-2**	**Target III.B-2**	**Performance indicators**	
Paragraphs 51, 52, 53 and 54 of resolution 62/208	The Special Unit, in collaboration with other United Nations development organizations, will broaden the coverage of the Web of Information for Development (WIDE) to capture United Nations system-wide South-South and triangular cooperation activities, including evaluative studies of successes in capacity development at the country and regional levels	WIDE has broader system-wide coverage with United Nations organizations' contributions to South-South and triangular cooperation activities	• System-wide implementation reported in WIDE **Planned results** • Expansion of WIDE coverage and coverage of other information-sharing mechanisms to more countries, agencies and sectors.	• 55 rosters of experts have been added to WIDE and services expanded to national development agencies • In Asia- Pacific a UN common roster was set up with the participation of six UN Agencies. • To date WIDE has information on 10,630 experts. New material is being uploaded in collaboration with UN agencies in the revitalized WIDE system to be known as Global South-South Development Academy: The SU/SSC documented: • 18 case studies reducing poverty through South-South cooperation (with ILO). • 9 good practices in reproductive health (with UNFPA and other

				partners).
				• 31 Southern good practices in disaster risk reduction (with UNISDR, ILO and Global Network of NGOs)
				• 17 case studies in successful tax practices (with UNDESA).
				• Analysis of 52 practical and successful South-South and Triangular Cooperation solutions (with support of JICA, UNIDO, UNESCO, UNICEF and 16 National SSC Focal Points).
				More than 300 scalable South-South and Triangular solutions were showcased at the Global South-South Development Expo in 2008, 2009 and 2010.
Direction III.B-3	**Action III.B-3**	**Target III.B-3**	**Performance indicators**	
Paragraphs 49 and 53 of resolution 62/208	Strengthen UNDP Special Unit for South-South Cooperation	Strengthened support provided to the Special Unit	• Additional capacities in the Special Unit • Special Unit cooperation with other United Nations agencies	• The UNDP Administrator established two posts for SU/SSC in 2011 for the Arab States and the Latin America and Caribbean regions
Direction III.B-4	**Action III.B-4**	**Target III.B-4**	**Performance indicators**	
Paragraph 52 of resolution 62/208	Conduct studies on approaches and potential of South-South cooperation to enhance development effectiveness	Studies highlight potential of South-South cooperation	• Studies conducted by 2008 and 2010 in context of the Development Cooperation Forum and by 2012 in context of the quadrennial comprehensive policy review	• UNDP launched a South Report in 2009 analyzing South-South trade, investment, industrial cooperation, environment, creative industries, ICT, and South-South development cooperation (with UNCTAD, UNIDO, UNEP, UNESCO, ITC and South Centre). • UNDP published a report on the creative economy as a tool for

				development (with UNCTAD, UNESCO and WIPO).
				• ILO is undertaking an analysis of existing and future cooperation possibilities in the field of South-South cooperation.
				• Study is being conducted on South-South cooperation for infrastructure development for the DCF

Key result area Section III.C: gender equality and women's empowerment				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction III.C-1	**Action III.C-1**	**Target III.C-1**	**Performance indicators**	
Paragraphs 56 and 57 of resolution 62/208	(a) Preparation of an action plan to operationalize the CEB strategy on gender mainstreaming within the United Nations system and continue actions to pursue gender equality and the empowerment of women, including through UNDG guidance to UNCTs on mainstreaming gender and programming for gender equality and women's empowerment at the country level (b) Monitoring of United Nations system-wide gender mainstreaming policies and strategies will be promoted through IANWGE	(a) Joint IANWGE and UNDG Gender Task Force to review current guidelines on gender mainstreaming in country programmes and related support from headquarters in 2009 (b) Completion by IANGWE of the draft action plan in 2009 (c) Inter-Agency Network on Women and Gender Equality (IANWGE) proposals on a system-wide gender mainstreaming monitoring and evaluation system to be submitted to CEB in 2009	• Status of guidelines and related support on gender mainstreaming in country programmes • Status of CEB action plan • IANWGE decisions on promoting gender mainstreaming monitoring **Planned results** • Meta evaluation of gender equality work conducted in different UN agencies, and lessons learned documented • IANWGE adopted action plan for implementing system-wide gender mainstreaming policy • UN-Women to prepare Secretary-General's report on progress and gaps/challenges in mainstreaming a gender perspective in United Nations system programmes.	• Some agencies have completed gender capacity assessment to implement strategic framework on gender equality and women's empowerment at all level. • The 2010 IANWGE Annual meeting, under UN-Women leadership, endorsed a proposal to further operationalize system-wide policy and strategy on gender mainstreaming. This entails defining a system-wide action plan including indicators and timetables, division of responsibilities, accountability mechanisms and resources. The 35 "minimum standards" for tracking and monitoring mainstreaming of gender perspective into the work of the UN system will be revised. • Secretary-General's Report to ECOSOC (July 2011) on gender mainstreaming will include a section on how UN-Women will carry out its work.

Direction III.C-2	Action III.C-2	Target III.C-2	Performance indicators	
Paragraph 60 of resolution 62/208	Updating of United Nations system tools and resources on gender issues such as: Resource Guide for Gender Theme Groups; training modules on gender mainstreaming for country teams; international roster of gender specialists	(a) Resources and tools updated and disseminated system-wide by end of 2009 (b) Feasibility study on the development of system-wide training modules and courses for gender experts and gender focal points by 2010	• Status of update of resources and tools • Status of feasibility study **Planned results** • Completion of Resource Guide for Gender Theme Groups in 2011 and Disseminated to UNCTs • E-learning course on gender equality adapted by the UN System Staff College (UNSSC) for availability across the UN System • Roster of UN system-wide gender expertise finalized • Feasibility study on system-wide training conducted by UNDG/DOCO and UNSSC (first quarter of 2010)	• Resource Guide for Gender Theme Groups being updated and to be completed in 2011 • UNICEF, **UNDP, UNFPA, UN Women developed** an inter-agency e-learning course on "Gender Equality, UN Coherence and You" for programme staff to strengthen gender mainstreaming in their respective organizations. The course was launched in February 2011. • IANWGE made progress in establishing a system-wide capacity development programme on gender mainstreaming. Under the leadership of the UNSSC, UN entities are defining a mandatory basic training course for all staff with modules for different categories, building on existing e-learning tools and training materials in the system. Feasibility study with UNSCC is in progress.
Direction III.C-3	**Action III.C-3**	**Target III.C-3**	**Performance indicators**	
Paragraph 61 of resolution 62/208 and paragraph 16 of Economic and Social Council resolution 2009/1	See action III.C-1 Improve accountability by operationalizing UNCT Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment and UNDG Users' Guide/self-assessment tool for UNCTs UNIFEM to provide technical	See III.C-1 (a) UNDAFs have gender and related indicators at outcome level (b) Finalization of the Scorecard by mid-2008 by UNDG and initiation of roll-out in countries developing their	• Approval of UNCT performance indicators/scorecard • Number of countries using performance indicators/scorecard • Number of UNCTs reporting in RC annual reports on gender equality and women's	• UNCT Performance Indicators (scorecard) rolled out to all countries. As of December 2010, 13 countries completed implementation process, 3 are close to completion, and 11 are planning the exercise in 2011. • The UNDG Task Team on

	expertise on gender equality and women's empowerment, when requested by the United Nations development system, including UNCTs	UNDAFs from 2008 onwards (c) UNCTs report substantively on gender equality and women's empowerment in resident coordinators' annual reports and performance appraisal mechanisms; such reports are duly analysed in the synthesis of resident coordinator's annual reports	empowerment **Planned results** • Continued implementation of Performance Indicators (Scorecard) • Documentation of lessons learnt from first generation implementation of UNCT performance indicators on gender equality • Review of CCA/UNDAF study shared with UN System • Promoting gender budgeting as an accountability mechanism	Gender Equality study of 51 UNDAFs (2006-2009) shows: • About half UNDAFs specify gender equality outcomes and slightly over half gender equality outputs related to other outcome areas. • Half UNDAFs reported monitoring UNCT performance on promoting women's empowerment and gender equality. • 1/3 of UNDAFs reported working on strengthening national accountability mechanisms to monitor gender equality outcomes. • Only 4% of total UNDAF budget was allocated for gender equality • UNDG Task Team tracking of gender equality initiatives in the 2009 RC Annual reports demonstrates improvements in reporting on gender equality, but not on impact or quality of gender equality initiatives or promising practices. • There were 99 Gender Theme Groups in 2009, compared to 37 in 2004. Ninety-eight UNCTs reflected gender equality or women's empowerment as a key element in their work plans, compared to 49 in 2004. UNDAFs containing references to gender equality and/or women's empowerment in at least one outcome statement were 53 in 2009,

				compared to 41 in 2004. Internal capacity-building initiatives for UNCTs were 54 in 2009, compared to 24 in 2004. Ninety-four UNCTs reported on joint initiatives on gender equality in 2009, compared to 43 in 2004. • Areas of joint initiatives reported the most since 2004 include: ending violence against women (96 examples in 2009, compared to 28 in 2004); strengthening reproductive health and reducing maternal mortality (70 in 2009, 37 in 2004); capacity development support for National Women's Machinery (53 in 2009, 11 in 2004).
Direction III.C-4	**Action III.C-4**	**Target III.C-4**	**Performance indicators**	
Paragraph 65 of resolution 62/280	(a) IANWGE and UNDG to facilitate system-wide sharing of information on good practices, tools and methodologies on gender (b) Ensure close links between the work of CEB, IANWGE and UNDG (within the CEB framework) on gender equality (c) Implementation of UNDG action learning pilot project to support UNCTs in coordinated and holistic programming for gender equality	(a) Strengthened system-wide coordination on gender and women's equality through IANWGE and UNDG (b) Improved system-wide support to coordinated programming on gender equality	• Status of implementation of UNDG action learning pilot project **Planned results** • Results of Action Learning shared with UN System • Progress made by the Inter-Agency Task Team on Women, Peace and Security (IATTWPS) to promote Security Council Resolution 1325 (2005) in post conflict countries	• Action Learning initiative **was piloted** in Morocco, Albania and Nepal. A lessons-sharing meeting among these countries **was** held in April 2010. • IANWGE and UNDG members work closely with IATTWPS to support the development of national action plans for security council resolutions 1325 and 1888 in post-conflict countries • IANWGE project Womenwatch (http://www.un.org/womenwatch) is a gateway to all UN websites on gender equality

				and women's empowerment. In 2010, Womenwatch produced features on *Gender Equality and Trade Policy*; and *Women, Peace and Security*
Direction III.C-5	**Action III.C-5**	**Target III.C-5**	**Performance indicators**	
Paragraph 66 of resolution 62/208	Organizations of the United Nations system will seek out more qualified women candidates considering equitable geographical representation, and make available their best female candidates for resident coordinator positions	Increased appointments of women in the United Nations development system, with target of achieving 50 per cent at all levels, particularly for senior posts (D-1 and above), while ensuring regional diversity	• Percentage representation of female staff in the Professional category and above in the United Nations system and North/South distribution **Planned results** • Progress towards 50 percent gender parity target for all UN organizations, RC positions, and in North – South balance • Increase in women's representation at D1 level and above • Follow-up to UNDG women leadership development's programme to enhance women RC leadership skills and performance as RCs/HCs/Dos • Concrete proposals to enhance female retention in leadership positions within the UN System	• In 2005- 2009, female representation in UN system professional staff increased from 37% to 40%. Gender balance was achieved only at the P-1 (54%) and P-2 (57%) levels. • Female representation among RCs increased from 6.3% to 37.1% in 2007-2009. Latin America and the Caribbean registered the highest increase, from 11.7% to 43.5%, Asia Pacific region remained at 36.4%. In 2010, 42% first time RCs were female compared to 52% in 2009. • UNFPA and UNICEF achieved gender parity for professional staff; women account for 28 % of professional staff in UNIDO, 40% in WFP (30% D1 and above), 40% in IFAD (gender parity achieved at the P2, P3 and D2 and above levels). 33% of P5 and above are women in ILO. In UNEP, female representation at the D1 level and above increased from 21.1% in 2009 to 30% in 2010. In WHO, 40.2% of professional and above are women. **In FAO, female representation at the D-1**

| | | | | level reached 18% in 2010, up from 15% in 2009, and 36% in the professional category up from 33% in 2009. |
| | | | | • A second UNDG Women's Leadership Development Programme was held in 2010 in Amman for 36 women RCs to share and enhance practical leadership skills and experiences. Participants drafted recommendations to improve work environment and increase retention and performance of RCs in general and women in particular. |

Key result area
Section III.D: transition from relief to development

Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction III.D-1	**Action III.D-1**	**Target III.D-1**	**Performance indicators**	
Paragraphs 67, 70, 72, 78 and 81 of resolution 62/208	(a) Increase support, on a predictable and sustainable basis, to resident coordinators and UNCTs in countries in transition, to ensure proper planning and coordination capacity (b) Accelerated coordination efforts of headquarters units and mechanisms to provide support and guidance to resident coordinators, bearing in mind their various coordination functions (c) Continue using the post-	(a) United Nations resident coordinators/ humanitarian coordinators provided with appropriate and timely support on a predictable and sustainable basis (b) Standards developed by UNDG and UNDP for the type/level of staff and options for operational support for effective United Nations system coordination including for countries in transition and complex situations (c) By 2009, post-conflict and	• Adequacy and timeliness of support provided to resident and humanitarian coordinators • Status of development and utilization of post-conflict needs assessment and post-disaster needs assessment toolkits **Planned results** • CCA/UNDAF process used in transition settings • Higher number of countries assisted through support package for UNCTs/RCs in transition countries	• Support package for UNCTs/RCs used in 22 transition countries • IASC published a Handbook for RCs and HCs on Emergency Preparedness and Response. The handbook provides concise and practical guidance to prepare for and respond to a humanitarian crisis and reduce disaster risk. • Post-conflict Needs Assessment (PCNAs) toolkit includes guidance and tools to establish priorities based on conflict analysis • Training on PCNA

	conflict needs assessment toolkit in support of nationally defined priorities, in partnership with the World Bank, with focus on development of national capacities (d) Develop a post-disaster needs assessment methodology (e) Further strengthen timeliness and quality of early recovery support	post-disaster needs assessment toolkits, including capacity assessment being fully utilized as common instruments of the United Nations system, including the World Bank, in working with national and other partners (d) Methodology developed mid-2009	• Advice provided to UNCTs to use guidance on transition planning, including effective use of different planning mechanisms and tools • Post-disaster Needs Assessment (PDNA) methodology further developed • Leadership support strengthened (as per Secretary General Report on Peacebuilding in the immediate aftermath of conflict)	methodology and tools provided to 80 senior/middle level staff from UN, World Bank, Africa Development Bank and European Union. • Initial steps taken to establish a UN roster to support PCNA • Protocol for information sharing and decision making on the engagement of UN, World Bank and European Union in PCNA finalized • Mechanism established at headquarters, at Under-Secretary General level, to provide immediate support and guidance to UN leadership teams in countries` in transition • Procedural guidance on PDNA being adopted. Further sector specific guidance being developed. • Joint PDNAs were completed in 11 countries between 2009 and 2010. As a result, a joint methodological basis was developed and several trainings and lessons learned exercises conducted in 2010.

Direction III.D-2	Action III.D-2	Target III.D-2	Performance indicators	
Paragraphs 71 and 73 of resolution 63/208	(a) Strengthen cooperation with inter-agency forums and Secretariat bodies towards integrated planning and operations (b) Further develop United Nations/World Bank agreement on principles and tools of collaboration and on use of financial rules and regulations	(a) Improved coordination of support provided by different bodies to UNCTs (b) Finalized agreements with the World Bank by end of 2008	• Examples of integrated support provided by different United Nations entities to UNCTs • Status of agreements with World Bank and European Commission **Planned results** • Continued engagement of UNDG in inter-agency and interdepartmental discussions, e.g. integrated mission planning process and related mechanisms • Implementation of United Nations/World Bank partnership note and UNDG/World Bank operational annex	Regular dialogue established between UN and World Bank through meetings at ASG level to discuss overall partnership and identify thematic or institutional issues requiring attention • In 2010, UN and World Bank partnership note was implemented in three countries to ensure operational coherence and joint assessment and planning. • UNDG members and Secretariat bodies jointly supported Integrated Strategic Frameworks in countries where the principle of integration applies. • Joint system-wide training on assessment and planning in the context of Integrated Missions was provided to 100 staff members in the field. • Strategic Partnership Agreements were signed between European Commission (EC) and 10 UN organizations to facilitate policy dialogue, collaboration and harmonization. A UN-EC Cooperation Framework on Administrative Best Practices allows exchanging experiences on a range of issues, through seminars, training and staff exchange.

Direction III.D-3	Action III.D-3	Target III.D-3	Performance indicators	
Paragraph 75 of resolution 62/208	Continue advocacy efforts with Member States to ensure timely and appropriate funding for transition/early recovery, and strengthen responsiveness of existing funding tools, such as multi-donor trust funds and transitional appeals	(a) Multi-donor trust funds and transitional appeals made more timely (b) Increase awareness of donor countries on the need for increased and timely fund-raising	• Status of guidance note on approaches to addressing transitional financing and establishing or participating in multi-donor trust funds **Planned results** • Advice UNCTs on the basis of existing guidance and policy • Strong participation and input from UNDG in the International Network on Conflict and Fragility (INCAF) guidance on financing	• UNDG assisted several countries in utilizing existing financing guidance and mechanisms • UNDG provided inputs to the development of INCAF guidance on financing to be finalized in first half of 2011 • UNDG developed Guidance Note on establishing, managing and closing MDTFs, as well as clarifying key roles in joint funding mechanisms. • UNDG finalized training package on joint funding mechanisms, which was delivered at the 2011 UNDG Regional UNDAF workshops.
Direction III.D-4	**Action III.D-4**	**Target III.D-4**	**Performance indicators**	
Paragraph 77 of resolution 62/208	UNDG to continue to facilitate the establishment of harmonized procedures, including on data collection and information management system-building on systems in place at emergency phase	United Nations system in transition countries has a common database and information system accessible to host countries	• Status of common database and information system **Planned results** • Common procedures for data collection and information management in transition, building on humanitarian tools.	• Preliminary discussion on how to structure future discussion in this regard, building on humanitarian actors practice and linking with data gathering and national statistical capacities.

Direction III.D-5	Action III.D-5	Target III.D-5	Performance indicators	
Paragraph 80 of resolution 62/208	UNDG to continue fostering the partnership with PBSO, in particular on the development of assessment and planning tools and methodologies; collection, review and dissemination of lessons learned and good practices; and in supporting UNCTs in preparing submissions to PBSO	Mechanisms established during 2008-2010 to link the work of UNDG and the Peacebuilding Commission	• Linkages between UNDG, the Peacebuilding Commission and PBSO **Planned results** • UNDG input to terms of reference for Peacebuilding Fund (PBF) and review of the Peacebuilding Commission • UNDG input to Senior Peacebuilding Group and Peacebuilding Contact Group	• Terms of reference of PBF were reviewed with strong participation of UNDG, leading to a more flexible approach to the use of the Fund • UNDG's input and review of PBF proposals institutionalized
Direction III.D-6	**Action III.D-6**	**Target III.D-6**	**Performance indicators**	
Paragraphs 84 and 85 of resolution 62/208	(a) UNDAF guidelines to include disaster risk reduction (DRR) and guidance on the Hyogo framework of action and to strengthen conflict sensitive processes in UNDAF preparations (b) UNDG and the International Strategy for Disaster Reduction will provide guidance and develop training to UNCTs and resident coordinator/humanitarian coordinator offices on disaster risk reduction	Set of methods and tools for further implementing disaster risk reduction in country-level programmes and national policies developed, tested and disseminated by 2009	• Status of UNDG guidance note on integrating disaster risk reduction (DDR) into CCAs/UNDAFs • Status of training support on disaster risk reduction to United Nations country teams **Planned results** • UNCTs, especially those in high disaster risk countries, trained on DRR in the UNDAF context from a well trained global roster of experts. • Integration of DRR, Climate Change and Environmental Sustainability in programming through three specific regional trainings. • Support for conflict sensitive CCA/UNDAF established	• Workshop for 16 West Africa Francophone countries on integrating DRR and Climate Change into UNDAF held in Dakar, 17-20 August, 2010. • Regional workshops for 2010 UNDAF roll-out countries incorporated training on integrating DRR into UNDAF development and planning. • Strategic retreats/country consultations on integrating DRR into UNDAFs were held in 16 countries developing new UNDAFs. • Roster of trained staff and consultants established to support conflict analysis and prioritization in the context of CCA/UNDAFs

Focus area Section IV: improved functioning of the United Nations development system				
Key result area IV.A. Coherence, effectiveness and relevance				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction IV.A-1	**Action IV.A-1**	**Target IV.A-1**	**Performance indicators**	
Paragraphs 86 and 87 of resolution 62/208	(a) UNCTs to ensure that country processes are based on UNDAF guidelines, regarding: • National ownership • Alignment with national priorities and with national planning cycles and processes (b) UNCTs will, at the request of national Governments, work to minimize the programme documentation burden in implementing UNDAF (c) Measures are undertaken to ensure internal alignment within the United Nations development system of country-level development assistance plans/frameworks supported by the United Nations development system	• CCA/UNDAF processes are endorsed by the Government and aligned with national planning cycles in programme countries • Simplification/reduced documentation in common programming activities • Alignment of all United Nations system country programming frameworks, tools and processes with UNDAF	• Leadership in UNDAF processes by national authorities; UNDAFs aligned with national priorities and national planning cycles • Reduced number of agency-specific programme documents to operationalize UNDAF, using common programming documents • Country-level programmatic frameworks and activities of United Nations development system agencies linked to UNDAF **Planned results** • UNCTs develop common Country Programme Documents (CPDs) using UNDG Interim guidance note on CPD • Enhanced quality of UNDAFs using the 2011 UNDG Results-Based Management (RBM) Handbook	• In 2010, 97 UNCTs reported aligning their UNDAFs with national planning cycles, and 67 with national priorities. • In 2010, Tanzania and Mozambique developed the first common CPDs using UNDG interim guidance. • 16 UNDAF roll-out countries adopted the new optional coherence included in the 2010 UNDAF guidelines: UNDAF Action Plan, Common Budgetary Framework, and CPD • In 2011, five UNCTs are expected to develop common CPDs. • UNDG RBM Handbook **is being approved** for use at regional workshops on new 2011 UNDAFs. UNDG will conduct a desk review of high quality UNDAFs in 2011. The review will assess how UNDAF guidelines are being applied along agreed standards.

Direction IV.A-2	Action IV.A-2	Target IV.A-2	Performance indicators	
Paragraph 96 of resolution 62/208	UNDG will develop a results-based planning, monitoring and reporting tool that resident coordinators can use to report to Governments on progress in UNDAF results and use of resources; an interim reporting approach will be developed for programme country pilots	UNDAF common reporting tool piloted in 2008	See directions II.6	See directions II.6 See report on the RC system.
Direction IV.A-3	**Action IV.A-3**	**Target IV.A-3**	**Performance indicators**	
Paragraphs 92 and 93 of resolution 62/208 and paragraphs 21, 23, 27, 28 of Economic and Social Council resolution 2009/1	(a) Pursue further measures to strengthen resident coordinator/ UNCT accountability system (update of resident coordinator job description, guidance on working relationships, regional support mechanisms) (b) Strengthening of UNDG quality support and assurance mechanism for country programming processes (c) Inclusion in strategic plans and budgets of United Nations development of system organizations provision of resources and support to the resident coordinator system and reporting thereon to governing bodies	(a) Resident coordinators/ UNCTs have improved tools and clearer guidance on accountability framework by mid-2009 (b) Resident coordinators/ UNCTs have access to increased substantive and strategic planning and programming support through regional UNDT teams and UNDG quality support and assurance mechanism, especially for 2008-2010 UNDAF roll-out countries (c) Contributions to resident coordinator system by the United Nations development system organizations are included in their strategic plans/budgets and reported regularly to governing bodies, including on the management and accountability system (MAS) for the United Nations development and resident coordinator system, including	• Progress in implementation of the management and accountability system • Increase in regional UNDG teams' support to CCA/UNDAF processes • Strategic plans and budgets and reports of United Nations development organizations submitted to governing bodies include support to the RC system; quantity and type of contributions by United Nations organizations to the RC system • Established staffing standards for RC coordination office support and options for support **Planned results** • Additional resources provided to Regional UNDG Teams to support countries developing new UNDAFs • Strengthened performance appraisal system for RCs/UNCTs.	• A comprehensive **external** review of M&AS implementation commissioned by UNDG will be completed by end of May 2011. • Regional UNDG workshops held for all UNCTs developing new UNDAFs. • As part of the UNDG regional quality support and assurance (QSA) mechanisms, Peer Support Group (PSG) members provided in-country support to countries developing new UNDAFs. • Global workshops on QSA held in April 2011 for Regional UNDG teams and UNCTs. • The overall performance appraisal system for RCs/UNCTs - of which the One80 tool is a key part- completed its 2009 cycle in mid-2010. For 2010/2011 the system is online and streamlined with fewer reporting mechanisms. (See

		the functional firewall	See direction IV.D-1 on the performance appraisal system for RCs/UNCTs	direction IV.D-1)
		(d) Annual report to the Economic and Social Council on the resident coordinator system		• UNDP, **UNICEF,** ILO, WFP, and WHO have all included measures to provide financial support to the RC system (see SG's report on the RC system).
		(e) An independent comprehensive assessment of the management and accountability system of the United Nations development and resident coordinator system, including the functional firewall, in the 2012 SG's report		
Direction IV.A-4	**Action IV.A-4**	**Target IV.A-4**	**Performance indicators**	
Paragraph 105 of resolution 62/208	Appointment of additional UNDP country directors in relevant programme countries with clear delineation of responsibilities vis-à-vis the resident representative/ resident coordinator	50 country director posts in place by end 2010	• Placement of UNDP country directors in available posts	•UNDP currently has 51 staff with Country Director designation. •Detailed job descriptions of Resident Representative (RR) and Country Director were approved by the Management Group and launched in February 2010.
Direction IV.A-5	**Action IV.A-5**	**Target IV.A-5**	**Performance indicators**	
Paragraph 104 of resolution 62/208	Develop inter-agency policy on retention of savings resulting from reduction in transactions and overhead costs for use in development programmes in programme countries	Inter-agency policy on retention and reprogramming for development of savings resulting from reduction in transaction and overhead costs developed by end of 2008, and presented to relevant intergovernmental bodies by end 2009	Status of UNDG policy paper on deployment of country-level operational savings to programme in country **Planned results** • Develop recommendations on possible techniques and approaches to assess how change processes (with particular focus on the DaO change environment) impact on transactions costs for UN	• A UNDG paper on Deployment of Cost Savings from Operational Activities into Country Programmes was approved by UNDG in 2010. As a result, UNDG agencies agreed to identify and measuring savings from country programme budgets on a pilot basis. • UNDG/DOCO conducted an analysis on the calculation and reduction of transaction costs

			organizations and their partners.	at the country-level in November 2010. The report operationalizes the term "transactions costs", within the boundaries set by the TCPR. The report provides a framework to help UNCTs assess the nature of transaction costs, and to monitor their changes and trends resulting from reform processes.
				See direction IV.C-6

Direction IV.A-6	Action IV.A-6	Target IV.A-6	Performance indicators	
Paragraph 94 of resolution 62/208	(a) Establish inter-agency project to proactively identify potential resident/humanitarian coordinator (HC) candidates at mid-career stage for guided career development, including inter-agency exchange (b) Continue development and implementation of resident coordinator training programmes, with the support of specialized agencies, and monitor effectiveness (c) Report on improvement in selection and training of resident coordinators	(a) System for recruitment, selection and training of resident coordinators enhanced, results of which are monitored/ assessed (b) Report to the Economic and Social Council as part of the reports on: (i) human resources challenges at the country level; and (ii) the resident coordinator system	• Progress on work plan on RC talent management • Improvement in balance, diversity and size of RC candidates pool and appointments **Planned results** • Assess implementation of the Talent Management Initiative's action plan.	• Number of candidates **applying** to RC positions noticeably declined up until mid-2009 (see SG's report on the RC system). • UNDG is leading a review of learning and competency development opportunities available to RC and UNCT representatives to continue developing relevant training. A visioning exercise was conducted with RCs and other key stakeholders to take stock of strengths and challenges, including need to integrate responsibilities of RCs with those related to humanitarian coordination; security management; and promotion of women in leadership positions. A framework of action to be reviewed by UNDG was prepared as a result with short-, medium- and longer-term goals to strengthen leadership development. • UNDG also worked with the Consensus Building Institute to draw up a compendium of learning opportunities and resources for RCs and UNCTs to strengthen political skills and acumen. Fellowship opportunities will be made available to RCs. • On behalf of UNDG, the UNSSC conducted four

				leadership and coordination skills workshops for UNCTs.
				• UNDG prepared an orientation package to address gaps in the orientation that the UN system provides to RCs when taking up new assignments. UNDG is finalizing a Handbook for RCs/HCs/RR/Designated Officials (DO).
Direction IV.A-7	**Action IV.A-7**	**Target IV.A-7**	**Performance indicators**	
Paragraph 102 of resolution 62/208	CEB/HLCM to decide on approach to introduce a harmonized senior/high-level staff selection process, building on inter-agency experience with selection of resident coordinators	By end 2009, harmonized recruitment process for senior officials with wider pool of candidates, and improved transparency and competitiveness considering improved balance in gender and geographical distribution	UNDG inter-agency talent management initiative as input to CEB/HLCM on selection process (2009) **Planned results** • An effective and efficient recruitment process for senior level positions.	• Agreement on this subject not yet reached among Human Resources (HR) Directors of UN system organizations. Discussions will resume in the HR Network's 2011 Summer session, as part of the discussion on the Harmonized Business Practice (HBP).
Direction IV.A-8	**Action IV.A-8**	**Target IV.A-8**	**Performance indicators**	
Paragraphs 97 and 98 of resolution 62/208, and ECOSOC resolution 2008/2	(a) The executive heads of the funds and programmes, when submitting planning documents and reports to their respective boards, to establish references to implementation of relevant provisions of resolution 62/208 (b) Consultations with funds and programmes on cycle review; analytical work on implications of cycle change	(a) Strategic planning documents and corresponding progress reports of funds and programmes are systematically linked to the triennial comprehensive policy review resolutions (b) Report by the Secretary-General to the General Assembly at its sixty-third session	• References to General Assembly resolution 62/208 in planning and reporting documents of funds and programmes **Planned results** • UNDP, UNFPA, UNICEF and WFP reports to their respective boards and submitted to ECOSOC provide information on the implementation of General Assembly resolution 62/208 • UNDP and UNFPA, in consultation with UNICEF,	• UNDP, UNFPA, UNICEF and WFP submit an annual report to their respective Executive Boards on the implementation of resolution 62/208, which reflect key areas of the review. FAO, IFAD, UNIDO, UNESCO and WHO have also submitted similar reports to their governing bodies. • UNDP, UNFPA, UNICEF and WFP have aligned their strategic planning cycles with the QCPR's. UNIDO and UNESCO will align future

			prepared a paper for the executive board with options on ways to improve and rationalize their reporting, taking into account relevant ECOSOC resolutions.	cycles. • Paper on Rationalization of Reporting presented at first regular session of the UNDP/UNFPA Executive Board in 2011.

Direction IV.A-9	Action IV.A-9	Target IV.A-9	Performance indicators	
Paragraph 100 of resolution 62/208	CEB to develop approaches and measures for enhancing cooperation, collaboration and coordination with the Bretton Woods institutions aimed at greater synergy, alignment and harmonization in strategic frameworks and programming processes under national leadership	United Nations/World Bank agreements on enhancing country level coordination and cooperative approaches/ modalities in country programming	• Agreements between the United Nations and the World Bank on the use of common approaches and instruments/tools for country cooperation **Planned results** • Implementation of the UN/World Bank partnership note and UNDG/World Bank operational annex and development of operational protocol to institutional arrangements in post-crisis settings; • Establishment of High-level Headquarters-based country-specific mechanisms; • Progress in the discussion on predictable support in priority thematic areas in accordance with the SG's report on peace-building.	• See III.D-2 and III.D-3 on implementation of the partnership

Direction IV.A-10	Action IV.A-10	Target IV.A-10	Performance indicators/ planned result	
Paragraph 101 of resolution 62/208	(a) Monitor and assess the progress in implementation of the 2007 UNDG non-resident agencies (NRAs) implementation plan with a view to full implementation (b) United Nations development organizations and resident coordinators to pursue further initiatives to enhance and promote relevant participation of non-resident and specialized agencies in country programming processes (see also action I.5)	(a) Increased and expanded participation of the United Nations development system agencies, including non-resident and specialized agencies, in country programming processes, as requested by national Governments (b) Appropriate representation arrangements agreed by United Nations development organizations with resident coordinators at the country level	See direction I.5	• The 14 national coordination analyses supported by UNDP on a pilot basis in 2008 – 2010 have been discontinued. The implementation of UNDG plan to improve participation of NRAs in operational activities is not monitored. • The Regional UNDG has been expanded to include all UN agencies working in each region, including specialized agencies and NRAs. This, combined with additional responsibilities delegated to regional UNDG, strengthens the connection between these agencies and the RC in supporting key issues affecting the region.

Direction IV.A-11	Action IV.A-11	Target IV.A-11	Performance indicators	
Paragraph 103 of resolution 62/208	(a) UNDG to develop further guidance to resident coordinators and UNCTs on UNCT engagement in changing aid environment (b) Resident coordinators and UNCTs to engage in dialogue with national Governments on United Nations system participation in cooperation and/or partnerships within sector-wide approaches, direct budget support and other programme-based country cooperation in accordance with respective mandates of UNCT members	United Nations development system participation ex officio in sector-wide approaches and other programme-based approaches, and in coordination mechanisms in programme countries as requested by national Governments	• Progress in development of UNDG guidance note on UNCT engagement in a changing aid environment • Number of UNCTs participating in programme-based approaches **Planned results** • Reference guide to support UNCTs in delivering development assistance more effectively developed (fourth quarter 2010).	•UNDG Reference Guide for Better Aid for Development Effectiveness developed - See direction III.A-5 • In 2009, 55 UNCTs (up from 53 in 2008) reported participating in 154 programme-based approaches, primarily in the health (44), education (41) and agricultural (23) sectors.

Key result area Section IV.B: Regional dimensions				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2009-March 2010)*	*Progress*
Direction IV.B-1	**Action IV.B-1**	**Target IV.B-1**	**Performance indicators**	
Paragraphs 107, 108, 109 and 110 of resolution 62/208	(a) CEB to take up regional dimensions of system-wide coordination on the basis of a CEB mapping exercise (b) Regional UNDG teams to develop clear annual workplans in providing coherent technical support to and oversight of resident coordinators and UNCTs, including increased collaboration with regional commissions in the CCA/UNDAF processes, as appropriate (c) Regional commissions and other United Nations regional offices to strengthen their regional cooperation through regional coordination mechanisms and increase cooperation with non-United Nations organizations and regional development banks through joint activities and/or co-financing	(a) Regional UNDG teams have well-defined roles, including effective, inclusive and efficient modalities of coordination, reflected in annual workplans; membership is linked to key functions (b) Increased participation of regional commissions in country-level analytical work, including common country assessments (c) Clear plans for increased joint initiatives/ collaboration among regional United Nations and non-United Nations entities	• Increased engagement of regional commissions in the CCA/UNDAF process • Enhanced cooperation of regional UNDG teams and regional coordination mechanisms • Enhanced cooperation between HLCP and regional coordination mechanisms **Planned results** • Further strengthened coordination between regional coordination mechanisms (RCMs) led by the regional commissions and the Regional Directors Teams (RDTs) •Increased participation of regional commissions in CCA/UNDAF processes •Strengthened cooperation/joint initiatives between UN regional entities and non-UN regional organizations • Enhanced cooperation between HCLP and the Regional Coordination Mechanisms	• Number of UNDG agencies participating in the RDTs increased to 15 •Enhanced interaction between RCMs and RDTs **was achieved** through back-to-back meetings and active participation in each others' meetings and analytical products for the achievement of the MDGs: Joint RDTs/RCMs regional MDG reports produced for the 2010 ECOSOC Annual Ministerial Review and the High Level MDG Summit •Increased participation of regional commissions in CCA/UNDAF processes in areas such as DDR, food security, sustainable development, statistics, and other areas having sub-regional and regional implications •Joint analytical products between UN and non-UN regional entities in areas related to IADGs/MDGs and capacity development e.g. UNESCAP-Asian Development Bank-UNDP launched 2009/2010 joint MDG report

Key result area Section IV.C: Transaction costs and efficiency				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction IV.C-1	**Action IV.C-1**	**Target IV.C-1**	**Performance indicators**	
Paragraph 112 of resolution 62/208	Executive heads to present reports to governing bodies assessing progress in the area of simplification and harmonization	(a) Conference room paper submitted to the Economic and Social Council in 2008 (b) Annual report to the Economic and Social Council starting in 2009	• Increased reporting to governing bodies on progress towards simplification and harmonization **Planned results** • Secretary-General's report to the ECOSOC on actions taken by UNDP/UNFPA, UNICEF and WFP governing bodies on simplification and harmonization.	• In January 2009, the Joint meetings of UNDP/UNFPA, UNICEF and WFP Executive Boards assessed "Harmonization amongst the United Nations funds and programmes: business practices". • UNDP, UNFPA, UNICEF, WFP and UNIDO submit annual reports on implementation of the TCPR and related matters, including simplification and harmonization, through their respective governing bodies to the ECOSOC. • IFAD presented a status report on the Common Procurement Team of FAO, IFAD and WFP to its Executive Board in December 2010. • Report of the Secretary-General (E/2011/….)

Direction IV.C-2	Action IV.C-2	Target IV.C-2	Performance indicators	
Paragraph 119 of resolution 62/208	(a) Increase use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking (see para. 119), using HACT as entry point where appropriate (b) Avoid or significantly reduce the use of parallel project implementation units	(a) Programme countries are assisted in analysing national systems and preparing a plan to bring them to international standards (b) The use of parallel implementation units is reduced on a year-on-year basis	• Increase in use of national financial and procurement systems • Country roll-out of HACT; country assessments conducted under HACT • Reduced number of parallel implementation units **Planned results** • Establishment of UNDG HACT Advisory Committee and work plan on HACT, following UNDG-HLCM Implementation Plan • Regional UNDAF Planning Workshops organized in cooperation with UNDG/DOCO, HLCM and UNSSC for 32 roll out countries to address comprehensively issues of harmonized business practices, transaction costs and common services.	• 19 (23%) of 84 out of 136 countries that provided data as of July 2010, reported being fully HACT compliant, while 13 reported HACT was not applicable as in those countries there is no cash transfer to partners. • 83 (or 61%) out of 136 countries reported conducting macro-assessment whereas 47 (35%) reported conducting micro-assessments under HACT. • Joint High-level UNDG-HLCM Mission on Harmonization of Business Practices (HBP) in Mozambique, Malawi, Vietnam and Albania (March-April 2010) to identify critical areas to improve and harmonize business practices. A UNDG-HLCM Implementation Plan followed. • A global assessment of HACT application was launched by HACT Advisory Committee. • UNDG developed a Guidance note and training material on implementation of common services aiming at reducing transaction costs and using private sector (outsourcing) for support services, where feasible. • UNDG **through DOCO** and UNSSC conducted three regional trainings on Common Services in 2010 covering 80

				countries.
				• UNDG is developing an accountability framework for the implementation of measures to reduce costs through HACT, common services or outsourcing of support services.
				• **Agency initiatives:** UNIDO agreed to pilot HACT in DAO pilot countries, whenever applicable and in line with its established policies. IFAD, FAO and WFP established a Common Procurement Team (CPT) to streamline administrative procedures and where appropriate share administrative services. **FAO adopted HACT on a pilot basis in DaO countries and in countries participating in UN-REDD.** HACT was WHO preferred method of fund disbursement in 68 countries out of 70 countries. **UNICEF is HACT compliant in 80 countries and using FACE form with all partners.**
Direction IV.C-3	**Action IV.C-3**	**Target IV.C-3**	**Performance indicators**	
Paragraph 121 of resolution 62/208 and paragraph 44 of Economic and Social Council resolution 2009/1	(a) United Nations funds, programmes and specialized agencies to explore sources of financing to support the implementation of the CEB Plan of Action for the Harmonization of Business Practices (HBP), including discussion of budget allocation by the respective	(a) HLCM plan launched and progressively implemented according to the Plan of Action for harmonization of relevant processes in the area of human resources management, financial management, knowledge and information sharing, information and communications technology	• Status of harmonization of financial policies and procedures • Number of agencies implementing the United Nations system common ICT directory project • Projects implemented in accordance with CEB Plan of Action	• Joint UNDG-HLCM Implementation Plan on HBP launched in 2010. • The CEB HBP Plan of Action received approximately $10.5 million in bilateral donations from New Zealand, the UK, Norway, Sweden and the Netherlands by early 2011. Its projects are being

	governing bodies (b) Continue and further develop CEB plan of action for the harmonization of business practices, including in the area of: *Finance and audit* • Adoption of IPSAS (see para. 121) • Standardization of audit definitions and ratings (see para. 121) HLCM to review feasibility and possible mechanisms for standardization of audit definitions and ratings within the broader context of internal control and risk management frameworks *Operations and administration* • Enterprise resource planning systems, administration, procurement, security, information technology, telecommunications, travel and banking *Human resources management* (c) Identify critical operational policies, procedures and practices that prevent United Nations entities from working efficiently together at the country level and take action on the ones identified as possible quick wins, including by identifying lessons learned based on programme country pilots	and procurement (b) Sources of financing support for implementation of the Plan of Action identified with governing bodies; discussed in CEB (c) IPSAS adopted system-wide by 2010 (d) Financial regulations and rules, policies and procedures harmonized, among the United Nations system funds and programmes and the United Nations Secretariat (December 2009), to be progressively extended to specialized agencies (e) ICT common directory piloted (2008) and cost-benefit assessed (2009) (f) Three to five operational processes in each key area identified and resolved by the end-2009	• Financing and resources mobilized to support the implementation of the CEB Action Plan **Planned results** • IPSAS adopted by at least 8 more organizations for their 2010 financial statements. • Policy Framework on vendor eligibility rolled out. • Study on common treasury services to be completed (second quarter 2011) • Common mechanism to calculate ICT costs established. • Comparative analysis and review of HRM policies and practices completed (second quarter 2011) See direction II.4 on financial reporting	implemented by the relevant HLCM networks and UNDG working groups as integral part of their work. Implementation of CEB Plan of Action [see Secretary-General's report on simplification and harmonization (E/2011/…)]

Direction IV.C-4	Action IV.C-4	Target IV.C-4	Performance indicators	
Paragraphs 118 and 120 of resolution 62/208	(a) Rationalize country presence through common premises and co-location, implement the joint office model and expand common shared support services and business units, where appropriate (see para. 120) (b) Assess and revise ongoing efforts to rationalize physical presence and support services in various types of country situations (c) Conduct country activities jointly, for example, joint missions, analytical work, evaluations (see para. 118)	(a) All UNCTs identified priorities for reducing overhead and transaction costs (b) Action plan for radical simplification of business processes and provision of shared support services in countries with small United Nations presence is agreed by end-2009	Number of common premises and common services projects implemented **Planned results** • Accountability framework for UNCTs to implement common services, outsourcing of support services, and reduction of transaction costs launched. • Integrated Regional UNDAF Planning Workshops for 32 roll out countries include training for implementation of common services, quantification and reduction of transaction costs.	• More than 80 UNCTs trained on common services in 2010, and integrated Regional UNDAF Planning Workshops ongoing. 59 United Nations common premises established in 2010-2011

Direction IV.C-5	Action IV.C-5	Target IV.C-5	Performance indicators	
Paragraph 114 of resolution 62/208	See IV.A-5			
Direction IV.C-6	**Action IV.C-6**	**Target IV.C-6**	**Performance indicators**	
Paragraph 116 of resolution 62/208	See action II.2 Further standardize and harmonize the concepts, practices and cost classifications related to transaction costs and cost recovery (see para. 17)	Proposal developed on harmonized cost-recovery approaches (for approval by relevant governing boards)	• Status of cost-recovery policies with regard to charging direct costs at country level **Planned results** • Challenges for harmonization of cost recovery policies identified and consensus reached on inter-agency application of harmonized cost-recovery policies.	• A UNDG study aimed to harmonize cost recovery policies at the country-level finalized and launched in November 2010. The study concluded that no single methodology is available to calculate transaction costs. • UNDG-HLCM Working Group on Cost Recovery Policy decided: • In the short term, each agency remains accountable for the interpretation of UN principles and modalities of cost recovery. • Current Memorandum of Understanding on MDTFs and Joint Programmes with respect to cost recovery remains operative. • There is a good case for recovery additional indirect costs directly from non-core funded projects across some specialized agencies. • A Task Force of Specialized Agencies will work on a common understanding of cost recovery harmonization. • A joint study between UN specialized agencies and funds and programmes exploring

				further harmonization of direct costing practices in the field, recommended agreements on cost definitions and classifications. • As per Executive Board decisions, UNDP, UNICEF & UNFPA working on harmonizing budgeting/cost classification terminologies towards integrated budget by 2014. • Some UN agencies (UNDP, WFP and WHO) are currently reviewing their costing recovery practices.
Direction IV.C-7	**Action IV.C-7**	**Target IV.C-7**	**Performance indicators**	
Paragraph 122 of resolution 62/208 and paragraph 48 of Economic and Social Council resolution 2009/1	See relevant portion of management plan above (see also action IV.C-1) (a) The feasibility of submitting a fuller version of this programme of work, especially with the requested detail and within the indicated deadline, will depend on the actual time frame for the launch, funding and implementation of the CEB Plan of Action for the Harmonization of Business Practices, which is still to be determined at this stage (b) Information on the Plan of Action and updates on implementation, including costs and possible savings are made available/accessible	(a) Rolling United Nations system workplan on simplification and harmonization presented to the Economic and Social Council by 2010 (b) UNDG/HLCM workplan on joint initiatives on quick wins ready by end-2008 (c) Online information on the CEB Plan of Action for the Harmonization of Business Practices made operational by the CEB secretariat in 2010	• Status of UNDG and HLCM work plans • Status of online information available on the CEB Plan of Action **Planned results** • Implementation of UNDG-HLCM Implementation Plan through UNDG working groups and HLCM networks.	• UNDG-HLCM Implementation Plan on all HBP areas launched in 2010 and integrated in the work programmes of UNDG working groups and HLCM networks. • The CEB website section on HBP is updated after each HLCM session. See direction IV.C-3

Key result area Section IV.D: Country-level capacity of the United Nations system				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2009- March 2010)*	*Progress*
Direction IV.D-1	**Action IV.D-1**	**Target IV.D-1**	**Performance indicators**	
Paragraphs 124 and 125 of resolution 62/208	(a) As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units and from Headquarters, among others) to implement UNDAF; outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resources strategies to equip the United Nations with necessary staff skills (b) Further development/ improvement of staff performance appraisal system, including for resident coordinators	(a) Gap analysis of the human resources capacity completed in countries volunteering to do so by end-2009 (b) Long-term human resources strategies developed by 2009, including improvements in performance appraisal system (c) Secretary-General submits report to the Economic and Social Council in 2009	• Capacity assessment conducted in pilot countries • Strengthened performance appraisal system for RCs/UNCTs **Planned results** • Monitoring global rollout of second generation One80 Competency Development Tool for RCs and UNCTs and resolution of any emerging issues (2010-2011) • Strengthening support to Regional UNDG Teams in managing RC/UNCT performance. • RC/HC and UNCT performance appraisal system strengthened (first quarter 2010) • Improved staff performance appraisal system by individual agencies (ongoing)	• UNCTs in seven DAO pilot countries (Albania, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Viet Nam and Botswana) conducted capacity assessments in 2009 and 2010. • One80 RC/UNCT Competency Development Tool used for performance assessment by mid-2010. Over 1,400 RCs and UNCT members and over 100 UNCTs assessed to strengthen their performance and mutual accountability for development results. Tailored coaching provided to RCs/UNCTs as a result. • Overall RCs/UNCTs performance appraisal system successfully completed its 2009 cycle in mid-2010. For 2010/11 the system interface for country offices is online as in 2009, streamlined with existing reporting tools and mechanisms. • A second generation of One80 competency development tool for RC/HC/DO and UNCT appraisal developed in 2010.

				• Incremental progress being made to include responsibilities towards RC and UNCT in individual agency performance appraisal systems e.g UNFPA, UNIDO and ILO.
Direction IV.D-2	**Action IV.D-2**	**Target IV.D-2**	**Performance indicators**	
Paragraph 126 of resolution 62/208	(a) UNSSC, in coordination with HLCM, to develop senior staff capacities through leadership development programme (b) Intensify the effort by CEB/HLCM towards harmonized United Nations system-wide human resources policy	(a) Increased investment by United Nations organizations in training; increase in system-wide participation in UNSSC training courses (b) Full compliance with the inter-agency mobility accord and increase in the number of parties to the accord (see IV.C-3)	• Increased participation in UNSSC training courses • Increased investment by United Nations organizations in training; target of 2 per cent budget for staff development training (by the common system) • Inter-agency mobility accord implemented by signatories; increased number of parties to the accord **Planned results** • Increased number of UNSSC training courses for UN staff on UNDAF and for RCs and coordination officers on UN system • Harmonization of system-wide human resources policies in progress (second quarter of 2011) • Improved senior UNCT and Operational Management Team (OMT) members knowledge and capacity to push for HBP at country level	• in 2010, over 90 % of UNSSC courses targeted RCs/UNCTs • Thematic approach applied to the induction programme for RCs, including participation of UN agencies. • Three UNSCC UN Leaders' courses held in 2010 with the involvement of country level staff. • Some UN agencies (ILO, UNDP, UNIDO, WFP, WHO) met the target of dedicating 2% of staff cost to staff training • UNDP and UNIDO joined other 15 organizations in adopting inter-agency mobility accord pending agreement on a common system-wide instrument. • ICSC collaborates with CEB on harmonizing UN system recruitment and performance management policies and procedures. • HLCM and UNDG using UNSSC programme on UNDAF development to develop staff capacity for HBP

				(starting in March 2011).
Direction IV.D-3	**Action IV.D-3**	**Target IV.D-3**	**Performance indicators**	
Paragraph 128 of resolution 62/208	CEB to formulate a system-wide policy and strategy on knowledge management, ensuring full access by programme countries to available resources within the United Nations system	System-wide policies and strategy on knowledge management system in place by 2009	• CEB mechanisms develop jointly agreed policy template and strategic objectives for knowledge-sharing activities **Planned results** • The CEB system-wide policies and strategies on knowledge management implemented (fourth quarter of 2010) • UNDG One knowledge initiative implemented • Knowledge-sharing methodologies used to enhance impact and effectiveness of field level activities	• In 2010, UNDG completed several activities to promote and support exchange of knowledge and expertise across the system: (i) Mapping of knowledge management practices and tools available within and across the system, (20 organizations participated); (ii) Two interagency knowledge fairs organized in Vienna and at the UNSSC to identify lessons learned and good practices to enhance impact and effectiveness of field-level activities.

Key result area Section IV.E: Evaluation of operational activities for development				
Policy directions	*Actions*	*Targets/benchmarks/ time frames*	*Performance indicators and planned results (March 2010- March 2011)*	*Progress*
Direction IV.E-1	**Action IV.E-1**	**Target IV.E-1**	**Performance indicators**	
Paragraphs 129 and 135 of resolution 62/208	(a) UNDAF processes to include measures to strengthen national evaluation capacities, where relevant (b) UNDAF evaluation guidelines to stress joint United Nations/ Government end-of-cycle evaluations	Programme countries supported by UNCTs in evaluation capacity development, where relevant, including through UNDAF evaluations with strong participation by national Governments	• CCA/UNDAF guidelines on monitoring and evaluation and UNDAF annual reviews refer to development of national evaluation capacity development • UNDAF evaluations conducted jointly by the United Nations development organizations/ UNCTs and Governments **Planned results** • Develop UNEG frequently asked questions (FAQs) on how to conduct a UNDAF evaluation to support UNCT evaluation skills (2011) • UNDAF evaluation database provides good practices and lessons learned	• UNDAF guidelines states that (a) UNDAF Monitoring and Evaluation should (i) capitalize on existing national M&E systems, (ii) strengthen national systems where required, avoiding excessive burden on partner countries with UNDAF-specific M&E requirements; (b) UNDAF annual review should build on national review mechanisms to build national evaluation capacity. • UNEG FAQs on UNDAF evaluations issued in time for the 2011 regional workshops on UNDAF roll-out; guidelines on UNDAF evaluation to follow later in the year; • UNDAF evaluation database established. • UNDP Evaluation Office will collect information on UNDAF joint evaluations conducted with UNDP.
Direction IV.E-2	**Action IV.E-2**	**Target IV.E-2**	**Performance indicators**	
Paragraph 131 of resolution 62/208	(a) UNDG, HLCP and HLCM to keep under review the	(a) Report of the Secretary-General on next	• Progress in assessing United Nations development system	• See SG reports for operational activities segment.

	impact on development arising from ongoing reform efforts (b) UNEG to establish a common framework, evaluation benchmarks, and approaches to assess United Nations system effectiveness and measure United Nations development impact based on paragraphs 7 and 134 of resolution 62/208	comprehensive policy review (b) Framework, benchmarks and approaches for evaluation of United Nations system effectiveness and impact developed for adoption by HLCP/UNDG by 2009	effectiveness, including use of system-wide capacities • HLCP-UNDG progress in developing and adopting framework, benchmarks and approaches for evaluation of effectiveness and impact **Planned results** • SG reports to ECOSOC operational activities segment assessed effectiveness of operational activities. • Lessons learned from the independent evaluation of DAO pilot countries shared with General Assembly at its sixty-six session	• See IV.E-4
Direction IV.E-3	**Action IV.E-3**	**Target IV.E-3**	**Performance indicators**	
Paragraphs 132, 136 and 138 of resolution 62/208	(a) UNDAF evaluation guidelines updated to reflect focus on development results with emphasis on capacity development and effective use of results matrix in this regard (b) Pursue inter-agency collaboration in joint evaluations of UNDAFs wherever appropriate and feasible; ensure regional UNDG teams establish the necessary quality support and assurance mechanism for UNCTs (c) Adopt policies on evaluation consistent with UNEG norms and	(a) Evaluability of UNDAFs with focus on development results, especially joint results, ensured (b) UNDAF evaluation guidelines updated by end of 2008 (c) Evaluation policies and practices of all United Nations organizations are aligned with UNEG evaluation norms and standards by 2009 (d) Evaluation functions clearly defined within all United Nations development organizations and endorsed by their governing bodies (e) System-wide approach to	• Improvements in evaluability of UNDAFs • Increase in joint UNDAF results evaluations • Agency self-assessments on their evaluation function indicating compliance with UNEG norms and standards • United Nations organizations adopting evaluation policies consistent with UNEG norms and standards **Planned results** • UNCTs conduct better UNDAF evaluations using the 2011 UNEG-DOCO FAQs on UNDAF evaluations and new UNDAF evaluation	• At the end of 2010, 59 countries had undertaken an UNDAF evaluation and 47 conducted an Annual Review. • UNEG is finalizing Guidance to mainstream human rights and gender equality perspective in UN system evaluations • Some UN agencies adopted evaluation policies consistent with UNEG norms and standards –e.g. UNIDO. • Secretary-General will submit a comprehensive review of existing institutional framework for

	standards (for organizations that have not done so) (see para. 137) (d) United Nations development organizations to take steps towards establishing and/or strengthening distinct independent evaluation functions within their systems; HLCM to define approach to strengthen evaluation across the system	strengthening evaluation	guidelines, including revised TOR and an "evaluability" review. • New UNDG guidelines on UNDAF evaluation developed. • Ensure that country programme evaluation teams include local consultants, as a way of building local capacity.	the system-wide evaluation of operational activities for development of the United Nations system to the 66th General Assembly session as mandated by General Assembly resolution 64/289. See direction II.6 on results-based monitoring and reporting
Direction IV.E-4	**Action IV.E-4**	**Target IV.E-4**	**Performance indicators**	
Paragraph 139 of resolution 62/208	(a) Provide support to Governments and UNCTs of programme country pilots to exchange information on experiences and lessons learned and to draw guidance to the future evolution of the programme country pilots (b) UNEG to complete an evaluability study of the programme country pilots as requested by CEB (further guidance will be sought from Member States on the decision to conduct an independent evaluation)	(a) Exchange of experience and lessons learned among programme country pilots (b) Evaluability study completed by 2008/09 (c) Guidance provided by Member States on independent evaluation (d) Independent evaluation of "Delivering as One" completed by 2011/12	• Exchange of experiences and lessons learned from programme country pilots • Progress on conduct of evaluation of programme country pilots **Planned results** • Dissemination of findings and lessons learned from country-led evaluations conducted in DAO pilot countries • Dissemination of findings and lessons learned on country-level evaluation capacities from the independent evaluation of the DAO initiative	• Third intergovernmental meeting on DAO to share lessons learned from country-led evaluations and way forward held in Vietnam in June 2010. • Country-led evaluations in **seven of the eight** DAO pilot countries and **in one** self-starters **were** completed **at the** end of 2010 with UNEG quality assurance support. • Independent evaluation of the DAO initiative as mandated by resolutions 62/208 and 64/289 will be conducted according to modalities proposed by the Secretary-General's Note of 21 May 2010. Findings are expected to be available during the 66th session of the General Assembly.
Focus area				

Section V. Follow-up

Policy directions	Actions	Targets/benchmarks/ time frames	Performance indicators and planned results (March 2109- March 2011)	Progress
Direction V-1	**Action V-1**	**Target V-1**	**Planned results**	**Progress**
Paragraphs 140, 141 and 142 of resolution 62/208 and paragraph 18 of Economic and Social Council resolution 2009/1	(a) Conduct analytical work and consultations to prepare reports on management process for the implementation of resolution 62/208 and its implementation (b) Executive heads of United Nations system entities to submit yearly reports to their governing bodies on measures to implement resolution 62/208 (see para. 140) (c) United Nations funds and programmes to include in their annual reports to the Economic and Social Council information on their implementation of the triennial comprehensive policy review	(a) Reports submitted to the Economic and Social Council on the management process for implementation of the triennial comprehensive policy review (2008) and follow-up reports (2009, 2010, 2011 and 2012) (b) Annual reports by funds and programmes to the Economic and Social Council include appropriate reflections on implementation of resolution 62/208	• Implementation of resolution 62/208 addressed in annual reports by executive heads to their governing bodies. • Report to the Economic and Social Council on the implementation of resolution 62/208	See direction IV.A-8
Direction V-2	**Action V-2**	**Target V-2**	**Planned results**	
Paragraph 143 of resolution 62/208	Conduct analytical work and appropriate consultations to prepare the report	Reports to the ECOSOC and the General Assembly at its sixty-seventh session, respectively	• Reports to ECOSOC and the GA based on solid analytical work and consultations and highlight issues for the QCPR	• 2011 SG's reports to ECOSOC on the implementation of resolution 62/208 and other mandated reports aim to prepare reporting for the next comprehensive policy review in 2012.

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