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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 is the second progress report on the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of 2007. It is based on the report of the Secretary-General on the management process for the implementation of resolution 62/208 (E/2008/49), which was submitted to the Economic and Social Council at its substantive session of 2008 and which represents the plan of action of the United Nations development system to respond to the 2007 triennial comprehensive policy review.

The report was prepared in consultation with the organizations of the United Nations system and inter-agency mechanisms. Progress on actions taken and targets set by the United Nations system to implement the resolution is set out in the annex.

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\* E/2010/100.



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## I. Introduction

1. The present report responds to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, in which the Secretary-General was requested to submit to the Economic and Social Council, at its substantive sessions of 2009 and 2010, detailed reports on results achieved and measures and processes implemented in follow-up to the resolution in order to evaluate the implementation of the resolution with a view to ensuring its full implementation.<sup>1</sup>

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), which highlighted actions planned by the United Nations system to implement the resolution. Its matrix on actions, targets and benchmarks serves as the main reference for tracking progress. In 2009, the first report on results achieved and measures implemented was submitted to the Council (E/2009/68). It serves as baseline for assessing progress made over the past year.

3. The present report was prepared with cooperation from organizations of the United Nations system and inter-agency mechanisms. Achievements and some challenges to the implementation of resolution 62/208 are highlighted. The annex, in matrix form, contains information on progress vis-à-vis benchmarks and targets and measures taken to implement the resolution between March 2009 and March 2010. The report should be read in conjunction with other reports submitted to the Council on operational activities.

4. As in previous years, the present report subsumes information that responds to the mandate contained in Council resolution 1998/27, in which the Secretary-General was invited to arrange for the submission of a consolidated list of issues that are central to the improved coordination of operational activities.

5. As 2010 is the midpoint between the triennial comprehensive policy review and the next comprehensive policy, the decisions of the Council will be particularly important in defining the priorities for the implementation of resolution 62/208 to prepare the 2012 comprehensive policy review.

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

6. In its resolution 62/208, the General Assembly recognized that the internationally agreed development goals, including the Millennium Development Goals, must be the framework for planning and assessing the activities of the United Nations development system.

7. Since the Millennium Summit in 2008, the United Nations development system has supported more than 110 programme countries in achieving the internationally agreed development goals. It has done so through analysis and policy

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<sup>1</sup> Economic and Social Council resolutions 2008/2 and 2009/1 and General Assembly resolution 63/232 also provide guidance for the present report.

advice, advocacy, monitoring and reporting on country progress, and operational activities.

8. Two thirds of the United Nations country teams have assisted national Governments in integrating the Millennium Development Goals into national development plans and/or poverty reduction strategies. The country teams in 115 programme countries in 2009 indicated that their respective United Nations Development Assistance Frameworks supported the achievement of specific Millennium Development Goals, with most of them addressing poverty and hunger, gender equality and HIV/AIDS.

9. A high-level inter-agency Millennium Development Goal task force, set up in May 2009, took stock of lessons learned to identify approaches that can be scaled up to accelerate the achievement of the Goals.

10. The High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, to be held in September 2010, is expected to identify critical areas and successful approaches to promote the realization of the Goals. It should provide guidance on how the system can better respond to the challenges ahead.

11. In the past two years, in response to convergent crises, the United Nations development system mobilized system-wide capacities to respond to national needs. The joint crisis initiative of the United Nations System Chief Executives Board for Coordination (CEB) brought together entities of the United Nations system, including the World Bank, along with the European Commission and other development partners, to ensure a coordinated response. This includes the Global Jobs Pact, which aims to support a job-led recovery through, inter alia, support for the development of small and medium-size enterprises, microfinance, cash for work, public works and employment guarantee schemes, green jobs and rural employment.

12. The United Nations country teams have also contributed by providing policy advice on poverty and on assessing the social impact of policy options, costing economic stimulus packages and carrying out operational activities involving employment creation and social protection/safety nets.

13. Some 75 new United Nations Development Assistance Frameworks will be developed between 2010 and 2011. To support further strengthening of the quality of the Frameworks to be developed in 2009 and 2010, the United Nations Development Group is working to further strengthen the capacity of country teams and regional United Nations Development Group teams, including by providing improved guidance on how to prepare a Development Assistance Framework. This covers such areas as facilitating national ownership and leadership, ensuring focus on the comparative advantage of the United Nations and appropriate monitoring and evaluation and results-based management. During the past year, United Nations country teams have continued to implement reforms to enhance the coherence, effectiveness, efficiency and impact of their operational activities.

14. In 2010, the United Nations Development Group agreed on a set of strategic priorities to respond to the triennial comprehensive policy review and to drive increased coherence, effectiveness and efficiency in the United Nations development system.

15. The management and accountability system for the United Nations development and resident coordinator system, including the “functional firewall” of

the resident coordinator system agreed in 2008 by the United Nations Development Group, is being implemented. The management system delineates the responsibilities and accountabilities of United Nations system actors at the Headquarters, regional and country levels and strengthens collegiality, participation and accountability in the system (see E/2010/53).

16. Progress in the implementation of the “Delivering as One” initiative in eight programme country pilots since 2007 is continuing. Innovative measures have been developed under national ownership and leadership, including harmonizing business practices to ensure that the United Nations development system improves its support of national development priorities. In the course of the past year, the General Assembly has held intensive consultations on the system’s operational activities for development through its consultations on system-wide coherence. The negotiations are expected to result in further measures to advance the implementation of the triennial comprehensive policy review.

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

17. Contributions received by the United Nations system in 2008 increased by 10 per cent in real terms from the previous year, reaching the highest level ever, at \$22.2 billion. There is concern, however, that the strong growth seen in contributions could stagnate or reverse in the coming years owing to the negative impact of the global economic crisis.

18. The imbalance between core and non-core funding remains, with core resources representing about 29 per cent of total contributions. Behind this trend is a rapidly changing funding architecture of the United Nations development system in terms of the sources and mechanisms used to deliver non-core resources. Since 2004, the use of pooled funding such as thematic funds and multi-donor trust funds has grown steadily. Contributions to United Nations-administered pooled funds for development activities doubled between 2005 and 2008. New forms of non-core resources often reflect concerns to support system-wide coherence and reduce transaction costs.

19. The majority of contributions from Governments to United Nations operational activities continue to come from a handful of donors. Widening the base of contributions could diffuse the risks of financial contingencies, such as foreign exchange fluctuations.

20. With the increasing complexity of the funding architecture, the General Assembly, in its resolution 62/208, requested the Secretary-General to improve the reporting on financing of operational activities. The Department of Economic and Social Affairs and the CEB High-level Committee on Management are accordingly working towards the creation of a central repository of information on the funding of operational activities, which should make it possible to better capture the diversity of resources entering the United Nations development system.

21. Challenges remain. There is lack of clarity on the critical mass of core resources required by organizations to adequately discharge their mandates. Fragmentation in the funding of operational activities continues to hinder coherence, as large amounts of funding are not subjected to governance. The level of

predictability of resources for the United Nations development system continues to be an issue, and there is a need to improve information in this area. It remains difficult to differentiate funding for operational activities from funding for humanitarian assistance. The amount of resources directed at specific areas such as South-South cooperation are not known.

22. The current situation and perspectives in respect of core and non-core resource flows are analysed in the report of the Secretary-General on the functioning of the resident coordinator system (E/2010/53).

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

### **A. Capacity development**

23. The United Nations organizations' capacity-development work is unique because it reflects internationally agreed norms, standards and goals. United Nations system programmes help countries to integrate those dimensions into national frameworks.

24. A number of United Nations organizations are continuing to sharpen their corporate strategies, tools and knowledge resources to strengthen the effectiveness of their support for capacity development.

25. The assessment of national capacities has become mandatory as part of the United Nations Development Assistance Framework process. At the same time, there is a need to improve the way in which capacity-development results are assessed in the Frameworks. Monitoring and evaluation capacities at the country level also have to be strengthened.

26. The United Nations system supports wide-ranging capacity development, including in the areas of adjusting laws and policies in line with international standards, developing national action plans to meet United Nations commitments and strengthening national and local institutions. Support has also been provided for the development and implementation of economic, social and environmental programmes for specific sectors, groups or areas.

27. Countries continue to seek support by the United Nations development system for strengthening national capacities in statistics, including national censuses. Reporting on progress on the Millennium Development Goals provides a clear entry point. DevInfo, a database system used by countries for monitoring human development and the Millennium Development Goals, is being introduced to more countries and is increasingly being integrated into national statistical systems and used to support decentralized data management.

28. The United Nations is also often requested to assist in strengthening Government capacities in aid coordination, management and reporting. Some 80 United Nations country teams in 2009 reported having facilitated policy dialogues between the donor community and the Government, including on the aid effectiveness agenda. This is usually done in cooperation with the World Bank.

29. United Nations country teams are also active in strengthening the capacity of civil society to participate in national and local development processes, including engaging in policy dialogue.

30. The United Nations system is also facilitating access to new and emerging technologies and supporting the development of related capacities. It is supporting better use of information and communications technology and access to and application of technology for production, including on productivity and renewable energy. An inventory of the United Nations system's support in the area of technology capacity development is being conducted by the United Nations Group on the Information Society.

31. There is need to further develop the capacities of the United Nations system to help countries, at their request, to adjust their policies in the light of internationally agreed goals and standards. To enhance the effectiveness of capacity development, it is increasingly recognized that greater emphasis needs to be placed on learning processes in United Nations system organizations.

## **B. South-South cooperation and development of national capacities**

32. The High-level United Nations Conference on South-South Cooperation, held in Nairobi in December 2009, acknowledged the need to reinvigorate the role of the United Nations system in supporting and promoting South-South cooperation. It encouraged the system to take concrete measures to improve the mainstreaming of and support for such cooperation.

33. The strategic priorities of the United Nations Development Group for 2010-2011 also focus on the engagement of United Nations country teams in South-South partnerships. The United Nations Development Programme (UNDP) has included, as a priority, the harnessing of the full potential of South-South cooperation. The United Nations Population Fund (UNFPA) promotes South-South and triangular cooperation as a key strategy for technical assistance and supported 189 South-South initiatives in 2008. The United Nations Children's Fund (UNICEF) supported more than 100 South-South cooperation initiatives in that year.

34. The United Nations Conference on Trade and Development established a new unit to promote South-South cooperation, and the United Nations Industrial Development Organization (UNIDO) is creating South-South centres for industrial cooperation.

35. The Secretary-General decided in August 2008 that an action-oriented collaborative framework should be developed that would highlight the comparative strengths of the United Nations in South-South cooperation in the areas of the food crisis, climate change and HIV/AIDS. An inter-agency initiative led by the Special Unit for South-South Cooperation is under way to follow up on this decision.

36. The Web of Information for Development, an online Web-enabled system that gathers information on experts, experiences and institutions of the South, is being transformed into a virtual global South-South development academy, offering more than 100 scalable solutions as at mid-2009. The global and regional networks established by various United Nations organizations, inter alia, including the World Health Organization regional networks of skilled institutions and partner organizations; UNDP knowledge networks; South-South governmental focal point

networks; and technical support facilities of the Joint United Nations Programme on HIV/AIDS, are facilitating exchange and transfer of knowledge, expertise and experience.

37. With the growing number of initiatives in South-South cooperation, there is need to intensify the sharing of information across the United Nations development system and to review how organizations can better complement each others' efforts. Clear policies and operational strategies on South-South cooperation, rather than ad hoc approaches, would help to ensure its mainstreaming.

### **C. Gender equality and women's empowerment**

38. Further progress is being made on enhancing system-wide guidelines on gender mainstreaming in country programmes. New guidance on United Nations Development Assistance Frameworks strengthens the focus on gender equality and gender mainstreaming. Gender-mainstreaming efforts are monitored and evaluated at the country level by using the gender equality and women's empowerment scorecard. Since its full roll-out in 2008, 9 United Nations country teams have completed their scorecards, 3 are nearing completion and 16 are planning to implement the scorecard in 2010. This is perhaps the first systematic and fully institutional voluntary mechanism to promote accountability by country teams for gender mainstreaming.

39. The number of United Nations Development Assistance Frameworks explicitly aiming at gender-related results increased to 53 in 2009 (out of 134 reports) from 29 in 2006. The number of joint initiatives reported on gender equality has doubled since 2004, notably on ending violence against women and development of the capacity of national women's machinery.

40. As at February 2010, 36 per cent of all designated resident coordinators were female, representing a 10 per cent increase from 2004. Half of them were from the South. Of the first-time resident coordinators in 2009, 52 per cent were female.

41. Overall, the United Nations system has to make the best use of the guidance on gender mainstreaming, as the new generation of United Nations Development Assistance Frameworks is being developed.

### **D. Transition from relief to development**

42. The tools and guidance on transition planning have been updated on the basis of lessons learned and experiences in programme countries. The new 2009 Development Assistance Framework guidelines reflect the need for flexible planning instruments in post-conflict situations. Some United Nations country teams have used transition plans, while others have adapted their Development Assistance Framework as the main planning tool.

43. The post-conflict needs assessment continues to serve as an important tool used by national and international actors for conceptualizing, negotiating and financing a common strategy for recovery and development. As at December 2009, such assessments had been undertaken or were in progress in Georgia, Haiti, Iraq, Liberia, Pakistan, Somalia and the Sudan. The post-conflict needs assessment toolkit has been finalized and includes new capacity-assessment guidance.



44. There has been continuous progress in inter-agency coordination in post-conflict programme countries. Several countries have established country-level senior policy groups with the participation of all United Nations senior managers. Examples include the United Nations integrated management team in Burundi, the strategic policy group in Liberia and similar arrangements in Côte d'Ivoire, Sierra Leone and the Sudan. The groups develop a joint vision for the country, hold regular dialogue on strategic issues and oversee the implementation of joint planning frameworks.

45. The United Nations Development Group and the Secretary-General's Policy Committee have recommended that the transitional element of the United Nations country coordination fund, which supports the resident coordinator system from extrabudgetary sources, should be enlarged to at least \$23 million per annum.

46. An inter-agency deployment steering committee has been established to assess and approve requirements to strengthen resident coordinator capacities in crisis and post-crisis recovery and peacebuilding situations.

47. Joint training and the development of a detailed operational protocol to enhance the capacity of the United Nations to support joint strategies and planning are also under way.

48. Financial support is increasing in the area of post-conflict and post-disaster transition. The Peacebuilding Fund has gained support from donors, with total contributions reaching \$327 million as at October 2009, exceeding its initial funding target of \$250 million. A guidance note on funding for transition has been provided to guide the resident coordinators and United Nations country teams on the use of the range of funding modalities.

49. Partnerships between the United Nations and other major multilateral actors in post-conflict settings are being strengthened. This includes the United Nations/World Bank Partnership Framework for Crisis and Post-Crisis Situations. The United Nations Development Group and the World Bank have collaborated in the design and use of joint tools, such as the post-conflict needs assessment, and have continuing dialogue on financing mechanisms, such as multi-donor trust funds, and the implementation of joint initiatives.

50. There is need for continuing efforts to support national ownership and capacity development in the transitional phase.

## **V. Improved functioning of the United Nations development system**

### **A. Coherence, effectiveness and relevance**

#### **Common country assessment and United Nations Development Assistance Framework**

51. The United Nations Development Assistance Framework, as the common coherent strategic framework for country cooperation, is continuously reviewed with a view to increased coherence, effectiveness and efficiency in country programming. The guidelines have been updated regularly to enhance newer generations of Frameworks. More effective prioritization has led to fewer priorities

and improved results orientation. Greater synergies have emerged, pointing to more concrete joint programming opportunities.

52. The latest United Nations Development Assistance Framework guidelines, issued in 2009, provide options for increased flexibility and simplified procedures to improve alignment with national processes. The new guidelines are expected to support greater operational coherence, clarify the division of labour among organizations and harmonize work programming, thereby reducing transaction costs for national partners.

53. More Development Assistance Frameworks are now better aligned with national development plans and/or poverty reduction strategies. With the flexibility in the time frame for Framework processes, Development Assistance Frameworks are also now more aligned with national planning and programming cycles.

54. Leadership by national Governments is exercised through such oversight structures as Development Assistance Framework steering committees or joint executive committees chaired by the Government. Such arrangements provide clearer accountability for results. United Nations Development Assistance Framework processes promote intersectoral and inter-ministerial coordination.

55. Experiences, lessons learned and good practices from the use of common budgetary frameworks have been translated into practical guidance for wider application across the countries. The use of common budgetary frameworks and pooled funding mechanisms at the country level are being implemented in an increasing number of countries. As reported by countries, they are strengthening Government leadership and ownership of Development Assistance Framework programming and give a better picture of overall funding support.

56. Overall, clear progress has been made in country ownership, alignment with national strategies and improved coordination. The United Nations development system, however, has yet to make a significant shift towards the use of national operational capacities and systems, including public financial management, procurement and monitoring and evaluation systems. The extent to which the United Nations system uses national expertise in operational activities for development has not been assessed.

57. There is a need to ensure that operational coherence is maintained throughout the implementation of the United Nations Development Assistance Framework, including through strengthening of joint monitoring and reviews.

#### **The resident coordinator system**

58. The implementation of the management and accountability system of the United Nations development and resident coordinator system, including the functional firewall for the resident coordinator system at the beginning of 2009, has further advanced the operationalization of the principles of collegiality, participation and accountability in the functioning of the resident coordinator system (see E/2010/53).

59. Increasing demands have, however, been placed on inter-agency coordination with the multiple crises, system-wide coherence processes and implementation of the management and accountability system, stretching coordination capacities.

60. United Nations organizations are developing different modalities for more effective participation in country-level programming and the resident coordinator system, including through further decentralization and delegation of authority to field representation and cooperation agreements with resident agencies.

61. Funding mechanisms such as the Millennium Development Goal Achievement Fund and country-level “One Funds” are enabling more non-resident and specialized agencies to increase their participation in United Nations Development Assistant Frameworks and joint programmes.

62. The capacities of some United Nations organizations to respond to emerging demand for their services, including those from increased joint programming opportunities, are limited; this may need to be reviewed with the respective governing bodies.

## **B. Regional dimensions**

63. CEB has reviewed synergies, complementarities and division of labour between the regional coordination mechanisms, convened by the regional commissions, and the regional United Nations Development Group teams. The regional teams and regional coordination mechanisms now consult on work planning and participate in each others’ meetings to ensure synergy.

64. The regional United Nations Development Group teams continue to support the resident coordinator system, with particular emphasis on the four core functions of the management and accountability system, namely, the provision of coherent technical support to resident coordinators and United Nations country teams, quality assurance of the United Nations Development Assistance Framework/United Nations programme, performance management of resident coordinators and United Nations country teams, troubleshooting and dispute resolution.

## **C. Transaction costs and efficiency**

65. The CEB Plan of Action for the Harmonization of Business Practices continues to guide collaborative efforts towards increased coherence in working modalities. The projects included in the Plan of Action have been reviewed in light of guidance by Member States, also taking into consideration financial constraints and work already undertaken. Significant progress has been achieved regarding the International Public Sector Accounting Standards, common treasury services, procurement and information and communications technology. As of February 2010, \$8.8 million had been received to implement the Plan of Action.

66. New guidance has been developed to harmonize business practices in a number of areas, including on common procurement at the country level and the establishment of multi-donor trust funds.

67. Differences in business models and governance structures of United Nations system organizations require that harmonization provide leeway to accommodate specific agency needs.

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

68. Capacity assessment of United Nations country teams can be undertaken as part of the United Nations Development Assistance Framework preparatory process. Capacity assessments conducted by United Nations country teams in a number of countries<sup>2</sup> indicate the need for greater capacities in technical and policy advisory support. Notwithstanding differences in country situations, this suggests a need to rebalance staff, which may be weighted towards programme management and administration. Specialized capacities for policy advice also need to be reinforced in regional mechanisms.

69. Capacity gaps in monitoring and evaluation to improve results-based reporting and assessment of progress in the area of Development Assistance Frameworks have also been noted.

70. Some of the regional United Nations Development Group teams have created inter-agency working groups to provide dedicated support to country teams in capacity development.

71. To strengthen the skills of United Nations country teams, the Development Operations Coordination Office and the United Nations Staff College have organized and supported a number of training initiatives, which had 2,412 participants in 2009. Strengthening of the resident coordinators and country teams is the top priority for the Staff College, with related courses accounting for over 90 per cent of its training events in 2009.

72. Obstacles to inter-agency mobility and the rapid redeployment of qualified national and international staff in crisis and post-crisis situations need to be further addressed. In July 2009, pursuant to General Assembly resolution 63/250, the Secretariat introduced a new set of staff contracts that would facilitate the integration of field staff into the overall recruitment system. The International Civil Service Commission is currently looking into the Secretary-General's proposals on the possible system-wide implementation of the single contract.

## **E. Evaluation**

73. The updated guidelines on the preparation of United Nations Development Assistance Frameworks and the standard operational format for reporting on results place stronger emphasis on monitoring and evaluation, including guidance on the conduct of end-of-cycle Framework evaluations. In 2009, 18 countries conducted evaluations, compared with 9 in 2008.

74. Some organizations have taken important steps to improve their evaluation functions. UNFPA approved its evaluation policy in June 2009, while the World Food Programme and the International Fund for Agricultural Development approved their new evaluation policies in 2008, reinforcing the role and independence of the evaluation offices. Between 2008 and 2009, both UNDP and UNIDO conducted

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<sup>2</sup> In 2009, capacity assessment was conducted in Albania, Botswana, Mozambique, Rwanda, the United Republic of Tanzania and Viet Nam. Other countries plan to conduct capacity assessments in forthcoming Development Assistance Framework exercises.

independent reviews of their evaluation functions. Evaluation products need to be more fully utilized by senior management and Governments.

75. At the system level, the United Nations Evaluation Group is currently looking into the roles of the Group and United Nations agencies in the development of national evaluation capacity. It is developing guidance and training notes in furtherance of its norms and standards.

76. The General Assembly, in its resolution 62/208, encouraged the Secretary-General to support “Delivering as One” pilot countries to evaluate and exchange their experiences and emphasized the need for an independent evaluation of lessons learned from such efforts. A second intergovernmental meeting on “Delivering as One” was held in Rwanda in October 2009. The meeting produced an agreed outcome statement reflecting key lessons from the programme pilot countries. Participants endorsed the key principles and approach to the country-led evaluations, which are ongoing in seven or eight programme countries. A third intergovernmental conference to share lessons from those country-led evaluations will be held in June 2010 in Viet Nam. Meanwhile, the Secretary-General presented to the General Assembly the proposed modality for the conduct of an independent evaluation on “Delivering as One” in response to General Assembly resolution 63/311 (see A/64/589).

## **F. Follow-up**

77. The General Assembly, in its resolution 62/208, reaffirmed that the governing bodies of the funds, programmes and specialized agencies should take appropriate action for the full implementation of the resolution. UNDP and UNFPA, through their strategic plans, are implementing provisions of the resolution, and that implementation is monitored through indicators in the management and development results frameworks. UNICEF has an action plan for the triennial comprehensive policy review, issued in January 2009, with clear targets and performance indicators. Reports submitted to the Council by those funds and programmes have been aligned and reflect key areas of the review. The Food and Agriculture Organization of the United Nations has been submitting regularly to its Governing Council an interim report on the triennial comprehensive policy review and maintains a monitoring matrix. The annual report of the UNIDO Director-General includes actions in response to the review.

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

78. The implementation of resolution 62/208 is presented in the form of a matrix annexed to the present 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.

## Progress in the implementation of resolution 62/208

<b>Focus area</b> <b>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</b>				
<i>Policy directions from resolutions 62/208 and 63/232</i>	<i>Actions</i>	<i>Targets/benchmarks/time frames</i>	<i>Performance indicators and planned results (March 2009-March 2010)</i>	<i>Progress</i>
<b>Direction I.1</b>  Paragraph 2 of resolution 62/208	<b>Action I.1</b>  The United Nations system and CEB <sup>a</sup> (HLCP, HLCM, undg) to accelerate implementation of the 2004 triennial comprehensive policy review within the 2008-2010 management process	<b>Target I.1</b>  Ongoing actions in line with resolution 59/250 are completed within 2008-2010 to achieve planned targets and benchmarks	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>Accomplishments under respective workplans of CEB pillars in line with TCPR resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of undg, HLCP and HLCM workplans ongoing, reflecting guidance from TCPR resolutions and updated based on further Economic and Social Council guidance on the TCPR and General Assembly decisions on system-wide coherence, among others</li> </ul>

*Abbreviations:* CCA, common country assessment; CEB, United Nations System Chief Executives Board for Coordination; DAC, Development Assistance Committee; DESA, Department of Economic and Social Affairs; DOCO, United Nations Development Operations Coordination Office; DPA, Department of Political Affairs; DPKO, Department of Peacekeeping Operations; ERP, enterprise resource planning; FAO, Food and Agriculture Organization of the United Nations; GNI, gross national income; HACT, harmonized approach to cash transfers to implementing partners; HLCM, High-level Committee on Management; HLCP, High-level Committee on Programmes; IADGs, internationally agreed development goals; IANWGE, Inter-Agency Network on Women and Gender Equality; ICT, information and communications technology; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IPSAS, International Public Sector Accounting Standards; ITU, International Telecommunication Union; LDCs, least developed countries; MDG, Millennium Development Goals; NGO, non-governmental organization; NRA, non-resident agency; OCHA, Office for the Coordination of Humanitarian Affairs; ODA, official development assistance; OECD, Organization for Economic Cooperation and Development; OHRLLS, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; PBSO, Peacebuilding Support Office; RC, resident coordinator; TCPR, triennial comprehensive policy review; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNCDF, United Nations Capital Development Fund; UNCT, United Nations country team; UNCTAD, United Nations Conference on Trade and Development; UNDAF, United Nations Development Assistance Framework; undg, United Nations Development Group; UNDP, United Nations Development Programme; UNEG, United Nations Evaluation Group; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNIFEM, United Nations Development Fund for Women; UNOPS, United Nations Office for Project Services; UNSSC, United Nations System Staff College; UNV, United Nations Volunteers; WFP, World Food Programme; WHO, World Health Organization.

<sup>a</sup> The response of CEB to the triennial comprehensive policy review will be organized through its subsidiary machinery.

			<b>Planned results</b> <ul style="list-style-type: none"> <li>• Workplans for 2008-2010 updated taking into account actual progress and new directions from General Assembly and Economic and Social Council to implement TCPR resolutions</li> </ul>	
<b>Direction I.2</b>  Paragraph 8 of resolution 62/208	<b>Action I.2</b>  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)	<b>Target I.2</b>  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	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Status of guidance, strategies and tools for civil society engagement at country level</li> <li>• Number of civil society advisory committees and civil society focal points established in programme countries</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• Support to recruitment of RC offices' civil society organization focal points (fourth quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• New UNDAF guidelines emphasize inclusive planning processes with key stakeholders, including civil society, employer-worker organizations and other partners</li> <li>• 13 national civil society advisory committees currently in place; external assessment undertaken by UNDP in 2009</li> <li>• 45 UNCTs designated civil society focal points</li> </ul>

			<ul style="list-style-type: none"> <li>• External evaluation of the national civil society advisory committees/ mechanisms working with UNCTs conducted (fourth quarter 2009)</li> <li>• Other initiatives: involvement of civil society in HLCP work on the Plan of Action for the Second United Nations Decade for the Eradication of Poverty (2008-2017); renewal of UNDP Civil Society Advisory Committee with 10 new additional members; and setting up of UNIDO communication platform for networking, information-sharing and engagement of civil society and the private sector in UNIDO activities</li> </ul>	
<b>Direction I.3</b>  Paragraph 12 of resolution 62/208	<b>Action I.3</b>  CEB and its mechanisms, especially UNDG, to keep country-level coherence, efficiency and effectiveness of development cooperation under continuous review	<b>Target I.3</b>  Streamlined division of labour among CEB coordination mechanisms, especially with regard to coherence in country-level processes	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Alignment and coordination of HLCP, HLCM and UNDG terms of reference, workplans and agendas</li> <li>• Institutionalization of cooperation among CEB pillars</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• Coordinated workplans and agendas of the three CEB pillars through regular meetings of the respective secretariats</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination and information-sharing strengthened through regular meetings of the secretariats, including on committees' work programmes</li> <li>• Chairs and Vice-Chairs of CEB pillars meet regularly on topics to be addressed by CEB</li> <li>• Joint HLCM/UNDG mission undertaken to several countries to identify bottlenecks in business practice harmonization and ensure coherent follow-up at Headquarters</li> </ul>



			<ul style="list-style-type: none"> <li>• Clear division of labour through joint sessions of HLCM-UNDG working groups on implementation of CEB Plan of Action for the Harmonization of Business Practices</li> </ul>	<ul style="list-style-type: none"> <li>• HLCM and UNDG agreed on division of work: HLCM to deal with issues of system-wide implications; UNDG to provide guidance and support to country-level applications</li> <li>• CEB endorsed HLCP nine joint crisis initiatives on coherent response to address the global financial and economic crisis, accelerate recovery and build a fair and inclusive system of globalization; initiatives being brought forward to the country level through UNDG</li> <li>• Climate change action framework developed by HLCP being operationalized with UNDG support</li> </ul>
<b>Direction I.4</b>  Paragraph 10 of resolution 62/208	<b>Action I.4</b>  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	<b>Target I.4</b>  All new UNDAFs aligned with national development plan, including poverty reduction strategy papers	<b>Performance indicators Planned results</b>  See direction IV.A-1	See direction IV.A-1

<p><b>Direction I.5</b></p> <p>Paragraph 13 of resolution 62/208</p>	<p><b>Action I.5</b></p> <p>(a) Ensure that UNDAF guidelines guarantee that UNDAF planning processes are inclusive and open to all United Nations entities</p> <p>(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)</p>	<p><b>Target I.5</b></p> <p>Increased utilization of resources and expertise of NRAs and specialized agencies in UNDAF and other programming processes</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Increased participation of NRAs in common country programming processes</li> <li>• Status of implementation of undg workplan on NRA (2009-2011)</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• CCA/UNDAF guidelines updated to ensure inclusive planning process accessible to all United Nations entities (first quarter 2009)</li> <li>• Enhanced dissemination of NRA information, guidance and resources (first through fourth quarters of 2009 and first quarter of 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• NRA workplan integrated into undg work streams</li> <li>• UNDP funding for 14 NRA analysts through 2010 continued; assessment to be conducted in 2010 with a view to mainstreaming the function in other RC offices</li> <li>• NRA database on the undg website initiated to enhance dissemination of information</li> <li>• Orientation on NRA issues institutionalized through RC induction programme and other training</li> <li>• Reporting on NRA engagement is one of the 5 key result areas in RC performance appraisals</li> <li>• Some agencies, such as UNIDO and UNESCO, work with national experts in Government to support engagement in CCA/UNDAF process where they are non-resident</li> </ul>
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<p><b>Direction I.6</b></p> <p>Paragraph 14 of resolution 62/208</p>	<p><b>Action I.6</b></p> <p>(a) UNDG to provide operational support to UNCTs in accelerating progress towards the IADGs/MDGs, including through the MDG Policy Advisory Network</p> <p>(b) HLCP to continue efforts to achieve system-wide coherence in meeting IADGs</p>	<p><b>Target I.6</b></p> <p>(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</p> <p>(b) System-wide approaches and recommendations developed for enhanced coherence in specific programme areas</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Access to pool of in-house policy and technical advisers of United Nations agencies and good practices on MDGs</li> <li>• Progress on system-wide approaches to support achievement of IADGs, and implementation of UNDG action plan on the Millennium Declaration/ MDGs 2006-2008</li> <li>• Number of UNDAFs aligned with national priorities and MDGs</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• UNDG guidance note on country reporting on the MDGs updated; UNCT support to national MDG reports in some 40 countries (third quarter 2009)</li> <li>• UNDG policy network for MDGs providing high-quality and timely United Nations joint technical support to UNCTs (fourth quarter 2009)</li> <li>• MDG good practices book produced (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• In 2009, 115 UNCTs reported UNDAF support to achieving the MDGs</li> <li>• Additional guidance on country reporting on the MDGs completed</li> <li>• As at December 2009, 235 MDG reports had been published in 129 countries</li> <li>• UNDG policy network for MDGs endorsed a business plan, envisaging 150 advisers ready by end-2010; the network still has limited outreach</li> <li>• UNDG task force for the MDGs completed thematic papers on the MDGs as input to the 2010 MDG summit; papers identify what has and has not worked in achieving the MDGs; supersedes the postponed assessment of progress in the implementation of the UNDG action plan on the MDGs</li> </ul>
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			<ul style="list-style-type: none"> <li>• Thematic papers on the MDGs identify strategies and measures for accelerated progress (first quarter 2010)</li> <li>• Assessment of progress in implementation of UNDG action plan on Millennium Declaration/ MDGs 2006-2008 conducted (fourth quarter 2009)</li> <li>• Coordinated inter-agency input through CEB to the Secretary-General's report on the scope of the summit and support to summit preparations</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP-proposed MDG acceleration framework aims to support cross-practice collaboration on the MDGs and help roll out strategic country-level interventions to facilitate progress in the MDGs</li> <li>• HLCP is collaborating with the Secretary-General's Policy Committee to identify areas requiring policy coherence in further achievement of the MDGs; HLCP continuously addresses coherence in a range of issues related to the IADGs/MDGs</li> </ul>
<b>Focus area</b> <b>Section II: funding for operational activities of the United Nations development system</b>				
<b>Key result area</b> <b>Section II: funding for operational activities of the United Nations development system</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction II.0</b>  Paragraphs 17 and 31 of resolution 62/208	<b>Action II.0</b>  Increase ODA	<b>Target II.0</b>  ODA commitments are met	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Volume of ODA</li> <li>• ODA as a percentage of GNI</li> <li>• Volume of ODA to LDCs and as a percentage of GNI</li> </ul>	<ul style="list-style-type: none"> <li>• Total net ODA of DAC Governments rose 0.7 per cent in real terms and 6.8 per cent excluding debt relief in 2009</li> </ul>

			<b>Planned results</b> <ul style="list-style-type: none"> <li>• Developed countries reaching ODA targets of 0.70 per cent of GNI, with .015 to 0.20 per cent of GNI to least developed countries</li> </ul>	<ul style="list-style-type: none"> <li>• ODA as a percentage of GNI among DAC Governments increased from 0.30 per cent in 2008 to 0.31 in 2009<sup>b</sup></li> <li>• In 2009, net bilateral ODA to Africa<sup>c</sup> reached \$27 billion, representing an increase of 3 per cent in real terms over 2008; \$24 billion of this aid went to sub-Saharan Africa, an increase of 5.1 per cent over 2008.</li> <li>• ODA to Africa as a percentage of GNI among DAC Governments increased from 0.057 per cent in 2008<sup>d</sup> to 0.07 per cent in 2009<sup>e</sup></li> </ul>
<b>Direction II.1</b>  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	<b>Action II.1</b>  (a) Strengthen efforts to raise core resources  (b) Further analysis on current financial situation and perspectives on core and non-core funding by the Secretariat	<b>Target II.1</b>  (a) Improved quantity and quality of resources for the operational activities of the United Nations system	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Fulfilment of resource mobilization target of medium-term strategic plans of agencies</li> <li>• Improvement in proportion of core funding in overall funding</li> </ul>	<ul style="list-style-type: none"> <li>• See Secretary-General's report on comprehensive statistical analysis of the financing of operational activities for development for 2008</li> </ul>

<sup>b</sup> 2008 DAC data reported in the 2009 press release different from data in online database. For example, ODA as a percentage of GNI was reported to be 0.3 per cent in the press release, but 0.34 per cent in online database; here press release data are used.

<sup>c</sup> Amount of ODA to LDCs in 2009 not available; ODA to Africa used as a proxy.

<sup>d</sup> Based on OECD/DAC development assistance statistics online.

<sup>e</sup> Based on OECD/DAC press release dated 14/4/2010.

		<p>(b) Trends in core/regular and non-core resources are included for information in the annual meetings of governing bodies of United Nations development agencies</p> <p>(c) Secretary-General's report on financing of operational activities includes current financial situation and perspectives on core/non-core funding</p>	<ul style="list-style-type: none"> <li>• Adoption of resource mobilization strategies to raise core resources</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Secretary-General's report on financing of operational activities, including current financial situation and analysis of core/non-core funding by April 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Report will contain enhanced analysis of core/non-core resources, including long-term trend with breakdown by sources and type of activity; actionable proposals; and perspectives on core/non-core funding</li> <li>• A preliminary review has been conducted on the issue of cost recovery, including measurement of the extent to which core resources cover a share of United Nations institutional costs compared to non-core resources</li> <li>• Some agencies report on monitoring of trend on core/non-core funding ratio</li> </ul>
<p><b>Direction II.2</b></p> <p>Paragraph 23 of resolution 62/208</p>	<p><b>Action II.2</b></p> <p>Develop proposal on harmonized cost-recovery approaches for approval by relevant United Nations governing bodies</p>	<p><b>Target II.2</b></p> <p>Finalize inter-agency agreement on definitions, approaches and levels of cost-recovery</p>	<p><b>Performance indicators</b></p> <p>See direction IV.C-6</p>	<p>See direction IV.C-6</p>

<p><b>Direction II.3</b></p> <p>Paragraphs 26 and 27 of resolution 62/208 and paragraph 39 of Economic and Social Council resolution 2009/1</p>	<p><b>Action II.3</b></p> <p>(a) United Nations system to implement the action plan for the implementation of the Brussels Programme of Action during the remainder of the decade</p> <p>(b) UNDG to review the role of the United Nations development system in middle-income countries</p> <p>(c) HLCP and UNDG to strengthen the United Nations development system's response to help national efforts to mitigate impact of the financial crisis</p>	<p><b>Target II.3</b></p> <ul style="list-style-type: none"> <li>• Progress made in key actions in the Plan</li> <li>• Review on middle-income countries completed by UNDG by end 2009</li> </ul>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of UNCT support to country implementation of the Brussels Programme of Action</li> <li>• Expenditure of United Nations system on operational activities in LDCs</li> <li>• Adoption by United Nations agencies of strategic planning frameworks/policies that focus on least developed countries</li> <li>• Status of review of role of United Nations development system in middle-income countries</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• United Nations action plan for the implementation of the Brussels Programme of Action (2007-2010) monitored (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Two inter-agency consultative group meetings organized by OHRLLS in 2009, endorsed the concept note for the preparatory process towards Fourth United Nations Conference on the Least Developed Countries</li> <li>• National LDC focal points attended capacity-building workshops and were supported in preparing national reports on the implementation of the Brussels Programme of Action for the Conference in close collaboration with UNDP and the regional commissions</li> <li>• A joint UNIDO/OHRLLS meeting on the impact of the global economic crisis on the productive capacities of LDCs and trade prospects, held in Vienna (3-4 December 2009) adopted a plan of action</li> </ul>
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			<ul style="list-style-type: none"> <li>• Africa regional review meeting on the implementation of the Brussels Programme of Action for the decade 2001-2010 organized (first quarter 2010)</li> <li>• UNDG position paper on the role of the United Nations system on middle-income countries developed (fourth quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Elaboration by UNDG of a position paper on middle-income countries will be completed in 2010; UNDG contributed to the preparation of the Secretary-General's report to the General Assembly on middle-income countries (A/64/253)</li> <li>• UNFPA has developed guidance for its engagement with middle-income countries; IFAD will prepare a strategy on middle-income countries for its eighth replenishment period (2010-2012)</li> </ul>
<b>Direction II.4</b>  Paragraph 28 of resolution 62/208 and paragraphs 3, 4 and 13 of resolution 63/232	<b>Action II.4</b>  The Department of Economic and Social Affairs will: <ul style="list-style-type: none"> <li>(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</li> </ul>	<b>Target II.4</b>  (a) By the next comprehensive policy review, the Department of Economic and Social Affairs will have developed workplans with an increasing number of entities of the United Nations system towards improving the collection and presentation of their financial data	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Agreements with United Nations agencies regarding harmonization of data</li> </ul>	<ul style="list-style-type: none"> <li>• The CEB secretariat is developing a central data repository as part of a system-wide financial statistics database and reporting system, building on the current biennial report of the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system</li> </ul>



	<ul style="list-style-type: none"> <li>(b) Initiate work to improve definitions and classifications of system-wide financial data</li> <li>(c) Coordinate with the work of HLCM on harmonization of data warehouses (see action IV.C-6 (b))</li> </ul>	<ul style="list-style-type: none"> <li>(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</li> <li>(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</li> <li>(d) Measurement of thematic trust funds, multi-donor trust funds and other voluntary funding mechanisms included in the report of the Secretary-General</li> </ul>	<p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Report to the Economic and Social Council on the progress made on improvement in coverage and quality of financial statistics and merging of UNDP technical cooperation into DESA's statistical analysis, and measurement of trust fund and voluntary funding mechanisms</li> <li>• Data on trust funds and other voluntary funding mechanisms generated and included in the Secretary-General's report</li> </ul>	<ul style="list-style-type: none"> <li>• The CEB secretariat and DESA initiated consultations in early 2010 to coordinate efforts on the improvement of the annual comprehensive statistical analysis of the financing of operational activities for development and the establishment of full reporting requirements and analysis of data collection procedures; they will gradually work towards a common data collection exercise covering all reporting requirements</li> <li>• Secretary-General's statistical analysis of the United Nations system's financing incorporates UNDP technical cooperation analysis; report provided new information on trust funds and voluntary funding mechanisms</li> </ul>
<p><b>Direction II.5</b></p> <p>Paragraph 29 of resolution 62/208 and paragraph 16 of resolution 63/232</p>	<p><b>Action II.5</b></p> <p>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)</p>	<p><b>Target II.5</b></p> <p>The Secretary-General's initiative launched</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Report of the Secretary-General on initiatives proposed or launched</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Papers produced on the issue of funding in the context of system-wide coherence</li> </ul>	<ul style="list-style-type: none"> <li>• The Secretariat prepared two notes for the General Assembly's discussion on system-wide coherence, one on the funding of operational activities of the United Nations system and the other containing proposals to strengthen the system-wide funding architecture</li> </ul>

<p><b>Direction II.6</b></p> <p>Paragraph 33 of resolution 62/208</p>	<p><b>Action II.6</b></p> <p>Introduce common system for UNCTs, for planning, monitoring and reporting results with due regard for national systems</p>	<p><b>Target II.6</b></p> <p>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 implementation will be developed</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress on development of UNDAF results-based monitoring and reporting tool for RCs/UNCTs</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Results-based management situation analysis conducted, resulting in results-based management action plan (second through fourth quarters 2009)</li> <li>• Good practices identified in UNDAF annual review reports (second quarter 2009)</li> <li>• Results-based management handbook for use by UNCTs when developing UNDAFs developed (first quarter 2010)</li> <li>• Improved resident coordinator annual report (fourth quarter 2009)</li> <li>• Standard operational format for United Nations progress reporting developed along with guidelines on conducting annual reviews (fourth quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• A results-based management action plan is being implemented to harmonize results-based reporting and strengthen UNCT capacities for results-based management</li> <li>• UNDAF monitoring and evaluation section updated in the new UNDAF guidelines to strengthen monitoring, annual review and progress reporting</li> <li>• A results-based management handbook is under development to ensure a common approach by UNCTs to results-based management in UNDAF</li> <li>• Revision of resident coordinator annual report guidelines postponed to fourth quarter of 2010</li> <li>• Standard operational format and guidance for progress reporting for UNDAFs developed and disseminated to UNCTs</li> <li>• Good practices in UNDAF annual review reports were collected and incorporated into the guidance for UNDAF progress reporting</li> </ul>
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<p><b>Direction II.7</b></p> <p>Paragraph 14 of resolution 63/232</p>	<p><b>Action II.7</b></p> <p>Recognizing the complexity of the international aid architecture, explore ways to engage with other development partners in order to strengthen their complementarity and the implementation of their mandates</p>	<p><b>Target II.7</b></p> <p>United Nations development organizations develop strategies to engage with other development partners</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Number of partnership strategies and operational partnerships developed</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Further development of strategies for partnership engagement</li> </ul>	<ul style="list-style-type: none"> <li>• The United Nations development system, including the World Bank, works with other development partners around the 9 focus areas of the joint crisis initiative to strengthen collaborative responses</li> <li>• United Nations organizations collaborate with international financial institutions in support of the MDGs through partnership mechanisms, e.g., the High-level Task Force on the Global Food Security Crisis, the MDG Africa Initiative, the Global Migration Group and others</li> <li>• The United Nations system engages in donors' and partners' forums, such as the G-20, the International Business Council of the World Economic Forum, the International Labour Conference, European Union committees and civil society networks</li> </ul>
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- Engagement in multi-donor trust funds, and other global pooled funding mechanisms (e.g., the European Union Food Facility, Global Fund to Fight AIDS, Tuberculosis and Malaria) serve as platforms for coherence, synergies and transparency of initiatives/activities by different United Nations organizations and partners
- In post-crisis situations, there has been an increase in the number of cooperating agencies signing on to the UNDG-World Bank fiduciary accord
- Agency initiatives: IFAD has partnered with Agence Française de Développement, the African Development Bank and Alliance for a Green Revolution in Africa to establish the African Agriculture Fund to support the private sector to increase and diversify African agricultural production. It will prepare a partnership strategy for its eighth replenishment period; ILO has adopted a public-private partnership strategy in 2009, which is already yielding new partnerships with non-traditional development partners

<p><b>Direction II.8</b></p> <p>Paragraph 15 of resolution 63/232</p>	<p><b>Action II.8</b></p> <p>Mobilize and allocate resources on the basis of a strategic plan, including a multi-year resource programming framework</p>	<p><b>Target II.8</b></p> <p>The link between funding and results strengthened in strategic planning frameworks</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Resource mobilization and allocation aligned with multi-year results and resource frameworks</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Improvement in United Nations agencies' multi-year resource programming linked to strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>• More organizations have developed multi-year plans and results frameworks, but not all have a resource programming framework; implementing a multi-year resource programme is difficult for some agencies with limited core budgets approved on a biennial basis and where budgetary decision-making is separate from strategic programme decision-making (e.g., organizations whose budgets are under Fifth Committee oversight)</li> <li>• Some agencies are developing more comprehensive long-term approach to resource mobilization in support of their strategic plans; for example, ILO's strategic policy framework for 2010 calls for expanded contributions to the regular budget supplementary account, a shift towards unearmarked multi-annual partnership agreements with donors and allocation of extrabudgetary technical cooperation resources to a smaller number of larger strategic programmes</li> </ul>
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<b>Direction II.9</b>	<b>Action II.9</b>	<b>Target II.9</b>	<b>Performance indicators</b>	
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	<ul style="list-style-type: none"> <li>• Number of donors</li> <li>• Percentage of resources received from top 10 donors</li> </ul>	<ul style="list-style-type: none"> <li>• A number of agencies have expanded their donor base, such as: UNIDO, with an increase in donors with contributions greater than \$1 million increased from 8 to 17; ILO, with an increase in donor partners from 53 in 2006 to 61, and also an increase in multi-annual partnerships to 13; IFAD, with top 10 non-OECD donors increasing their pledges by more than 90 per cent during its eighth replenishment; in 2009, UNFPA received contributions from 161 Governments, but continued to receive 88 per cent of its core contributions from 10 top donors</li> </ul>

<b>Focus area</b> <b>Section III: contribution of the United Nations operational activities to national capacity development and development effectiveness</b>				
<b>Key result area</b> <b>Section III.A: capacity-building and development</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction III.A-1</b>  Paragraphs 35 and 36 of resolution 62/208	<b>Action III.A-1</b>  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	<b>Target III.A-1</b>  (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	<b>Performance indicators</b>  • Utilization by UNCTs of UNDG capacity assessment methodology  <b>Planned results</b>  • Capacity assessment methodology rolled out (first quarter of 2009-first quarter 2010)	• UNDG capacity development methodology, including capacity assessment, and supporting tool already rolled out to UNCTs
<b>Direction III.A-2</b>  Paragraphs 37, 38 and 42 of resolution 62/208	<b>Action III.A-2</b>  (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>Target III.A-2</b>  (a) Programme countries assisted with improvements in their development planning, programming, monitoring and evaluation during 2008-2010	<b>Performance indicators</b>  • UNDAFs reflect capacity development results in planning, programming, monitoring and evaluation  • UNCTs receiving support package on capacity development	• Revised UNDAF guidelines stress centrality of capacity development as core programming principle

	<p>(b) Efforts enhanced to effectively mainstream capacity development principles in UNDAF</p> <p>See action IV.E-2 (b) regarding evaluation framework and approaches</p>	<p>(b) UNCTs are supported in enhancing their support to national capacity development</p> <p>See target IV.E-2</p>	<p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Revised UNDAF guidelines to stress capacity development in programming (fourth quarter 2009)</li> <li>• Capacity development support package developed to assist UNCTs in applying UNDG capacity assessment methodology (second quarter 2009)</li> <li>• Training module on UNDG approach to supporting capacity development produced (fourth quarter 2009)</li> <li>• UNCTs supported in national capacity development work (first quarter 2009 onward)</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance on application of core programming principles developed for UNCTs' use in formulating the new UNDAFs</li> <li>• Capacity development support package applying UNDG capacity assessment methodology finalized and posted on UNDG website</li> <li>• A new e-learning module on capacity development developed</li> <li>• Regionally based capacity development experts trained as resource persons for UNDAF roll-out countries in 2010</li> <li>• More than two dozen UNCTs received ongoing support for integrating capacity development into UNDAF</li> <li>• Agency initiatives: UNFPA developed a comprehensive multi-year capacity development plan to increase staff and national counterparts capacities to integrate sexual and reproductive health in national development planning; UNIDO developed an evaluation manual for evaluation capacity-building for staff of counterpart ministries starting in 2010</li> </ul>
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<p><b>Direction III.A-3</b></p> <p>Paragraphs 39 and 41 of resolution 62/208 and paragraph 13 of Economic and Social Council resolution 2009/1</p>	<p><b>Action III.A-3</b></p> <p>(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</p> <p>(b) UNCTs build up rosters of national experts and network of national expertise for engagement in United Nations-assisted capacity-building activities</p> <p>(c) UNCTs to work with national Governments to improve capacity of their procurement systems so the United Nations can use them</p> <p>(d) Indicators to assess sustainability of capacity-building activities of the United Nations development system developed by UNDG</p> <p>See action IV.C-2</p>	<p><b>Target III.A-3</b></p> <p>(a) UNCTs have a better understanding of the link between HACT and national capacity-building and increase the use of HACT</p> <p>(b) UNCTs to have made clear progress on these actions by the next comprehensive policy review</p>	<p><b>Performance indicators</b></p> <p>See direction IV.C-2</p> <ul style="list-style-type: none"> <li>• UNDAF assessments/ evaluations include sustainability of capacity-development results, using clear indicators</li> </ul> <p><b>Planned results</b></p> <p>See direction IV.C-2</p>	<p>See direction IV.C-2 on HACT</p> <ul style="list-style-type: none"> <li>• Use of national expertise by the United Nations development system in operational activities is not systematically tracked and reported on a system-wide basis</li> <li>• Since mid-2008 national consultants have been funded to support the contribution to country-level CCA/UNDAF processes; an electronic portal has been developed on supply capacities in programme countries, and field offices have been advised to build up rosters of national experts and networks of national expertise</li> </ul>
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<p><b>Direction III.A-4</b></p> <p>Paragraph 43</p>	<p><b>Action III.A-4</b></p> <p>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)</p>	<p><b>Target III.A-4</b></p> <p>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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• CCAs contain capacity assessments</li> <li>• Use of joint programmes for coherent implementation of capacity development under UNDAF</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• System-wide frameworks/ tools on capacity development accessible to UNCTs through the CCA/UNDAF guidelines and/or toolkit (first quarter 2009)</li> <li>• CEB toolkit on employment and decent work and other normative tools integrated into CCA/UNDAF guidelines (first quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• National capacity assessment is mandatory in CCAs and other analytical work; CCAs include macro-reviews of national capacity for financial management (HACT macro-assessments) so that necessary capacity development is considered in UNDAFs</li> <li>• CEB toolkit on decent work integrated into updated CCA/UNDAF guidelines</li> </ul>
<p><b>Direction III.A-5</b></p> <p>Paragraph 44 of resolution 62/208</p>	<p><b>Action III.A-5</b></p> <p>(a) UNDG to review how the United Nations system can better support implementation of measures to improve aid effectiveness</p>	<p><b>Target III.A-5</b></p> <ul style="list-style-type: none"> <li>• UNDG-HLCM to provide specific targets on (a) for 2008-2010</li> <li>• By 2009 UNDAFs will include indicators on implementation of aid effectiveness commitments of the United Nations system</li> </ul>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress on targets in UNDG Action Plan on Aid Effectiveness</li> <li>• Progress in development of UNDG guidance note on UNCT engagement in changing aid environment</li> </ul>	<ul style="list-style-type: none"> <li>• Progress on targets in UNDG Action Plan on Aid Effectiveness was reviewed</li> </ul>

	<p>(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</p> <p>(c) Implementation of HLCM plan for the harmonization of business practices</p>	<ul style="list-style-type: none"> <li>• Clear progress made in the implementation of harmonization measures as per the plan</li> </ul>	<ul style="list-style-type: none"> <li>• Progress in development of guidance on reflecting aid effectiveness commitments in UNDAF indicators</li> <li>• Progress on CEB Plan of Action for the Harmonization of Business Practices</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• UNDG Action Plan on Aid Effectiveness comprehensively revised (second quarter 2010)</li> <li>• Guidance note on UNCT engagement in changing aid environment and good performance indicators developed (second quarter 2010)</li> <li>• See direction IV.C-3 on CEB Plan of Action</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG action plan comprehensively revised to reflect TCPR commitments and experiences with changing aid environment; draft guidance including indicators for good performance developed and tested</li> <li>• UNDG conducted a review of monitoring mechanisms currently used by UNCTs to measure progress on aid effectiveness commitments; UNFPA developed a multi-year action plan aligned with UNDG Action Plan to implement internal guidance on aid effectiveness</li> <li>• UNDG is participating in OECD DAC International Network on Conflict and Fragility to enhance aid effectiveness in post-crisis contexts</li> </ul> <p>See progress report on direction IV.C-3</p>
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<p><b>Direction III.A-6</b></p> <p>Paragraphs 45 and 46 of resolution 62/208</p>	<p><b>Action III.A-6</b></p> <p>(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</p> <p>(b) UNDG will encourage UNCTs to include technological capacity development in their work on capacity development, with the agreement of national partners</p>	<p><b>Target III.A-6</b></p> <p>(a) HLCP review undertaken in 2009</p> <p>(b) UNDG to develop guidance to UNCTs on technology capacity assessment by mid-2010</p> <p>(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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress in HLCP review</li> <li>• UNCTs have guidance in responding to country demand for technological capacity development</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• HLCP review undertaken in 2010</li> <li>• Draft guidance to UNCTs on technological capacity development will be developed based on HLCP review</li> </ul>	<ul style="list-style-type: none"> <li>• HLCP endorsed the expansion of the terms of reference of the United Nations Group on the Information Society to include science and technology under the joint leadership of ITU, UNCTAD and UNESCO; a joint DESA-Group on the Information Society initiative under HLCP on stocktaking of selected United Nations agencies' work on technology capacity development (to be completed April 2010) is under way; target delayed</li> <li>• Agency initiatives: ongoing internal review of UNIDO technology centres that provide technological capacity-building and access to new technologies to client countries; UNIDO/UNEP partnership on a joint programme on resource efficiency and cleaner production to facilitate knowledge exchange and transfer of technologies; survey led by UNIDO and DESA, under HLCP climate change initiative; United Nations system work on climate change-related technology transfer (by first quarter 2010)</li> </ul>
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<p><b>Direction III.A-7</b></p> <p>Paragraph 47 of resolution 62/208</p>	<p><b>Action III.A-7</b></p> <p>(a) UNDG to establish a capacity development network to share system-wide information on capacity development activities</p> <p>(b) Dissemination of UNEG evaluation findings on capacity development</p>	<p><b>Target III.A-7</b></p> <p>(a) UNDG capacity development network functional by 2009</p> <p>(b) Lessons learned on capacity development from evaluations done by United Nations agencies made available and shared with UNCTs</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of UNDG capacity development network</li> <li>• Access by UNCTs to United Nations agencies' evaluation findings on capacity development</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• UNDG capacity development network functional (second to third quarter 2009); launch of UNDG-hosted knowledge platform pooling together inter-agency peer-to-peer networks (capacity-net, MDGNet, HURITALK, UNDG Policy Network for the Millennium Declaration and the MDGs) facilitating exchanges on knowledge resources for staff and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG Capacity Development Network fully functional; UNDP currently hosting facilitation and management of community of practice discussions</li> <li>• UNDG discussion archives regularly updated to collect United Nations knowledge and make it available to countries</li> <li>• In October 2009, UNDP hosted an inter-agency learning consultation on capacity development perspectives and organizational strategies and approaches</li> <li>• Completion of the technical implementation of the e-platform on the UNDG website is expected in early 2010; continuation of hosting arrangements to be determined</li> <li>• UNEG is reviewing its country-level evaluation database</li> </ul>
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<b>Key result area</b> <b>Section III.B: South-South cooperation and development of national capacities</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction III.B-1</b>  Paragraph 48 of resolution 62/208	<b>Action III.B-1</b>  UNDAF guidelines to encourage UNCTs to promote South-South and triangular cooperation; results to be included in United Nations organizations' reporting	<b>Target III.B-1</b>  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	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Availability of guidance for UNCTs to promote South-South and triangular cooperation in UNDAF</li> <li>• Increase in use of South-South and triangular cooperation in capacity development by the United Nations development system</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• UNDAF guidelines to promote South-South and triangular cooperation (fourth quarter 2010); guidance to UNCTs (second quarter 2009)</li> <li>• Strengthened UNDG guidance on South-South and triangular cooperation in the context of aid effectiveness (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Simplified UNDAF guidance encourages promotion of South-South cooperation and provides advice on entry points</li> <li>• Guidance on South-South and triangular cooperation postponed until fourth quarter of 2010</li> <li>• UNCTAD, UNIDO and FAO established new units for South-South cooperation</li> <li>• UNIDO established two South-South Centres for Industrial Cooperation in India (2007) and China (2008) with plans for similar centres in Morocco and the Islamic Republic of Iran to facilitate transfer of knowledge, experiences and technology with LDCs</li> <li>• UNFPA is undertaking an evaluation and inventory of its South-South cooperation initiatives</li> </ul>

				<ul style="list-style-type: none"> <li>The Special Unit for South-South Cooperation with the High-level Task Force on the Global Food Security Crisis, the High-level Task Force on Climate Change, CEB, and UNAIDS and WHO are developing inter-agency frameworks for South-South cooperation to address food security, climate change and HIV/AIDS</li> </ul>
<p><b>Direction III.B-2</b></p> <p>Paragraphs 51, 52, 53 and 54 of resolution 62/208</p>	<p><b>Action III.B-2</b></p> <p>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</p>	<p><b>Target III.B-2</b></p> <p>WIDE has broader system-wide coverage with United Nations organizations' contributions to South-South and triangular cooperation activities</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>System-wide implementation reported in WIDE</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>Expansion of coverage of WIDE and other exchange mechanisms to more countries, agencies and sectors</li> </ul>	<ul style="list-style-type: none"> <li>Inter-agency meeting on South-South cooperation (5 February 2010) agreed on the need to have an inter-agency website to facilitate sharing of knowledge and experience, and tools/instruments, on South-South cooperation</li> <li>Transforming WIDE into a virtual global South-South development academy enabled more partners to produce, exchange and disseminate solutions and expertise; more than 100 scalable solutions produced as of mid-2009</li> </ul>

				<ul style="list-style-type: none"> <li>• Establishment of the South-South Global Asset and Technology Exchange and the South-South Development Expo facilitated South-South exchange and technology transfer</li> <li>• UNAIDS established technical support facilities in 90 countries, providing databases of local and regional experts and consultants and offering technical support and capacity development activities</li> </ul>
<b>Direction III.B-3</b>  Paragraphs 49 and 53 of resolution 62/208	<b>Action III.B-3</b>  Strengthen UNDP Special Unit for South-South Cooperation	<b>Target III.B-3</b>  Strengthened support provided to the Special Unit	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Additional capacities in the Special Unit</li> <li>• Special Unit cooperation with other United Nations agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Two additional posts to be assigned to the Special Unit's work at the regional level</li> </ul>
<b>Direction III.B-4</b>  Paragraph 52 of resolution 62/208	<b>Action III.B-4</b>  Conduct studies on approaches and potential of South-South cooperation to enhance development effectiveness	<b>Target III.B-4</b>  Studies highlight potential of South-South cooperation	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Studies conducted by 2008 and 2010 in context of the Development Cooperation Forum and by 2012 in context of the quadrennial comprehensive policy review</li> </ul>	<ul style="list-style-type: none"> <li>• Study on improving information on South-South cooperation and triangular cooperation conducted in preparation for the 2010 Development Cooperation Forum</li> <li>• Studies on South-South cooperation under way, with focus on specific sectors</li> </ul>



<b>Key result area</b> <b>Section III.C: gender equality and women's empowerment</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction III.C-1</b>  Paragraphs 56 and 57 of resolution 62/208	<b>Action III.C-1</b>  (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	<b>Target III.C-1</b>  (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) IANWGE proposals on a system-wide gender mainstreaming monitoring and evaluation system to be submitted to CEB in 2009	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>• Status of guidelines and related support on gender mainstreaming in country programmes</li> <li>• Status of CEB action plan</li> <li>• IANWGE decisions on promoting gender mainstreaming monitoring</li> </ul> <b>Planned results</b>  <ul style="list-style-type: none"> <li>• Guidelines on gender mainstreaming in country programmes and related support from Headquarters reviewed (second quarter 2009)</li> <li>• System-wide online gender awareness course material developed by IANGWE (2010)</li> <li>• Guidance note on programming principles, including gender equality completed (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Simplified UNDAF guidance package include strengthened guidance on gender equality</li> <li>• Guidance on application of core programming principles, including gender equality/ women's empowerment, approved by undg and disseminated to UNCTs</li> <li>• Some agencies are assessing their work, e.g., UNFPA gender capacity assessment report, which analysed its capacity to implement the strategic framework on gender equality and women's empowerment at all levels</li> </ul>

<p><b>Direction III.C-2</b></p> <p>Paragraph 60 of resolution 62/208</p>	<p><b>Action III.C-2</b></p> <p>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</p>	<p><b>Target III.C-2</b></p> <p>(a) Resources and tools updated and disseminated system-wide by end of 2009</p> <p>(b) Feasibility study on the development of system-wide training modules and courses for gender experts and gender focal points by 2010</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of update of resources and tools</li> <li>• Status of feasibility study</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Resource guide for gender theme groups updated (first quarter 2010)</li> <li>• Feasibility study on system-wide training conducted (UNDG/ DOCO and UNSSC) (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Updating of UNDG resource guide for UNCT gender theme groups in progress</li> <li>• UNDG study on the quality of UNDAFs in addressing gender equality to be undertaken</li> <li>• IFAD, FAO and World Bank are developing an action plan to implement the jointly prepared gender in agriculture sourcebook</li> <li>• Feasibility study with UNSSC is in progress</li> </ul> <p>See II.C-1</p>
<p><b>Direction III.C-3</b></p> <p>Paragraph 61 of resolution 62/208 and paragraph 16 of Economic and Social Council resolution 2009/1</p>	<p><b>Action III.C-3</b></p> <p>See action III.C-1</p> <p>Improve accountability by operationalizing UNCT Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment and UNDG Users' Guide/ self-assessment tool for UNCTs</p>	<p><b>Target III.C-3</b></p> <p>See III.C-1</p> <p>(a) UNDAFs have gender and related indicators at outcome level</p> <p>(b) Finalization of the Scorecard by mid-2008 by UNDG and initiation of roll-out in countries developing their UNDAFs from 2008 onwards</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Approval of UNCT performance indicators/scorecard</li> <li>• Number of countries using performance indicators/scorecard</li> <li>• Number of UNCTs reporting in RC annual reports on gender equality and women's empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• The UNDG approved gender performance indicators scorecard were rolled out to UNCTs in 2008; 9 UNCTs completed implementation of the performance indicators; 3 are in progress and 16 others are planned for implementation in 2010; in other countries, the performance indicators are being used innovatively to assess the quality of country programming from the gender perspective</li> </ul>

	UNIFEM to provide technical expertise on gender equality and women's empowerment, when requested by the United Nations development system, including UNCTs	(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	<b>Planned results</b> <ul style="list-style-type: none"> <li>• Performance indicators scorecard for gender equality and women's empowerment rolled out in countries developing new UNDAFs (second quarter 2009 to first quarter 2010)</li> <li>• Resident coordinators' annual reports analysed to identify trends in reporting on gender equality and women's empowerment (2008 to second quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• UNIDO is reviewing its programme/projects in selected countries to assess gender mainstreaming; some field offices are beginning to report to UNCTs on gender mainstreaming commitments, e.g., in Viet Nam</li> <li>• 94 UNCTs have highlighted joint initiatives in gender in their 2009 RC annual reports; gender theme groups increased to 99 in 2009, compared to 89 in 2007</li> <li>• More UNCTs are drawing on UNIFEM expertise in gender audits (7 in 2009); UNIFEM participated in 69 gender theme groups</li> </ul>
<b>Direction III.C-4</b>  Paragraph 65 of resolution 62/280	<b>Action III.C-4</b> <ul style="list-style-type: none"> <li>(a) IANWGE and UNDG to facilitate system-wide sharing of information on good practices, tools and methodologies on gender</li> <li>(b) Ensure close links between the work of CEB, IANWGE and UNDG (within the CEB framework) on gender equality</li> <li>(c) Implementation of UNDG action learning pilot project to support UNCTs in coordinated and holistic programming for gender equality</li> </ul>	<b>Target III.C-4</b> <ul style="list-style-type: none"> <li>(a) Strengthened system-wide coordination on gender and women's equality through IANWGE and UNDG</li> <li>(b) Improved system-wide support to coordinated programming on gender equality</li> </ul>	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Status of implementation of UNDG action learning pilot project</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• UNCTs supported by UNDG action learning pilot project (fourth quarter 2009 to first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG's action learning initiative in progress in Albania, Morocco and Nepal; a second stocktaking and lessons-sharing meeting scheduled for April 2010</li> <li>• UNFPA, UNIFEM and the Office of the Special Adviser on Gender Issues and Advancement of Women collaborated to support the development of indicators on national action plans addressing Security Council resolutions 1325 (2000) and 1820 (2008) in Sierra Leone and Uganda</li> </ul>

<p><b>Direction III.C-5</b></p> <p>Paragraph 66 of resolution 62/208</p>	<p><b>Action III.C-5</b></p> <p>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</p>	<p><b>Target III.C-5</b></p> <p>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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Percentage representation of female staff in the Professional category and above in the United Nations system and North/South distribution</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Increase towards 50 per cent gender parity target for all United Nations organizations and for RC positions and sustained North/South balance in distribution</li> <li>• Increase in women's representation at the D-1 level and above</li> <li>• Engagement of the United Nations system to adopt the recommendations of the undg-initiated women's leadership development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Between 2005 and 2008, overall female representation in United Nations system Professional staff increased slightly, from 37 per cent to 39 per cent</li> <li>• UNFPA and UNICEF have almost achieved gender parity for Professional staff; women account for 46 per cent of Professional staff in IFAD, 28 per cent in UNIDO and 39 per cent in the Secretariat (2008)</li> <li>• In 2008, in almost all organizations, women account for the majority of grades below P-3.</li> <li>• As at February 2010, 36 per cent of designated RCs were female, an increase from 26 per cent in 2004; 51 per cent are from the South; 52 per cent of first-time RCs in 2009 were female</li> <li>• undg initiated the women's leadership development programme (2009-2010) to increase the number of women in key leadership positions</li> </ul>
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<b>Key result area</b> <b>Section III.D: transition from relief to development</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction III.D-1</b>  Paragraphs 67, 70, 72, 78 and 81 of resolution 62/208	<b>Action III.D-1</b>  (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-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	<b>Target III.D-1</b>  (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 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	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>• Adequacy and timeliness of support provided to resident and humanitarian coordinators</li> <li>• Status of development and utilization of post-conflict needs assessment and post-disaster needs assessment toolkits</li> </ul> <b>Planned results</b>  <ul style="list-style-type: none"> <li>• CCA/UNDAF process and transitional strategies for use in transition settings rolled out in the course of the year (third quarter 2009)</li> <li>• Cooperation among coordination mechanisms strengthened through the support package for UNCTs/RCs in transition countries (throughout 2009)</li> <li>• Post-conflict needs assessment toolkit review finalized and tailored to early recovery settings; development of additional post-disaster needs assessment tools, including early recovery (third quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Updated UNDAF simplified guidelines allow for flexible planning in transition settings</li> <li>• The post-conflict needs assessment toolkit was launched in March 2009, including guidance on capacity assessment and capacity development</li> <li>• Work is ongoing on joint training and development of a detailed operational protocol to enhance United Nations capacity to support field presences in post-conflict needs assessment exercises</li> <li>• Work is under way to further develop the post-disaster needs assessment and ensure synergies with post-conflict needs assessment</li> <li>• The first draft of integrating early recovery in post-conflict needs assessment is to be completed in the first quarter of 2010</li> </ul>

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| <ul style="list-style-type: none"> <li>• Guidance to UNCTs on how to coordinate different planning processes for seamless transition</li> <li>• Guidance on recovery and peacebuilding developed to strengthen timeliness and quality of early recovery support (second quarter 2009)</li> <li>• Post-disaster needs assessment methodology developed (second quarter 2009)</li> <li>• Input to the implementation of establishing “rapidly deployable unified teams of experts”</li> </ul> | <ul style="list-style-type: none"> <li>• A capacity gap paper for strengthening of RC offices in transition countries was approved by undg in June 2009 and endorsed by the Secretary-General’s Policy Committee in December 2009</li> <li>• A deployment steering committee was established and enhanced support provided to seven priority countries</li> <li>• Work is under way with Department of Field Support in establishing and managing a pool of United Nations staff for rapid short-term deployment</li> <li>• Joint training involving undg, dpko, dpa, ocha and pbsO was undertaken to develop staff to lead strategic planning, prioritization and coordination in transition settings</li> <li>• A gender profile template with indicators jointly developed by undp and unfpa for baseline information on key gender trends for use in early recovery, transition and development plans</li> </ul> |
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<p><b>Direction III.D-2</b></p> <p>Paragraphs 71 and 73 of resolution 63/208</p>	<p><b>Action III.D-2</b></p> <p>(a) Strengthen cooperation with inter-agency forums and Secretariat bodies towards integrated planning and operations</p> <p>(b) Further develop United Nations/World Bank agreement on principles and tools of collaboration and on use of financial rules and regulations</p>	<p><b>Target III.D-2</b></p> <p>(a) Improved coordination of support provided by different bodies to UNCTs</p> <p>(b) Finalized agreements with the World Bank by end of 2008</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Examples of integrated support provided by different United Nations entities to UNCTs</li> <li>• Status of agreements with World Bank and European Commission</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Continued engagement by undg in inter-agency and interdepartmental discussions, e.g. integrated mission planning process and related mechanisms as needed</li> <li>• Implementation of the United Nations/World Bank partnership note and undg/World Bank operational annex, including on establishing high-level Headquarters-based country-specific mechanisms, operational protocol, and training for country-level implementers</li> <li>• Advanced discussions on predictable support in priority thematic areas in accordance with the report of the Secretary-General on peacebuilding</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the United Nations/World Bank Partnership Framework for Crisis and Post-Crisis Situations signed in 2008; the Framework provides common guiding principles for working with national authorities and partners to support crisis prevention, stabilization and recovery strategies and identifies areas for improved collaboration</li> <li>• The European Commission, World Bank and undg 2008 joint agreement to plan and work together more effectively in countries recovering from conflict or natural disasters is in effect</li> <li>• Working methods to engage in the integrated mission planning process and integrated mission task force were agreed upon</li> <li>• Joint system-wide training on assessment and planning is being rolled out</li> <li>• Work is ongoing under the post-conflict needs assessment project for development of a detailed operational protocol</li> </ul>
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<p><b>Direction III.D-3</b></p> <p>Paragraph 75 of resolution 62/208</p>	<p><b>Action III.D-3</b></p> <p>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</p>	<p><b>Target III.D-3</b></p> <p>(a) Multi-donor trust funds and transitional appeals made more timely</p> <p>(b) Increase awareness of donor countries on the need for increased and timely fund-raising</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of guidance note on approaches to addressing transitional financing and establishing or participating in multi-donor trust funds</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Guidance note on transitional financing and multi-donor trust funds (first quarter 2009)</li> <li>• Continued advocacy of pooled funding mechanisms to support recovery and peacebuilding</li> <li>• United Nations inputs to the OECD-Development Assistance Committee International Network on Conflict and Fragility</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance note on establishing multi-donor trust funds developed</li> <li>• Guidance note on financing in transition completed</li> <li>• The United Nations system is coordinating to provide input to International Network on Conflict and Fragility papers on transition funding</li> </ul>
<p><b>Direction III.D-4</b></p> <p>Paragraph 77 of resolution 62/208</p>	<p><b>Action III.D-4</b></p> <p>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</p>	<p><b>Target III.D-4</b></p> <p>United Nations system in transition countries has a common database and information system accessible to host countries</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of common database and information system</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Common procedures for data collection and information management in transitions, building on humanitarian tools (fourth quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• The scope of work is under discussion</li> <li>• The gender profile template for a unified database on gender concerns was developed by the Cluster Working Group on Early Recovery in 2009 and rolled out in Kenya and Bangladesh</li> </ul>



<p><b>Direction III.D-5</b></p> <p>Paragraph 80 of resolution 62/208</p>	<p><b>Action III.D-5</b></p> <p>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</p>	<p><b>Target III.D-5</b></p> <p>Mechanisms established during 2008-2010 to link the work of UNDG and the Peacebuilding Commission</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Linkages between UNDG, the Peacebuilding Commission and PBSO</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• UNDG input to the Peacebuilding Contact Group, which will define an approach to develop an early strategy and action plan in non-mission settings, building on existing toolkits and mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation with UNDG and PBSO is ongoing; UNDG has provided timely inputs into PBSO-related processes (Peacebuilding Fund approval, integrated peacebuilding strategies endorsement, etc.) and representation in PBSO and related mechanisms ensured</li> </ul>
<p><b>Direction III.D-6</b></p> <p>Paragraphs 84 and 85 of resolution 62/208</p>	<p><b>Action III.D-6</b></p> <p>(a) UNDAF guidelines to include disaster risk reduction and guidance on the Hyogo framework of action and to strengthen conflict sensitive processes in UNDAF preparations</p> <p>(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</p>	<p><b>Target III.D-6</b></p> <p>Set of methods and tools for further implementing disaster risk reduction in country-level programmes and national policies developed, tested and disseminated by 2009</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of UNDG guidance note on integrating disaster risk reduction into CCAs/UNDAs</li> <li>• Status of training support on disaster risk reduction to United Nations country teams</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• UNDG guidance note on integrating disaster risk reduction into CCAs/UNDAs rolled out to UNCTs (first quarter 2009-first quarter 2010)</li> <li>• Inter-agency roster of disaster risk reduction experts established to support UNCTs in the application of the guidance note (fourth quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance note on integrating disaster risk reduction into CCAs/UNDAs distributed, in English, French and Spanish, to all UNCTs developing new UNDAs</li> <li>• Experts rostered and trained on the common UNDG disaster risk reduction methodology and UNDAF processes to support UNCTs in applying the guidance; facilitation manual provided for disaster risk reduction training by the experts and UNCTs</li> </ul>

<b>Focus area</b> <b>Section IV: improved functioning of the United Nations development system</b>				
<b>Key result area</b> <b>IV.A. Coherence, effectiveness and relevance</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction IV.A-1</b>  Paragraphs 86 and 87 of resolution 62/208	<b>Action IV.A-1</b>  (a) UNCTs to ensure that country processes are based on UNDAF guidelines, regarding: <ul style="list-style-type: none"> <li>National ownership</li> <li>Alignment with national priorities and with national planning cycles and processes</li> </ul> (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	<b>Target IV.A-1</b>  <ul style="list-style-type: none"> <li>CCA/UNDAF processes are endorsed by the Government and aligned with national planning cycles in programme countries</li> <li>Simplification/reduced documentation in common programming activities</li> <li>Alignment of all United Nations system country programming frameworks, tools and processes with UNDAF</li> </ul>	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>Leadership in UNDAF processes by national authorities; UNDAFs aligned with national priorities and national planning cycles</li> <li>Reduced number of agency-specific programme documents to operationalize UNDAF, using common programming documents</li> <li>Country-level programmatic frameworks and activities of United Nations development system agencies linked to UNDAF</li> </ul> <b>Planned results</b>  <ul style="list-style-type: none"> <li>Alignment of agency-specific programming frameworks at the country level to UNDAF</li> <li>UNDAF guidelines updated, simplified and issued to UNCTs (fourth quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>115 UNDAFs aligned with national strategies/priorities</li> <li>Current UNDAF guidelines stress national ownership as key principle; flexibility was introduced in calendar of UNDAF processes guidelines to facilitate better alignment with national planning cycles and processes; at 2009, 83 UNDAFs were aligned with national planning cycles</li> <li>UNDAF guidelines were simplified, indicating mandatory and optional/flexible features</li> <li>Current UNDAF guidelines provide mechanisms linking individual agency programmes/projects with UNDAF results to encourage joint programming</li> </ul>

			<ul style="list-style-type: none"> <li>• Guidance and support to UNCTs to develop the standard operational format for reporting on UNDAF (third quarter 2009)</li> <li>• Guidance to UNCTs developed in applying the five programming principles; guidance on environmental sustainability and climate change in UNDAF development (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Standard operational format and guidance for UNDAF progress reporting developed; the guidelines are designed to align with existing UNDAF monitoring and evaluation processes</li> <li>• Guidance note on the application of UNDAF programming principles, environmental sustainability and climate change developed as at February 2010 and disseminated to UNCTs</li> </ul>
<p><b>Direction IV.A-3</b></p> <p>Paragraphs 92 and 93 of resolution 62/208 and paragraphs 21, 23, 27, 28 of Economic and Social Council resolution 2009/1</p>	<p><b>Action IV.A-3</b></p> <p>(a) Pursue further measures to strengthen resident coordinator/ UNCT accountability system (update of resident coordinator job description, guidance on working relationships, regional support mechanisms)</p> <p>(b) Strengthening of UNDG quality support and assurance mechanism for country programming processes</p>	<p><b>Target IV.A-3</b></p> <p>(a) Resident coordinators/ UNCTs have improved tools and clearer guidance on accountability framework by mid-2009</p> <p>(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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress in implementation of the management and accountability system</li> <li>• Increase in regional UNDG teams' support to CCA/UNDAF processes</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG guidance approved early 2009 (including on updated RC functions and RC/UNCT working relations) and formally rolled out in April 2009 to all RCs and UNCTs</li> <li>• 180-degree competency development tool for RC and UNCT mutual accountability rolled out in December 2009</li> </ul>

<p>(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</p>	<p>(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 framework for the United Nations development and resident coordinator system, including the functional firewall</p> <p>(d) Annual report to the Economic and Social Council on the resident coordinator system</p> <p>(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 report</p>	<ul style="list-style-type: none"> <li>Established staffing standards for RC coordination office support and options for support</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>Agencies' reporting arrangements, terms of reference for UNCT members and appraisal systems amended/updated to reflect RC/UNCT mutual accountability (second quarter 2009-first quarter 2010)</li> <li>Updated/strengthened 180-degree competency development tools for RCs and UNCTs rolled out (fourth quarter 2009)</li> <li>Strengthened capacity of regional undg teams with provision of additional P-4 staff and funding for UNDAF roll-out countries (first quarter 2010); capacity assessment conducted (by first quarter 2010)</li> <li>UNDAF regional training workshops for regional peer support groups to guide and facilitate UNDAF preparation (first quarter 2010)</li> <li>Report to the Economic and Social Council on the RC system (second quarter 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Capacity assessment of regional directors' teams undertaken to help bridge gaps in the provision of quality support and assurance; assessment and recommendations are under review by undg</li> <li>Regional quality support and assurance/peer support groups established and trained to play a role in support of countries developing their UNDAFs</li> <li>Report to the Economic and Social Council on the functioning of the RC system submitted</li> </ul>
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<b>Direction IV.A-4</b>  Paragraph 105 of resolution 62/208	<b>Action IV.A-4</b>  Appointment of additional UNDP country directors in relevant programme countries with clear delineation of responsibilities vis-à-vis the resident representative/ resident coordinator	<b>Target IV.A-4</b>  50 country director posts in place by end 2010	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>• Placement of UNDP country directors in available posts</li> </ul>	<ul style="list-style-type: none"> <li>• 50 UNDP country directors</li> <li>• UNDP has updated resident representative and country director job descriptions reflecting delineation of responsibilities</li> </ul>
<b>Direction IV.A-5</b>  Paragraph 104 of resolution 62/208	<b>Action IV.A-5</b>  Develop inter-agency policy on retention of savings resulting from reduction in transactions and overhead costs for use in development programmes in programme countries	<b>Target IV.A-5</b>  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	<b>Performance indicators</b>  Status of undg policy paper on deployment of country-level operational savings to programme in country  <b>Planned results</b> <ul style="list-style-type: none"> <li>• Draft policy paper on the use of support cost savings presented for inter-agency and intergovernmental discussions</li> <li>• Agreement on definition/identification and measurement of transaction costs reached</li> </ul>	<ul style="list-style-type: none"> <li>• undg developed a policy note on the use of savings realized in operational activities for programmes of the same countries; it has been agreed that, where relevant, agencies would, on an experimental basis, identify and measure “net savings” from operational activities and seek ways to use them for programmes in the same country; to be reviewed at the end of 2010</li> </ul>

<p><b>Direction IV.A-6</b></p> <p>Paragraph 94 of resolution 62/208</p>	<p><b>Action IV.A-6</b></p> <p>(a) Establish inter-agency project to proactively identify potential resident/humanitarian coordinator candidates at mid-career stage for guided career development, including inter-agency exchange</p> <p>(b) Continue development and implementation of resident coordinator training programmes, with the support of specialized agencies, and monitor effectiveness</p> <p>(c) Report on improvement in selection and training of resident coordinators</p>	<p><b>Target IV.A-6</b></p> <p>(a) System for recruitment, selection and training of resident coordinators enhanced, results of which are monitored/assessed</p> <p>(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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress on workplan on RC talent management</li> <li>• Improvement in balance, diversity and size of RC candidates pool and appointments</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Monitor the implementation of the relevant actions within the RC talent management initiative action plan</li> </ul>	<ul style="list-style-type: none"> <li>• A marketing strategy and relevant documentation have been drafted to implement the RC talent management plan; informally launched beginning 2010; an online information tool (RC online) is operational; new standard operating procedures and guidelines for the selection and appointment of RCs were approved by UNDG in November 2009</li> <li>• See reports of the Secretary-General on human resources (E/2009/75) and functioning of the RC system (E/2009/76 and E/2010/53)</li> </ul>
<p><b>Direction IV.A-7</b></p> <p>Paragraph 102 of resolution 62/208</p>	<p><b>Action IV.A-7</b></p> <p>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</p>	<p><b>Target IV.A-7</b></p> <p>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</p>	<p><b>Performance indicators</b></p> <p>UNDG inter-agency talent management initiative as input to CEB/HLCM on selection process (2009)</p> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Information and data update on the current status on senior/high-level staff recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• The CEB secretariat surveyed United Nations-system organizations on their recruitment practices for senior posts (D-1 and above); results show the variances in practices</li> <li>• The CEB Human Resources Network at its June 2009 session agreed that a set of principles would be developed and adapted at the organizational level; the Network will report on progress before the summer 2010 session</li> </ul>

Direction IV.A-8	Action IV.A-8	Target IV.A-8	Performance indicators	
<p>Paragraphs 97 and 98 of resolution 62/208</p>	<p>(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</p> <p>(b) Consultations with funds and programmes on cycle review; analytical work on implications of cycle change</p>	<p>(a) Strategic planning documents and corresponding progress reports of funds and programmes are systematically linked to the triennial comprehensive policy review resolutions</p> <p>(b) Report by the Secretary-General to the General Assembly at its sixty-third session</p>	<p>• References to General Assembly resolution 62/208 in planning and reporting documents of funds and programmes</p> <p><b>Planned results</b></p> <p>• Alignment of the reports submitted to the Economic and Social Council by UNDP, UNFPA, UNICEF and WFP to the respective boards with regard to progress in the implementation of resolution 62/208</p>	<p>• References to the resolution have been made in the reports submitted by UNDP, UNFPA, UNICEF and WFP to their respective boards; the contents of reports submitted to the Council have been more aligned</p> <p>• Some of the specialized and other agencies (such as FAO, IFAD, UNIDO) have also submitted reports on the triennial comprehensive policy review implementation to the 2008/09 sessions of their governing bodies</p>

<p><b>Direction IV.A-9</b></p> <p>Paragraph 100 of resolution 62/208</p>	<p><b>Action IV.A-9</b></p> <p>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</p>	<p><b>Target IV.A-9</b></p> <p>United Nations/World Bank agreements on enhancing country level coordination and cooperative approaches/ modalities in country programming</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Agreements between the United Nations and the World Bank on the use of common approaches and instruments/tools for country cooperation</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Implementation of the United Nations/World Bank partnership note and undg/world bank operational annex and development of operational protocol to institutional arrangements in post-crisis settings; established the high-level Headquarters-based country-specific mechanisms; and advanced the discussion on predictable support in priority thematic areas in accordance with the Secretary-General's report on peacebuilding</li> </ul>	<p>See III.D-2 and III.D-3 on implementation of the partnership</p>
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Direction IV.A-10	Action IV.A-10	Target IV.A-10	Performance indicators/ planned result	
Paragraph 101 of resolution 62/208	<p>(a) Monitor and assess the progress in implementation of the 2007 undg nra implementation plan with a view to full implementation</p> <p>(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)</p>	<p>(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</p> <p>(b) Appropriate representation arrangements agreed by United Nations development organizations with resident coordinators at the country level</p>	See direction I.5	<ul style="list-style-type: none"> <li>• In 2009, UNDP completed or was reviewing corporate partnership agreements for programme collaboration with 10 United Nations agencies</li> <li>• 14 national Coordination Analyst posts are still being supported by UNDP</li> <li>• The new 180-degree RC/UNCT appraisal tool includes promotion of NRA participation and representation as a key result area for RCs</li> <li>• Agencies have introduced alternative arrangements to support country engagement, e.g., UNIDO engaged national consultants to support its participation in CCA/UNDAF processes; ILO increased the number of national coordinators to assist ILO interventions, liaise closely with constituents and the United Nations system, including in United Nations reform and participate in UNCTs where ILO is a non-resident agency</li> </ul>

<p><b>Direction IV.A-11</b></p> <p>Paragraph 103 of resolution 62/208</p>	<p><b>Action IV.A-11</b></p> <p>(a) UNDG to develop further guidance to resident coordinators and UNCTs on UNCT engagement in changing aid environment</p> <p>(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</p>	<p><b>Target IV.A-11</b></p> <p>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</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Progress in development of UNDG guidance note on UNCT engagement in a changing aid environment</li> <li>• Number of UNCTs participating in programme-based approaches</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Guidance note on UNCT engagement in a changing aid environment and good performance indicators developed (first quarter 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• In 2008, 53 UNCTs reported participating in 82 sector-wide approaches, primarily in the health (31), education (20) and agricultural sectors (14)</li> </ul>
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<b>Key result area</b> <b>Section IV.B: Regional dimensions</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction IV.B-1</b>  Paragraphs 107, 108, 109 and 110 of resolution 62/208	<b>Action IV.B-1</b>  (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	<b>Target IV.B-1</b>  (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	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>Increased engagement of regional commissions in the CCA/UNDAF process</li> <li>Enhanced cooperation of regional undg teams and regional coordination mechanisms</li> <li>Enhanced cooperation between HLCP and regional coordination mechanisms</li> </ul> <b>Planned results</b>  <ul style="list-style-type: none"> <li>Core functions of regional undg teams strengthened (first through fourth quarters 2009)</li> <li>Collaboration between regional coordination mechanisms and regional undg teams strengthened (fourth quarter 2009)</li> <li>Enhanced cooperation between HLCP and the regional coordination mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Regional undg teams have developed formal terms of reference based on their core functions and annual workplans; they now report to the undg Chair on annual results</li> <li>Participation of regional undg teams and regional coordination mechanisms in each others' meetings has been institutionalized; joint work planning in progress</li> <li>Number of United Nations agencies participating in the regional undg teams has increased to 12-15 from the 4 main funds and programmes</li> <li>HLCP and the regional coordination mechanisms have concluded an agreement to bring global and interregional issues for consideration in their respective agendas</li> </ul>

<b>Key result area</b> <b>Section IV.C: Transaction costs and efficiency</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction IV.C-1</b>  Paragraph 112 of resolution 62/208	<b>Action IV.C-1</b>  Executive heads to present reports to governing bodies assessing progress in the area of simplification and harmonization	<b>Target IV.C-1</b>  (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	<b>Performance indicators</b>  <ul style="list-style-type: none"> <li>Increased reporting to governing bodies on progress towards simplification and harmonization</li> </ul> <b>Planned results</b>  <ul style="list-style-type: none"> <li>Report of the Secretary-General to the Economic and Social Council on actions taken by governing bodies on simplification and harmonization for the annual substantive session</li> </ul>	<ul style="list-style-type: none"> <li>Joint HLCM/UNDG high-level missions to selected countries in the first quarter of 2010 are examining bottlenecks to common business practices at the country level and will identify key areas requiring resolution at Headquarters and opportunities for further gains</li> <li>UNDP, UNFPA, UNICEF and WFP submitted annual reports on implementation of the triennial comprehensive policy review through their respective executive boards to the Economic and Social Council, including on simplification and harmonization</li> <li>IFAD submitted to Executive Board in April 2009 a report on collaboration on administrative and business processes among FAO, IFAD and WFP</li> <li>Report of the Secretary-General (E/2009/61)</li> </ul>

<p><b>Direction IV.C-2</b></p> <p>Paragraph 119 of resolution 62/208</p>	<p><b>Action IV.C-2</b></p> <p>(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</p> <p>(b) Avoid or significantly reduce the use of parallel project implementation units</p>	<p><b>Target IV.C-2</b></p> <p>(a) Programme countries are assisted in analysing national systems and preparing a plan to bring them to international standards</p> <p>(b) The use of parallel implementation units is reduced on a year-on-year basis</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Increase in use of national financial and procurement systems</li> <li>• Country roll-out of HACT; country assessments conducted under HACT</li> <li>• Reduced number of parallel implementation units</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• HACT fully implemented in common programming processes</li> <li>• Specialized agencies supported in the adoption and implementation of HACT through training and ongoing advice</li> <li>• Standards for country-level databases of implementing partners reflecting status of microassessments and assurance activities developed</li> <li>• Concept note on the use of national systems in procurement drafted jointly by UNDG and HLCM (by 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• HACT fully implemented in 19 countries and being implemented in 120 countries</li> <li>• HACT is in the process of adoption by specialized agencies in the Delivering as One programme pilot countries</li> <li>• In 2009, guidelines were developed to encourage common procurement teams at the country level; guidelines are to be rolled out to additional countries in 2010</li> </ul>
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			<ul style="list-style-type: none"> <li>• HLCM and UNDG to jointly draft a concept note on the use of national systems in procurement and prepare a scale-up plan to support common ICT for United Nations agencies at the country level, including recommendation on the use of local resources and infrastructure (2010)</li> </ul>	
<p><b>Direction IV.C-3</b></p> <p>Paragraph 121 of resolution 62/208 and paragraph 44 of Economic and Social Council resolution 2009/1</p>	<p><b>Action IV.C-3</b></p> <p>(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, including discussion of budget allocation by the respective governing bodies</p> <p>(b) Continue and further develop CEB plan of action for the harmonization of business practices, including in the area of:</p> <p><i>Finance and audit</i></p> <ul style="list-style-type: none"> <li>• Adoption of IPSAS (see para. 121)</li> </ul>	<p><b>Target IV.C-3</b></p> <p>(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 and procurement</p> <p>(b) Sources of financing support for implementation of the Plan of Action identified with governing bodies; discussed in CEB</p> <p>(c) IPSAS adopted system-wide by 2010</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of harmonization of financial policies and procedures</li> <li>• Number of agencies implementing the United Nations system common ICT directory project</li> <li>• Projects implemented in accordance with CEB Plan of Action</li> <li>• Financing and resources mobilized to support the implementation of the Plan</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Harmonized financial regulations and rules finalized (fourth quarter 2009)</li> <li>• ICT common directory adopted (fourth quarter 2009)</li> </ul>	<p>Status of the CEB Plan of Action:</p> <ul style="list-style-type: none"> <li>• Plan is under implementation, with an initial allocation of \$3.2 million to six priority projects; as at February 2010, \$8.8 million funding support received</li> <li>• First project (vendor eligibility project) launched and due for completion end-2010</li> <li>• 6 priority initiatives selected and funded; project time frames range from 6 months to 2 years</li> <li>• Collaboration between UNDG and HLCM in the areas of procurement, ICT and human resources is ongoing</li> </ul>

- 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

- (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

- Generic guidance on common procurement and ICT infrastructure (fourth quarter 2009)
- Funding support for the Plan of Action raised (2009)

- Procurement: Terms of reference on the procurement process and harmonization of practice in support of field operations developed; guidelines for harmonized United Nations procurement at the country level approved

- ICT common directory: common directory piloted by UNDG in 2008 and handed over to CEB in 2009 for full implementation; as at March 2010, UNICEF, UNDP, WFP, UNFPA, UNOPS, UNEP and the International Computing Centre have established a connection to the United Nations system common directory; target to cover 85 per cent of all agencies by end-2010

- Financial policies and procedures: harmonized financial rules and regulations among the four funds and programmes and the Secretariat to be completed by the second quarter 2010; assessment of existing gaps for further harmonization to be undertaken in second half of 2010

				<ul style="list-style-type: none"> <li>• IPSAS adoption: 2 organizations extended their 2010 deadlines to 2011/12; WFP adopted IPSAS effective 2008; of 21 remaining organizations, 8 plan to adopt IPSAS in 2010</li> <li>• Human resources: UNDG and HLCM are collaborating on human resources issues raised at the country level having system-wide implications (common performance appraisal systems, inter-agency mobility at the country level and harmonized job descriptions and levels for those working in common teams)</li> <li>• Comparative analysis of staff rules and regulations and policies of the organizations of the United Nations system under way</li> <li>• Human resources contractual reform went into effect as from 1 July 2009</li> </ul>
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<p><b>Direction IV.C-4</b></p> <p>Paragraphs 118 and 120 of resolution 62/208</p>	<p><b>Action IV.C-4</b></p> <p>(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)</p> <p>(b) Assess and revise ongoing efforts to rationalize physical presence and support services in various types of country situations</p> <p>(c) Conduct country activities jointly, for example, joint missions, analytical work, evaluations (see para. 118)</p>	<p><b>Target IV.C-4</b></p> <p>(a) All UNCTs identified priorities for reducing overhead and transaction costs</p> <p>(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</p>	<p><b>Performance indicators</b></p> <p>Number of common premises and common services projects implemented</p> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>Proposed options for funding common premises tested at country level and finalized</li> <li>Establishment of eco-friendly United Nations houses facilitated in cooperation with the Environmental Management Group</li> <li>Proposal for institutional scaling up and implementation support for common premises projects developed; implementation started</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 60 common premises/United Nations houses have been established, some with joint sub-offices; some 36 initiatives are in various stages of development</li> <li>Funding options for common premises developed in 2009; in collaboration with UNEP, a concept paper on “Greening as One” developed to support for “greening” common premises</li> <li>Guidance on public-private partnerships and addressing legal bottlenecks in developing memorandums of understanding for shared premises to be developed in 2010</li> <li>UNDG survey on common services conducted in 2009, showing that nearly all countries have implemented common services of some kind</li> <li>UNDG to develop in 2010 a concept paper on defining transaction costs and test a monitoring and evaluation framework for common services</li> </ul>
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<b>Direction IV.C-5</b> Paragraph 114 of resolution 62/208	<b>Action IV.C-5</b> See IV.A-5	<b>Target IV.C-5</b>	<b>Performance indicators</b>	See IV.A-5
<b>Direction IV.C-6</b> Paragraph 116 of resolution 62/208	<b>Action IV.C-6</b> See action II.2 Further standardize and harmonize the concepts, practices and cost classifications related to transaction costs and cost recovery (see para. 17)	<b>Target IV.C-6</b> Proposal developed on harmonized cost-recovery approaches (for approval by relevant governing boards)	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Status of cost-recovery policies with regard to charging direct costs at country level</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• Inter-agency agreement on application of harmonized cost-recovery policies achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Inter-agency dialogue on harmonized cost-recovery policies taken forward in 2009 with further analysis on how UNDG agencies could ensure that core resources do not subsidize non-core resources activities</li> <li>• A combined UNDG/HLCM team assessed current practices and suggested ways to make harmonized cost-recovery policies applicable to multi-donor trust funds and joint programmes; work to continue to establish a systematic approach</li> <li>• Work under way to develop a common concept of transaction costs for the United Nations system, including definitions and measurements</li> <li>• Field testing of the proposed approach on use of savings from operational activities for country programmes and assessment of its feasibility will be reported back to UNDG by end-2010</li> </ul>

<p><b>Direction IV.C-7</b></p> <p>Paragraph 122 of resolution 62/208 and paragraph 48 of Economic and Social Council resolution 2009/1</p>	<p><b>Action IV.C-7</b></p> <p>See relevant portion of management plan above (see also action IV.C-1)</p> <p>(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</p> <p>(b) Information on the Plan of Action and updates on implementation, including costs and possible savings are made available/accessible</p>	<p><b>Target IV.C-7</b></p> <p>(a) Rolling United Nations system workplan on simplification and harmonization presented to the Economic and Social Council by 2010</p> <p>(b) UNDGHLCM workplan on joint initiatives on quick wins ready by end-2008</p> <p>(c) Online information on the CEB Plan of Action for the Harmonization of Business Practices made operational by the CEB secretariat in 2010</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Status of UNDGHLCM workplan</li> <li>• Status of online information available on the CEB Plan of Action</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Report of CEB on harmonization of business practices submitted to General Assembly for informal consultations on system-wide coherence</li> <li>• Website up and running in 2010</li> </ul>	<p>See direction IV.C-3</p> <ul style="list-style-type: none"> <li>• CEB briefed the Economic and Social Council in 2009 on the implementation of the Plan of Action; briefing to General Assembly consultations on system-wide coherence in April 2010</li> <li>• CEB website containing information on the Plan of Action on business practices is under further development</li> </ul>
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<b>Key result area</b> <b>Section IV.D: Country-level capacity of the United Nations system</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction IV.D-1</b>  Paragraphs 124 and 125 of resolution 62/208	<b>Action IV.D-1</b>  (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	<b>Target IV.D-1</b>  (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	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Capacity assessment conducted in pilot countries</li> <li>• Strengthened performance appraisal system for RCs/UNCTs</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• Resident coordinator/humanitarian coordinator and UNCT performance appraisal system strengthened (fourth quarter 2009)</li> <li>• Global roll-out of the second generation of the 180-degree competency development tool; emerging issues monitored and addressed (continuing)</li> <li>• Support provided to UNDG regional teams in RC/UNCT performance management strengthened</li> <li>• Report of the Secretary-General to the Economic and Social Council on human resources challenges in 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity assessments were conducted in 6 Delivering as One pilot countries, in Botswana in 2009 and in Papua New Guinea in 2010; countries are expected to conduct light capacity assessments prior to UNDAF preparation and after finalization of the new UNDAFs to determine and bridge any capacity gaps for UNDAF implementation</li> <li>• 180-degree competency development tool for RCs and UNCTs was globally rolled out in December 2009 to strengthen the performance of UNCTs and mutual accountability between RCs and UNCTs; the overall RC/UNCT performance appraisal system for RCs/UNCTs (with the 180-degree tool as a key part) continues to be modified; the 2008 cycle was successfully completed in mid-2009; for 2009/10 the system interface for country offices is now online</li> </ul>

				<ul style="list-style-type: none"> <li>• Report of the Secretary-General to the Council (E/2009/75)</li> <li>• Secretariat harmonized staff contract with conditions of other United Nations system agencies (General Assembly resolution 63/250)</li> <li>• Some agencies are making adjustments to their staff competency framework and appraisal system; UNIDO included in its performance appraisal system competencies of field office staff in UNDAF processes</li> </ul>
<p><b>Direction IV.D-2</b></p> <p>Paragraph 126 of resolution 62/208</p>	<p><b>Action IV.D-2</b></p> <p>(a) UNSSC, in coordination with HLCM, to develop senior staff capacities through leadership development programme</p> <p>(b) Intensify the effort by CEB/HLCM towards harmonized United Nations system-wide human resources policy (see para. 126)</p>	<p><b>Target IV.D-2</b></p> <p>(a) Increased investment by United Nations organizations in training; increase in system-wide participation in UNSSC training courses</p> <p>(b) Full compliance with the inter-agency mobility accord and increase in the number of parties to the accord (see IV.C-3)</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Increased participation in UNSSC training courses</li> <li>• Increased investment by United Nations organizations in training; target of 2 per cent budget for staff development training (by the common system)</li> <li>• Inter-agency mobility accord implemented by signatories; increased number of parties to the accord</li> </ul>	<ul style="list-style-type: none"> <li>• DOCO and UNSSC supported training for a total of 2,412 participants in 2009, including:</li> <li>(a) UNCT leadership and coordination skills workshops; (b) UNDAF design workshops, strategic planning retreats and UNCT annual retreats; and (c) global induction workshops to train 83 new coordination officers</li> </ul>

			<b>Planned results</b> <ul style="list-style-type: none"> <li>• UNSSC training conducted for United Nations staff on enhancing UNDAF design quality and implementation with priority for UNDAF roll-out countries, and for RCs and coordination officers on United Nations system coordination</li> </ul>	<p>More than 90 per cent of UNSSC courses aimed at RCs/UNCTs</p> <ul style="list-style-type: none"> <li>• ILO has set aside some 2 per cent of total staff costs for staff development; other agencies have to report on their targets</li> </ul>
<b>Direction IV.D-3</b>  Paragraph 128 of resolution 62/208	<b>Action IV.D-3</b>  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	<b>Target IV.D-3</b>  System-wide policies and strategy on knowledge management system in place by 2009	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• CEB mechanisms develop jointly agreed policy template and strategic objectives for knowledge-sharing activities</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• CEB system-wide policies and strategies on knowledge management (second to fourth quarters 2009)</li> <li>• undg issues paper to be shared with HLCP</li> <li>• System developed by undg to collect and codify country experiences (first quarter 2010)</li> <li>• Launch of the undg One Knowledge initiative</li> </ul>	<ul style="list-style-type: none"> <li>• System-wide consultations to operationalize the One Knowledge initiative</li> <li>• Funds budgeted for 2010 for inter-agency knowledge-management activities (e.g. mapping and publication of knowledge-management products and tools of United Nations agencies)</li> <li>• With CEB, UNIDO initiated a UN-Energy knowledge and a knowledge management platform for private sector development to include all relevant United Nations system agencies</li> </ul>

<b>Key result area</b> <b>Section IV.E: Evaluation of operational activities for development</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction IV.E-1</b>  Paragraphs 129 and 135 of resolution 62/208	<b>Action IV.E-1</b>  (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	<b>Target IV.E-1</b>  Programme countries supported by UNCTs in evaluation capacity development, where relevant, including through UNDAF evaluations with strong participation by national Governments	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• CCA/UNDAF guidelines on monitoring and evaluation and UNDAF annual reviews refer to development of national evaluation capacity development</li> <li>• UNDAF evaluations conducted jointly by the United Nations development organizations/ UNCTs and Governments</li> </ul> <b>Planned results</b> <ul style="list-style-type: none"> <li>• Guidance on how to conduct end-of-cycle UNDAF evaluations developed (third quarter 2009)</li> <li>• Country-led UNDAF evaluations conducted in countries with completed UNDAF cycles</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance for UNCTs on conducting end-of-cycle evaluations for UNDAFs developed as part of the standard operational format and guidance for UNDAF progress reporting</li> <li>• UNEG study to look into role of UNEG and United Nations agencies in national evaluation capacity-development in progress</li> </ul>
<b>Direction IV.E-2</b>  Paragraph 131 of resolution 62/208	<b>Action IV.E-2</b>  (a) UNDG, HLCP and HLCM to keep under review the impact on development arising from ongoing reform efforts	<b>Target IV.E-2</b>  (a) Report of the Secretary-General on next comprehensive policy review	<b>Performance indicators</b> <ul style="list-style-type: none"> <li>• Progress in assessing United Nations development system effectiveness, including use of system-wide capacities</li> </ul>	See IV.E-4

	<p>(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</p>	<p>(b) Framework, benchmarks and approaches for evaluation of United Nations system effectiveness and impact developed for adoption by HLCP/UNDG by 2009</p>	<ul style="list-style-type: none"> <li>Progress in development and adoption by HLCP/UNDG framework, benchmarks and approaches for evaluation of effectiveness and impact</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>Modalities for independent evaluation of Delivering as One shared with the General Assembly at its sixty-fourth session</li> <li>Generic framework for country-led evaluation in Delivering as One development by UNEG in support of self-evaluations</li> </ul>	
<p><b>Direction IV.E-3</b> Paragraphs 132, 136 and 138 of resolution 62/208</p>	<p><b>Action IV.E-3</b></p> <p>(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</p> <p>(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</p>	<p><b>Target IV.E-3</b></p> <p>(a) Evaluability of UNDAFs with focus on development results, especially joint results, ensured</p> <p>(b) UNDAF evaluation guidelines updated by end of 2008</p> <p>(c) Evaluation policies and practices of all United Nations organizations are aligned with UNEG evaluation norms and standards by 2009</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>Improvements in evaluability of UNDAFs</li> <li>Increase in joint UNDAF results evaluations</li> <li>Agency self-assessments on their evaluation function indicating compliance with UNEG norms and standards</li> <li>United Nations organizations adopting evaluation policies consistent with UNEG norms and standards</li> </ul>	<p>On UNDAF evaluations:</p> <ul style="list-style-type: none"> <li>Implementation of results-based management action plan to improve quality and evaluability of UNDAFs to be supported by regional undg teams under way</li> <li>Guidance for UNCTs on conducting end-of-cycle evaluations for UNDAFs has been developed as part of the standard operational format and guidance for UNDAF progress reporting</li> </ul>



	<p>(c) Adopt policies on evaluation consistent with UNEG norms and standards (for organizations that have not done so) (see para. 137)</p> <p>(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</p>	<p>(d) Evaluation functions clearly defined within all United Nations development organizations and endorsed by their governing bodies</p> <p>(e) System-wide approach to strengthening evaluation</p>	<p><b>Planned results</b></p> <p>By UNDG:</p> <ul style="list-style-type: none"> <li>• Guidance on how to conduct end-of-cycle UNDAF evaluations developed (third quarter 2009)</li> <li>• Regional UNDG team quality support and assurance mechanism improved for effective quality assurance and support to UNDAFs (first quarter 2009-first quarter 2010)</li> </ul> <p>By UNEG:</p> <ul style="list-style-type: none"> <li>• Development of framework/approaches/ guidance to achieve evaluation quality standards and modules and e-training courses on evaluation</li> <li>• Good practices identified on evaluation capacity development and follow-up to evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• 18 country-level UNDAF evaluations conducted in 2009 (compared to 9 in 2008)</li> </ul> <p>On United Nations system organizations' evaluation functions and quality standards:</p> <ul style="list-style-type: none"> <li>• UNEG has drafted papers on performance measurement of the evaluation function and good practice guidelines for evaluation follow-up based on study on good practices on management response to evaluation; quality checklists for evaluation terms of reference and for evaluation reports</li> <li>• Other UNEG initiatives in progress, including piloting of handbook on human rights and gender in evaluation; development of evaluation peer review framework; development of evaluation training modules and handbook; and e-learning course</li> <li>• Agency initiatives include approval by UNFPA Executive Board of its evaluation policy consistent with UNEG norms and standards; external peer assessment of UNIDO evaluation function</li> </ul>
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<p><b>Direction IV.E-4</b></p> <p>Paragraph 139 of resolution 62/208</p>	<p><b>Action IV.E-4</b></p> <p>(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</p> <p>(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)</p>	<p><b>Target IV.E-4</b></p> <p>(a) Exchange of experience and lessons learned among programme country pilots</p> <p>(b) Evaluability study completed by 2008/09</p> <p>(c) Guidance provided by Member States on independent evaluation</p> <p>(d) Independent evaluation of “Delivering as One” completed by 2011/12</p>	<p><b>Performance indicators</b></p> <ul style="list-style-type: none"> <li>• Exchange of experiences and lessons learned from programme country pilots</li> <li>• Progress on conduct of evaluation of programme country pilots</li> </ul> <p><b>Planned results</b></p> <ul style="list-style-type: none"> <li>• Stocktaking reports on Delivering as One for 2008</li> <li>• Inter-country meeting on exchange of lessons learned on Delivering as One held in 2009</li> <li>• Framework and approach to country-led evaluations on Delivering as One developed in 2009</li> </ul>	<ul style="list-style-type: none"> <li>• 2008 stocktaking reports on results, experiences and remaining obstacles shared by Delivering as One countries</li> <li>• A second intergovernmental meeting of Delivering as One programme country pilots, including some other countries voluntarily adopting the Delivering as One approach, held in Kigali, October 2009; an outcome statement highlighted achievements, lessons learned, challenges, and perspectives on the way forward, including adoption of criteria and principles for country-led evaluations based on UNEG developed proposed framework</li> <li>• Country-led evaluations in 7 Delivering as One pilot countries, with quality assurance support by UNEG to be completed by July 2010</li> <li>• Third intercountry meeting on lessons learned from the country-led evaluations and the way forward to be hosted by Viet Nam in June 2010</li> </ul>
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<b>Focus area</b> <b>Section V. Follow-up</b>				
<i>Policy directions</i>	<i>Actions</i>	<i>Targets/benchmarks/ time frames</i>	<i>Performance indicators and planned results (March 2009- March 2010)</i>	<i>Progress</i>
<b>Direction V-1</b>  Paragraphs 140, 141 and 142 of resolution 62/208 and paragraph 18 of Economic and Social Council resolution 2009/1	<b>Action V-1</b>  (a) Conduct analytical work and consultations to prepare reports on management process 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	<b>Target V-1</b>  (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	<b>Planned results</b>  <ul style="list-style-type: none"> <li>Implementation of resolution 62/208 addressed in annual reports by executive heads to their governing bodies</li> <li>Reports to the Economic and Social Council on the implementation of resolution 62/208</li> </ul>	<b>Progress</b>  <ul style="list-style-type: none"> <li>See direction IV.A-8</li> <li>UNICEF presented an action plan in response to resolution 62/208</li> <li>Report on the implementation of resolution 62/208 (E/2009/68)</li> </ul>

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 Economic and Social Council and to the General Assembly at its sixty-fifth session, respectively		Annual reports to the Economic and Social Council on the implementation of resolution 62/208 and other mandated reports to build up towards reporting at the next comprehensive policy review in 2012