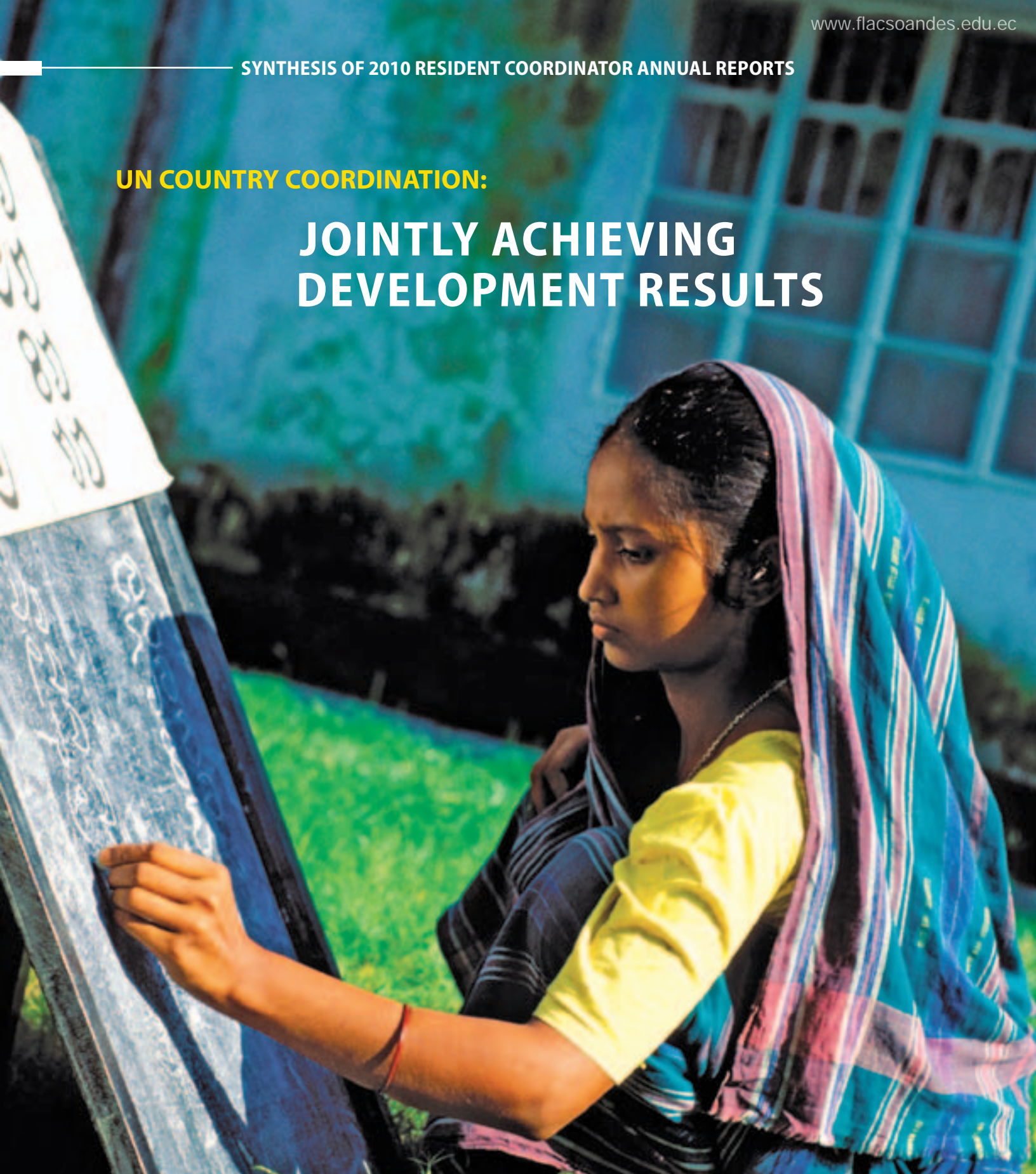


**UN COUNTRY COORDINATION:**

# JOINTLY ACHIEVING DEVELOPMENT RESULTS



**UNITED NATIONS  
DEVELOPMENT GROUP**

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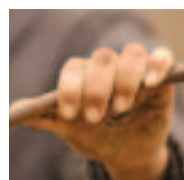
The United Nations Development Group (UNDG) is an instrument for UN reform created by the Secretary-General in 1997 to improve the effectiveness of UN development work at the country level. Bringing together the operational agencies working on development, the UNDG is chaired by the Administrator of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

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

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## FOREWORD BY THE UNDG CHAIR

The deep political, economic and environmental transformations currently reshaping our world confront us with many rough geopolitical and humanitarian challenges. This year has brought severe drought in the Horn of Africa, uprisings in the Arab states region, ongoing violent conflict in numerous countries and difficult transitions in others. At the same time, the world has been experiencing an economic and financial crisis of significant magnitude.

Despite the many challenges, however, 2010 was an important year for the international community in moving the development agenda forward. The United Nations Summit on the Millennium Development Goals confirmed that there continues broad international agreement on the importance of achieving the targets set for 2015. Despite global economic uncertainties, Member States reaffirmed their trust in the UN development system by increasing contributions for operational activities for development by 6 per cent to more than \$23 billion. Committed to maximizing its impact on development results, the UN Development Group invested some 1 per cent of this amount in the Resident Coordinator system.

As the Synthesis of UN Resident Coordinator Annual Reports for 2010 attests, this investment has paid off and has enabled UN Country Teams around the world to maintain momentum on delivering development results. Under the leadership of the Resident Co-ordinators and the UN Country Teams, the UN development system is providing increasingly integrated support to build institutional capacity and to achieve sustainable progress towards national priorities and international development goals. In line with evolving national capacities, UN Country Teams are adjusting their mix of expertise by drawing more on the resources of the entire system to provide coherent policy advice that is relevant to country demands.

By developing a new generation of UN Development Assistance Frameworks over the past three years, 75 per cent of UN Country Teams have strategically repositioned themselves in close alignment with national needs

and planning cycles. Country-led evaluations conducted in the Delivering as One pilot countries and in those countries which have voluntarily adopted the approach confirmed that enhanced coordination and harmonized procedures have supported national ownership, alignment with national priorities, reductions in transaction costs and a more effective and efficient response from the UN development system. Encouraged by these preliminary findings, around 20 per cent of all UN Country Teams are now implementing Delivering as One or have indicated that they will do so in the near future.

The year 2010 also served as a grim reminder that nowhere are well-coordinated efforts more important than in disaster and crisis settings, as evidenced by the earthquake in Haiti, the monsoon floods in Pakistan, and the challenges of Somalia. In the face of these stark realities, effective coordination has played an essential role in saving lives and in laying the foundations for sustainable peace and development.

The UN development system must continue to build on the progress it is making. Today's challenges and the evolving demands of countries are both complex. The UN development system must be quick to adapt to new needs and circumstances, and to engage in joint efforts in order to provide relevant, high-quality, and timely assistance.

United in vision and purpose by common strategic priorities, the UN Development Group is committed to ensuring that the UN development system is indeed flexible and agile enough to respond to the varied and rapidly changing needs of the countries we serve, as they work to eradicate poverty and pursue sustainable human development.

**Helen Clark,**  
**Chair, United Nations Development Group**



# UNITED to ACHIEVE the MILLENNIUM DEVELOPMENT GOALS

## **In over 150 countries,** UN Country

Teams jointly support national priorities and strategies in line with what they are best placed to deliver while fostering national leadership of the entire development process. They carry out the operational activities of the UN development system within the framework of the Millennium Declaration and the internationally agreed development goals, including the Millennium Development Goals as the most important development metric. In response to the evolving needs of Governments and civil societies, UN Country Teams have instilled a new strategic focus into their programmes and moved from a project-based approach to common, coherent programmes. By integrating human rights and gender equality into their work, UN Country Teams contribute to better and more sustainable development results and support accelerated progress towards the internationally agreed development goals, including the Millennium Development Goals.



**\$23** BILLION

in total contributions for operational activities for development of the United Nations system represented a 6 per cent increase over 2009.

**2/3** of the **132**

UN Country Teams support middle-income countries while the other third delivers assistance in low-income countries.

**70**

UN Country Teams supported national policy formulation and programmes to mitigate the effects of economic, financial and food crises.

**97**

UN Country Teams supported the formulation and implementation of national development strategies through policy dialogue, capacity development and technical assistance.

## 1.1: Accelerating progress towards the Millennium Development Goals

### KEY POINTS

- > The significant achievements that have been made over the past decade demonstrate that the MDGs are within reach. By delivering coordinated support for policy formulation, institutional capacity development and effective programme implementation, UN Country Teams have successfully assisted national partners in taking immediate, focused action to reach the targets by the 2015 deadline.
- > In line with the undg strategic priorities for 2010-2011, UN Country Teams need to shift from project management to more upstream policy and technical advisory support in many countries; in some others, such a shift will have to go hand in hand with the strengthening of national capacity.
- > Strengthening national capacities for effective monitoring and evaluation is a key driver for accelerating sustainable development. By supporting national partners in gathering and analysing data systematically and by aligning their own monitoring and evaluation systems, UN Country Teams supported evidence-based policymaking and facilitated the achievement of improved development outcomes.

### TRENDS AND PROGRESS

In 2010, the international community undertook an extensive, shared review of the progress made towards achieving the Millennium Development Goals (MDGs). While accomplishments abound, disparities in the rates of progress are also apparent, both across countries and across MDGs. Many countries risk missing one or more of the targets by the 2015 deadline unless they take immediate, focused action. Some are on track to miss all the MDG targets. The undg strategic priorities for 2010-2011 are focused on ensuring that the UN development system maximizes its support for national efforts to achieve the internationally agreed development goals, including the MDGs, especially in those countries most distant from reaching targets. The strategic priorities emphasize that UN Country Teams

can most effectively do this by providing upstream policy and programme dialogue and technical advice, focusing their priorities on areas where they have a clear comparative advantage, aligning with national priorities and strategies, and providing integrated support for institutional capacity development. Following the MDG Summit in September 2010, the undg adopted a nine-point action agenda, which has since guided UN Country Teams in responding coherently to country needs.

#### Supporting national development plans and poverty reduction strategies

The MDGs have been integrated into an increasing number of national development strategies, including Poverty Reduction Strategies. In 2010, UN Country Teams reported that 85 national strategies were based on the MDGs. Providing comprehensive, integrated support to Governments for





the effective formulation, implementation and monitoring of MDG-based national policies and strategies continued to be a key priority for UN Country Teams.

A breakthrough in this regard was the development and roll-out of the MDG Acceleration Framework (MAF), which assists countries to develop their own action plans by systematically identifying and addressing obstacles in the way of MDG progress. UNDP developed the MAF in close collaboration with UNDG agencies and other partners. In early 2010, ten countries began to pilot the MAF by selecting one or more MDG targets, ranging from poverty reduction and education to maternal health and sanitation, whose progress had been unsatisfactory. With the technical support from UN Country Teams and partners, the countries arrived at tailored solutions and identified the partners best placed to carry them out under national leadership.

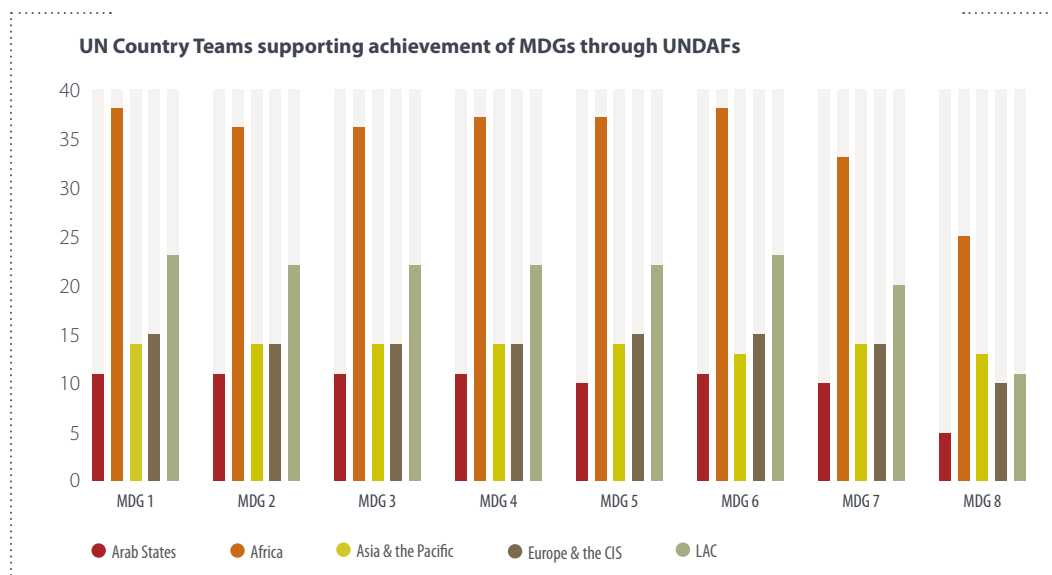
In 2010, UN Country Teams reported providing support across a broad range of areas, particularly technical advice and assistance,

policy dialogue, advocacy, capacity development and monitoring and evaluation. Direct financial support and coordination accounted only for a minor portion of UN development system assistance. A UNDG review of 13 new United Nations Development Assistance Frameworks (UNDAFs) signed in 2010 found that UN Country Teams had promoted the integration of MDG achievement into national development plans.

In 70 countries, Governments sought UN support for devising and implementing policies and programmes to mitigate the effects of the economic, financial and food crises. The UNDG review of UNDAFs signed in 2010 found that UN Country Teams had evenly integrated the Chief Executives Board for Coordination (CEB) Joint Crisis Initiatives, which were launched in 2009, with particular focus on the green economy, including linkages with green jobs, climate change and environmental sustainability, the global jobs pact, and the social protection floor.

The MDG Acceleration Framework helps countries design national strategies to achieve the targets by 2015.

In over 100 countries, UN Country Teams deliver integrated support for the achievement of the MDGs through UNDAFs.



## MDG ACCELERATION FRAMEWORK

The MDG Acceleration Framework (MAF) assists countries to develop their own action plans to achieve the MDGs by 2015. It provides a systematic way of identifying bottlenecks and possible high-impact solutions, leading to a concrete plan of action with coordinated roles for the Government and all its development partners for achieving the country's MDG priorities. The MAF is expected to build on existing country knowledge and experience, as well as on policy and planning processes, and to help the development of country-level partnerships, with mutual accountability of all partners.

Once an MDG target making slow progress is identified by a country, the MAF suggests four systematic steps:

1. Identification of the necessary interventions to achieve the MDG target;
2. Identification of bottlenecks that impede the effectiveness of key interventions;
3. Identification of high-impact and feasible solutions to prioritized bottlenecks;
4. Formulation of an action plan, with identified roles for development partners.

Ten countries piloted the MAF in the lead-up to the MDG Summit in 2010: Belize, Colombia, Ghana, Jordan, Lao People's Democratic Republic, Papua New Guinea, Tajikistan, Togo, Uganda and United Republic of Tanzania. The lessons learned from the pilot phase highlighted the importance of strong national ownership, of facilitating cross-sectoral collaborations, and of ensuring involvement of civil society.

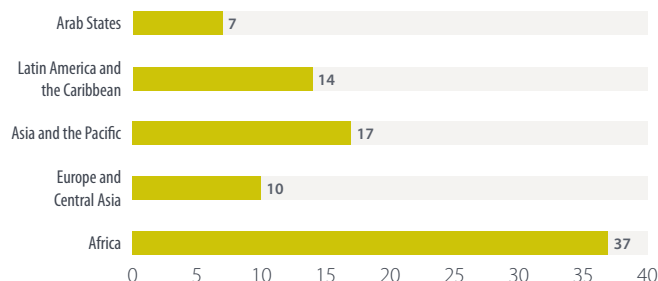
**Source:** Unlocking progress: MDG acceleration on the road to 2015, UNDP

## UNDG ACTION AGENDA FOR FOLLOW-UP TO 2010 MDG SUMMIT

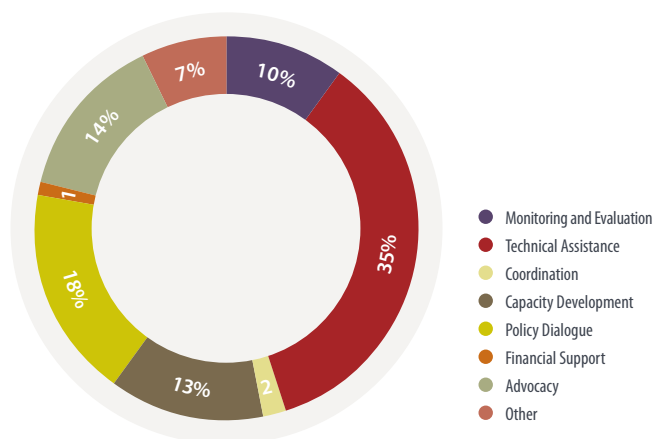
1. Strengthen national ownership of and commitment to the Summit's Outcome Document through UN Country Team engagement with national counterparts.
2. Build on the interlinked nature of the MDGs, as achievement of any of the Goals underpins the success of the others. This requires better integration of UN Country Team activities and programmes.
3. Support the design, implementation, and monitoring of national development strategies.
4. Improve the targeting of UN Country Team support to address inequalities, marginalization and discrimination in order to reach the most vulnerable and marginalized communities.
5. Identify good practices and contributing to the sharing of knowledge and experience of what works.
6. Enhance South-South and triangular cooperation.
7. Broaden partnerships for development overall.
8. Provide extra support to countries in crisis and post-crisis.
9. Give special and urgent attention to the needs of young people.



### National Development Plan is MDG-based



### Areas of support provided by UNCTs to the formulation and implementation of National Development Plans and Poverty Reduction Strategies





“The magnitude of current inequalities calls for a revised development framework that puts tackling poverty and promoting equity and social justice at its centre.”

- Helen Clark, *UNDG Chair*

## UN UPSTREAM ENGAGEMENT IN POLICY AND PROGRAMME DIALOGUE

UN Country Teams engage upstream in national policy dialogue when they interact directly with national policy decision makers and other stakeholders on the development, improvement or reform of policies, strategies, plans and programmes by:

1. Providing analysis, recommendations, or advocacy on policy issues and options to address development challenges;
2. Convening and facilitating dialogue on policies across government ministries and agencies, and/or among the Government, international partners and civil society;
3. Identifying major policy implementation issues and developing strategy for the Government and partners to implement the policy more effectively.

## DEVINFO

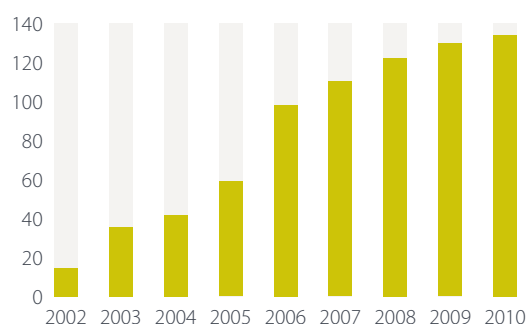
DevInfo is a UN inter-agency programme that has been assisting countries with monitoring progress towards the MDGs since 2004. DevInfo consists of a software package for the establishment of common databases and a complementary training programme focusing on customizing and using the software and its data to inform evidence-based policy and decision-making. It promotes innovative approaches to data visualization as a core component of developing capacities of national monitoring and evaluation systems.

By the end of 2010, more than 130 countries around the world had adapted DevInfo to their own specific needs. Building on the successful integration of DevInfo into national systems, UN support increasingly focuses on assisting national institutions in translating large volumes of data gathered through national surveys, censuses and administrative systems into improved development outcomes.

The process of developing DevInfo databases has fostered inter-agency collaboration in harmonizing indicator frameworks and data values and sources. In 2010, a new application of DevInfo, termed “UNDAFInfo”, picked up momentum and is now being applied to coordinate UN and government monitoring of UNDAF targets in support of national priorities.

The DevInfo secretariat is based at UNICEF HQ in New York and coordinates activities on behalf of the UN system.

Number of countries adapting DevInfo



## MDG ACHIEVEMENT FUND

The MDG Achievement Fund (MDG-F) is an international cooperation mechanism whose aim is to accelerate progress on the MDGs worldwide. Established in December 2006 with a \$710 million contribution from the Government of Spain to the United Nations system, the MDG-F supports national Governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality.

The MDG-F aims to:

1. Contribute towards the implementation of the Millennium Declaration and the MDGs;
2. Increase UN coordination and joint programmes in line with UN reform;
3. Emphasize national ownership and leadership as exemplified in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.

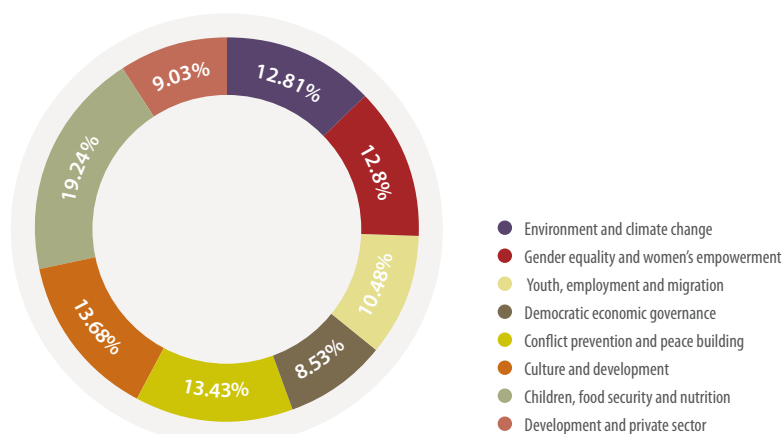
The MDG-F works through the UN in support of Governments, local authorities and civil society to ensure that development processes are owned and driven locally. All programmes financed by MDG-F build on the collective strength of the UN, bringing together an average of six UN agencies to address issues that cut across the mandate of individual organizations. Through this process, the MDG-F is at the forefront of the UN reform process and gives a significant boost to efforts to deliver as one.

The vast majority of joint programmes combine upstream support to public policies, legislation and/or planning processes at national and local levels with downstream concrete actions involving local communities

The MDG-F has contributed to eight One UN Funds (\$85.8 million) and financed 128 joint programmes (\$699 million) in 49 countries across eight thematic windows in line with the Millennium Declaration.

The MDG Achievement Fund builds on the collective strength of the UN development system and helps UN Country Teams to deliver as one.

Allocation of funds by programme area



## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Joint programme to improve youth employment in SERBIA

The unemployment rate of young people in Serbia aged 15-30 is nearly 50 per cent, contributing to widespread poverty, low incentives for education and strong pushes for migration. Under the leadership of the Resident Coordinator, ILO, IOM, UNDP and UNICEF decided to address this challenge together by creating the Youth Employment and Migration joint programme. This was the first joint programme in Serbia funded by the MDG Achievement Fund. The programme aims to increase employment and improve the employability of disadvantaged youth through work placements, training, and self-employment grants. It targets the most vulnerable, including young people living in rural areas, youth with disabilities, internally displaced refugees, and those with low levels of education.

The diversity of expertise of the different agencies, utilized effectively through joint working, was a key pillar to success of the programme. UNDP implemented the Youth Employment Fund in close cooperation with ILO, IOM, UNICEF and national partners; ILO designed the guidelines for the fund; IOM advised on the inclusion of migrants returning from Europe under readmission agreements; and UNICEF gave special attention to youth policies. Strong national ownership was another critical success factor. The Government co-financed the programme and effectively implemented parts of it through the National Employment Service. Sustainability was ensured through capacity development of central and local institutions to better design, monitor and evaluate policies, strategies and action-oriented programmes on youth employment.

Providing integrated support for formulating, implementing and monitoring MDG-based national strategies is a key priority for UN Country Teams.

The programme resulted in the establishment of the Youth Employment Fund, which led to the employment and training of 2287 disadvantaged young people. Importantly, the programme also contributed to shaping Serbia's new national employment strategy, which sets out priorities for the next 10 years. Overall, the programme is an example of how the UN can add value in middle income countries by partnering with the Government in programmes which are jointly funded and implemented.

### Improving energy access for the poor in TAJIKISTAN

Tajikistan is one of the poorest countries in the Commonwealth of Independent States region, with more than 70 per cent of its population living in rural areas with a high incidence of poverty. The acceleration of MDGs depends on providing access to energy for homes and key services, and thus can be done by tapping the country's potential for renewable energy, such as hydro, solar and wind energy.

In 2010, the piloting of the MDG Acceleration Framework (MAF) supported the Government and its partners to develop further and focus Tajikistan's small-scale energy strategy. The MAF aimed at operationalizing the Law on Renewable Energy through a medium-term action plan with clear outputs and measurable benchmarks through 2015. The MAF framework brought together various stand-alone activities under one umbrella by providing a framework for coordinated and coherent action, and by linking upstream support for operationalizing the renewable energy law with downstream support, including for the construction of hydro plants.

In order to inform MDG-based national strategies with the latest data and analysis, the UN Country Team supported the Government to prepare a national MDG



progress report, and made it a priority to assist in the preparation of Tajikistan's third generation Poverty Reduction Strategy for the period 2010-2012.

The UN complemented its support at the policy level by providing targeted support for developing national capacities to implement and monitor the strategy effectively.

### **Joint advocacy to eliminate iodine deficiency disorders in THAILAND**

The UN Country Team adopted an evidence-based joint advocacy campaign to put the issue of wide-spread iodine deficiency and access to iodized salt on the national agenda. Iodine deficiency is the single most common cause of preventable mental retardation and brain damage. It also decreases child survival and impairs growth and development. While access to iodized salt has increased globally, it dramatically declined in Thailand from 74 per cent in 1996 to 58 per cent in 2006.

The UN Country Team effectively leveraged the comparative strengths of its members by deciding on a clear division of labour. The Resident Coordinator initiated high-level engagement by writing to the Prime Minister, which led to several follow-up meetings between the Minister of Public Health and UNICEF and WHO representatives. UNICEF refocused its approach to prioritize evidence-based policy advocacy.

WHO played its normative role of evidence-based health policy advisor, while FAO and UNIDO advocated directly with their respective counterparts in the Ministry of Agriculture and the Ministry of Industry.

The concerted initiative resulted in the Government deciding to make it legally compulsory to iodize all salt for human consumption. That was a major breakthrough after many years of stagnation on the issue. Four new regulations mandating all salt for human consumption to be iodized took effect by the end of 2010. Iodine deficiency elimination is now perceived as a development challenge for the country with much greater and wider awareness, and understanding, and support at the highest political level.

The key elements of success were effective joint advocacy by the UN Country Team and strong partnerships with national counterparts. Relevant agencies engaged in coordinated advocacy with their respective counterparts in line ministries. The strong partnership with the main counterpart, the Ministry of Public Health, ensured national ownership and accelerated progress towards the sustainable elimination of iodine deficiency. Furthermore, partnerships fostered with civil society, the news media and the private sector increased public awareness and recognition of the impacts of iodine deficiency on society.

## **LEARN MORE**

> **Millennium Development Goals**  
<http://www.undg.org/index.cfm?P=3>

> **MDG Acceleration Framework**  
<http://www.undg.org/index.cfm?P=1505>

> **UNDG Policy Network for MDGs**  
<http://www.mdgpolicynet.undg.org/>

> **UNDG strategic priorities 2010-2011**  
<http://www.undg.org/docs/11368/UNDG-Strategic-Priorities-for-2010-2011.pdf>

> **DevInfo**  
<http://www.devinform.org>

## 1.2: Mainstreaming Human Rights

### KEY POINTS

- > An increasingly large number of UN Country Teams are assisting national partners to get equitable, sustainable development results by applying a human-rights-based approach to development policies and strategies. By supporting national partners to engage with the Universal Periodic Review, UN treaty bodies, and visits of UN Special Rapporteurs, UN Country Teams effectively addressed key human-rights issues.
- > Delivering support through integrated joint approaches has made the UN system more effective in promoting the human rights normative agenda. As a unifying principle for the work of the UN Country Team, human rights were a conducive to UN coherence and to helping UN Country Teams to deliver as one.
- > The new UNDG mechanism on human rights mainstreaming will further strengthen UN system-wide coherence, collaboration, and support for integrating human rights at the country level in response to national needs.

### TRENDS AND PROGRESS

Human rights are a unifying principle for the work of UN Country Teams.

UN Country Teams have made significant progress in integrating human rights into their programming activities. A UNDG review of the 13 UNDAFs signed in 2010 for the period 2011-2015 found that the human rights-based approach (HRBA) was one of the best and most uniformly integrated principles. It is usually an integral part of joint analytical work carried out by UN Country Teams and was found to be well integrated into the results matrices and indicators of many UNDAFs. These findings are confirmed by the Resident Co-ordinator annual reports and a survey sent to all UN Country Teams. Two thirds of the 99 UN Country Teams which responded reported that they had been either very successful or successful in integrating human rights into their common programming processes.

Thus, by working together, the UN system is more effective in promoting the human rights normative agenda. For many UN

Country Teams, Human Rights Theme Groups proved a valuable mechanism for providing integrated, streamlined support to national partners. Such theme groups also provided valuable guidance and support on mainstreaming human rights into UN common programming, as noted, for instance, by Country Teams in Cape Verde, Malaysia, Mongolia, Rwanda, Uruguay and Viet Nam.

As a unifying principle for the work of the UN Country Team, human rights were a conducive element in UN Country Team efforts to deliver as one, as noted by Albania, Cape Verde, Malawi, Rwanda, United Republic of Tanzania, Uruguay and Viet Nam.

In Malawi, HRBA helped UN Country Team members to speak with one voice in their interactions with national counterparts and the donor community. It also provided an overarching principle for the work of the UN Country Team and brought coherence to the UNDAF, serving as an integrating tool to bring the various agency programmes



together around a common approach. Several UN Country Teams carried out HRBA training for staff and national partners as part of the UNDAF process. Following the training, UN Country Teams were able to use HRBA as an analytical tool for setting priorities for the UNDAF.

In Viet Nam, applying HRBA to the next One Plan, for the period 2012-2016, emphasized the normative role of the UN and resulted in a stronger focus on vulnerable groups.

Based on the undg survey findings, the undg has taken steps to deliver enhanced support to UN Country Teams in these efforts, including by revising the inter-agency training package on HRBA, by providing a wider pool of HRBA resource persons for in-country training, and by making all UN tools on human rights mainstreaming easily accessible on the UN Practitioner's Portal on HRBA Programming.

### **Opportunities for joint programming on human rights**

There are a growing number of opportunities for joint programming on human rights. The 2010 Resident Coordinator annual reports point to five priority areas for joint programming, as described below.

### **Integrating a human-rights based approach into national strategies**

Several UN Country Teams worked with national partners to apply HRBA to national

*"There is virtually no aspect of our work that does not have a human rights dimension. Whether we are talking about peace and security, development, humanitarian action, the struggle against terrorism, climate change, none of these challenges can be addressed in isolation from human rights."*

*- Ban Ki-moon, Secretary-General of the United Nations*

development plans and policies. By doing so, they contributed to strengthening the national policy framework for protecting and promoting the rights of the poor and vulnerable groups. In the Republic of Moldova, HRBA was applied to the Integrated Local Development Programme. This helped to foster wide participation in the design of the decentralization strategy. In Tunisia, the UN Country Team worked towards integrating HRBA within national institutions and designed complementary training programmes for more than 80 non-governmental organizations.

### **Supporting national human rights institutions**

UN Country Teams in a large number of countries developed joint programmes in support of national human rights institutions: Armenia, Azerbaijan, Bahrain, Equatorial Guinea, Ethiopia, Fiji, Lebanon, Lesotho, Malaysia, Republic of Moldova, Panama, Papua New Guinea, Philippines, Sao Tome and Principe, Tajikistan and Turkey. Joint programmes in this area ranged from



The Universal Periodic Review has proven to be a major opportunity for joint UN programming.

advocating for the establishment of such institutions in compliance with the Paris Principles to providing targeted capacity development support for existing institutions to effectively implement their mandates. The UN Kosovo Team, for example, strengthened the capacities of the Legal Aid Commission for reaching out to the most vulnerable groups in the country.

### Reporting and follow-up on UN treaty bodies

Many UN Country Teams supported government and civil society engagement with UN treaty bodies. The Convention on the Rights of Persons with Disabilities provided a useful opportunity for joint programmes, including advocacy for its ratification, support for its effective implementation and awareness-raising within civil society of the standards contained in the Convention. For example, the Liberia UN Country Team carried out a series of workshops on the Convention for persons with hearing disabilities and organized radio programmes, in local dialects, throughout the country. In Azerbaijan, UN agencies and national partners carried out a comprehensive assessment of the needs of persons with disabilities to identify gaps in legislation, which informed the Government's implementation plan for the Convention.

### Universal Periodic Review Process

The Universal Periodic Review (UPR) proved to be a major opportunity for joint UN programming. UN Country Teams engaged in both the preparatory phase of the UPR, and in the follow-up to the recommendations from the Human Rights Council. In Paraguay, OHCHR and the UN Country Team provided technical assistance and training programmes for government partners, the National Human Rights Institution and civil society organizations to build sustainable

capacities for the preparation of the national report. To this effect, the UN Country Team also organized a sharing of experiences between former members of the delegations from Argentina and Brazil to the UPR and the current members of the Paraguay delegation to the UPR.

In Yemen, the UN Country Team organized a series of workshops on UPR follow-up in preparation for a national human rights forum that will be chaired by the Minister of Human Rights and the Resident Coordinator. In Belarus, the Government's agreement with 58 UPR recommendations gave the UN Country Team a strong basis for cooperating with national partners on human rights issues. The UN Country Team has since taken an integrated common approach facilitated by a theme group on democratic governance and human rights.

### Visits of UN Special Rapporteurs

Visits of UN Special Rapporteurs can encourage Governments to engage on key human-rights issues and thereby place them on the public agenda. In Colombia, the visit of the UN Independent Expert on Minority Issues and the Special Rapporteur on the situation of human rights and fundamental freedoms of indigenous people highlighted the worsening situation of indigenous people and peoples of Afro-Colombian descent as a result of the armed conflict. Their reports led the Government, with the support of the Resident Co-ordinator, to establish the Advisory Commission on Ethnic Issues. In Uruguay, the visit of the UN Special Rapporteur on Torture and his report on Uruguayan prisons placed the issue on the public agenda, and provided the basis for a joint UN programme to support the Government's efforts in reforming the penal system.

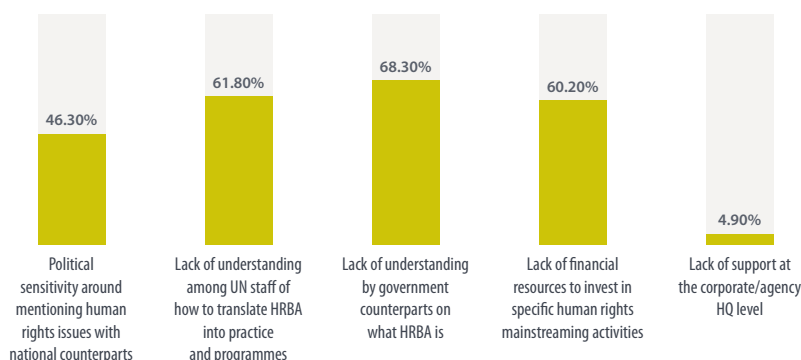
## CHALLENGES AND THE WAY FORWARD

Building on these positive trends, further progress is necessary to mainstream human rights effectively within UN common country programming and national strategies and policy frameworks. A key challenge that UN Country Teams identified in the UNDG review is lack of awareness among national counterparts on HRBA. A number of UN Country Teams have addressed this through targeted training programmes for government counterparts and civil society, and continued efforts will be required. In some countries and regions, this work is complicated by political sensitivities - 71 per cent of UN Country Teams in the Asia and the

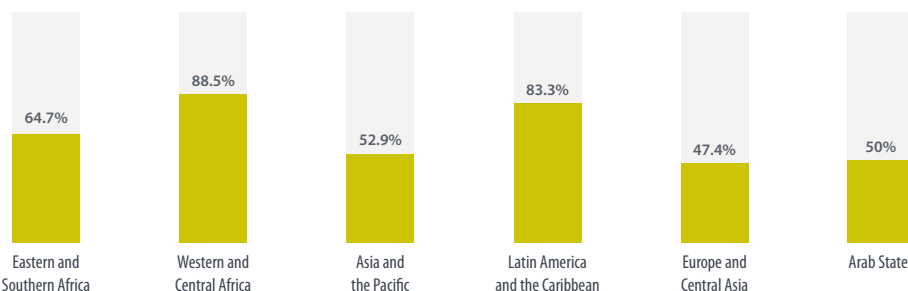
Pacific region and 65 per cent of UN Country Teams in the Arab States region see this as a challenge. Moreover, translating HRBA into practice and applying it systematically to UN common programming and national development processes will be of central importance for all UN Country Teams.

In order to provide targeted support to UN Country Teams in addressing these obstacles, the UNDG has established a dedicated senior-level mechanism on human rights mainstreaming (UNDG-HRM). The UNDG-HRM will further strengthen system-wide coherence, collaboration and support for integrating human rights at the country level in response to national needs.

### What are the biggest challenges your UNCT faces in mainstreaming human rights into UN programming?



### Government officials are open to discussing human rights issues and taking forward HRBA



## UNDG MECHANISM ON HUMAN RIGHTS MAINSTREAMING

The UNDG mechanism on human rights mainstreaming (UNDG-HRM) serves to further institutionalize the mainstreaming of human rights in the development work of the United Nations system. It will initially focus on four broad priorities:

1. Promoting a coordinated and coherent UN system-wide approach towards the integration of human rights principles and international standards into UN operational activities for development;
2. Providing coherent and coordinated support to Resident Coordinators and UN Country Teams in mainstreaming human rights;
3. Developing a coherent UN-system wide approach, through cooperation and collaboration among UN agencies, to providing support towards strengthening national human rights protection systems at the request of Governments; and
4. Contributing to the integration of human rights issues into the overall UNDG advocacy on the development agenda and global issues.

The UNDG-HRM was established in the framework of the implementation of the Secretary-General's Policy Committee decision on human rights and development. It has an open membership and is chaired by OHCHR with a rotating vice-chair, reporting to the full UNDG.





## COUNTRY EXAMPLES OF COORDINATION IMPACT

### **Integrating the human rights-based approach into the national development strategy in the PHILIPPINES**

The UN Country Team accomplished a breakthrough by successfully supporting the Government in mainstreaming HRBA in the new Philippine Development Plan for 2010-2016. This represents one of the first attempts by a State to adopt HRBA as a guide in national planning. The UN Country Team also continued to support the strengthening of the national human rights institutions and supported the formulation of the National Human Rights Action Plan.

### **Applying the human rights-based approach to the new UNDAF in the DOMINICAN REPUBLIC**

In preparation of the new UNDAF, the UN Country Team invested into developing capacities for applying HRBA both of its own staff as well as of government officials and civil society actors. The acquired expertise benefited the subsequent development of the UNDAF. Special attention was dedicated to stateless and undocumented persons, migrants as well as to protection issues concerning victims of the earthquake in Haiti. The UN Country Team supported the Government in preparing a road map

leading towards the implementation of the Universal Periodic Review recommendations. The UN complemented these initiatives through targeted joint advocacy, by dedicating a theme of the UN Day celebrations to the rights of vulnerable groups and by organizing a discussion with the press on International Human Rights Day.

### **Supporting human rights-based policies and institutions in KOSOVO**

The UN Kosovo team assisted national institutions in building effective systems for human rights protection by supporting the drafting and implementation of socially inclusive legislation and strategies. UN Kosovo team members took a leadership role in convening inclusive multi-stakeholder forums: OHCHR co-chaired the International Human Rights Contact Group while UN Women chaired the Security and Gender Coordination Group, which brought together security sector actors, including the European Union and NATO and national, international and civil society stakeholders for gender. In preparation for the UN Common Development Plan for Kosovo 2011-2015, UN staff was trained on HRBA by trainers from OHCHR, UN Women and UNICEF. The training helped to ensure that HRBA was strongly embedded in the new strategic framework to ensure that equality and non-discrimination are cornerstones of all UN support to Kosovo institutions.

## LEARN MORE

> **UNDG Human Rights Mechanism**  
[www.undg.org/hrm](http://www.undg.org/hrm)

> **Updated UN Inter-agency Common Learning Package on HRBA**  
<http://www.undg.org/index.cfm?P=1447>

> **UN Practitioner's Portal on HRBA**  
<http://www.undg.org/index.cfm?P=1452>

## 1.3: Advancing Gender Equality

### KEY POINTS

- > There has been notable progress in gender equality and the empowerment of women, which is both a goal in itself and a means for achieving all other Millennium Development Goals. Nevertheless, accelerated progress is needed as those Millennium Development Goals that depend most on women's empowerment have experienced the fewest gains.
- > The foundation of UN Women on 2 July 2010 heralded a new era for United Nations support to gender equality and women's rights. It represents an unprecedented step in UN system-wide coherence through the merger of four previously distinct UN organizations in order to deliver stronger and better-coordinated support.
- > The quality and scope of UN Country Team support for national priorities relating to gender equality has markedly increased in recent years. UN Country Teams are offering integrated support for advancing national gender equality priorities, including addressing gender-based violence.

### TRENDS AND PROGRESS

Gender equality and the empowerment of women have been globally advanced.

There has been notable global progress in advancing gender equality and the empowerment of women. To date, 186 countries have ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); 139 Constitutions guarantee gender equality; 117 countries have equal pay laws; 115 countries guarantee women's equal property rights; and 125 countries outlaw domestic violence. This represents a massive change and an unprecedented opportunity in terms of unambiguous commitments of Member States.

Real challenges still persist, however, even in the face of a vastly improved normative framework. As 2015 approaches, there have been the fewest gains on those MDGs that depend the most on women's empowerment, for instance maternal health. The MDGs cannot be achieved with the persistence of gender inequality.

The foundation of UN Women as the United Nations organization dedicated to gender equality and the empowerment of women heralded a new era for United Nations support in these key areas. It represents an unprecedented step in UN system-wide coherence by bringing together resources and mandates of four previously distinct parts of the UN system: The Division for the Advancement of Women (DAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); the International Research and Training Institute for the Advancement of Women (INSTRAW); and the United Nations Development Fund for Women (UNIFEM). While not relieving other organizations of their responsibilities in relation to promoting gender equality, UN Women is leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality, the empowerment of women and women's rights.

The UNDG has tracked UN Country Team reporting on gender issues since 2004.

The results show an overall positive trend towards stronger UN Country Team support for gender equality and the empowerment of women. The increasing numbers and the depth of reported initiatives indicate a qualitative shift in the level of support that the UN system is providing.

### Key areas of progress

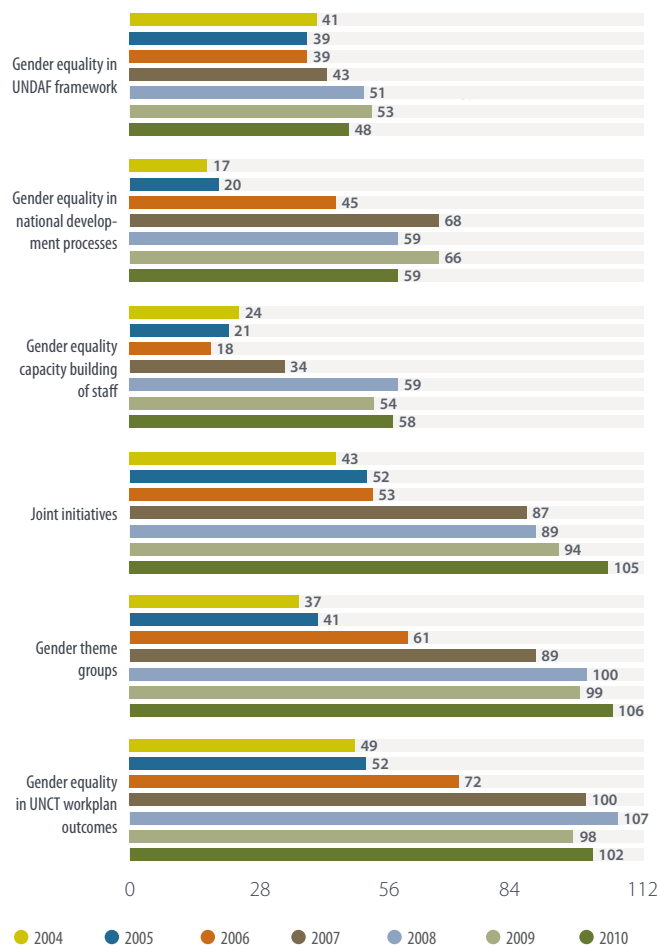
- 102 UN Country Teams reflected gender equality or women's empowerment as a key element in their work plans, compared to 49 in 2004.
- 105 UN Country Teams reported on joint initiatives on gender equality, an increase from 43 in 2004.
- The number of reported Gender Theme Groups reached 106 in 2010 compared to 37 in 2004.
- Internal capacity-building initiatives for UN Country Teams numbered 58 in 2010 compared to 24 in 2004.

### Areas of support

Support to the inclusion of gender equality in national planning processes has markedly improved. It has often involved expanded gender theme groups, where the Government and civil society partners contribute knowledge that will help to mainstream gender perspectives and to ensure that UN planning is aligned with national plans.

A review conducted by the UNDG of the previous generation of UNDAFs (2006-2009) found that those specifying gender-equality outcomes were overall highest rated in terms of the potential to deliver results on national priorities for gender equality. The UNDG reviewed 13 UNDAFs signed in 2010 for the period 2011-2016. All UNDAFs were found to address gender equality, with UN Country Teams taking a variety of approaches. The areas of joint initiatives for gender equality that UN Country Teams report most frequently and that have been tracked since 2004 include:

**UN Country Teams reporting on gender equality initiatives (number of countries)**



**Notes:** Gender theme groups (GTGs) include specific GTGs as well as multi-theme groups that include gender as a theme such as gender and human rights groups. Results for 2010 are based on analysis of information from 121 Resident Coordinator annual reports. Reports for the following were not included or partially included owing to unavailability of the complete report: Algeria, Bahrain, Bulgaria, Chad, Gabon, Kosovo, Latvia, Poland, Samoa, Saudi Arabia, Somalia, Sri Lanka, United Arab Emirates, Viet Nam and Yemen.

**Source:** Resident Coordinator Annual Reports, UNDG website

- Ending violence against women (104 examples in 2010 compared to 28 in 2004). This nearly universal response can be linked to advocacy efforts of the Secretary-General's UNiTE to End Violence Campaign, as well as increased reporting on joint programming initiatives;

- Capacity development support for national women's mechanisms (76 examples in 2009 compared to 11 in 2004);
- Assistance in implementing and/or reporting on the Beijing Platform of Action and/or CEDAW (54 examples in 2010 compared to 21 in 2004);
- Strengthening reproductive health and reducing maternal mortality (67 examples in 2010 compared to 37 in 2004). Increasing numbers of reported initiatives in Africa in large part stem from the launch of the Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA), as well as the global H4+1 initiative;
- Supporting women's empowerment in HIV/AIDS programmes (52 examples in 2009 compared to 34 in 2004). The increased number of gender-sensitive joint initiatives on HIV/AIDS may reflect the influence of the Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV;
- Strengthening collection of sex-disaggregated data (36 examples in 2010 compared to 9 in 2004).

A very significant area of increased support to gender equality is UN Country Team support for national women's mechanisms, on which reporting has increased nearly sevenfold since 2004. The UN system has improved its support for the translation of international commitments into national laws, policies and strategies that broadly address gender equality, as well as those dedicated to ending violence against women in its many forms. This includes more support to services for survivors and greater support to the implementation of existing national commitments down to the community level. For example, in Guyana, UN Women worked closely with the Ministry of Labour, Human Services and Social Security to strengthen State accountability and community action to end gender-based violence, including through the development of sexual and domestic violence protocols for the police, prosecutors, social workers and magistrates. In Egypt, the joint programme "Safe Cities Free of Violence against Women and Girls" aims to improve the quality of life for Egyptians through the creation of safe public spaces and communities.

## GENDER THEME GROUPS

Gender theme groups (GTGs) play a critical role as convener of women's groups and gender equality advocates who can flag gender concerns and influence the development agenda. They build coalitions to advocate for more equitable legal and policy environments and to implement and monitor national gender-equality priorities. GTGs also provide critical support to improve reporting on CEDAW and to implement the Committee's concluding observations. They can also be instrumental in strengthening the capacities of UN Country Teams for gender mainstreaming. In 2010, a total of 21 UN Country Teams reported having used the undg performance indicators for gender equality and 10 country teams reported carrying out gender audits to assess the needs and capacities of UN Country Team members. In Kyrgyzstan, for instance, the GTG facilitated the development of a UN Country Team strategy for gender mainstreaming that outlines the roles and priorities of UNCT members to target areas of inequality and to mainstream a gender-sensitive perspective into agency programming.



## CHALLENGES AND THE WAY FORWARD

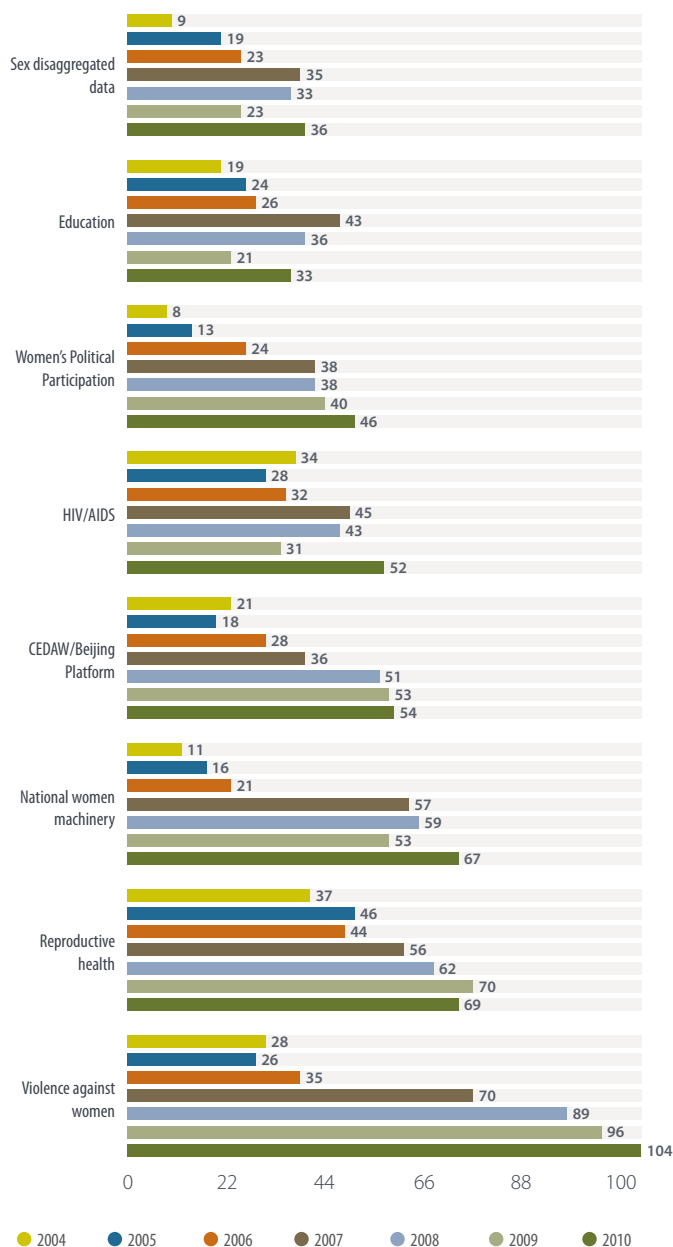
While UN Country Team reporting in 2010 is evidence for a deepened qualitative engagement on issues relating to women's empowerment and gender equality, much more remains to be done to mainstream a gender perspective systematically and effectively into all programmes across the United Nations system. To date, different practices, tools and methodologies for implementing the UN strategy on gender mainstreaming have constrained system-wide comparability, assessment and planning. The coordinating role of UN Women is critical in addressing the remaining gaps and challenges to effectively mainstream gender perspectives across the system. In order to shift the focus to impact and results, UN Women will produce a meta-evaluation of UN system evaluations of gender equality programming and support regular joint evaluations of joint programmes for gender equality.

## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Mainstreaming gender equality in ETHIOPIA

The UN provided technical capacity to the Ministry of Women's Affairs, which directly contributed to the inclusion of gender as a cross-cutting theme in the national Growth and Transformation Plan (GTP). Within the UN Country Team, the Gender Working Group ensured that the UNDAF mirrored the GTP organization of the themes with women's empowerment as one of the strategic priorities. The Group also carried out a gender-mainstreaming assessment using a modified version of the UN Country Team performance indicators for gender equality and women's empowerment, as part of a mid-term review of the UNDAF.

UN Country Team initiatives on gender equality by area of support (number of countries)



**Notes:** Results for 2010 are based on analysis of information from 122 RC annual reports. Reports for the following countries were not included or partially included due to unavailability of the complete report: Algeria, Bahrain, Bulgaria, Chad, Gabon, Kosovo, Latvia, Poland, Samoa, Saudi Arabia, Somalia, Sri Lanka, Sudan, United Arab Emirates, Vietnam and Yemen.

**Source:** Resident Coordinator Annual Reports, UNDG website

UN support to the inclusion of gender equality in national planning processes has markedly improved.

The findings are being incorporated in the design of a new UNDAF and the UN Country Team has acted on one of the main recommendations to develop the Joint Flagship Programme on Gender Equality and Women's Empowerment with a budget of nearly \$22 million.

### **Supporting and aligning with national strategies in the PHILIPPINES**

The evaluation of the joint programme on the implementation of the CEDAW Concluding Comments revealed that the programme had successfully contributed to the drafting and adoption of the Magna Carta for Women as the country's comprehensive legislation on gender equality, which reflects the norms of CEDAW. The evaluation noted that capacity-building efforts were important for civil society and that the programme strengthened normally excluded constituencies, such as rural women. In July 2010, the Philippine Commission on Women launched the Implementing Rules and Regulations for the Magna Carta, with UN support. Within the UN Country Team, the Gender Mainstreaming Committee spearheaded efforts to develop an UNDAF that responds to the Magna Carta both by supporting its implementation and by mainstreaming its provisions across all UNDAF outcomes.

### **Delivering as one for maternal health in PAPUA NEW GUINEA**

While UNFPA, UNICEF and WHO had previously delivered coordinated support through a Maternal Health Task Team aligned to the National Health Plan, in 2010 they decided to move from mere coordination to adopting an all-inclusive, integrated approach under national leadership. At the request of the Government, the Task Team was extended to include two national organizations working in the area of maternal and child health. The multi-stakeholder group produced a single annual work plan for the UN system, which is firmly focused

on addressing selected gaps in the National Health Plan. The plan was the product of effective knowledge-sharing with partners beyond the UN system, a clear division of labour among UN agencies in line with their respective comparative advantages, joint resource mobilization, and government ownership and leadership.

### **Integrated support for policy advice and technical assistance in LIBERIA**

The UN Country Team supported national gender equality priorities by providing integrated support for policy development and implementation. The UN assisted the Government and development partners in mainstreaming gender equality into national policies and programmes, including through the review of the Poverty Reduction Strategy. With support from the UN, the Government established a secretariat for the National Action Plan for Implementation of United Nations Security Council resolution 1325 and a national task-force to implement the recommendations of the 2010 CEDAW report. In anticipation of the 2011 election, the UN delivered electoral support to strengthen women's participation in formal political spheres. Through consistent advocacy, the country's major political parties (17 out of 19) have embraced the principles of promoting women's participation within party structures, in particular in decision-making positions. In addition to mandatory training for all staff and partners, the UN partnered with national actors to provide training on gender sensitivity to over 180 security sector personnel in border communities. With a combined budget of over \$33 million, two joint programmes focused on gender equality – one on ending gender-based violence and the other on increasing economic empowerment for women.

### **Focused UNDAF support for the empowerment of women in UKRAINE**

The UN Country Team made it a joint priority to deliver focused policy support for the

empowerment of women through the UNDAF. Significant achievements in capacity development and at the policy level were registered. A conceptual framework to strengthen the national gender mechanism was developed and served as a basis for several draft regulatory instruments and proposed initiatives to reform the national gender network and increase its efficiency. Amendments to 11 laws advancing women's rights were introduced; a gender adviser to the Prime Minister of Ukraine was appointed; and an Expert Council for addressing gender-based discrimination cases was established.

#### **Joint approach to address gender-based violence in BURUNDI**

The UN Country Team launched an integrated programme that united key stakeholders behind a common strategy to address wide-spread gender-based violence. In close partnership with the Ministries of Human Rights, Justice, Health, Interior and Public Security and partners in national and international organizations, the programme was implemented by UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UN Women, WFP, WHO, and ONUB. The joint efforts avoided wasteful duplication and increased the effectiveness and efficiency of service delivery. A key result was the establishment of an integrated centre for victims of sexual and gender-based violence that provides integrated care services - community, medical, psychosocial and legal - and builds on positive cultural values. Based on this pilot experience, the UN Country Team



will support Burundi in bringing the results to scale and in addressing gender-based violence in the new PRSP.

#### **Supporting a bottom-up approach for policy-making in PALESTINE**

Six UN agencies - ILO, UNDP, UNESCO, UNFPA, UN Women and UNRWA - jointly assisted the Palestinian Authority in developing the territory's National Strategic Plan to Combat Violence against Women (2011-2019). The plan is the first of its kind in the Arab region developed through a bottom-up approach. It includes inputs from women refugees and women organizations, civil society, community organizations, the private sector and line ministries. The strategy takes on a cross-sector approach, recognizing violence against women as a development issue affecting the social, economic and political systems of Palestinian society. This holistic approach was facilitated by the wide-ranging and complementary expertise of the involved UN agencies. Through this joint engagement, agencies also avoided duplication in the implementation of related projects. Collective implementation of the programme facilitated regular joint reviews of progress, including joint field visits, and resulted in increased information flows.

## **LEARN MORE**

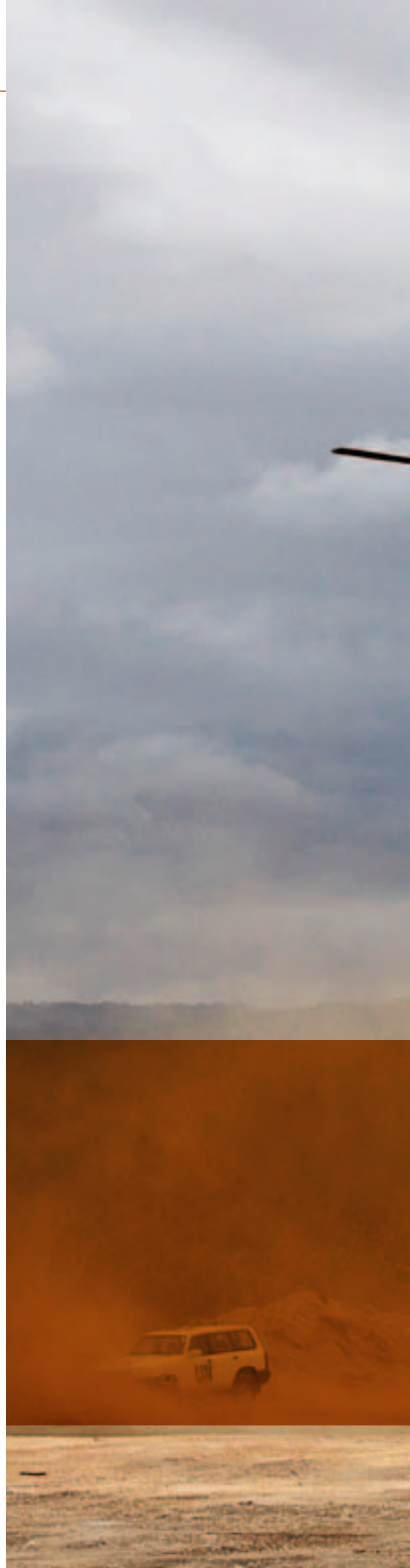
> **Gender equality**  
<http://www.undg.org/gender>

> **Secretary-General's database on violence against women**  
[www.un.org/esa/vawdatabase](http://www.un.org/esa/vawdatabase)

# CRISIS and POST-CRISIS TRANSITION

## Nowhere is effective coordination more important

and challenging than in crisis and transition settings, where it can be essential in saving lives and in laying the foundations for sustainable peace and development. Successful recovery from crisis often requires the engagement of a broad range of actors to strengthen the capacities of national authorities and the local population. In these contexts, Resident Coordinators and UN Country Teams play a critical role in assisting national actors to lead and coordinate the response efforts of the UN system and the international community in support of nationally identified priorities.







2.1  
million

people were assisted by the UN system in the aftermath of the earthquake in Haiti through the provision of food, shelter, healthcare and education.

19

integrated strategic frameworks were developed by UN field missions and UN Country Teams to establish joint priorities in pursuit of peace consolidation.

\$1.3 BILLION

jointly raised by the UN system in Pakistan in response to the catastrophic monsoon floods.

8.9  
million

citizens in Darfur and South Sudan received coordinated food aid from humanitarian agencies. A further 2.4 million received emergency non-food items.

## 2.1: Supporting recovery and transition from crisis

### KEY POINTS

- > Faced with large-scale disasters and protracted conflicts, Resident Coordinators and UN Country Teams played a critical role in leading and coordinating response efforts for recovery and transition from crisis with a multiplicity of partners.
- > In responding to sudden crises, UN Country Teams benefited from a culture of collaboration and robust coordination mechanisms, which facilitated fast and decisive action to help to save lives and precious resources.
- > Ensuring coherent, predictable and timely staffing to Resident Coordinator offices is a key priority for the UNDG and a major challenge in settings where humanitarian actors are withdrawing or where peacekeeping and political missions are in transition.

### TRENDS AND PROGRESS

By taking an integrated approach, the UN system has sought to maximize its impact in crisis and transition countries. Resident Coordinators and UN Country Teams worked to strengthen national capacity in the areas of needs assessments, disaster management and emergency preparedness; developed strategic plans; and facilitated the transition to recovery and development.

In 2010, the UNDG made delivering improved support for crisis and transition countries a strategic priority. By drawing on the diverse expertise and global presence of the entire UN system, UN Country Teams were uniquely positioned to comprehensively address underlying development challenges, such as disaster risk, lack of preparedness, social vulnerabilities, inequality, exclusion and opportunities to realize rights in order to reduce the risk of recurrence and maximize the potential for self-sustaining transition. UN Country Teams also played a critical role in promoting synergies between the

humanitarian response and development activities, and supported national actors in addressing the drivers of conflict.

The last three decades have seen a sharp increase in the number and frequency of disasters as well as a dramatic rise in the number of affected populations. Sadly, 2010 was no exception, as shown by the toll of the devastating earthquake of 12 January in Haiti, which resulted in more than 220,000 deaths, including 96 UN peacekeepers, and by the monsoon floods in Pakistan, which affected about 20 million people, mostly by destruction of property, livelihood and infrastructure.

Thanks to a strong culture of collaboration and robust coordination structures that have been developed and fostered over the past decade, the UN system was able to respond to these crises with greater coherence and effectiveness.

The UNDG mobilized to improve the implementation of post-conflict needs assessments (PCNAs), strengthen the effectiveness of the PCNA methodology as a common platform for joint planning and response to crisis

and post-crisis situations, and enhance the capacity of the joint UN-World Bank-EU effort to operationalize the methodology. Two PCNA exercises were successfully conducted in 2010, in Pakistan and Yemen. In the latter case, the UNDG was able to draw on its expert roster. The UNDG delivered a PCNA expert-practitioner training programme.

As part of the effort to further strengthen knowledge and capacity with respect to the PCNA processes and methodology and to promote the exchange of best practices among key partners, the UN system conducted joint familiarization sessions together with the European Union and the World Bank for staff of the African Development Bank, the Asian Development Bank, the European Commission and the European Union as well as bilateral partners, which resulted in a commitment to strengthen collaboration on joint needs assessments.

#### Post-conflict needs assessments (PCNAs)

are multilateral exercises undertaken by the UNDG, the European Commission, Regional Development Banks and the World Bank in support of national actors. They aim at devising a common strategy for recovery and development in fragile, post-conflict settings. The PCNAs include assessment, prioritization and costing of needs to be addressed during the transition period in the given country. To date, PCNAs have been conducted in Afghanistan, Georgia, Haiti, Iraq, Liberia, Pakistan, Somalia, Timor-Leste, South Sudan, Sudan, Yemen and Zimbabwe. An exercise is currently taking place in Libya.

## CHALLENGES AND THE WAY FORWARD

Effective coordination in crisis and post-crisis settings varies significantly both in scope and in scale from regular development contexts. The complexity of addressing

multidimensional challenges, extraordinary time pressure and the large number and diversity of actors involved requires dedicated resources. Resident Coordinators and UN Country Teams in 21 post-crisis countries received targeted support from the UNDG through the United Nations Development Operations Coordination Office. Forty different positions in Resident Coordinator offices, including strategic planners, early recovery advisors, information managers and communication officers were provided. A key challenge will be to continue to enhance the capacity of Resident Coordinators and UN Country Teams in such crisis and post-crisis countries. Most importantly, this will include providing a package of minimum core support to ensure coherent, predictable and timely staffing to Residents Coordinators. A related challenge lies in maintaining coordination capacity in those countries

where humanitarian actors are withdrawing and in countries where peacekeeping or political missions are phasing down. Apart from continued fundraising from the international community for such coordination capacity, work will also continue at Headquarters to collect lessons learned and best practices to help to facilitate the work of UN Country Teams in these complex transition settings.

## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Crisis in KYRGYZSTAN

In the wake of the revolution in April 2010, the humanitarian country team immediately launched a flash appeal to provide assistance to direct and indirect victims of the violence and displacement. The team requested a revised total of \$96 million, of which it received \$59 million by

The last three decades have seen a sharp increase in the number and frequency of disasters as well as a dramatic rise in the number of affected populations.

the end of 2010, and provided hundreds of thousands of citizens with shelter, protection, food assistance, water and sanitation support and community restoration, including agricultural assistance. The shelter cluster, for example, provided transitional shelter for more than 13,400 people whose houses were damaged or destroyed during the June violence. Accommodating affected people before winter was a priority and meeting this goal was a major achievement.

To address the longer-term development challenges, the UN supported the Interim Government in re-establishing the MDG Inter-ministerial Coordination Committee and provided technical support for conducting a review and analysis of progress towards achieving the MDGs. The new analysis will serve as a policy tool for further strengthening the MDG agenda in the country.

**“Sustainable development is fundamentally a question of people’s opportunities to influence their future, claim their rights and voice their concerns.”**

- The UN Secretary-General’s High-Level Panel on Global Sustainability

UN Country Team members, consisting of seven UN organizations (OHCHR, UNDP, UNFPA, UNHCR, UNICEF, UNIFEM and WHO) ensured a well-coordinated response to the emergency in southern Kyrgyzstan, where gender-based violence was identified as a key risk. They raised awareness during a difficult period of political reforms, holding a series of public events with the Government and civil society to discuss women’s political participation in constitutional reform and parliamentary elections. As a result of these joint efforts, the new Constitution has a chapter on human rights, including an article about the equal rights and opportunities

of men and women, and guarantees gender equality in political participation and social life. The Parliament now also has two committees through which the interests and needs of women, minorities and excluded groups can be voiced. A package of special gender-related measures was adopted in the new version of the Electoral Code, and the indicator “share of women among the deputies to the Jogorku Kenesh (Parliament)” has since increased to 26.6 per cent.

### **Integrating ex-combatants into society in NEPAL**

The UN delivered as one by supporting the reintegration of minor ex-combatants into civil society through a harmonized approach and building on its diverse institutional strengths. The collaborative initiative between ILO, UNDP, UNFPA, UNICEF, and relevant national technical institutions has allowed agencies to direct their resources to their specific institutional areas of expertise, saving time, costs, and enhancing quality and efficiency of delivery. Almost half of the over 4000 ex-combatants have received counselling and 34 per cent have been trained. Of those who received training, 65 per cent have gained employment and 41 per cent of graduates started their own businesses within four months after completion of the training. In order to address the vulnerability of women in Nepali society, special gender-related support was provided to ensure opportunities for equal and full participation of women and girls, who constitute 30 per cent of ex-combatants. By working as one, the UN was able to offer a concrete contribution to a critical element of the peace process, stimulate local markets, and contribute to socio-economic stability in the community.

### **Monsoon floods in PAKISTAN**

The 2010 monsoon floods led to one of the largest displacements of people in human history. Already involved in the safe and





sustainable rehabilitation of over 2 million people displaced in 2009, the UN system in Pakistan launched a large-scale emergency relief and recovery programme to support the 20 million people affected by monsoon floods. The Pakistan Humanitarian Response Plan, launched in the first quarter, comprised 169 projects involving 13 UN agencies and 55 national and international NGOs to meet the needs of conflict-affected persons in the northwest of the country. September saw the launch of the Pakistan Floods Emergency Response Plan, comprising 483 projects to be carried out by 15 UN bodies, IOM and 156 national and international NGOs. Between these two initiatives, the UN system mobilized \$1.3 billion in response funds by the end of 2010.

In the aftermath of the monsoon floods, the UN Country Team capitalized on its robust delivering as one coordination structure and all UN agencies jointly undertook a detailed assessment of the impact of the floods on the MDGs. The analysis outlined the damage and losses to the MDG target indicators and identified the resource envelope required to restore the MDG target indicators to their pre-crisis levels. All UN agencies subsequently aligned their programmes with the post-flood development priorities.

The UN Country Team has since supported the Government in developing its New Growth Strategy, which aims at improved quality of life through high-quality governance, creative cities, vibrant markets, and energetic youth and community. The UN system new UNDAF (2013-2017) will be fully aligned with the New Growth Strategy.

#### **Floods in BENIN**

In the wake of devastating floods that affected 680,000 victims, the UN system facilitated a rapid humanitarian response through an innovative, three-tiered coordination mechanism comprising the Government, the Resident Coordinator/ Humanitarian Coordinator, NGOs and the Red Cross. Now widely recognized as a best practice, the mechanism facilitated information-sharing between the various actors both at central and decentralized levels. All actors operated under a common logistical framework for the distribution of food and non-food items, thereby decreasing the transaction costs of the response.

The UN system conducted joint assessments together with government agencies and NGOs and defined goals for both short- and long-term joint programmes. Under the strong leadership of the Government and

in the context of the national Emergency Humanitarian Action Plan, the UN system contributed nearly 50 per cent of the \$26.5 million resources that were transparently managed to alleviate the suffering of flood victims.

### **From relief to development after the earthquake in HAITI**

In Haiti, the UN response to the earthquake was one of the largest ever mounted and continues to help survivors of this tragedy – the most destructive urban natural catastrophe in recorded history – to rebuild their lives and their country.

In the immediate aftermath of the earthquake, the enormous scale and range of concurrent humanitarian needs made it impossible to establish arrangements that could monitor the response actions undertaken by the myriad actors that arrived. It was difficult for the humanitarian community to articulate clear priorities in each sector without an explicit coordination framework between the Government, the UN system and donors.

The UN therefore decided early to refocus the peacekeeping mission efforts to support and coordinate the response. Within three days, emergency clusters addressing priority concerns such as health, food, nutrition, water and sanitation, ICT and logistics were already operational, despite enormous obstacles such as lack of communications.

One week after the earthquake, MINUSTAH and OCHA established the Haiti Joint Operations and Tasking Centre (JOTC) as the central planning facility. The JOTC served to align relief efforts of the military, police, humanitarian and other actors, and provided a centralized entry point for humanitarian partners to request assistance from MINUSTAH and international military partners.

In total, the UN assisted approximately 2.1 million people in the aftermath of the earthquake. Almost 1.5 million people were sheltered and regularly provided with food, clean water, and medical care. Nutrition levels among children remained stable despite the earthquake – and in many cases improved, with the support of the Nutrition Cluster, including UNICEF and WFP.

After the earthquake, mitigation activities to reduce the exposure to disaster risk and the impact of natural disasters have continued to scale up. The UN Country Team has worked with the Government on contingency planning for the hurricane season.

It is now largely recognized that, overall, the UN Country Team and partners were successful in providing humanitarian assistance to the Haitian population while engaging in longer-term development activities. This is in great part because it managed to maintain a coordinated and coherent approach at all levels and even under the most extreme circumstances.

## LEARN MORE

> **Post-crisis transition**  
<http://www.undg.org/index.cfm?P=6>

> **Post-conflict needs assessment**  
<http://www.undg.org/index.cfm?P=1108>

> **Humanitarian coordination**  
<http://www.undg.org/index.cfm?P=722>

> **Office for the Coordination of Humanitarian Affairs**  
<http://www.unocha.org/>



## 2.2: Working jointly in integrated settings

### KEY POINTS

- > The UN prepared 19 integrated strategic frameworks to deliver the Secretary-General's agenda for integration.

### TRENDS AND PROGRESS

UN system integration is designed to mobilize the effective use of assets of the system and ensure that the objectives of the different UN actors on the ground are guided by a common strategic plan. In 2010, the UNDG made it a strategic priority to contribute to the formulation of Integrated Strategic Frameworks (ISFs).

The UNDG continued to support country-specific integrated planning processes by participating in UN Secretariat-led, country-specific integrated mission task forces and integrated task forces for each of the 19 countries where there are integrated UN presences and other ad hoc working mechanisms convened for countries facing sudden political crises.

The integration efforts between UN Country Teams and UN peacekeeping and political missions/offices continued throughout 2010 on a relatively large scale. ISFs laying out a common vision, priorities and responsibilities for country teams and missions were either in progress or had already been completed in countries to which the policy of integration applies. Missions and UN Country Teams also closely collaborated on thematic issues, particularly on rule of law, reintegration, protection, human rights, security, elections, HIV/AIDS and gender.

#### INTEGRATED APPROACH

Integration is the guiding principle for all conflict and post-conflict situations where the UN has a country team and a multidimensional peacekeeping operation or political office, whether or not these presences are structurally integrated. The main purpose of integration is to maximize the individual and collective impact of the UN's response, concentrating on those activities required to consolidate peace.

Source: Secretary-General's decision 2008/24 - Integration

### CHALLENGES AND THE WAY FORWARD

A number of challenges remain that hinder full implementation of the integrated approach, including different institutional cultures, distinct reporting requirements and monitoring tools, as well as a lack of harmonized administrative rules and operational procedures. Work continues in all these areas.

### COUNTRY EXAMPLES OF INTEGRATION IMPACT

#### The UN Integrated Strategic Framework for Haiti

The ISF for Haiti articulates the joint strategy of the peacekeeping mission MINUSTAH and the UN Country Team in support of



the stability and reconstruction efforts of the Government. Based on a shared vision of the UN role in Haiti and of its comparative advantage, the framework identifies the strategic objectives and the expected results that the UN will collectively achieve by December 2011 in full alignment with the March 2010 National Action Plan for National Recovery and Development. It establishes a division of responsibilities among UN entities for the delivery of mutually reinforcing tasks for peace consolidation, social and economic recovery and long-term development. While the framework and the 2011 Consolidated Appeal for Haiti (CAP) have different objectives - the former aims to support peace consolidation and recovery while the latter is driven by humanitarian needs - relevant elements of the CAP are in alignment with the ISF and both documents contribute to the UN shared vision for Haiti. The life-saving activities relating to the cholera response are included only in the CAP. However, it was deemed essential to reflect early-recovery results in both documents since they ensure the transition from relief to longer-term recovery. The framework also corresponds to the period identified by the Secretary-General as a time of high risk

in respect of peace consolidation in Haiti, in which political, security, protection and recovery objectives must be pursued simultaneously to preserve the political legitimacy of the State and contribute to an enabling environment for recovery and development.

### **Strategic planning in TIMOR-LESTE**

The 2010-2012 ISF for Timor-Leste was completed and signed by the Under-Secretary-General for Peacekeeping Operations, the UNMIT Special Representative of the Secretary-General and the Resident Coordinator. The framework provides a shared conflict analysis, strategic direction and a common vision on key peace consolidation priorities for the United Nations in Timor-Leste. Building on the comparative advantages of UNMIT and the UN Country Team, joint activities and coordination mechanisms have been established in all relevant areas, including justice, governance, gender, disaster risk management and communication, and the country team itself comprises key UNMIT staff members. Several strategic initiatives came to fruition during the year, including the adoption of the strategic plan for the justice sector,



which had strong technical support by the relevant agencies and sections of UNMIT.

### **Integrated institutional capacity development in BURUNDI**

The UN development system and the UN Integrated Office in Burundi (BINUB) responded to identified national priorities with a common approach through a UN integrated task force. The taskforce, headed by the ERSG/RC, monitored the preparations, developed logistical contingency plans and enabled an effective and efficient use of common UN resources. By adopting an integrated approach, the UN system was able to draw on the expertise and business cultures of its political, security and development pillars. The major issues for Burundi in 2010 were the cycles of presidential, parliamentary, and local elections from May to September. The strengthening of governance is at the heart of UN engagement in Burundi—as defined by the strategic frameworks for peacebuilding, the fight against poverty (PRSP) and the Security Council mandate of BINUB. The successful and peaceful completion of the election cycle was seen as a critical step in Burundi's peace consolidation process. The approach targeted structures and mechanisms that the Government thought critical for fostering a strong, sustainable institutional environment. During the electoral period, the UN encouraged dialogue among political actors, provided support to the free identity card delivery campaign and technical assistance to the electoral commission

through UNDP. The overall priority was to strengthen local capacities, which proved to be both more sustainable and less costly.

### **Integrated humanitarian response in SUDAN**

The UN Country Team integrated with the African Union/UN Hybrid Mission in Darfur (UNAMID) and the United Nations Mission in Sudan (UNMIS) in 2010 to support the implementation of Sudan's Comprehensive Peace Agreement and took extensive measures to prepare for the approaching southern Sudan Referendum. Together, they created and implemented a joint contingency plan to ensure a comprehensive humanitarian response in case of a crisis. The contingency plan also introduced a resource mobilization strategy that raised the sum of \$44 million from a range of donors. Finally, the UN Country Team and UNAMID created the ISF to support longer-term recovery and development initiatives in Darfur. Coordinated, integrated joint planning between UNMIS and UNAMID made for a coherent approach in supporting the protection of civilians and peace consolidation. The common services and coordination sector worked to improve the effectiveness of humanitarian action through stronger coordination and the provision of common services such as transportation, security guidance and information management. The interagency, WFP-managed UN Humanitarian Air Service (UNHAS), for example, provided air transport to some 15,000 passengers, regularly serving 108 locations in Darfur and southern Sudan.

The main purpose of integration is to maximize the individual and collective impact of the UN's response.

## LEARN MORE

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



# OPERATIONAL COHERENCE and EFFICIENCY

**Greater synergy** between development programming and operations leads to more effective development results. By taking an integrated approach, UN Country Teams pursue coherent programmatic initiatives in the most effective and cost-efficient way with a view to reducing transaction costs for Governments, donors and national counterparts. Joint funding modalities in support of common programmes facilitate national ownership and leadership, enhance the predictability and transparency of UN assistance and sharpen the strategic focus of UN programmes.



**\$151 million**

were channelled through One UN Funds in 17 delivering as one pilot and self-starter countries in support of more effective joint programming.

**59**

United Nations common premises existed in 2010, promoting a unified, cost-effective UN country presence.

**12.5%**

of savings were on average reported by UN Country Teams implementing common procurement. These savings were complemented by an array of non-monetary benefits.

**80**

UN Country Teams were trained in regional training programmes on establishing efficient, cost-saving common services.

**\$276,000**

of annual savings was reported by the UN Country Team in Zimbabwe through common procurement of fuel.

## 3.1: Common services, premises, and harmonized business practices

### KEY POINTS

- > Business practice reform is an integral part of the UNDG strategic priorities for 2010-2011. Together with the High-level Committee on Management (HLCM), the UNDG conducted a high-level mission to delivering as one countries and adopted a joint implementation plan for accelerated business practice reform.
- > In many countries, harmonized business practices, including those to optimize the Harmonized Approach to Cash Transfers (HACT), have resulted in more effective and higher-quality services. New common services, especially in the field of procurement and information and communications technology have led to measurable cost savings and efficiency gains.
- > Common premises remain a key driver for further coherence in the UN system. Since financing the development of common premises at the country level can be challenging, the UNDG is exploring opportunities of public-private partnerships.

#### FOCUS AREAS OF THE JOINT HLCM-UNDG IMPLEMENTATION PLAN:

1. Ensure strong leadership;
2. Promote incentives for change;
3. Adopt an integrated approach to programme and operations;
4. Promote the culture of sound analysis and effective monitoring for business practices;
5. Strengthen management focus on people management at the country level;
6. Ensure implementation of the "Delivering as One in ICT" guidance at the country level;
7. Ensure implementation of harmonized procurement guidelines at the country level;
8. Further promote harmonization in financial management;
9. Explore options for financing common premises;
10. Speed up review and clearance of legal agreements.

### TRENDS AND PROGRESS

The UNDG has made it a strategic priority for the period 2010-2011 to accelerate the harmonization of business practices and to bring the implementation of common services to scale. To this end, the Chairs of the UNDG and the HLCM commissioned a joint high-level mission to Albania, Malawi, Mozambique and Viet Nam in 2010. The mission concentrated on common services, HACT, human resources, information and communications technology, finance and common premises. Building on the experiences and lessons learned of these delivering as one countries, UNDG and HLCM adopted a joint implementation plan to accelerate reform of country-level business practices.

#### Harmonized Approach to Cash Transfers

Within the last few years, the United Nations system has made important efforts to



strengthen the use of national public financial management systems, in particular through the implementation of HACT. HACT encourages the United Nations to increasingly use national systems for transferring development funds and financial reporting. To this effect, UN Country Teams provide support for fiduciary risk assessments to national implementing partners and jointly conduct verification activities during implementation. By doing so, UN Country Teams can design and deliver focused capacity development for financial management and provide support to new aid modalities. The implementation of HACT brings a major operational simplification – a clear reduction in the time, energy and resources that government partners expend in requesting and reporting on the use of programme funds.

HACT implementation is presently ongoing in 150 countries: 103 Governments have agreed to implement HACT; 102 macro-assessments have been completed or are ongoing; 68 countries have completed or are in the process of completing micro-assessments; and 47 countries have completed or are in the process of completing audit and assurance plans. HACT is fully implemented in 19 countries.

In 2010, progress and country-level initiatives resulted in a number of replicable experiences, including making HACT a joint venture between programmes and operations; conducting joint assessments and audits and jointly identifying capacity gaps; and developing training programmes for agencies, Governments and partners. The UNDG HACT Advisory Committee has commissioned a study on the effectiveness and relevance of the HACT framework and its supporting tools. The results of this survey will inform the revision of the HACT framework and allow for an enhanced HACT roll-out and compliance.

## THE HARMONIZED APPROACH TO CASH TRANSFERS TO IMPLEMENTING PARTNERS (HACT)

Pursuant to UN General Assembly resolution 56/201 on the triennial policy review of operational activities for development, UNDP, UNFP, UNICEF and WFP adopted a common operational framework for transferring cash to government and non-government implementing partners in 2005. HACT has since also been adopted on a pilot basis by FAO, HABITAT, UNESCO, UNIDO, UNOPS and WHO in a number of countries, mainly delivering as one pilots. By shifting the management of cash transfers from a system of rigid controls to a risk management approach, HACT aims to

- Reduce transaction costs for implementing partners;
- Lower costs for participating UN agencies;
- Strengthen the capacity of implementing partners to manage resources;
- Help to manage risks relating to the management of funds.

HACT is fully integrated into the common country programming process. As part of their support for country analysis, UN Country Teams carry out a macro assessment that highlights the capacity development needs of the national public financial management system, which should be addressed in the UNDAF. When developing an UNDAF Action Plan or agency-specific country programme action plans, UN agencies jointly conduct micro-assessments with selected implementing partners. Based on the results, assurance activities such as audits and spot checks are planned with each of the implementing partners and jointly carried out by UN agencies. Partners use common forms and procedures for requesting cash and reporting on its utilization.

There are four criteria for countries to be considered fully HACT compliant: (a) government agreement on HACT implementation; (b) macro assessment carried out or high risk assumed; (c) micro assessments undertaken for all implementing partners receiving more than \$100,000 collectively from participating UN agencies; (d) assurance and audit plan.

Considering joint approaches for funding and operational support functions early on in the planning process promises cost-savings and more effective programmes.

### **Integrated strategic planning for programming and operations**

The development of 45 UNDAFs in 2010 presented UN Country Teams with an opportunity to integrate strategic planning for joint funding, common services, common premises and harmonized business practices into the common country programming process. By considering joint approaches for funding and operational support functions early on in the planning process, UN Country Teams were able not only to identify significant cost-savings but also to lay the foundations for a more effective implementation of the UNDAF. The undg supported these efforts by developing guidance and conducting regional training programmes on common services for 80 UN Country Teams.

### **Taking common services to scale**

New common services, especially in the field of procurement and information and communications technology (ICT) have led to measurable cost savings and efficiency gains. There is an increase in coordinated procurement at the country level, expanding beyond simple shared long-term agreements for travel and other administrative services towards the conception of joint procurement teams to facilitate coordinated procurement processes and planning. The trend observed in harmonized and/or joint operational modalities in ICT includes the integration and consolidation of agency-specific infrastructure services. Evidence shows that, once established, shared ICT services have value beyond those of cost-efficiencies, resulting in enhanced collaboration and integrated workflow processes, by, for example, providing digital shared workspaces and knowledge platforms. Efforts are being made to further harmonize policies and procedures with regard to joint procurement and common ICT infrastructure to allow common services to be brought to scale.

### **Financing common premises**

Common premises, including designated UN Houses, accommodate the Resident Coordinator and part of or all the UN Country Team and remain a key driver for further coherence in the UN system. Physical co-location of the UN Country Team creates closer ties among UN staff, facilitates cooperation and provides ideal conditions for cost-effective, high-quality and timely common services. While interest in establishing common premises remains high among UN Country Teams, going beyond the currently existing 59 UN Houses represents a challenge both at the country level and at headquarters as it includes renovation and construction projects that require significant short-term investments in order to secure long-term savings. To address this challenge, the undg is exploring options for financing common premises, including through public-private partnerships. Moreover, in light of the recent attack on the UN House in Abuja, home to 26 UN agencies and programmes and the latest in a series of attacks directed against UN staff in Afghanistan, Algeria, Pakistan, Somalia and Sudan, the Secretary-General announced a serious, worldwide reassessment of the threat for UN Country Teams.

### **Measuring impact of enhanced business operations**

While most UN Country Teams have implemented a number of common services, few countries have actually conducted detailed spending analyses. Those UN Country Teams that undertook transaction cost analyses, on the other hand, were able to assess savings arising from integrated services and could accordingly better prioritize further reforms in business operations. The effort was supported by the undg with the development of a standardized framework for the definition, identification and measurement of transaction costs. The results are key for the further development



and scaling-up of common tools that will allow UN Country Teams to make informed decisions with regard to identifying and prioritizing integrated business operations projects tailored to country needs.

## CHALLENGES AND THE WAY FORWARD

A large number of innovations were initiated at the country level within existing rules and regulations, leading to tangible efficiency gains and cost savings. Nonetheless, there is limited scope for experimentation at the country level without commensurate adjustment of headquarters procedures and practices.

A central challenge is to balance the call for measurable efficiency and effectiveness gains in operations with realistic expectations of actual savings. Benefits need to be assessed from a system-wide point of view rather than merely from individual agency perspectives. While almost all UN Country



“Within existing rules and regulations, a large number of innovations were initiated at the country level, leading to tangible efficiency gains and cost savings.”

- Report of the Secretary-General, Simplification and harmonization of the UN development system, April 2011

Teams have implemented some basic common services, these need to be brought to scale and measured against global benchmarks. Some undg guidance already exists in this regard and needs to be implemented systematically. The undg, in cooperation with HLCM, is developing targeted tools and efficiency indicators to support UN Country Teams in measuring and analysing transaction costs and the impact of harmonized business practices. In addition, the undg and HLCM are working on a harmonized framework for common monitoring and reporting to stakeholders both at the country level and at headquarters.

A key priority will be to further harmonize financial policies and procedures that impact country office operations, including definitions for increased consistency in financial data gathering and reporting. Simplifying and accelerating legal reviews and clearance procedures at agency headquarters for inter-agency agreements at the country level will facilitate the implementation of joint initiatives such as common premises and joint ICT infrastructures.

Finally, in line with the UNDG commitment to increase incentives for inter-agency collaboration, UNDG and HLCM are working on systematically reflecting individual contributions to common endeavours in business operations in job profiles and performance appraisals.



## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Common services and premises in MALAWI

As a voluntary adopter of delivering as one, the UN Country Team conducted several studies aimed at rationalizing business processes, which indicated possible cost-savings of up to \$500,000 resulting from common procurement as well as efficiency gains made possible by common ICT services. A cost-benefit analysis of establishing common premises showed possible savings of about \$2 million during the first five years of operation, mainly due to common services. Progress was also made towards establishing an electronic roster of consultants, which is expected to improve the quality and transparency of consultancy services and significantly reduce time and resources spent on the procurement process.

### One Office in UNITED REPUBLIC OF TANZANIA

As part of the Delivering as One approach, the UN Country Team is committed to harmonizing procedures and business practices for procurement, human resources, ICT, and finance and administration to minimize transaction costs and improve efficiencies. Eight UN agencies are united in the One Procurement Team compared to four in 2009. A total of 35 common long-term agreements have been established, resulting in substantial cost savings that could reach \$450,000 based on estimates made by KPMG in 2009. In 2010, a common ICT network for almost all agencies was inaugurated, which has resulted in improved sharing of programme and operational information, increased mobility of staff to work in other agencies' locations and cost reductions. While the establishment of common premises in Dar Es Salaam is still being pursued, all agencies operating



in Zanzibar share common premises, a common ICT system, common procurement and security arrangements.

### **Implementing and measuring common services in RWANDA**

When the country-led evaluation of delivering as one in 2010 pointed out that there was limited evidence of reduced transaction costs, the UN Country Team made it a priority to revisit common services and gather evidence for tangible cost savings. Relevant common services were identified and agencies volunteered to lead procurement processes on behalf of the country team. A baseline survey was undertaken to measure the reduction of transaction costs. Nine common services were initiated in 2010 and five long-term agreements were signed, each of which resulted in cost-savings of 7 per cent to 15 per cent in addition to a projected 75 per cent reduction in transaction costs in terms of costs and time of the procurement process. The UN Country Team also established a database for local vendors and existing long-term agreements. Moreover, common rosters of candidates for national positions were created through inter-agency recruitment processes. It is estimated that for every vacant post filled through tapping into the pool, agencies could reduce the transaction costs of their recruitment processes by 75 per cent. In addition, the new recruitment modality has reduced parallel processes while improving

streamlined recruitment planning and information sharing, thereby making the UN Country Team overall more effective.

### **Reducing transaction costs through common services in ALBANIA**

In light of the increasingly joint implementation of programme activities, the adoption of common management practices constituted a priority for the UN Country Team. Staff recruitment has been improved through the establishment of interagency recruitment panels, the use of rosters, support to the selection committees of other agencies and common induction seminars for new staff. Business continuity has improved under the One IT system, reducing costs and establishing a common information portal and improved connectivity in case of an emergency. This has enhanced collaboration between agencies and partners. Common services aimed at promoting efficiency in UN procurement, leading to the establishment of new common service agreements for event management, fuel, interpretation, medical services, mobile communication, security, translation, travel services and printing. Long-term agreements have resulted in significant cost-reductions and, more importantly, a 50 per cent reduction in staff time allocated to procurement. This has allowed for the redeployment of staff time to priority activities, which has resulted in higher delivery rates of the One UN Programme.

Harmonized business practices have resulted in more effective and higher-quality services.

## **LEARN MORE**

> **Report of the Secretary-General on simplification and harmonization of the United Nations development system (E/2011/88)**  
[http://www.un.org/ga/search/view\\_doc.asp?symbol=E/2011/88](http://www.un.org/ga/search/view_doc.asp?symbol=E/2011/88)

> **UNDG Toolkit: Resources for the improved functioning of the UN development system at the country level**  
<http://toolkit.undg.org/>

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

> **Common premises/UN Houses**  
<http://www.undg.org/unhouse>

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

## 3.2: Joint funding of strategic programming

### KEY POINTS

- > The Common Budgetary Framework facilitates a realistic costing of UN Country Team programmes by providing a transparent, results-based projection of the financial resource requirements and funding gap for the entire UNDAF cycle.
- > Multi-donor trust funds, including One UN funds, have become an important funding mechanism to channel and leverage resources in support of delivering as one, humanitarian reform and UN system-wide development efforts.
- > The One Fund mechanisms established in delivering as one countries promote national ownership and leadership and improve the strategic focus of UN programmes while lowering transaction costs for Governments and donors and ensuring better long-term planning and accountability for results.

### TRENDS AND PROGRESS

Joint funding modalities have strengthened the relevance, coherence and strategic focus of the UN system.

As called for in the Management and Accountability System, the undg continued its oversight of multi-donor trust funds (MDTFs). Since 2008, the undg has supported delivering as one countries in developing common budgetary frameworks and in setting up MDTFs, including One UN funds, both of which have become important funding mechanisms to channel and leverage resources in an effective and coordinated way in support of UN system-wide development efforts.

Between 2005 and 2009 contributions to UN-administered pooled funds for development activities more than doubled and now account for about 7 per cent of overall contributions. By the end of 2010, there were 38 active MDTFs, including 17 One UN funds with an annual portfolio of almost \$1 billion. To date, MDTFs have channelled nearly \$5 billion from 54 member states to 36 UN organizations in support of high priority

initiatives, such as peacebuilding, post-crisis recovery and UN delivering as one.

The increasing use of MDTFs is a direct application of the aid effectiveness agenda and UN reform initiatives in support of nationally determined and led development programmes. While no substitute for core resources, these new mechanisms for administering non-core resources reflect the importance of support to system-wide coherence and the reduction of transaction costs. The undg commissioned a study on the operational effectiveness of MDTFs to assess administrative, managerial and accountability arrangements for MDTFs, including impact on transaction costs. The study found that MDTFs had proven to be an effective mechanism to consolidate funding from multiple donors for implementation by multiple UN agencies.

At the country level, MDTFs, and in particular the One UN country funds, established in the delivering as one countries are seen as the bedrock for achieving relevance, coherence and a more strategic focus of the UN system. This was confirmed by

Member States at the High-level Tripartite Conference on Delivering as One in Hanoi. In 2010, country-led evaluations conducted in seven delivering as one countries confirmed that the One UN funds had become highly relevant and proven effective for aligning UN support with national development frameworks and priorities and securing national ownership, as funding allocations for programmes are based on priorities agreed with the Government. The One UN funds have also been a key driver of change to test new practices such as performance-based allocations and have facilitated a more flexible response to country needs, which in the case of the United Republic of Tanzania has enabled the UN Country Team to align its activities with the national financial cycle.

Important progress was achieved to ensure that the resources channelled through joint funding mechanisms in support of strategic programming at the country level are disbursed in the most effective and speedy way. The undg significantly strengthened the MDTF mechanism through the introduction of standard legal agreements and UN organizations agreed on a set of clear roles and responsibilities, including through developing a protocol for administrative agents and standard terms of reference for steering committees. In addition, the undg improved guidance on establishing, managing and closing MDTFs, including One UN funds and established a fiduciary management oversight framework and system.

Based on the lessons learned of the delivering as one pilot countries, the undg introduced the common budgetary framework as an option for all UN Country Teams. As an integral part of the UNDAF Action Plan, the common budgetary framework offers a comprehensive and results based projection of the UN Country Team's financial resource requirements, including current sources of funding for the entire UNDAF cycle. The 45 UN Country Teams developing new UNDAFs

in 2010 were trained on joint funding standards and practices and over a third of them subsequently developed UNDAF Action Plans, including common budgetary frameworks instead of agency-specific country programme action plans.

In September 2008, the Governments of Spain, Norway and the United Kingdom expanded the Government of Spain's One UN Funding Window in the Millennium Development Goals Achievement Fund (MDG-F) into a multi-donor facility for supporting the UN to deliver as one. The purpose of the EFW is to increase the UN contribution to poverty reduction and the MDGs by ensuring the more effective use of UN resources at the country level.

There are three criteria that countries must meet in order to be eligible for funding:

- **A nationally owned and led process**, as expressed by formal government commitment to the delivering as one approach and mechanisms such as a joint steering committee co-chaired by the Government and UN Resident Coordinator on behalf of the UN Country Team;
- **A clear linkage to national development results**, as evidenced by alignment of the integrated UN programme (UNDAF and UNDAF Action Plan) with national development plans and a results-based monitoring and evaluation framework;
- **Key elements of the Delivering as One approach**, including an integrated UN programme; a strategic results framework; a common budgetary framework; a monitoring and evaluation and reporting framework; a country fund for receipt of unearmarked funds from donors; and a strengthened Resident Coordinator supported by the UN Country Team. The UN Country Team should also demonstrate commitment to enhance efficiency and effectiveness through improved business practices and common services, and where appropriate common offices.

In 2010, almost \$84 million was disbursed to seventeen eligible Delivering as One pilot and self-starter countries, bringing the total amount disbursed in the period 2009–2010 to more than \$165 million.

## THE COMMON BUDGETARY FRAMEWORK

The Common Budgetary Framework serves as a consolidated financial framework for the activities of the UN development system in a given country. It provides a comprehensive, results based projection of the financial resource requirements and funding gaps of the UNDAF while each UN agency maintains control over its own resources. Evidence from the delivering as one countries suggests that the Common Budgetary Framework results in significant benefits, including more effective implementation of the UNDAF through better planning, prioritization and monitoring of resources; a rational budget structure based on realistic costing of results; increased transparency by providing Governments, donors and other stakeholders with a clear overview of the funding situation of the UNDAF at any point during the programming cycle; and potential for the UN Country Team to adopt a coordinated approach to resource mobilization by identifying and monitoring the funding gap.

## CHALLENGES AND THE WAY FORWARD

Considering the growing importance of joint funding mechanisms for channelling non-core resources in support of more strategic programming at the country level, their purpose and use should be informed by a common vision in the broader context of financing UN operational activities for development.

Predictable, multi-year funding enhances the effectiveness of strategic programming. To avoid the proliferation of a large number of small joint funding mechanisms, which may not be financially viable, a reasonable threshold should be defined for the establishment and management of MDTFs, including One UN funds.

While joint funding mechanisms have been successful in reducing transaction costs for Governments and donors by eliminating the need to negotiate and administer separate contributions to individual agencies, transaction costs for Resident Coordinators / Humanitarian Coordinators and some agencies have actually increased. This challenge will need to be systematically addressed in the context of the review of funding modalities for the Resident Coordinator

system that the Economic and Social Council has requested.

## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Common budgetary framework and One UN Fund in ALBANIA

A delivering as one pilot, Albania was one of the first countries to develop a common budgetary framework for the One UN Programme. By providing a transparent overview of the financial resources and funding gaps of the UN programmes in the country, the framework supported the Government in exercising stronger ownership and leadership of UN system assistance. The common budgetary framework also facilitated UN Country Team alignment with the national budget planning process and enhanced the predictability of UN assistance. The One UN Fund, established in late 2007, continued to provide partners with a mechanism to channel unearmarked contributions to a single pooled fund, without the need to deal with multiple UN agencies separately and with certainty that the funds would be used in support of national priorities. In addition to an allocation from the Expanded Delivering as One Funding Window, Austria,





Finland, Netherlands, Norway, Spain, Sweden, Switzerland and the European Commission contributed resources to the fund which accounted for approximately 27 per cent of the funds programmed by the UN Country Team in 2010.

#### **Joint resource mobilization and One UN Fund in PAPUA NEW GUINEA**

As a voluntary adopter of delivering as one, the UN Country Team in Papua New Guinea has adopted a model with five components: One programme; One UN budgetary framework/One UN fund; common UN communications and advocacy; combined UN operations; and common premises. The development and implementation of the five components is supported by a results-based management approach and change management activities that support the ongoing transition of the agency-based delivery model towards the integrated delivering as one model. All five components are supported by a joint resource mobilization strategy. This strategy complements agency-specific resource mobilization

efforts, analyses the development priorities of key donors in the country and matches these priorities with result areas in the One programme that are either not funded or underfunded. The UN One Fund harmonizes the different UN financial mechanisms by serving as a single financing mechanism. The UN Country Team also developed a standard protocol in order to clarify the division of labour between the Resident Coordinator, the UN Country Team and thematic task teams with regard to resource mobilization. In 2010, based on the positive results to date, the main donors decided to channel all their financial support through the UN One Fund, which manages approximately 53 per cent of total resources.

#### **UN One Fund in support of a new UNDAF in KYRGYZSTAN**

The UN Country Team used the commencement of a new UNDAF cycle for the period 2012-2017 to streamline its programmes and eliminate fragmentation, duplication and overhead costs by delivering as one. The new UNDAF is focused on reducing

the severity of emerging challenges on the most vulnerable while establishing a basis for sustainable, inclusive development in the period of the country's Development Strategy for 2012-2017. The UN Country Team established the One UN Fund and embarked on a focused resource mobilization strategy to support new or expanded initiatives formulated in response to emerging national needs and addressing the effects of energy and food insecurity and the global economic crisis.



### UNDG Iraq Trust Fund

The UNDG Iraq Trust Fund was established in support of Iraq's reconstruction and development priorities. This is the first time that the UN is administering a multi-donor reconstruction trust fund in a joint partnership with the World Bank. It is also the first time that the UNDG organizations, pursuant to the Secretary-General's reform agenda, have adopted common planning, funding, coordinated implementation and reporting arrangements for such a large-scale operation. Most importantly, this arrangement assists key Iraqi ministries such as the Ministry of Planning and Development Cooperation to work with UNDG as one entity, facilitating coordinated, collaborative joint programming. The joint funding arrangement not only reduces resource mobilization and reporting costs for the 19 participating UN organizations but also reduces transaction costs for the 24 donors that are contributing to the fund. As of 31 December 2010, \$1.43 billion was approved in support of 200 projects and joint programmes. While earmarking of funds by project is not permitted, approximately 88 per cent of the contributions received by the fund are earmarked at the level of a specific sector and/or a participating organization. The UN Country Team signed its first UNDAF in May 2010. The emphasis of the UNDAF articulates a transition from Iraq's recovery and transition towards longer-term development in line with Iraq's new National Development Plan (NDP) 2011–2014. In support of the implementation of the new UNDAF, the UN Country Team established the Iraq UNDAF Trust Fund, which will focus allocations to support five UNDAF priority areas while ensuring the sustainability of previously funded programmes.

### Joint funding for recovery from crisis in INDONESIA

Indonesia is one of the world's most susceptible nations to natural disasters. In an average

year, over 600,000 Indonesians are affected by disasters, making disaster resilience and management a priority for the Government and international partners, including the UN. To address this challenge, the Government launched the Indonesia Multi Donor Fund Facility for Disaster Recovery, a ground-breaking initiative in support of disaster recovery and preparedness. Unlike traditional trust funds established in the wake of large-scale disasters such as the Multi Donor Fund for Aceh and Nias, the fund is established as a standing mechanism under firm government ownership and leadership. In case of a large-scale disaster that requires international assistance, there will no longer be a need to set up a new trust fund; this will reduce transaction costs and save precious time during the crucial early-recovery phase. In line with the Paris Declaration on Aid Effectiveness and the Jakarta Commitment, donors are encouraged to provide untied funding to allow the flexible allocation of resources to where they are needed most. The fund is strongly supported by the UN and the World Bank through two funding windows based on a clear division of labour. In line with their respective comparative advantages, funds directed at infrastructure projects will be channelled through the World Bank window, while funds focused on the socio-economic aspect of recovery will be channelled through the UN window.

#### UN Peace Fund for NEPAL

Building on three years of implementation, the UN Peace Fund played a critical role in enhancing capacities for a sustained peace process in Nepal. To this effect, it channelled resources for focused, time-limited activities deemed critical to the peace process and within the framework of priorities developed in consultation with the Government and the parties to the peace agreement. In 2010, the Fund broadened its programmatic scope, increased the numbers of participating organizations and the number of jointly implemented programmes - measures which have strengthened UN coordination and coherence and demonstrated an important evolution of the Fund from an immediate post-conflict modality to one that supports early recovery and peace consolidation.

“The One Budgetary Framework and One Fund are the bedrock for achieving relevance, coherence and a more strategic focus of the UN system at the country level.”

-Statement of Outcome and Way Forward, Hanoi High-Level Tripartite Conference on Delivering as One, June 2010

## LEARN MORE

> **Report of the Secretary-General on analysis of the funding of operational activities for development of the United Nations system for 2009 (A/66/79 –E/2011/107)**  
[http://www.un.org/esa/coordination/dcpb\\_stat.htm](http://www.un.org/esa/coordination/dcpb_stat.htm)

> **Study on Operational Effectiveness of MDTFs**  
[mdtf.undp.org/document/download/6916](http://mdtf.undp.org/document/download/6916)

> **Expanded Delivering as One Funding Window for Achievement of MDGs**  
<http://www.undg.org/index.cfm?P=1371>

> **Common Budgetary Framework**  
<http://www.undg.org/index.cfm?P=4>

> **Multi-donor trust funds**  
<http://www.undg.org/index.cfm?P=1370>

> **Multi-Partner Trust Fund Office Gateway**  
<http://mdtf.undp.org/>



# LEADING CHANGE: DRIVING REFORM at the GLOBAL, REGIONAL and COUNTRY LEVELS

**Visionary leadership** is essential at all levels of the UN development system to ensure that the complex, diverse system delivers its full potential. United by a common strategy, the UNDG is working together at the global, regional and country levels to improve the quality and impact of UN support. In over 130 countries, Resident Coordinators and UN Country Teams are at the forefront of providing coordinated, high-quality, timely support to the people who need it most. Providing Resident Coordinator offices with predictable, sustainable coordination capacities tailored to the country context remains a central challenge and goal.







130

Resident Coordinators and UN Country Teams received integrated support for maximizing development impact through enhanced coordination from six Regional UNDG Teams and the UN Development Operations Coordination Office.

32

UN specialized agencies, funds and programmes, departments and offices work jointly for a more effective UN development system under the UNDG strategic priorities for 2010-2011.

1 %

of United Nations spending on operational activities for development was used for coordination in 2009.

## 4.1: Implementing the UNDG strategic priorities

### KEY POINTS

- > The UNDG developed its first-ever set of strategic priorities for 2010-2011 to facilitate a step change in the quality and impact of UN support at the country level. The common strategy responds to the growing demands of countries for high-quality interventions of the UN development system in support of national development priorities, and for a more coherent, efficient and effective UN development system.
- > The joint working mechanisms of the UN development system at headquarters have been focused and streamlined to drive UNDG system changes in support of country-level impact. The UN Development Operations Coordination Office was organizationally redesigned to provide targeted policy and technical support as well as sound knowledge management to further enhance the effectiveness of the UN development system.
- > The six Regional UNDG Teams play a crucial leadership role in driving both the UNDG strategic priorities and the implementation of the Management and Accountability System of the UN development system and of the Resident Coordinator system. Regional UNDG Teams are now the primary providers of demand-driven technical support to UN Country Teams.

### TRENDS AND PROGRESS

In October 2009, UNDG Chair Helen Clark noted the crucial, mutually reinforcing and strategic role of all members of the UNDG in supporting countries to meet the MDGs and other international development goals. She called on her colleagues in the UNDG to reflect on how the UN system can remain a highly relevant, effective development partner. As a result, the UNDG adopted common strategic priorities for 2010-2011.

For the first time since its inception in 1997, the UNDG is now united by a common strategy to support accelerating the implementation of relevant General Assembly and Economic and Social Council resolutions and deliver on the potential of the UN development system.

At the heart of the strategic priorities is the firm commitment to maximize the impact of the UN development system at the country level by (a) supporting country efforts to accelerate achievement of the MDGs and other internationally agreed development goals; (b) focusing priorities in line with UN comparative advantages in support of national priorities and international norms and standards; and (c) deploying world-class development knowledge and know-how from across the UN system. To this effect, the strategic priorities emphasize the need to maximize operational and administrative efficiency through harmonizing business practices and making more effective use of common services.

In 2010, the UNDG started to implement the strategic priorities by focusing on three critical entry points. First to be targeted were countries developing new UNDAFs; crisis

and transition countries, and delivering as one countries. In 2010, a record number of 45 UN Country Teams – a third of all UN programme countries – strategically repositioned themselves by developing new UNDAFs. In 2011, another 33 UN Country Teams are developing new UNDAFs. Second, in crisis and transition countries, the UN system sought to improve its support through the preparation of 19 integrated strategic frameworks. Finally, the UNDG supported the eight delivering as one pilot countries and those countries that voluntarily adopted the approach.

In order to drive sustained implementation, the UNDG strategic priorities emphasize the need for leadership, increasing incentives for collaboration across the UN system, and better deployment of knowledge, evidence and best practice. Organizations should appraise and reward country and regional staff for their role in ensuring that the UNDG strategic priorities are implemented. In the strategic priorities, an intensification of senior agency leadership engagement is foreseen at all levels of the system: Under-Secretary-General, Assistant Secretary-General, Assistant Director-General and Regional Director, Resident Coordinator and members of UN Country Teams.

The strategic priorities are being operationalized through the results-based UNDG Work Plan for 2010-2011. Each area of UNDG work is connected to clear indicators to ensure that the strategic priorities are translated into concrete results. New, streamlined UNDG working mechanisms were agreed to drive the work plan forward. Regular consultations within the Chief Executives Board were held to ensure alignment of the substantive work of the UNDG, the High-Level Committee on Management (HLCM) and the High-Level Committee on Programmes (HLCP).



“We will mobilize the UN system to address the building blocks of sustainable development – from food and nutrition security to sustainable energy for all...from sustainable transportation and universal access to safe drinking water to adequate sanitation and the improved governance of our oceans.”

- Secretary-General Ban Ki-moon

### **Fit for purpose: the new UN Development Operations Coordination Office**

In support of a more effective and efficient UN development system, the UN Development Operations Coordination Office was redesigned and its functions fully aligned with the strategic vision of the UNDG.

The new UN Development Operations Coordination Office performs three critical functions for the UNDG and the Resident Coordinator system: (a) it provides focused policy coordination and technical support to the global work of the UNDG. The Office supports the UNDG in formulating, managing and implementing its strategic priorities



Regional UNDG Teams are now the primary providers of demand-driven technical support to UN Country Teams.

and identifies opportunities to leverage and deepen UNDG leadership to drive the coherence agenda forward; (b) it supports each of the Regional UNDG Teams and Resident Coordinators and UN Country Teams. The Office supports the Regional UNDG Teams in implementing the UNDG strategic priorities and the Management and Accountability System responsibilities, including issues relating to programme effectiveness, business process reform, support in crisis and transition contexts and delivering as one; and (c) it gathers evidence and data to feed into UNDG analytical work and decision-making. The Office systematically collects, analyses and communicates information, lessons learned and best practices regarding regional and country coordination to support the achievement of UNDG strategic priorities and Management and Accountability System objectives.

The new UN Development Operations Coordination Office is better focused, significantly leaner and more cost-effective. A critical success has been the securing of agency cost-sharing. It is expected that by 1 January 2013, it will be fully financed by UNDG resources.

#### The role of the Regional UNDG Teams

The six Regional UNDG Teams (East and Southern Africa, Central and Western Africa, Asia and the Pacific, Arab States, Europe and Central Asia, and Latin America and the Caribbean) have played a critical role in driving both the UNDG strategic priorities and the implementation of the Management and Accountability System of the UN development system and of the Resident Coordinator system.

In 2010, the UNDG conducted a capacity assessment of the Regional UNDG Teams, which confirmed four core functions: (a) technical support to UN Country Teams; (b) quality assurance of UNDAFs; (c) performance management of Resident

Coordinators; and (d) troubleshooting in difficult country situations, including dispute resolution. In the context of the UNDG strategic priorities, Regional UNDG Teams seized the opportunity presented by the large number of UN Country Teams (45) developing new UNDAFs by shifting to high-level and targeted engagement in the UNDAF process, and the provision of strategic advice to UN Country Teams to strengthen country analytical work and strategic intent.

For the UNDAFs developed in 2010, the Regional UNDG Teams promoted more disciplined priority-setting, ensured closer alignment between national priorities and UN system comparative advantages and provided streamlined and focused support to UN Country Teams.

More than in the past, Regional UNDG Teams, often represented by Regional Directors, Regional Coordination Specialists and members of regional quality support and advice groups, participated in regional and country-specific strategic planning retreats and trainings. They engaged earlier in the processes and at a more senior level, providing UN Country Teams with strategic advice for the effective positioning of the UN development system in the country. Structured feedback on these planning events and anecdotal evidence from Resident Coordinators show that the enhanced role of the Regional UNDG Teams is appreciated.

#### The six UNDG regions

Region	Number of UNCTs
Africa (Central and West)	23
Africa (East and Southern)	22
Asia and the Pacific	24
Arab States	18
Europe and Central Asia	25
Latin America and the Caribbean	25
<b>Grand Total</b>	<b>137</b>





## CHALLENGES AND THE WAY FORWARD

The adoption of common strategic priorities for 2010-2011 was a milestone in the history of continuous reform carried out by the undg over the past 14 years. United by this common vision, the undg focused on accelerated implementation, continuous monitoring and measuring of results and impact in 2011.

Two key challenges in particular deserve concerted efforts by the UN development system. Full implementation of the 2008 Management and Accountability System for the UN development system and the Resident Coordinator system is required. The undg will systematically address the remaining bottlenecks that prevent its full implementation by all undg member agencies. Secondly, the undg will need to improve its capacity for systematic data-gathering and deployment of knowledge and know-how both among undg agencies and between countries and regions.

A key priority for the UN Development Operations Coordination Office will be supporting undg in these efforts. It will work with the undg to fully implement the Management and Accountability System. It will also work with UN Country Teams, Regional undg Teams and others to monitor and measure effective coordination, identify good practices, map and facilitate access

to undg rosters of experts and knowledge resources, and support the development of a undg knowledge-management strategy.

### Agency representation on UN Country Teams

Organization	Number of UNCTs	Percentage of total
FAO	116	84.7%
IFAD	37	27.0%
ILO	92	67.2%
IMF	55	40.1%
IOM	81	59.1%
OCHA	35	25.5%
UNOHCHR	54	39.4%
WFP	85	62.0%
WHO	127	92.7%
World Bank	87	63.5%
UNODC	55	40.1%
UN Habitat	49	35.8%
UNAIDS	98	71.5%
UNDP	136	99.3%
UNEP	38	27.7%
UNESCO	105	76.6%
UNFPA	123	89.8%
UNHCR	100	73.0%
UNICEF	128	93.4%
UNIDO	74	54.0%
UNIFEM	85	62.0%
Other	69	50.4%

UNDG Strategic Priorities 2010-2011		
Maximize Impact at Country Level		
All Countries		
<ul style="list-style-type: none"> <li>• Contribute with government leadership to accelerating MDG/IADG achievement, especially in countries furthest from reaching their national targets</li> <li>• Engage “upstream” in policy and program dialogue and technical advising, especially in MICs and NCCs</li> <li>• Ensure UNCT discipline in priority setting to ensure alignment between national priorities and UN comparative advantages</li> <li>• Strengthen institutional capacity development</li> <li>• Build south-south and triangular partnerships</li> <li>• Upscale implementation of common services and accelerate harmonization of business practices</li> </ul>		
UNDAF Rollout Countries	Crisis and Transition Countries	Delivering as One Countries
<ul style="list-style-type: none"> <li>• UNCTs strengthen engagement in sectoral programming and national policy development</li> <li>• UNCTs ensure UNDAFs are aligned with national priorities</li> <li>• UNCTs responsible for UNDAF quality</li> </ul>	<ul style="list-style-type: none"> <li>• UNCTs ensure that crisis and transition responses address underlying development issues</li> <li>• UNCTs know and apply UN transition lessons</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG continues focused support until completion of independent evaluation</li> <li>• UNDG drives next generation business practice reform for global replication</li> </ul>
Drive Key UNDG System Changes to Increase Country-Level Impact		
Increase Agency Incentives and Supports for Country-Level Coherence and Results	Deepen Senior Leadership Engagement with Regional UNDG Teams & UNCTs	Improve System Capacity to Deploy Knowledge and Know-How
<ul style="list-style-type: none"> <li>• Agencies appraise and reward UNCT and Regional and HQ staff on contributions to UNCT systems and results through formal performance appraisal system</li> <li>• UNDG &amp; Regional UNDG Teams strengthen RC recruitment, appraisal and capacity development</li> <li>• UNDG monitors key indicators of UNCT coordination and results</li> <li>• Agencies jointly provide global and regional training on collaboration and leadership skills</li> <li>• Agencies scale up business practice harmonization</li> </ul>	<ul style="list-style-type: none"> <li>• Agency Principals send stronger, more consistent messages to HQ, Regional and UNCT senior staff on imperative of country coherence for results</li> <li>• In all country contexts, Principals, Deputies and Regional UNDG Teams work directly with countries on policy dialogue and UNCT priority setting</li> <li>• Principals and Deputies regularly join regional meetings of RCs, agencies and Regional UNDG Teams</li> </ul>	<ul style="list-style-type: none"> <li>• UNDG, HLCP and HLCM collaborate to identify, deploy and mainstream best practices for country coherence</li> <li>• Regional UNDG Teams and RCMs streamline and focus substantive support to UNCTs</li> <li>• Agencies use joint regional meetings to share knowledge and know how</li> </ul>

## LEARN MORE

> **Global work and mandate of the UNDG**  
<http://www.undg.org/index.cfm?P=2>

> **UN Development Operations Coordination Office (DOCO)**  
<http://www.undg.org/index.cfm?P=15>

> **Regional UNDG Teams**  
<http://www.undg.org/index.cfm?P=684>

> **Report of the Secretary-General on the functioning of the resident coordinator system, including costs and benefits (E/2010/53)**  
<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/340/97/PDF/N1034097.pdf?OpenElement>

## 4.2: Empowering the Resident Coordinator and UN Country Team

### KEY POINTS

- > The leadership capacity of the Resident Coordinator and UN Country Team is crucial for the effective, efficient coordination and implementation of UN development operations at the country level. This is particularly so for Resident Coordinators when their role is combined with other major functions such as Humanitarian Coordinator, Designated Official for Security or Deputy Special Representative of the Secretary-General.
- > Strengthening the selection, competency development and performance appraisals of Resident Coordinators is a key priority for the undg. The undg has successfully enhanced the diversity of Resident Coordinators in terms of gender, geographical background and UN agency affiliation.
- > The full implementation of the Management and Accountability System by all UN system agencies remains a central challenge. While notable progress has been achieved thanks to inspiring leadership in many UN Country Teams, mutual accountability mechanisms for joint results need to be systematically strengthened between Resident Coordinators and UN Country Teams.

### TRENDS AND PROGRESS

Visionary leadership and sound management are indispensable ingredients for leveraging the expertise and mandates of the wider UN development system in support of national development priorities. Strengthening the selection and competency development of Resident Coordinators and UN Country Teams is central to undg efforts to coordinate work at the country level. In 2010, undg efforts were geared towards the following six priorities: ensuring progress in the implementation of the Management and Accountability System; improving the identification and selection of Resident Coordinator candidates; enhancing performance appraisals of Resident Coordinators and UN Country Teams; strengthening competency development and better preparing first-time Resident Coordinators; focusing on leadership development for women; and enhancing diversity in the appointment of Resident Coordinators.

“The United Nations today is constantly being challenged to adapt and respond to new global environment, development and geopolitical realities. Member States expect leaders of the UN development system to think and act fundamentally differently from the past. This calls for dynamism and high quality UN leadership.”

- Helen Clark, undg Chair, June 2010

#### Improving identification and selection of Resident Coordinator candidates

In an effort to identify and recommend the most suitable candidates for the Resident Coordinator position, the undg comprehensively revised the expected competencies for Resident Coordinators and the Resident Coordinator Assessment Centre (RCAC). The new model was launched in late 2010. The RCAC accepts approximately 50 candidates a year and assesses their competencies for the Resident Coordinator position.



Strengthening the selection, competency development and performance appraisals of Resident Coordinators and UN Country Teams is central to effective coordination.

In order to attract suitable candidates for Resident Coordinator positions, and building on the work initiated in 2009, the UNDG strengthened its marketing and dissemination of communications on the Resident Coordinator position as a career option. As part of this work, the UNDG Resident Coordinator Online web facility (RC Online) responds to the demand for better communications on how to become a Resident Coordinator, provides information on upcoming vacancies and posts updates on UNDG policy developments, upcoming learning opportunities and other news.

#### **Enhancing the performance appraisals of Resident Coordinators and UN Country Teams**

The UNDG further strengthened the Resident Coordinator/Humanitarian Coordinator/Designated Official for Security and UN Country Team performance appraisal system in 2010. The Regional UNDG Teams undertook the

performance appraisals with inputs from UN organizations, the Departments of Political Affairs, Peacekeeping Operations and Safety and Security and the Office for the Coordination of Humanitarian Affairs. The second generation of the One80 tool for Resident Coordinators and UN Country Teams was rolled out. Since its launch in December 2009, it has been used for 118 UN Country Teams with 1,481 participants. This peer-to-peer feedback process, in which the Resident Coordinator and all members of the UN Country Team participate, is aimed at improving performance and strengthening mutual accountability at the country level. It offers team members critical feedback for the planning, review, and development of their performance, both collectively and as individual team members. Work continues to further refine and improve this system for more effective leadership oversight and capacities at the country level.



### Strengthening competency development and better preparing first-time Resident Coordinators

An integral part of the undg strategic priorities 2010-2011 was to strengthen the leadership performance of Resident Coordinators and UN Country Teams. To achieve this, a learning and competency development initiative for Resident Coordinators and UN Country Teams was launched.

An in-depth needs assessment and a mapping exercise were conducted to enable an evidence-based, inclusive approach to understanding the issues, strengths and challenges relating to leadership development for both Resident Coordinators and UN Country Team members.

In addition, during the 2010 Resident Coordinator induction programme, a thematic approach was introduced. Fifteen first-time Resident Coordinators participated in thematic discussions on critical substantive issues with UN agency representatives from across the system.

### Focusing on leadership development for women

Following the first Women's Leadership Development Programme in 2008, a second was held in 2010 in Amman, Jordan, and brought together 34 women Resident Coordinators. The programme is designed to build leadership skills for women for more effective and sustainable performance as Resident Coordinators/Humanitarian Coordinators/Designated Officials. They were given the opportunity to: share and enhance practical leadership skills and techniques for effective leadership and management at the country level; identify and define specific gender-related challenges and collectively design strategies for overcoming them; develop innovative ways for successful career advancement and management while maintaining a sustainable work and life

balance; and identify learning and competency needs and develop a customized action plan to develop and strengthen them.

### Enhancing diversity in the appointment of Resident Coordinators

In recent years, the Secretary-General, with the support of the undg Chair, and the assistance of all UN agencies, has been working to improve diversity in the selection of Resident Coordinators. There has been particular focus on gender, geographical background and UN agency affiliation.

Since 2001, the diversity of Resident Coordinators has substantially and steadily increased. The number of women Resident Coordinators has increased by 11 per cent, the number of Resident Coordinators from the South has similarly increased by 11 per cent and the number of Resident Coordinators from non-undp agencies has increased by 22 per cent. Of the Resident Coordinators appointed in 2010 by the Secretary-General, 39 per cent were women, 45 per cent of the candidates were from the South and 35 per cent were affiliated to UN entities other than undp.

#### Diversity of Resident Coordinators, 2008-2010

(in percentages)	2008	2009	2010
Women Resident Coordinators	32	34	36
Resident Coordinators from the South	51	52	50
Resident Coordinators from the wider UN system (other than undp)	32	33	36

## CHALLENGES AND THE WAY FORWARD

A key challenge is the need to further strengthen the mobility of staff willing to

serve as Resident Coordinators by improving the incentive structure for Resident Coordinators, including the right and conditions of return to their agency upon completion of their assignment as Resident Coordinator. This requires concerted, coordinated action by numerous stakeholders, which has proven difficult and has prevented more rapid progress to date. Secondly, performance management tools such as

the One80 competency development tool are often considered time-consuming. There is a need to further streamline these tools and make them more user-friendly. Thirdly, following the mapping exercise, further strengthening of induction, training and life-long learning are priorities. Finally, the performance appraisal system will be reviewed and improved.

### The Management and Accountability System of the UN Development and Resident Coordinator System

The Management and Accountability System of the UN Development and Resident Coordinator System was adopted by the UNDG in August 2008. It outlines a clear framework, in which both accountability and management can be exercised effectively at the global, regional and country level.

In the long term, all agencies agree on the need for a Resident Coordinator who:

- Has an equal relationship with, and responsibility to, all UN country team member agencies;
- Is recognized by and accredited to the Government;
- Has all the leadership qualities required to be an excellent team leader who can represent the whole UN development system effectively;
- Is empowered by the clear recognition of each agency of his / her role in strategically positioning the UN in the country;
- Has immediate access to the technical resources of individual agencies to support the Resident Coordinator function;
- Has flexible financing for start-up/preparatory activities of the UN country team.

The accountability framework emphasizes that the Resident Coordinator in each country is accountable to the national Government for (a) reporting on UN country team results; (b) achieving agreed Resident Coordinator results drawn from a UN country team work plan; and (c) implementing the RC/UN country team code of conduct. The UN country team members are in turn accountable to the Resident Coordinator on UN country team results where they have agreed to lead the team. Through the Management and Accountability System, the UNDG has established clear lines of accountability resulting in a common United Nations report to governments on contributions to UNDAF outcomes based on national development goals and targets.

## LEARN MORE

> Resident Coordinator system support provided by UNDG in cooperation with UNSSC  
<http://www.unssc.org/home/learning-product/unct-leadership-and-coordination-skills>

> Resident Coordinator system policies and guidelines  
<http://www.undg.org/index.cfm?P=133>

> Online resources for Resident Coordinators  
<http://rconline.undg.org/>

## 4.3: Strengthening UN development system capacities for coordination

### KEY POINTS

- > By coordinating UN operational activities for development with appropriate resources and accountability, UN Country Teams can respond more effectively to national development priorities. Central global support to Resident Coordinators ensures predictable, balanced funding, thereby increasing the efficiency and professionalization of the coordination functions and staff.
- > In crisis countries, especially in integrated mission settings, coordination requirements for the Resident Coordinator function and the UN Country Team are higher and more complex.
- > Greater coordination capacities are needed to meet the demands of recent General Assembly resolutions on operational activities and system-wide coherence. Enhanced coordination is often made possible by agencies dedicating part of their technical, financial and human resources to the collective reform agenda. These measures, however, lack sustainability and harmonized approaches across the system.

### TRENDS AND PROGRESS

Strong UN leadership for development results at the country level requires a robust coordination capacity for the Resident Coordinator and UN Country Team. While the degree of the required coordination capacity differs significantly depending on the size and complexity of the country context, certain core coordination functions are performed by all Resident Coordinators and UN Country Teams:

- High-quality, shared analysis;
- Strategic planning;
- Monitoring and reporting on results;
- Effective communication.

These core coordination functions are carried out by the Resident Coordinator and the UN Country Team and also serve partners, including Governments and donors. In 2010, UN Country Teams comprised on average 15 UN system agencies.

Average number of agencies per UN Country Team	
Region	Average number of UNCT members
Africa Central and Western	13.5
Africa East and Southern	14.6
Arab States	13.6
Asia and the Pacific	15.9
Europe and Central Asia	13.6
Latin America and the Caribbean	16.7
Overall average	14.8

#### Strengthening coordination capacity in crisis countries

In crisis and post-crisis settings, and particularly in integrated mission settings where there is an integrated UN peace-keeping operation or special political mission, the Resident Coordinator and UN Country Team ensure coherence in the planning efforts of the UN system. In integrated mission settings, the Resident Coordinator, who is also the UNDP Resident Representative and usually performs the



Financial support for the Resident Coordinator system has been outpaced by the growing demand for enhanced, more strategic coordination.

functions of Designated Official for Security and Humanitarian Coordinator, also serves as Deputy Special Representative of the Secretary-General. In these cases, the Resident Coordinator requires a level and range of support that is commensurate with the multiple functions he/she fulfils.

In 2010, several steps were undertaken to secure increased support, on a predictable and sustainable basis, to ensure proper planning and coordination capacity of the UN system in transition countries.

Most significant in this regard was the effort to make additional resources available to crisis countries. In 2010, enhanced support was provided to the Central African Republic, Côte d'Ivoire, Democratic Republic of Congo, Guinea, Guinea-Bissau, Nepal and Pakistan. Strategic Planners played a critical role in supporting the UN system to prepare integrated strategic frameworks.

#### **Financing effective coordination for development results**

Country coordination capacities are financed through Support to Resident Coordinator (SRC) funds provided by UNDP in its biennial support budget and channelled to Resident Coordinators through the UN Development Operations Coordination Office. In 2010, \$16 million was contributed by UNDP for

this purpose, supporting 130 Resident Coordinator offices around the world with predictable, balanced funding for minimum coordination capacity.

In addition, since 2001, the UN Development Operations Coordination Office has mobilized additional resources from donors through the Country Coordination Fund (CCF). In 2010, some \$18 million were raised to provide enhanced coordination capacity.

An interesting trend observed in 2010 was the increased number of donor-funded Junior Professional Officers, Special Assistants to Resident Coordinators, United Nations volunteers and UN Fellows. A total of 43 Special Assistants to Resident Coordinators were deployed with support from Denmark, Spain and Sweden.

Total financial support from UNDP and the UN Development Operations Coordination Office for the Resident Coordinator system has increased incrementally over the years, from \$72 million in 2004 to \$128 million in 2010. According to an independent study commissioned by the Department for Economic and Social Affairs of the UN Secretariat, the total cost of coordination of UN operational activities, including staff time, amounts to \$237 million annually. This is equivalent to some 1 per cent of spending on all UN operational activities for development and 3 per cent of country programmable resources (The calculations use expenditure data for 2009, the latest available).

The evidence of the evaluations and reviews consulted for the independent study suggests that these amounts are not excessive. Indeed, the study suggests that the resources currently being put into coordination may not be sufficient. The evaluations and reviews found that the coordination initiatives carried out in recent years have been beneficial, but could have



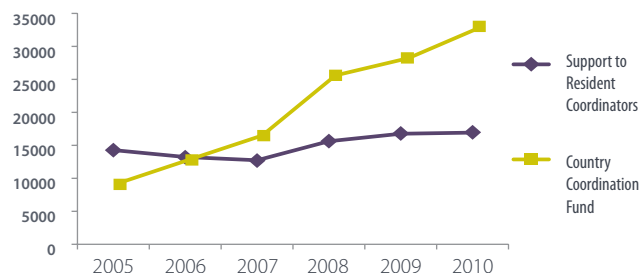
been more beneficial had coordination been pursued more systematically and had more streamlined processes been used.

## CHALLENGES AND THE WAY FORWARD

Although financial support for the Resident Coordinator system has steadily increased over the past years, it has been outpaced by the growing demand for enhanced, more strategic coordination. This trend has become rapidly apparent over the last three years as the UN development system has strategically repositioned itself in support of evolving country demands by developing a new generation of UNDAFs in close to 100 countries. In the same period, the original eight delivering as one pilot countries were joined by 21 other countries, so that 20 per cent of all UN Country Teams are implementing the delivering as one approach. The nature and scope of coordination tasks have fundamentally changed as the UN development system has moved towards coordinated upstream policy advice, integrated service delivery of its programmes and operations, and joint funding and reporting. Without a commensurate increase in resources, UN coordination could fall victim to its own success with the threat that Resident Coordinator offices may evolve from being the engine of UN reform to becoming a bottleneck for more effective delivery of results.

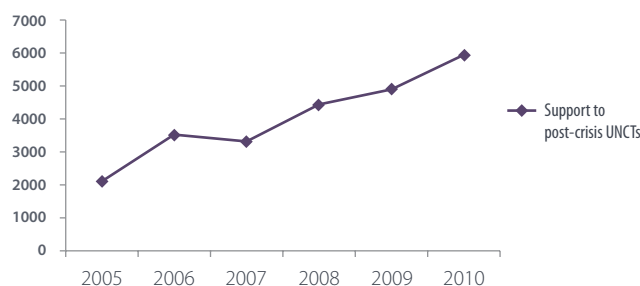
The Economic and Social Council has invited the undg to conduct a review of existing funding modalities in support of the Resident Coordinator system, including appropriate burden-sharing arrangements among relevant United Nations organizations. The undg will make recommendations to improve the provision of resources and support to the Resident Coordinator system at the country level, to be reported by the Secretary-General to the Economic and Social Council.

**Evolution of funding of the Resident Coordinator system by and through UNDP and DOCO 2005-2010**



Source: "Functioning of the resident coordinator system, including costs and benefits" Report to the Secretary General, Economic and Social Council. 25 April 2011

**Support to post-crisis UN Country Teams (US \$ Thousands)**



Source: "Functioning of the resident coordinator system, including costs and benefits" Report to the Secretary General, Economic and Social Council. 25 April 2011

## COUNTRY EXAMPLES OF COORDINATION IMPACT

### Resident Coordinator office support for peace consolidation in NEPAL

In 2010, as the UN Mission in Nepal was phasing down, the Office of the Resident Coordinator/Humanitarian Coordinator supported the coordinated engagement of the UN Country Team in the peace process. Alongside short-term peace consolidation interventions, such as monitoring of Security Council resolution 1612 (OHCHR, UNICEF), mine action (UNICEF, UNMAT), transitional justice (OHCHR) and reintegration (ILO, UNDP, UNFPA), the Office of the Resident Coordinator/Humanitarian Coordinator



supported engagement in upstream policy support, including constitution-writing (UNDP), the rule of law (OHCHR, UNDP, UNICEF), gender-based violence and Security Council resolution 1325/1820 (UNFPA, UNIFEM), as well as land legislation and registration (FAO). The Office is headed by a Strategic Planner funded by the UN Development Operations Coordination Office with other staff partially funded from the capacity-gap effort to strengthen Resident Coordinator offices in crisis countries.

#### **Stabilization strategies in the DEMOCRATIC REPUBLIC OF THE CONGO**

The integrated Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator has led the International Security and Stabilization Support Strategy (ISSSS) for the conflict areas in the eastern part of the country. The ISSSS combined security, political, state-building and return and recovery interventions to lay the foundations for sustainable peacebuilding and recovery, and was the main international vehicle supporting the Government's Stabilization and Reconstruction Plan for War-Affected Areas. Within the ISSSS, UN and international

efforts were focused on high-priority areas in North Kivu, South Kivu, Ituri, Haut-Uele, Maniema and North Katanga - areas where armed groups have disengaged, or where progress would produce a significant ripple effect across the eastern part of the country. Over \$300 million in both direct and complementary contributions were mobilized in addition to resources provided through the UN peacekeeping mission. The UN Development Operations Coordination Office has been funding the post of Stabilization Team Leader in the eastern part of the country, whose incumbent has led this initiative, as well as several other positions in the integrated Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator.

#### **Cost-sharing delivering as one operations in PAPUA NEW GUINEA**

Papua New Guinea is a voluntary adopter of delivering as one. The UNDAF reflects all programme interventions at the country level, including the redesigned management arrangements for joint planning, monitoring and evaluation, streamlined reporting, joint resource mobilization and allocation. Over 50 per cent of UN resources are managed through the common UN Country Fund.

The Resident Coordinator's office consists of five staff who support the UN Country Team with the design and implementation of each of these activities, acting both as secretariat and as technical and change management advisors. The support of the Resident Coordinator's office is not only critical for ensuring effective coordination between multiple stakeholders but also delivers concrete outputs such as (a) a common report on programme delivery and expenditures to the Government and donors and (b) support for the performance-based resource allocation from the UN Country Fund to integrated UN Country Team work plans. This service delivery for harmonized resource mobilization and reporting has significantly reduced transaction costs for UN system partners when engaging with the UN Country Team.

The Resident Coordinator's office is funded through a combination of coordination funds from the UN Development Operations Coordination Office for core capacity and an innovative cost-sharing agreement reached by the UN Country Team in support of the delivering as one approach. By agreeing to finance two positions in the Resident Coordinator's office directly from the UN Country Fund, the UN Country Team recognizes the added value of enhanced coordination required for delivering as one.

In addition, the UN Country Team shares the costs of activities contained in the UN Country Team work plan.

### **Cost-sharing effective support for UNDAF implementation in ECUADOR**

In the context of the new strategic UNDAF (2010-2014), UN inter-agency work has increased in scope and complexity. In all, 19 different UN entities, including 7 non-resident agencies work jointly towards common outcomes and 12 agencies share the UN House as well as more than 20 common services. In addition, Ecuador adhered to the Paris Declaration on Aid Effectiveness in 2009 and has invited the UN to play a leading role in support of more effective development.

Against this background, the minimum coordination capacity support received from the UN Development Operations Coordination Office was no longer sufficient to keep pace with the evolving coordination agenda. The UN Country Team effectively addressed this challenge by agreeing to cost-share 40 per cent of the budget of a strengthened Resident Coordinator's office in support of joint work and communications. By co-financing the Resident Coordinator's office, agencies demonstrate their commitment towards a more effective UN development system and the process of reform.

The nature and scope of coordination tasks have fundamentally changed as the UN has moved towards coordinated policy advice, integrated service delivery of its programmes and operations, and joint funding and reporting.

## LEARN MORE

> **Functioning of the Resident Coordinator System, including costs and benefits**  
[http://www.un.org/ga/search/view\\_doc.asp?symbol=E/2011/86](http://www.un.org/ga/search/view_doc.asp?symbol=E/2011/86)

> **UNDP Programming Manual**  
<http://www.undp.org/gef/programming/manual/index.html>

> **UNDP Programme and Operations Policies and Procedures – POPP**  
<http://content.undp.org/go/userguide/>

> **Strengthening UN Coordination at Country Level – United Nations Country Coordination Fund (UNCCF)**  
<http://www.undg.org/index.cfm?P=138>

## ANNEX I: ACRONYMS

<b>BINUB</b>	United Nations Integrated Office in Burundi	<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>CAP</b>	Consolidated Appeal Process	<b>ONUB</b>	United Nations Office in Burundi
<b>CARMMA</b>	Campaign on Accelerated Reduction of Maternal Mortality in Africa	<b>PCNA</b>	Post-Conflict Needs Assessment
<b>CCF</b>	County Coordination Fund	<b>PRS(P)</b>	Poverty Reduction Strategy (Paper)
<b>CEB</b>	Chief Executives Board for Coordination	<b>RC</b>	Resident Coordinator
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women	<b>RCAC</b>	Resident Coordinator Assessment Centre
<b>DAW</b>	Division for the Advancement of Women	<b>SRC</b>	Support to the Resident Coordinator funds
<b>DOCO</b>	Development Operations Coordination Office	<b>UN</b>	United Nations
<b>ERSG</b>	Executive Representative of the Secretary-General	<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<b>UNAMID</b>	African Union-United Nations Hybrid Operation in Darfur
<b>GTG</b>	Gender Theme Group	<b>UNCT</b>	United Nations Country Team
<b>GTP</b>	Growth and Transformation Plan	<b>UNDAF</b>	United Nations Development Assistance Framework
<b>HACT</b>	Harmonized Approach to Cash Transfers to Implementing Partners	<b>UNDG</b>	UN Development Group
<b>HLCM</b>	High-level Committee on Management	<b>UNDG-HRM</b>	UNDG mechanism on human rights mainstreaming
<b>HLCP</b>	High-level Committee on Programmes	<b>UNDP</b>	United Nations Development Programme
<b>HRBA</b>	Human rights-based approach	<b>UNEP</b>	United Nations Environment Programme
<b>ICT</b>	Information and communication technology	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>IFAD</b>	International Fund for Agricultural Development	<b>UNFPA</b>	United Nations Population Fund
<b>ILO</b>	International Labour Organization	<b>UN-Habitat</b>	United Nations Human Settlements Programme
<b>IMF</b>	International Monetary Fund	<b>UNFAS</b>	UN Humanitarian Air Service
<b>INSTRAW</b>	International Research and Training Institute for the Advancement of Women	<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
<b>IOM</b>	International Organization for Migration	<b>UNICEF</b>	United Nations Children's Fund
<b>ISF</b>	Integrated Strategic Framework	<b>UNIDO</b>	United Nations Industrial Development Organization
<b>ISSSS</b>	International Security and Stabilization Support Strategy	<b>UNIFEM</b>	United Nations Development Fund for Women
<b>JOTC</b>	Joint Operations and Tasking Centre	<b>UNMAT</b>	United Nations Mine Action Team
<b>M&amp;E</b>	Monitoring and evaluation	<b>UNMIS</b>	United Nations Mission in Sudan
<b>MAF</b>	MDG Acceleration Framework	<b>UNMIT</b>	United Nations Integrated Mission in Timor-Leste
<b>MDG</b>	Millennium Development Goal	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>MDG-F</b>	Spanish MDG Achievement Fund	<b>UNOPS</b>	United Nations Office for Project Services
<b>MDTF</b>	Multi-Donor Trust Fund	<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>MIC</b>	Middle income country	<b>UNSSC</b>	UN System Staff College
<b>MINUSTAH</b>	United Nations Stabilization Mission in Haiti	<b>UPR</b>	Universal Periodic Review
<b>NATO</b>	North Atlantic Treaty Organization	<b>WFP</b>	World Food Programme
<b>NDP</b>	National Development Plan	<b>WHO</b>	World Health Organization
<b>NGO</b>	Non-governmental organization		
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs		





## ANNEX II: UN RESIDENT COORDINATOR OFFICES

Country/ territory	Mailing address	Street address	Country/ territory	Mailing address	Street address
<b>Afghanistan</b>	P.O. Box 5 Kabul UNDP Kabul	Shah Mahmood Ghazi Watt Kabul	<b>Cambodia</b>	P.O. Box 877 Phnom Penh	House No. 53, Pasteur Beng Keng Kang Phnom Penh
<b>Albania</b>	Deshmoret e 4 Shkurtit' Street Villa No. 35 Tirana	Deshmoret e 4 Shkurtit' Street Villa No. 35 Tirana	<b>Cameroon</b>	Boîte postale 836 Yaounde	Immeuble Foul'Assi Nouvelle Route Rastos, Rue N° 1775, Yaounde
<b>Algeria</b>	Boîte postale 823 Alger Gare Algiers 16000	Tour ABC Hôtel Hilton El Mohammadia, Algiers	<b>Cape Verde</b>	Caixa Postal 62 Praia	Avenida Oua Achada Santo Antonio Praia
<b>Angola</b>	Caixa Postal 910 Luanda	197 Rua Major Kanhangulo Luanda	<b>Central African Republic</b>	Boîte Postale 872 Bangui	UNDP Republique Centrafricaine Immeuble La Couronne. Avenue B. Boganda BP 872, Bangui
<b>Argentina</b>	Casilla de Correo 2257 (1000) Capital Federal Buenos Aires	Esmeralda 130, Pisos 12 y 13 (1035) Capital Federal Buenos Aires	<b>Chad</b>	P.O. Box 906 N'Djamena	Avenue du Colonel d'Ornano (Ex-Immeuble UEAC) N'Djamena
<b>Armenia</b>	United Nations Office 14 Petros Adamyan Street Yerevan 375010	United Nations Office 14 Petros Adamyan Street Yerevan 375010	<b>Chile</b>	Dag Hammarskjöld 3241 Vitacura, Santiago. 7630412	Dag Hammarskjöld 3241 Vitacura, Santiago. 7630412
<b>Azerbaijan</b>	3, United Nations 50th Anniversary Street Baku AZ 1001	3, United Nations 50th Anniversary Street Baku AZ 1001	<b>China</b>	2 Liangmahe Nanlu Beijing 100600	2 Liangmahe Nanlu Beijing 100600
<b>Bahrain</b>	P.O. Box 26814 Manama	UN House 69 Road 1901 Hoor 319	<b>Colombia</b>	Apartado Aereo, No. 091369 Bogota	Avenida 82 No. 10-62 Piso 3 Bogota
<b>Bangladesh</b>	G.P.O Box No. 224 Dhaka 1000	UN Bangladesh UN Offices, 19th Floor IDB Bhaban Agargaon, Sher-e-Bangla Nagar, Dhaka 1207	<b>Comoros</b>	Boîte postale 648 Moroni	Hamramba Moroni
<b>Barbados</b>	P.O. Box 625C Bridgetown St. Michael	U.N. House, Marine Gardens Hastings Christ Church	<b>Congo</b>	Boîte postale 465 Brazzaville	Avenue du Marechal Foch Brazzaville
<b>Belarus</b>	G.P.O Box 103 Minsk 220050	17 Kirova Street 6th floor 220000 Minsk	<b>Costa Rica</b>	Apartado 4540-1000 San Jose	Oficentro La Virgen 2, 300 mts. sur y 200 suroeste de la Embajada Americana Pavas, San José
<b>Benin</b>	Boîte postale 506 Cotonou	Lot III Zone Residentielle Cotonou	<b>Côte d'Ivoire</b>	01 Boîte postale 1747 Abidjan 01	Angle avenue Marchand & rue Gourgas
<b>Bhutan</b>	G. P. O. Box 162 Thimphu	United Nations House Samten Lam Thimphu	<b>Croatia</b>	Radnička 41/8 10 000 Zagreb	Radnička 41/8 10 000 Zagreb
<b>Bolivia</b>	Av. Sánchez Bustamante, esq. Calle 14, Calacoto La Paz	Av. Sánchez Bustamante, esq. Calle 14, Calacoto La Paz	<b>Cuba</b>	UNDP Cuba, P.O. Box 1608, GCPO New York 10163-1608	Calle 18 No. 110 w(entre 1RA y 3RA) Miramar, Playa Ciudad de la Habana
<b>Bosnia and Herzegovina</b>	Marsala Tita 48 71000 Sarajevo	Marsala Tita 48 71000 Sarajevo	<b>Democratic People's Republic of Korea</b>	P.O. Box 27 Pyongyang	21 Munsudong Pyongyang
<b>Botswana</b>	P.O. Box 54 Gaborone	Corner Khama crescent and President Drive Government Enclave Gaborone, Botswana	<b>Democratic Republic of the Congo</b>	Boîte Postale 7248 Kinshasa I	Immeuble Losonia Boulevard du 30 juin Kinshasa
<b>Brazil</b>	Caixa Postal 0285 Brasilia, DF 70359-970	EQSW 103/104 Lote 1 Bloco D - Setor Sudoeste 70670-350 - Brasilia, DF	<b>Djibouti</b>	Boîte postale 2001 Avenue Mohamed Issa dit Cheiko Plateau du Serpent	B.P. 2001, Djibouti Lotissement du Hérón, Lot no. 52 République de Djibouti
<b>Bulgaria</b>	P.O. Box 700 1040 Sofia	25 Khan Krum Str. 1040 Sofia	<b>Dominican Republic</b>	Apartado 1424 Santo Domingo	Avenida Anacaona No. 9 Mirador Sur Santo Domingo
<b>Burkina Faso</b>	01 BP. 575 Ouagadougou 01	Immeuble Secteur 04 (Quartier ex Koulouba) Ouagadougou	<b>Ecuador</b>	P.O. Box 1703-4731 Quito	Av. Amazonas No.2889 entre Av. Mariana de Jesús y La Granja, Quito
<b>Burundi</b>	Boîte postale 1490 Bujumbura	Green Building 4470 Chaussée du Peuple Murundi Bujumbura			

Country/ territory	Mailing address	Street address
<b>Egypt</b>	P.O. Box 982 Postal Code No. 11511 Cairo	1191 Corniche El Nil Street World Trade Centre Bldg. (4th Floor) Boulak, Cairo
<b>El Salvador</b>	P. O. Box 1114 San Salvador	Edificio Naciones Unidas Boulevard Orden de Malta Sur N° 2-B, Antiguo Cuscatlán
<b>Equatorial Guinea</b>	UNDP Malabo, Equatorial Guinea c/o UNDP, P.O. Box 1608-Grand Central Station New York, N.Y. 10163-1608 USA	Esquina Calle de Kenya con Calle Rey Boncoro B.P. 399 Malabo
<b>Eritrea</b>	P.O. Box 5366 Asmara	Hday Street (Airport Road) Asmara
<b>Ethiopia</b>	P.O. Box 5580 Addis Ababa	Africa Hall Old ECA Building 7th Floor Addis Ababa
<b>Fiji</b>	Private Mail Bag Suva	Floor 8 Kadavu House 414Victoria Parade Suva
<b>Gabon</b>	Boîte postale 2183 Libreville	Derrière le Palais de Justice de Libreville Quartier SOBRAGA Libreville
<b>Gambia</b>	P.O. Box 553 Banjul	UN House 5 Kofi Annan Street Cape Point P.O.Box 553 Banjul
<b>Georgia</b>	UN House 9 R. Eristavi Street Tbilisi 0179	UN House 9 R. Eristavi Street Tbilisi 0179
<b>Ghana</b>	P.O. Box 1423 Accra	Ring Road Dual Carriage (near Police Headquarters) Accra
<b>Guatemala</b>	Edificio Europlaza World Business Center Torre IV, nivel 10 - Apartado Postal 23-A	Edificio Euro Plaza World Business Center 5 Avenida 5-55, Zona 14 Torre IV, Nivel 10 Guatemala City, C.A 01014
<b>Guinea</b>	Boîte postale 222 Conakry	Maison commune, Corniche sud, Coléah Lanséboungyi Commune de Matam, Conakry
<b>Guinea- Bissau</b>	C.P. 179 P.O. Box 1011 Bissau Codex	Rua Rui Djassi Bissau
<b>Guyana</b>	P. O. Box 10960 Georgetown	42 Brickdam & United Nations Place Stabroek Georgetown
<b>Haiti</b>	Boîte Postale 557 Port-au-Prince	387, Ave. John Brown Bourdon Port-au-Prince
<b>Honduras</b>	Apartado Postal 976 Tegucigalpa D.C.	Edificio Casa de las Naciones Unidas Colonia Palmira, Ave. Republica de Panama Tegucigalpa, D.C.

Country/ territory	Mailing address	Street address
<b>India</b>	P. O. Box 3059 New Delhi 110003	55 Lodi Estate New Delhi 110003
<b>Indonesia</b>	P.O. Box 2338 Jakarta 10001	Jalan M.H. Thamrin Kav. 3 Jakarta 10250
<b>Iran (Islamic Republic of)</b>	P.O. Box 15875-4557 Tehran	United Nations Building No. 39 Shahrzad Blvd. Darrou Shariati Ave. Tehran 19487 73911
<b>Iraq</b>	C/O UNDP-Iraq P.O. Box 941074 Amman 11194 – Jordan	Building No. 16 Majid Al-Edwan St.-Shmeissani Amman - Jordan
<b>Jamaica</b>	P.O. Box 280 Kingston	1 -3 Lady Musgrave Road Kingston 5
<b>Jordan</b>	P.O. Box 941631 Amman 11194	United Nations University International Leadership Institute Building Queen Rania Street University of Jordan Building No. 274
<b>Kazakhstan</b>	United Nations in the Republic of Kazakhstan Astana, Kazakhstan 26, Bokeikhan Street	United Nations in the Republic of Kazakhstan Astana, Kazakhstan 26, Bokeikhan Street
<b>Kenya</b>	P.O. Box 30218 Nairobi	United Nations Avenue Gigiri United Nations Complex Block M, Level 3 00100 Nairobi
<b>Kosovo (Development Coordinator's Office)</b>	14 Payton Place Pristina 10000	14 Payton Place Pristina 10000
<b>Kuwait</b>	P.O. Box 2993 Safat 13030	UN House, West Mishref, Block 6 Diplomatic area opposite to Gulf University
<b>Kyrgyzstan</b>	160 Chui Prospect Bishkek 720040	160 Chui Prospect Bishkek 720040
<b>Lao People's Democratic Republic</b>	United Nations Development Programme P.O. Box 345 Vientiane	Lane Xang Avenue Vientiane
<b>Latvia</b>	UNDP Latvia Projects Office Pils iela 21 Riga, LV-1167	UNDP Latvia Projects Office Pils iela 21 Riga, LV-1167
<b>Lebanon</b>	P.O. Box 11-3216 Beirut	Arab African International Bank Bldg Riad El Solh Street Nejmeh, Beirut 2011 5211
<b>Lesotho</b>	P.O. Box 301 Maseru 100	UN House, United Nations Road Maseru
<b>Liberia</b>	P.O. Box 10-0274 Simpson's Building Mamba Point	UN Drive 1000 Monrovia 10
<b>Libya</b>	P.O. Box 358 Tripoli	69-71 Shara Turkiya Tripoli



Country/ territory	Mailing address	Street address
<b>Lithuania</b>	Central Post Office Box 62 Vilnius LT-2000	Labdariu 5 01120 Vilnius
<b>Madagascar</b>	P.O. Box 1348 Antananarivo 101	Maison Commune des Nations Unies Zone Galaxy, Andraharo Antananarivo 101
<b>Malawi</b>	P.O. Box 30135 Lilongwe 3	Plot No. 7, Area 40 Lilongwe 3
<b>Malaysia</b>	P.O. Box 12544 50782 Kuala Lumpur	Wisma UN Block C, Damansara Offices Complex Jalan Dungun, Damansara Heights 50490 Kuala Lumpur
<b>Maldives</b>	P.O. Box 2058 Male'	UN Building Buruzu Magu Radhebai Higu Male'
<b>Mali</b>	Boîte postale 120 Bamako	Immeuble Me Hamaciré N'Douré Badalabougou-Est Bamako
<b>Mauritania</b>	Boîte postale 620 Nouakchott	ILot K Lots No. 159, 160, 161 Nouakchott
<b>Mauritius</b>	P.O. Box 253 Port Louis	6th Floor, Anglo-Mauritius House Intendance Street Port Louis
<b>Mexico</b>	Código Postal 11000 Distrito Federal México	Sede Común de Naciones Unidas en México Montes Urales 440, Piso 5, C.P. 11000, Del. Miguel Hidalgo, México D.F.
<b>Mongolia</b>	P.O. Box 46/1009 Ulaanbaatar	UN House – Orient Plaza G. Chagdarjav Street 9 Ulaanbaatar
<b>Montenegro</b>	Boulevard Sv.Petra Cetinjskog 1A 81000 Podgorica Montenegro	Boulevard Sv.Petra Cetinjskog 1A 81000 Podgorica Montenegro
<b>Morocco</b>	Casier ONU, Poste Rabat-Chellah 10000 Rabat	13, Avenue Ahmed Balafrej Souissi, Rabat
<b>Mozambique</b>	P.O. Box 4595 Maputo	Av. Kenneth Kaunda, 931 Maputo
<b>Myanmar</b>	P.O. Box 650 Yangon	No. 6, Natmauk Road, Tamwe Township Yangon
<b>Namibia</b>	Private Bag 13329 Windhoek	38 Stein Street Klein Windhoek Windhoek
<b>Nepal</b>	P.O. Box 107 Kathmandu	UN House Pulchowk Lalitpur
<b>Nicaragua</b>	Apartado Postal 3260 Managua	Rotonda El Gueguense Plaza España 400 mts. Sur Managua

Country/ territory	Mailing address	Street address
<b>Niger</b>	Boîte postale 11207 Niamey	Nations Unies/PNUD/UNFPA/ CDSR-AO n°428 rue av. du fleuve Niger CP2 040 Quartier Plateau Commune I Niamey
<b>Nigeria</b>	P. M. B 2851 Garki, Abuja	UN House, Plot 617/618 Diplomatic Zone Central Area District P.M.B 2851 Garki, Abuja
<b>Occupied Palestinian Territory</b>	P.O. Box 51359 Jerusalem	4A Ya' Kubi St. Jerusalem
<b>Pakistan</b>	P.O. Box 1051 Islamabad	Level 7, West Wing, Serena Office Complex (SOC), Khayaban-e-Suhrawardy, Sector: G-5, Islamabad
<b>Panama</b>	Apartado 0816-1914 Casa de las Naciones Unidas Ciudad del Saber, Edificio 129	
<b>Papua New Guinea</b>	UNDP P.O. Box 1041 POM Port Moresby	UN House Level 14, Deloitte Tower Douglas Street, Port Moresby
<b>Paraguay</b>	Casilla de Correo 1107 Asuncion	Edificio Naciones Unidas Avda. Mcal. López esq. Saraví Asuncion
<b>Peru</b>	PNUD P.O. Box 18--0923 Lima 18	Complejo Javier Perez de Cuellar Av. Perez Aranibar # 750 Magdalena del Mar Lima 17
<b>Phillipines</b>	P.O. Box 7285, 1300 Domestic Road Domestic Airport Post Office Lock Box Pasay City, Metro Manila	30th Floor - Yuchengco Tower RCBC Plaza, Ayala Avenue cor. Sen. Gil Puyat Ave. 1200 Makati City, Metro Manila
<b>Poland</b>	UNDP, UN Centre P.O. Box 1 02-514 Warsaw 12	Al.Niepodleglosci 186 00-608 Warsaw
<b>Republic of Korea</b>	#201 Sa-Ok Bldg. Hannam Tower 730 Hannam-2 dong Yongsan-Ku Seoul 140-212	#201 Sa-Ok Bldg. Hannam Tower, 730 Hannam-2 dong Yongsan-Ku Seoul 140-212
<b>Republic of Moldova</b>	131, 31 August 1989 Street Chisinau MD-2012	131, 31 August 1989 Street Chisinau MD-2012
<b>Romania</b>	c/o UN House 48A Primaverii Blvd. Bucharest 011975	48A Primaverii Blvd. Bucharest 011975
<b>Russian Federation</b>	9 Leontievsky Lane Moscow 125009	9 Leontievsky Lane, Moscow 125009
<b>Rwanda</b>	P.O. Box 445 Kigali	12, Avenue de l'Armée Kigali
<b>Samoa</b>	Private Mail Bag Matautu-uta Apia	Lauofo Meti's Building Four Corners, Matautu-uta Apia
<b>São Tomé and Príncipe</b>	Caixa Postal 109 São Tomé	Avenida das Nações Unidas São Tomé



Country/ territory	Mailing address	Street address
<b>Saudi Arabia</b>	P.O. Box 94623 Riyadh 11614	Ibn El-Nafis Street Diplomatic Quarter Riyadh 11614
<b>Senegal</b>	Boîte postale 154 Dakar	Immeuble WOLLE NDIAYE Route du Méridien Président Face au Lodge Hôtel Parcelle N 10 Zone 3 Almadies Dakar
<b>Serbia</b>	UNDP Country Office P.O. Box 3, Internacionalnih Brigada 69, 11000 Belgrade	UNDP Country Office Internacionalnih brigada 69, Belgrade
<b>Sierra Leone</b>	P.O. Box 1011 Freetown	76 Wilkinson Road Freetown
<b>Somalia</b>	UNDP Somalia P.O. Box 28832, 00200 Nairobi, Kenya	Springette, off Lower Kabete Road Spring Valley Nairobi, Kenya
<b>South Africa</b>	P.O. Box 6541 Pretoria 0001	Metropark Building 351 Schoeman Street Pretoria 0001
<b>Sri Lanka</b>	P. O. Box 1505 Colombo	202-204 Baudhaloka Mawatha Colombo
<b>Sudan</b>	P.O. Box 913 Khartoum	Gama'a Avenue Khartoum
<b>Swaziland</b>	Private Bag Mbabane P. O. Box 261 Mbabane	SRIC Building (Lilunga House) 5th floor, Somhlolo Street Mbabane
<b>Syrian Arab Republic</b>	P.O. Box 2317 Damascus	Mezzeh, West Villas Ghazawi Str. N°8 Damascus
<b>Tajikistan</b>	UNDP/Tajikistan P.O. Box 1608, GCPO New York, NY 10163-1608 USA	No. 39 Aini Street Dushanbe, 734024
<b>Thailand</b>	Office of the UN Resident Coordinator 12th Floor, United Nations Building Rajdamnern Nok Avenue Phranakorn, Bangkok 10200	12th Floor, United Nations Building Rajdamnern Nok Avenue Phranakorn, Bangkok 10200
<b>The former Yugoslav Republic of Macedonia</b>	P.O. Box 305 Skopje, 1000	8 ma Udarina Brigada 2 Skopje, 1000
<b>Timor-Leste</b>	1. To Dili Via Darwin, AUSTRALIA: Last Destination East-Timor Enterprise House, 28-30 Knuckey Street Darwin, NT 0801, Australia 2. To Dili Via New York U.S.A (UN POUCH): P.O BOX 4758 GRAND CENTRAL STATION NEW YORK, NY 10163-4758 U.S.A, UN Agency House Caicoli Street, Dili-Timor Leste	

Country/ territory	Mailing address	Street address
<b>Togo</b>	Boîte Postale 911 Lome	40, Avenue des Nations Unies Lome
<b>Trinidad and Tobago</b>	P. O. Box 812 Port of Spain	UN House #3A Chancery Lane Port of Spain
<b>Tunisia</b>	Boîte postale 863 1035 Tunis	United Nations in Tunisia 41 Bis Impasse Louis Braille Avenue Louis Braille 1003 Cité el Khadhra BP 863 - 1035 Tunis
<b>Turkey</b>	UN HOUSE Birlik Mahallesi 2. cadde No. 11 06610 Cankaya Ankara	UN HOUSE Birlik Mahallesi 2 Cadde No: 11 06610 Cankaya Ankara
<b>Turkmenistan</b>	UN Building 40 1995 (Galkynysh) Street Ashgabat	UN Building 40 1995 (Galkynysh) Street Ashgabat
<b>Uganda</b>	P. O. Box 7184 Kampala	Plot 11, Yusuf Lule Road, Kampala
<b>Ukraine</b>	1 Klovsky Uzviz Kiev 01021	1 Klovskiy Uzviz Kiev 01021
<b>United Arab Emirates</b>	P.O. Box 3490 Abu Dhabi	Plot No: 26- Villa #1&2 East 19/2 AlNahyan Camp Abu Dhabi
<b>United Republic of Tanzania</b>	UNDP, P.O. Box 9182 Dar-es-Salaam	Plot 134-140 Kingsway/Mafinga (Off Kinondoni Road)
<b>Uruguay</b>	Casilla de Correo 1207 Montevideo	UPAEP Building Javier Barrios Amorin 870, 2nd floor C.P. 11200 Montevideo
<b>Uzbekistan</b>	UN Office in Uzbekistan 4, Taras Shevchenko Street Tashkent, Uzbekistan 100029	4, Taras Shevchenko Street Tashkent, Uzbekistan 100029
<b>Venezuela (Bolivarian Republic of)</b>	Apartado 69005 Caracas 1062-A	Avenida Francisco de Miranda Torre HP Piso 6, Oficina 6-A Los Palos Grandes, Caracas 1062
<b>Viet Nam</b>	UNDP Hanoi c/o GPO Box 618 Bangkok, Thailand	25-29 Phan Boi Chau Hanoi
<b>Yemen</b>	P.O. Box 551 Sana'a	Al-Khorashi Building Opposite Awqaf Housing Complex Sharaa Al-Siteen Sana'a
<b>Zambia</b>	P.O. Box 31966 Lusaka	Plot No. 11867 Alick Nkhata Road Lusaka
<b>Zimbabwe</b>	P.O. Box 4775 Harare	67-69 Kwame Nkrumah Ave

## ANNEX III: UN COUNTRY TEAM WEBSITES

Albania	<a href="http://www.un.org.al">www.un.org.al</a>	Madagascar	<a href="http://mg.one.un.org">http://mg.one.un.org</a>
Argentina	<a href="http://www.onu.org.ar">www.onu.org.ar</a>	Malawi	<a href="http://www.unmalawi.org">www.unmalawi.org</a>
Armenia	<a href="http://www.un.am">www.un.am</a>	Malaysia	<a href="http://www.un.org.my">www.un.org.my</a>
Azerbaijan	<a href="http://www.un-az.org">www.un-az.org</a>	Maldives	<a href="http://www.un.org.mv">www.un.org.mv</a>
Bangladesh	<a href="http://www.un.org.bd">www.un.org.bd</a>	Mauritania	<a href="http://www.un.mr">www.un.mr</a>
Belgium	<a href="http://www.unbrussels.org">www.unbrussels.org</a>	Mexico	<a href="http://www.onu.org.mx">www.onu.org.mx</a>
Belize	<a href="http://www.unbelize.org">www.unbelize.org</a>	Mongolia	<a href="http://www.un-mongolia.mn">www.un-mongolia.mn</a>
Bhutan	<a href="http://www.unct.org.bt">www.unct.org.bt</a>	Montenegro	<a href="http://www.un.org.me">www.un.org.me</a>
Bolivia	<a href="http://www.nu.org.bo">www.nu.org.bo</a>	Morocco	<a href="http://www.un.org.ma">www.un.org.ma</a>
Bosnia and Herzegovina	<a href="http://www.un.ba">www.un.ba</a>	Namibia	<a href="http://www.na.one.un.org">www.na.one.un.org</a>
Botswana	<a href="http://www.unbotswana.org.bw">www.unbotswana.org.bw</a>	Nepal	<a href="http://www.un.org.np">www.un.org.np</a>
Brazil	<a href="http://www.onu-brasil.org.br">www.onu-brasil.org.br</a>	Nicaragua	<a href="http://www.onu.org.ni">www.onu.org.ni</a>
Cambodia	<a href="http://www.un.org.kh">www.un.org.kh</a>	Nigeria	<a href="http://www.ng.one.un.org">www.ng.one.un.org</a>
Cameroon	<a href="http://www.onu.cm">www.onu.cm</a>	Pakistan	<a href="http://www.un.org.pk">www.un.org.pk</a>
Cape Verde	<a href="http://www.un.cv">www.un.cv</a>	Panama	<a href="http://www.onu.org.pa">www.onu.org.pa</a>
Chile	<a href="http://www.onu.cl">www.onu.cl</a>	Papua New Guinea	<a href="http://www.un.org.pg">www.un.org.pg</a>
China	<a href="http://www.un.org.cn">www.un.org.cn</a>	Peru	<a href="http://www.onu.org.pe">www.onu.org.pe</a>
Comoros	<a href="http://www.km.one.un.org">www.km.one.un.org</a>	Philippines	<a href="http://ph.one.un.org">http://ph.one.un.org</a>
Congo	<a href="http://www.un.cg">www.un.cg</a>	Poland	<a href="http://www.un.org.pl">www.un.org.pl</a>
Cuba	<a href="http://www.onu.org.cu">www.onu.org.cu</a>	Republic of Moldova	<a href="http://www.un.md">www.un.md</a>
Denmark	<a href="http://www.un.dk">www.un.dk</a>	Russian Federation	<a href="http://www.unrussia.ru/en">www.unrussia.ru/en</a>
Ecuador	<a href="http://www.un.org.ec">www.un.org.ec</a>	Rwanda	<a href="http://www.rw.one.un.org">www.rw.one.un.org</a>
Egypt	<a href="http://www.un.org.eg">www.un.org.eg</a>	Samoa	<a href="http://www.un.org.ws">www.un.org.ws</a>
Eritrea	<a href="http://www.un-eritrea.org">www.un-eritrea.org</a>	São Tomé and Príncipe	<a href="http://www.uns.st">www.uns.st</a>
Ethiopia	<a href="http://www.unethiopia.org">www.unethiopia.org</a>	Serbia	<a href="http://www.un.org.rs">www.un.org.rs</a>
Fiji	<a href="http://www.un.org.fj">www.un.org.fj</a>	Somalia	<a href="http://www.somalia-un.org">www.somalia-un.org</a>
Gambia	<a href="http://www.ungambia.gm">www.ungambia.gm</a>	South Africa	<a href="http://www.un.org.za">www.un.org.za</a>
Georgia	<a href="http://www.ungeorgia.ge/eng">www.ungeorgia.ge/eng</a>	Sri Lanka	<a href="http://www.un.lk">www.un.lk</a>
Ghana	<a href="http://www.ncs.com.gh/untemp">www.ncs.com.gh/untemp</a>	Swaziland	<a href="http://www.sz.one.un.org">www.sz.one.un.org</a>
Greece	<a href="http://www.ungreece.org">www.ungreece.org</a>	Syrian Arab Republic	<a href="http://www.un.org.sy">www.un.org.sy</a>
Guatemala	<a href="http://www.onu.org.gt/">www.onu.org.gt/</a>	Tajikistan	<a href="http://www.untj.org">www.untj.org</a>
Guinea-Bissau	<a href="http://www.gw.one.un.org/">www.gw.one.un.org/</a>	Thailand	<a href="http://th.one.un.org">http://th.one.un.org</a>
Honduras	<a href="http://www.un.hn">www.un.hn</a>	The former Yugoslav Republic of Macedonia	<a href="http://www.un.org.mk">www.un.org.mk</a>
India	<a href="http://www.un.org.in">www.un.org.in</a>	Togo	<a href="http://tg.one.un.org">http://tg.one.un.org</a>
Indonesia	<a href="http://www.un.or.id">www.un.or.id</a>	Trinidad and Tobago	<a href="http://www.un.org.tt">www.un.org.tt</a>
Iran (Islamic Republic of)	<a href="http://www.un.org.ir">www.un.org.ir</a>	Tunisia	<a href="http://www.onu-tn.org">www.onu-tn.org</a>
Iraq	<a href="http://iq.one.un.org/">http://iq.one.un.org/</a>	Turkey	<a href="http://www.un.org.tr">www.un.org.tr</a>
Jordan	<a href="http://www.jo.one.un.org">http://www.jo.one.un.org</a>	Turkmenistan	<a href="http://www.untuk.org">www.untuk.org</a>
Kazakhstan	<a href="http://www.un.kz">www.un.kz</a>	Ukraine	<a href="http://www.un.org.ua">www.un.org.ua</a>
Kenya	<a href="http://www.un-kenya.org">www.un-kenya.org</a>	United Republic of Tanzania	<a href="http://tz.one.un.org">http://tz.one.un.org</a>
Kosovo (Development Coordinator's Office)	<a href="http://www.unkt.org">www.unkt.org</a>	Uruguay	<a href="http://www.onu.org.uy">www.onu.org.uy</a>
Kyrgyzstan	<a href="http://www.un.org.kg">www.un.org.kg</a>	Uzbekistan	<a href="http://www.un.uz">www.un.uz</a>
Lao People's Democratic Republic	<a href="http://www.unlao.org">www.unlao.org</a>	Venezuela (Bolivarian Republic of)	<a href="http://www.onu.org.ve">www.onu.org.ve</a>
Latvia	<a href="http://ano.deac.lv/html_e/index_02.htm">ano.deac.lv/html_e/index_02.htm</a>	Viet Nam	<a href="http://www.un.org.vn">www.un.org.vn</a>
Lebanon	<a href="http://www.un.org.lb">www.un.org.lb</a>	Zimbabwe	<a href="http://www.unzimbabwe.org">www.unzimbabwe.org</a>
Liberia	<a href="http://www.unliberia.org">www.unliberia.org</a>		

