



Handy Guide on UN Coherence

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ACRONYMS

AA	Administrative Agent		children affected by armed conflict)
CEB	Chief Executives Board for Coordination	QCPR	Quadrennial Comprehensive Policy Review
CHERG	Child Health Epidemiology Reference Group	RBM	Results-based management
CSO	Civil society organization	RC	Resident Coordinator
DO	Designated Official	R-UNDG	Regional UNDG Team
DRR	Disaster risk reduction	SAA	Standard administrative agreement
DRT-F	Delivering Results Together Fund	SAGE	Study on global AGEing and adult health
ECA	Economic Commission for Africa	SOPs	Standard operating procedures
ECE	Economic Commission for Europe	SRA	Security Risk Assessment
ECLAC	Economic Commission for Latin America	SWAP	System-wide Action Plan
ECOSOC	Economic and Social Council	TCPR	Triennial Comprehensive Policy Review
EMIS	Education management information system	TRIP	Travel Request Information Processing
ERC	Emergency Relief Coordinator	UNCG	United Nations communications group
ESCAP	Economic and Social Commission for Asia and the Pacific	UNCT	United Nations country team
ESCWA	Economic and Social Commission for Western Asia	UNDAF	United Nations Development Assistance Framework
FAO	Food and Agriculture Organization of the United Nations	UNDG	United Nations Development Group
HACT	Harmonized Approach to Cash Transfers	UNDP	United Nations Development Programme
HC	Humanitarian Coordinator	UNDSS	United Nations Department of Safety and Security
HLCM	High-level Committee on Management	UNEG	United Nations Evaluation Group
HLCP	High-level Committee on Programmes	UNESCO	United Nations Educational, Scientific and Cultural Organization
IASC	Inter-Agency Standing Committee	UNFPA	United Nations Population Fund
ICT	Information and communication technology	UN-Habitat	United Nations Human Settlements Programme
IPSAS	International Public Sector Accounting Standards	UNHCR	United Nations High Commissioner for Refugees
M&A	Management and Accountability (system)	UNICEF	United Nations Children's Fund
MAF	MDG Acceleration Framework	UNIDO	United Nations Industrial Development Organization
MARA	Monitoring, analysis and reporting arrangements	UNOP	United Nations Office for Partnerships
MDG	Millennium Development Goal	UNOPS	United Nations Office for Project Services
MICS	Multiple Indicator Cluster Survey	UNSMS	United Nations Security Management System
MORSS	Minimum Operating Residential Security Standards	UNSSC	United Nations System Staff College
MOSS	Minimum Operating Security Standards	UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
MoRES	Monitoring Results for Equity System	WBG	World Bank Group
MPTF	Multi-Partner Trust Fund	WFP	World Food Programme
MRM	Monitoring and Reporting Mechanism (on	WHO	World Health Organization

FOREWORD

Welcome to the Handy Guide for working together!

This guide addresses UN coherence issues relevant to UN staff by providing a simple summary of official guidance, and in many cases linking to it. A joint product of UNICEF and the UN System Staff College, the Handy Guide aims to help UN agencies and staff partner together to achieve results on the ground.

Every country situation is different, and the Handy Guide provides information that will help us respond flexibly and coherently to the complex, ever-changing challenges of today.

This Handy Guide captures a brief history of how the UN coherence landscape has evolved and relevant mandates coming from Member States. At the same time, it also addresses the UNDG Standard Operating Procedures for Delivering as One and coherence in humanitarian contexts.

UN coherence is an ever-evolving landscape. As the new post-2015 development agenda is shaping up and the UN strives to become better fit for purpose, we hope that this Handy Guide on UN Coherence can serve as a useful resource for delivering results together.

Wherever you are in the UN world, we hope this guide will help you in working together more effectively and efficiently.



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1 Introduction

WHAT IS UN COHERENCE, AND WHY IS IT IMPORTANT?

UN coherence means that UN partners are working together to increase effectiveness (improved results), relevance (alignment with national priorities) and efficiency (reduced duplication and transactions costs) at country, regional and global levels.

UN coherence can support development results by facilitating collaboration and partnerships in work towards common goals. Through UN coherence we can maximize the impact of our work on behalf of the world's most disadvantaged, vulnerable and marginalized citizens. In short, when we are working coherently, we can make the biggest difference where it matters the most.

UN coherence helps the UN system to:

- Work more efficiently and effectively and reduce duplication
- Promote the equity approach
- Help every individual realize his or her human rights
- Achieve gender equality and eliminate discrimination
- Maximize the collective results of the UN system
- Respond as one to inter-governmental resolutions, such as the Quadrennial Comprehensive Policy Review (QCPR)
- Increase funding where the UN system can add clear value
- Multiply resources for development
- Reduce transaction costs for countries, donors and UN agencies
- Provide a unified image of the UN system.
- Alignment with national priorities and development plans

A VISION FOR UN COHERENCE

The work of the United Nations reaches every corner of the globe. The mandates of UN entities cover a broad range of fundamental issues, from sustainable development, environment and refugee protection; to disaster relief, counter terrorism, disarmament, non-proliferation and landmine clearance; to promoting democracy, human rights, gender equality and the advancement of women; to improving governance, economic and social development, food production and international health – all in the service of achieving internationally agreed development goals and coordinating efforts for a safer world for this and future generations. As a result, UN entities have a unique capacity to address development challenges from every angle. The challenge is to do so while preventing duplication and promoting collaborative approaches. Through joint programming instruments, common approaches and reform efforts that reach into every corner of the organization, the UN system continues to become a more effective partner to governments as they respond to old and new challenges. UN country teams have aligned their initiatives and programming cycles with national development goals and timetables.



2 The UN System

The world is constantly changing, and with it the demands on the United Nations. The UN's operational and programmatic mandates evolve in response to changing needs in every corner of the world. Responding in a flexible yet coherent way requires a solid foundation, and it is provided through two fundamental documents that guide the UN and its Member States: the UN Charter and the Universal Declaration of Human Rights.

UN CHARTER

The United Nations was established on 24 October 1945 by 51 countries committed to preserving peace through international cooperation and collective security. Today, membership totals 193 countries. When States become Members of the United Nations, they agree to accept the obligations of the UN Charter, an international treaty that sets out basic principles of international relations. Together with other treaties, declarations and outcome documents of major UN conferences, the UN Charter provides the mandate and the normative basis for the work of the UN system. According to the Charter, the purposes of the United Nations are:

- **Peace and security:** To maintain international peace and security, and to that end to:
 - Take collective measures to prevent and remove threats to peace and suppress acts of aggression or other breaches of the peace;
 - Adjust or settle international disputes or situations that might lead to a breach of the peace, in conformity with the principles of justice and international law;
- **Equal rights and self-determination:** To develop friendly relations among nations based on respect for the principle of equal rights and self-determination, and to take other appropriate measures to strengthen universal peace;
- **Cooperation:** To achieve international cooperation in solving economic, social, cultural and humanitarian problems, and in promoting and encouraging respect for human rights and fundamental freedoms for all without distinction as to race, sex, language or religion;
- **Harmony:** To be a centre for harmonizing the actions of nations in attaining these common ends.



UNIVERSAL DECLARATION OF HUMAN RIGHTS

The [Universal Declaration of Human Rights](#) was adopted by the UN General Assembly on 10 December 1948. After the Second World War, the international community vowed to never again allow the occurrence of atrocities such as those committed during the war. The Declaration delineates the fundamental rights of every individual everywhere. The Declaration, which is generally agreed to be the foundation of international human rights law, has inspired a rich body of legally binding international human rights treaties. The Declaration has been largely incorporated into two international treaties that came into effect in 1976 and have been accepted by most Member States: the [International Covenant on Economic, Social, and Cultural Rights](#) and the [International Covenant on Civil and Political Rights](#). The UN refers to these covenants and the Universal Declaration as the International Bill of Rights.

The Universal Declaration represents the universal recognition that basic rights and fundamental freedoms are inherent to all human beings, inalienable and equally applicable to everyone, and that every one of us is born free and equal in dignity and rights. Whatever our nationality, place of residence, gender, national or ethnic origin, colour, religion, language or any other status, the pledge made by the international community on 10 December 1948 is a commitment to upholding dignity and justice for each of us.

The core principles of human rights set out in the Universal Declaration of Human Rights include universality, interdependence and indivisibility, equality and non-discrimination. The Universal Declaration also recognizes that human rights simultaneously entail both rights and obligations from duty-bearers and rights-holders.

THE UNITED NATIONS FAMILY

The UN Charter established six principal organs of the United Nations:

- General Assembly
- Security Council
- Economic and Social Council
- Trusteeship Council
- International Court of Justice
- Secretariat

The [United Nations family](#), however, is much larger. It encompasses funds and programmes, specialized agencies and a range of other entities. Funds and programmes report to both the General Assembly and the Economic and Social Council. The specialized agencies are autonomous bodies created by intergovernmental agreements. They have wide-ranging international responsibilities to provide technical assistance and other forms of practical assistance in economic and social areas. The work of specialized agencies is coordinated through the Economic and Social Council. All entities have their own governing bodies, budgets and secretariats.

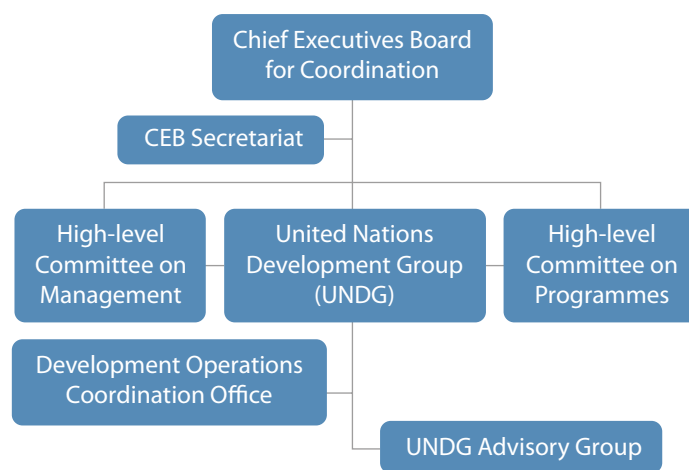
COHERENCE AT GLOBAL LEVEL

A global structure of inter-agency coordination mechanisms (see figure 1) is in place to enhance coordination among UN entities. The main inter-agency working mechanisms involve heads of agencies and senior staff. Under these mechanisms are working groups and decision-making bodies in which technical staff of agencies participate.

Chief Executives Board for Coordination

The [Chief Executives Board for Coordination](#) (CEB), chaired by the UN Secretary-General, brings together the executive heads of [29 organizations](#) to deliver as one at global, regional and country levels. It meets twice per year and is an important instrument for strengthening the coordination role of UN inter-governmental bodies on social, economic and related matters. The CEB reviews and discusses

FIGURE 1
GLOBAL UN COHERENCE STRUCTURE



international development issues and major concerns facing the UN system. It also approves policy statements on behalf of the UN system as a whole, based on recommendations from its subsidiary bodies.

The CEB is supported by three pillars: the High-level Committee on Programmes (HLCP), High-level Committee on Management (HLCM) and United Nations Development Group (UNDG). More information on the work of these entities can also be found on the [website of the CEB](#).

High-level Committee on Programmes

The HLCP promotes system-wide cooperation, coordination and knowledge-sharing in programming and operational areas. The committee, composed of senior representatives from CEB member organizations, meets twice per year. It consults with agencies throughout the year and reports to the CEB. The HLCP provides an important forum for dialogue among agencies on developing and launching new programme initiatives. It also advises the CEB on issues of strategic planning and policy and programme development and implementation; and other areas linked to the challenges facing the UN system and the global community. The HLCP's mandates include:

- Fostering policy coherence and programme coordination in response to inter-governmental mandates and in support of internationally agreed development goals
- Supporting integrated and coordinated preparation of and follow-up to major UN conferences and summits
- Serving as a forum for inter-agency dialogue, consultations and sharing of best practices on policy developments, programming and monitoring methods
- Developing common strategies, policies, methods and tools to address emerging challenges facing the UN system.

HLCP priorities

The HLCP is charged with maximizing synergy, responding to intergovernmental decisions, identifying emerging issues requiring a system-wide response and ensuring normative and policy coherence in the policy and programmatic work of all its members. Recently, for example, the HLCP has taken up international migration, system-wide collaboration on cybercrime and cyber security, human rights-based policy, the post-2015 development agenda and climate change.

The issues considered by the HLCP fall into three broad categories:

- Longer-term strategic issues, such as the post-2015 development framework and sustainable development
- Substantive cross-cutting issues, such as rule of law and accountability, or sectoral issues such as demographics
- UN-specific issues related to its fitness for purpose, such as system-wide reform.

High-level Committee on Management

The HLCM analyses and coordinates administrative management reforms, publishes financial and human resource statistics, and promotes staff safety and security. Participants in the HLCM are senior administrative managers of the specialized agencies, International Atomic Energy Agency, World Trade Organization and of the UN funds and programmes. It relies on four networks, with representatives from all UN agencies, funds and programmes, to identify and analyse issues of management concern: finance and budget; human resources; procurement; and information and communication technology. These networks undertake ongoing system-wide policy work related to their functional area. They do so through flexible working groups composed of senior leaders from UN member organizations.

HLCM priorities

The HLCM has five strategic priorities for 2013-2016, which are linked to the Quadrennial Comprehensive Policy Review (QCPR) where possible:

1. Attracting and retaining talent – recognizing and rewarding performance, improving staff development and mobility
2. Re-designing innovative UN business models – sharing common services and investing in new technologies. Broadly speaking, this involves getting support services from the best, most effective and most economical source
3. Supporting the second generation of Delivering as One – removing roadblocks to collaboration in procurement, information and communication, human resources and finance
4. Strengthening the risk management and oversight architecture – developing a common position on oversight and accountability models and cyber security
5. Measuring and communicating results – particularly financial and management results, but also UN system-wide information.

UN Development Group

There are 32 UN funds, programmes, agencies, departments and offices that play a role in development, known collectively as the UN development system, and the UNDG unites them all. It is responsible for coordinating and improving operational activities at country level, and provides guidance to UN country teams (UNCTs) and the Resident Coordinator (RC) system. The UNDG aims to help deliver more coherent, effective and efficient support to UNCTs in their pursuit of results.

The UNDG is chaired by the UNDP Administrator, who reports to the Secretary-General and the CEB on progress in implementing the group's work and on the management of the RC system. The UNDG meets twice per year at the level of Principals (Executive Heads of Agencies).

The **UNDG Advisory Group** provides the UNDG with advice and guidance on managing the operational dimensions of the UNDG and the RC system. The Advisory Group consists of 14 UNDG members, some of whom participate on a rotational basis. It meets regularly at Assistant Secretary-General/Assistant Director-General level.

UNDG strategic priorities

In 2000, the General Assembly members collectively committed to the Millennium Development Goals (MDGs) to be achieved in 2015, and which have been a major focus of UNDG efforts since then. The **UNDG strategic priorities for 2013-2016** focus on achieving the MDGs with equity, engaging in the global dialogue on the post-2015 development agenda, addressing crisis/post-crisis transition, aiding national capacity development and ensuring development effectiveness. These priorities will guide UNDG efforts at global, regional and country levels to implement the QCPR, following four strategic approaches:

1. Promote a results culture, involving common results-based management and monitoring tools and system-wide evaluation
2. Ensure the functioning of the RC system in a way that is participatory, collegial and mutually accountable
3. Accelerate simplification and harmonization of business practices
4. Foster effective partnerships and offer targeted support to United Nations Development Assistance Frameworks (UNDAFs), Delivering as One and crisis/transition countries.

UNDG support bodies

- **UNDG working groups and networks**

The UNDG has time-bound working groups whose goal is to improve the effectiveness of development operations at country level by providing guidance to UNCTs. The working groups provide recommendations, update and develop guidance documents and provide support and feedback during the roll-out of new initiatives.

- **UN Development Operations Coordination Office**

This office provides secretariat support to the UNDG, linking its work at headquarters with the country-level work of the UN development system. It also helps the UNDG prepare system-wide agreements, policies and guidelines that aid implementation at country level.

COHERENCE AT REGIONAL LEVEL

While the UNCTs and country-level work remain the focus for UN coherence, regional entities play an important role in supporting country teams. The structure varies somewhat between regions, but each region normally has a regional UNDG and a regional commission.

Regional UNDGs

Regional UNDGs are responsible for supporting coherence at the country level. They play a primary role in providing leadership, strategic guidance and support to RCs and UNCTs; quality assurance and oversight of the UN contribution and shared results; and performance review of RCs and UNCTs at country level.

Regional commissions

Linked to the Economic and Social Council, regional commissions engage in consultation and analysis on the most pressing economic and social issues, emphasizing national government engagement. There are five such commissions: **Economic Commission for Europe (ECE)**, **Economic and Social Commission for Asia and the Pacific (ESCAP)**, **Economic Commission for Latin America (ECLAC)**, **Economic Commission for Africa (ECA)** and **Economic and Social Commission for Western Asia (ESCWA)**.

The regional commissions promote multilateral dialogue, knowledge sharing and networking. They work together to promote cooperation within and between regions, both among themselves and through collaboration with other regional organizations. UN agency regional directors or their delegates are invited to participate in regional commission meetings and events, including high-level meetings on MDG achievement and the post-2015 agenda. Regional offices also participate in the regional commissions' thematic working groups on policy issues. This contrasts with the more programmatic focus of UNDG task teams, although the two may overlap. Regional commissions publish reports, including regional MDG reports, with contributions from UN agencies.

3 UN Coherence Policy Landscape

THE EVOLUTION OF UN COHERENCE

The mandate for UN coherence has experienced growing momentum over the past two decades. In various resolutions and meetings, Member States have reiterated calls for the UN to increase its efficiency and effectiveness and reduce duplication and fragmentation. They have encouraged UN agencies to think, plan and work together coherently to deliver results better, to improve the relevance of initiatives and to maximize collective impact. Following is a summary of how the mandate for UN coherence has evolved.

1997

Secretary-General Kofi Annan proposes the first round of UN reform when he assumes office *Renewing the United Nations: a Programme for Reform (A/51/950)* identifies ways in which the UN could be more effective and efficient in dealing with the challenges of the 21st century. It explicitly recognizes the changing needs of developing countries and evolving policies, patterns and partners of development assistance and cooperation. The *Programme for Reform* notes that the UN will have to reassess its role, refocus and adapt if it wants to remain relevant and maximize its impact.

Specifically, the *Programme for Reform* recommends a reconfiguration of the UN system to reduce overlap and duplication between agencies. It calls for increasing administrative effectiveness and efficiency and investing the dividend of cost savings in development programming. It also recommends housing the UN in a single office in each country under a Resident Coordinator. The goal is to maintain the diversity and uniqueness of individual agencies while getting them to work together within a unified, cooperative and coherent framework. The programme also recommends using UNDAFs to support goal-oriented collaboration, programmatic coherence and mutual reinforcement. Preparation of the UNDAF would entail collaborative programming and close consultation with government



2000

191 Heads of State come together at the General Assembly and agree on the [Millennium Declaration](#) and the eight Millennium Development Goals, which also create a broad set of common policy objectives around which the UN system can focus its efforts on poverty reduction.

2001

The General Assembly resolution on the triennial comprehensive policy review (TCPR) ([A/RES/56/201](#)) asks the UN's funds, programmes and specialized agencies to simplify and harmonize their rules and procedures and requests concrete steps to reduce duplication and transaction costs. It also calls on the UN system to work together through the UNDAFs and under the RC system. The goal is to align UN assistance more closely with the needs of programme countries and to increase the impact of the UN's work in support of national development strategies.

2002

Building on the TCPR, the Secretary-General's second major reform package, *An Agenda for Further Change*, gives the agencies additional guidance to work together more effectively and in line with the Millennium Declaration. The Agenda calls for many reforms, such as national ownership, better alignment of UN programmes to national needs and a reduction in time spent on meetings and government processes. It makes clear that harmonizing the operational policies and procedures of UN organizations is essential for making them more effective.

2005

The [outcome document of the 2005 world summit](#) becomes the starting point for the current round of reforms. In it all Member States pledge their support to the principles of the UN Charter and reforms aimed at enhancing the relevance, effectiveness, efficiency, accountability and credibility of the UN system.

2006

Responding to the World Summit, the Secretary-General establishes the [High-level Panel on UN System-wide Coherence](#), a group of Heads of State and policymakers assigned to examine how to strengthen the UN's ability to respond to the challenges of the 21st century. The panel explores ways to further strengthen the management and coordination of UN operational activities. The panel's 2006 report, *Delivering as One* (A/61/583), makes several

groundbreaking recommendations. One of them is to pilot the 'One UN' approach in countries, involving One Leader, One Programme, One Budgetary Framework and One Office. It calls for integrating cross-cutting issues – sustainable development, gender equality and human rights – into UN activities, particularly under Delivering as One at country level. Although the report is not formally adopted, its recommendations set the stage for Delivering as One and system-wide coherence.

2007

In January, the Secretary-General launches pilots of the Delivering as One initiative in eight self-selected countries. The Secretary-General, Ban Ki-moon, also issues his [response to the Panel's findings](#).

The [2007 TCPR](#) provides the framework for system-wide coherence on operational activities for development. It underscores the reality that there is no one-size-fits-all approach to development and that UN development assistance should be aligned with national development strategies in accordance with the mandates of the UN development system. It reaffirms UNDP's role as manager of the RC system, while underscoring that it is owned by the UN system as a whole and that its functioning should be participatory, collegial and accountable. The TCPR also highlights the central role of the UNDAF in aligning the UN response to national priorities, and it calls for more efforts to simplify and harmonize business processes.

2009

In October, the General Assembly adopts a second resolution on system-wide coherence ([A/RES/63/31](#)). Member States propose a new composite gender entity, bringing together the capacities of the UN system working for gender equality and women's empowerment. This leads to creation of the [United Nations Entity for Gender Equality and the Empowerment of Women](#) (UN-Women) in July 2010. In addition, Member States call for adoption of a common country programme, a historic step in UN coherence.

2012

In 2012, the General Assembly adopts the Quadrennial Comprehensive Policy Review (QCP) ([A/RES/67/226](#)), building on the groundwork of the previous 15 years, providing the most recent guidance for UN coherence to the UN development system.

SECRETARY-GENERAL'S FIVE-YEAR AGENDA AND CHANGE PLAN

In January 2012, the Secretary-General in his [five-year action agenda](#) outlined five key priorities for his second term:

1. Sustainable development
2. Prevention of conflicts, environmental disasters and human rights violations and building resilience to external economic and financial shocks
3. Building a safer and more secure world
4. Helping countries in transition
5. Working with and for women and young people.

To meet this ambitious agenda, the Secretary-General identified two key enablers: harnessing the full power of partnership across the range of UN activities, and strengthening the United Nations.

The first enabler calls for scaling up UN capacity to engage in multi-stakeholder partnerships with the private sector, civil society, philanthropists and academia, including [Sustainable Energy for All](#) and [Every Woman, Every Child](#). This would include the UN Partnership Facility recently proposed by the Secretary-General and the Global Compact (described in chapter 12).

The second enabler, strengthening the United Nations, has resulted in two initiatives: A second generation of Delivering as One, emphasizing increased accountability and improved outcomes, and the [Change Plan](#), which originated in 2011 as a vision to improve the functioning of the UN Secretariat. Under the direction of the Secretary-General, a Change Management Team comprised of senior staff spent six months developing a series of long-term change proposals for achieving a modern, engaged and efficient Secretariat, which is the largest entity in the UN system, with approximately 43,000 staff. In February 2012, the Secretary-General requested these initiatives be put into practice as part of the five-year action agenda. One of its major initiatives is development of *Umoja* (meaning unity), a new enterprise resource planning system that will link all the offices and departments under the Secretariat.

The operational and programmatic agenda for UN coherence is shaped by various instruments developed by both Member States and the UN system.

QCPR RESOLUTION

The [QCPR resolution \(67/226\)](#), adopted by the General Assembly in 2012, gives the UN system its mandate for development operations for 2013-2016. It covers (1) funding; (2) national capacity building and development effectiveness; (3) functioning of the UN development system; and (4) monitoring. In several areas it calls on the funds and programmes to implement decisions through time-bound actions to ensure timely and full implementation. The changes endorsed in this resolution illustrate the importance Member States attach to improving system-wide coherence as a strategy for improving the relevance and effectiveness of the UN development system.

The QCPR provides a legally binding framework for the operational activities of 23 UN entities (of the 32 operational agencies working on development). For the other entities, primarily specialized agencies, the QCPR is not legally binding, but the resolution encourages all agencies to implement its mandates. The sections below lay out some of the main highlights of the QCPR, as relevant for UN staff at country level (though this list is not exhaustive).

Funding of operational activities of the United Nations for development

The QCPR asks both funds and programmes and Member States to address the growing imbalance between core and non-core contributions. For example, funds and programmes are requested to broaden their donor base and increase the number of countries and other partners making financial contributions as well as to organize structured dialogues on how to finance development results in their respective strategic plans. At country level, the QCPR asks the UN system to consolidate all available and projected financial contributions for operational activities for development within a common budgetary framework.

Capacity development and development effectiveness

The QCPR asks the UN system to develop a common approach for measuring progress in capacity development in programme countries. It also asks for specific frameworks aimed at enabling countries to design, monitor and evaluate results in building their capacities to achieve national development goals and strategies. In addition the resolution encourages the UN system to increase its use of national public and private systems for support services.

The resolution highlights the priority of poverty eradication. It recognizes the complexity of this issue and the importance of sharing good practices, lessons learned, strategies, programmes and policies. The resolution calls for mainstreaming support to South-South and triangular cooperation into country-level programming. It asks for more information sharing, reporting and evaluation on support to and results achieved through such cooperation.

It requests UN organizations to increase investment in gender equality and women's empowerment and to emphasize these issues in programmes. Staff should implement the System-wide Action Plan (SWAP) on gender equality and women's empowerment. Also called for is enhanced gender mainstreaming through the use of gender markers and the gender scorecard, a standardized tool for assessing the effectiveness of gender mainstreaming at country level.

Lastly, in contexts of transition from relief to development, the QCPR calls for the UN to strengthen cooperation and coordination among UN entities and help to develop national capacity. The UN should also integrate disaster risk reduction and climate risk into UNDAFs.

Improved functioning of the UN development system

The QCPR highlights several areas for improved functioning:

- **UNDAF:** National governments play a central role during preparation, implementation, monitoring and evaluation of the UNDAF. This increases their ownership and helps to achieve full alignment of operational activities with national priorities, challenges, planning and programming. The QCPR asks the UN development system to further improve the UNDAF as a strategic framework and to simplify its preparation to reduce staff workload and the length of the planning process. It also calls for strengthening joint programming at country level to encourage coherence. Lastly, it requests that agency-specific programming instruments and processes be simplified and harmonized in alignment with the UNDAF to better respond to national priorities and reduce transaction costs.
- **RC system:** The QCPR calls on the UNDG to improve the functioning of the RC system. It asks for full implementation of its Management and Accountability (M&A) System, including the functional firewall. The resolution reiterates the need to provide training and support to RCs and to ensure that profiles are aligned with the needs of programme countries. Lastly, the resolution calls upon the UN system to share the costs of the RC system. This request culminated in a cost-sharing agreement, which has been in effect since 1 January 2014. See Chapter 6 for more information.

- **Delivering as One:** The QCPR recognizes the Delivering as One approach on a voluntary basis as an important model and requests the UN system to build on best practices and lessons learned in implementing the approach. The resolution also calls for further consolidating the process by clearly outlining the core elements of each pillar of Delivering as One. In response, in 2013 the UNDG approved [Standard Operating Procedures](#) for countries wishing to adopt the approach.
- **Regional dimensions:** Regional commissions and UN agencies are asked to further strengthen cooperation and coordination among themselves at regional level and with their headquarters. The resolution calls on UN agencies to strengthen collaboration with regional and subregional entities to support country-level development initiatives, including UNDAFs, sharing of good practices such as South-South and triangular cooperation, and access to technical expertise. The QCPR also calls for regional entities to consolidate technical support structures, where feasible.
- **Simplification and harmonization of business practices:** Member States have called strongly for concrete, time-bound action to accelerate progress in this area. At headquarters, UN agencies are requested to harmonize or standardize rules and procedures and develop joint action plans. At country level, the QCPR calls for agencies to use consolidated or common support services including long-term agreements, harmonized approaches to procurement and common human resources management, information and communication technology (ICT) and financial management services. The resolution mentions several options, including establishing a lead agency, outsourcing common services or establishing a common service centre, and these are being reviewed at headquarters. UNCTs are encouraged to continue exploring opportunities for common services and to make use of them when they result in cost savings. The QCPR also requires all agencies to take measures to improve their efficiency and effectiveness through streamlining business processes internally. As a result, some organizations are transferring many of the country office operational transactions to centralized service centres.

- **Results-based management (RBM):** The QCPR calls on the UN development system to sustain a results culture at all levels. The UNDG has made considerable progress in supporting the establishment of a results-based management culture by adopting common principles and a standard format for UNDAF results reporting. Mandatory use of the UNDG Results-based Management Handbook for Country Programming has provided impetus for UNCTs to align their operational activities with measurable results.

The new strategic plans for UNDP, UNFPA, UNICEF, UNOPS, WFP and UN-Women for the 2014-2017 period and the General Programme of Work for WHO for the 2014-2019 period include clearer and more robust results frameworks with complete results chains and indicators. These include common indicators that have been developed to implement the QCPR. In preparing their strategic plans, the funds and programmes have directly responded to the request to improve their planning, measurement, monitoring and reporting on system-wide results. Through their annual progress reports, the funds and programmes will report annually on progress in QCPR implementation.

- **Evaluation of operational activities for development:** Member States called on the UN development system to further increase institutional and organizational capacity for evaluation of operational activities and to assist programme countries to strengthen national evaluation capacity.

Follow-up and monitoring of the QCPR

The Secretary-General reports annually to the Economic and Social Council on results achieved and measures implemented in follow-up to the QCPR, based on information provided by the funds, programmes and specialized agencies as well as desk reviews and other analysis. Much of the information is collected through surveys of governments of programme countries, RCs, UNCT members, chairs of country-level Operation Management Teams, civil society organizations and headquarters of UN entities. The narrative draws on the annual reports of agencies as applicable.

A single coherent QCPR monitoring and reporting framework has been developed by the UN Department of Economic and Social Affairs, UNDG and other UN entities. Fully owned by the UN development system, the framework contains 99 results-oriented indicators that respond to the General Assembly's request for actions, including those with detailed timelines. With implementation of the QCPR monitoring and reporting framework, the UN development system is preparing to measure its progress and report on system-wide agreed indicators. This will provide concrete information on results achieved as requested by the QCPR resolution.

4 Delivering as One and the Standard Operating Procedures

Delivering as One represents a fundamental effort to make the UN system more coherent and efficient. The establishment of **Delivering as One** was recommended in 2006 by the Secretary-General's High Level Panel on UN System-wide Coherence (described in chapter 3).

The initiative was launched in January 2007 in eight countries that volunteered to become 'Delivering as One' pilots: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Uruguay and Viet Nam. The pilot countries agreed to work with the UN system to capitalize on the strengths and comparative advantages of the different members of the UN family. Together the Delivering as One pilot countries have experimented with ways to increase the UN system's impact through more coherent and coordinated programmes, reduced transaction costs for governments, and lower overhead costs for the UN system. The eight pilots are making reforms based on the original four principles (One Leader, One Budget, One Programme and One Office) and additional strategies that gained prominence during implementation of the pilots, notably the concept of One Voice and One Fund as distinct from One Budget (or One Budgetary Framework).

In following years more countries voluntarily adopted the Delivering as One approach (see table 1), for a current total of 39 countries (as of November 2014). Any country may choose to pursue 'enhanced coherence', the Delivering as One approach. These countries are sometimes referred to as 'self-starters' or Delivering as One countries.

In January 2012, the **Secretary General's five-year Action Agenda** calls for the launch of a second generation of Delivering as One. It is to focus on managing and monitoring for results, increasing accountability and improving outcomes.



Table 1: Delivering as One countries as of November 2014

Albania (2006)	Côte d'Ivoire (2014)	Kyrgyzstan (2009)	Mozambique (2006)	Tanzania (2006)
Botswana (2009)	El Salvador (2014)	Laos (2010)	Namibia (2011)	Togo (2014)
Bhutan (2007)	Ethiopia (2010)	Lesotho (2009)	Nicaragua (2013)	Uganda (2010)
Benin (2010)	Gabon (2014)	Liberia (2010)	Pakistan (2006)	Uruguay (2006)
Bosnia & Herzegovina (2013)	Ghana (2012)	Malawi (2009)	Papua New Guinea (2007)	Viet Nam (2006)
Burundi (2013)	Guinea (2014)	Maldives (2010)	Rwanda (2006)	Zambia (2011)
Cameroon (2014)	Indonesia (2009)	Mali (2010)	Seychelles (2012)	
Cape Verde (2006)	Kenya (2010)	Montenegro (2009)	Sierra Leone (2009)	
Comoros (2009)	Kiribati (2008)	Moldova (2011)	Samoa (2012)	

INDEPENDENT EVALUATION OF DELIVERING AS ONE

The 2007 TCPR called for Delivering as One pilot countries to evaluate and exchange their experiences with the support of the United Nations Evaluation Group. In 2010, seven of the eight pilot countries conducted extensive country-led evaluations of their experience. The same year the General Assembly, (in [resolution A/64/289](#) on system-wide coherence) called for an independent evaluation of Delivering as One. The evaluation, begun in July 2011, was performed by an international team under the auspices of an Evaluation Management Group appointed by the Secretary-General.

The [final report of the independent evaluation](#), released in June 2012, presents 12 recommendations and 20 lessons learned. It notes that Delivering as One has been a relevant reform that has (1) contributed to national ownership and leadership; (2) enhanced access to the expertise and resources of the UN system; (3) improved coverage of cross-cutting issues; and (4) reduced transaction costs for governments. It reports limited to moderate progress in the six 'Ones' examined.

The evaluation found increased transaction costs for Delivering as One countries, such as for coordination. The findings also highlighted the need to do more to ensure measurable results from joint UN efforts and for more systemic reform.

The evaluation concluded that One Programme, One Leader, One Budget and One Fund achieved moderate levels of progress. They have a number of strengths, as

well as countervailing weaknesses. The One Voice strategy achieved a high level of progress, with several strengths and few weaknesses. The One Office strategy made little progress. Despite major efforts by UNCTs and some notable achievements, the countervailing weaknesses were substantial, demonstrating the limits of country-level reforms without necessary reforms at the headquarter level. The [Standard Operating Procedures \(SOPs\)](#) and [Headquarter Plan of Action](#) are an attempt to address these barriers.

STANDARD OPERATING PROCEDURES FOR DELIVERING AS ONE

In 2013, the UNDG approved [Standard Operating Procedures](#) to support a second generation of Delivering as One for countries wishing to adopt the approach. They build on the best practices from the pilots and address the issues brought out in the evaluation. At the same time a set of policy and procedural changes was proposed to support Delivering as One implementation. Accordingly, in 2013 the UNDG developed and approved the HQ Plan of Action to address the bottlenecks and challenges in Delivering as One implementation.

The SOPs cover the five pillars of Delivering as One – One Programme, Common Budgetary Framework and One Fund, One Leader, Operating as One and Communicating as One. The SOPs represent a step forward in standardizing and simplifying programming and operational practices while allowing for flexible adaptation to national contexts. The QCPR and the SOPs have both clarified the Delivering as One approach, making it more likely to be applied widely in the future.

The SOPs incorporate coherence principles that can be applied universally, to all country offices:

- A simpler and more strategic UNDAF, limited to high-level outcomes and a shortened planning process
- Joint programming with other UN agencies, using a coordinated approach to deliver results and remove duplication of efforts
- Harmonized planning, monitoring and reporting instruments with clear agency accountability
- Full implementation of the M & A System, including the functional firewall and an empowered RC and UNCT, in which individual agency representatives speak publicly on issues pertaining to their respective mandates on behalf of the UNCT
- Use of common messages on key issues the UN is addressing in the country
- A common budgetary framework that transparently reflects the available and expected UN resources
- Investment in common services where it demonstrates cost savings and reduces transaction costs.

The SOPs are introduced to interested UNDAF roll-out countries but are available for all UNCTs to adapt at national level. The SOPs will be complemented by several resources, guidelines and tools to support their operationalization at the country level.

THE FIVE PILLARS OF DELIVERING AS ONE

This section provides a brief overview of each pillar of Delivering as One. For more information see the detailed chapters on each pillar.

One Programme

One Programme brings all members of the UNCT together under one nationally owned strategy that draws on the full range of UN expertise and ensures a fully integrated country team approach to delivering development results coherently.

Common Budgetary Framework and One Fund

The Common Budgetary Framework provides a holistic overview of required, available and expected funding sources and any gaps in funding to support delivery of the One Programme. The One Fund is an optional but recommended mechanism to complement agency core and non-core fund management modalities, following the principle that programming drives the funding.

One Leader

Under One Leader, the RC and the UNCT act as one leadership. Having one leadership (1) helps reduce transaction costs, duplication, fragmentation and competition for funds; (2) enhances strategic dialogue on development and UN positioning with host-country authorities at the highest level; (3) strengthens the capacity for strategic approaches; (4) plays a central role in driving reforms and (5) is crucial to enabling UNCTs to work together on programming and resource allocation.

Operating as One

Operating as One covers strategic and operational support for implementation of One Programme. Common operations are based on local capacity and needs, allowing for a practical, localized approach that matches country needs and requirements.

Communicating as One

Communicating as One ensures coherent messaging from the UN. This pillar improves the quality of dialogue with the host-country government and other national stakeholders, increases advocacy and helps to highlight shared results achieved by the UN at the country level.

5 One Programme

One Programme brings all members of the UNCT together under one nationally owned strategy. The aim is to integrate the full range of experiences and expertise of the UN system, governments and national and international partners, leading to better results. One Programme facilitates a systematic approach to applying normative programming principles in formulating, implementing, monitoring and evaluating the programme. It also supports close alignment with national development priorities.

SOP GUIDANCE

Under the SOPs, One Programme is envisioned as contributing to strong national ownership and government leadership, more transparency, reduced duplication, more coherent planning and better delivery and reporting of results, particularly on cross-cutting development challenges.

One Programme must include (1) an UNDAF with results at outcome level that is fully aligned with national priorities and the national development cycle; (2) a joint national/UN steering committee involving all key national stakeholders that provides strategic guidance and oversight; (3) results groups (described below) that operationalize UNDAF outcomes; (4) an annual UN country results report; and (5) at least one evaluation during an UNDAF cycle, normally during the penultimate year.

The SOPs reflect important shifts in the One Programme preparation process. They encourage UNCTs to examine ways of simplifying preparation of new country programmes, including timelines and documentation, so they are less burdensome for governments and are fully aligned with the UNDAF cycle. [One Programme guidance](#) was released in 2014, providing country offices with additional tools to simplify joint programming.



UNDG COUNTRY PROGRAMMING PRINCIPLES

The UNDG, which unites the 32 UN entities that play a role in development, operates under five [country programming principles](#), three normative and two enabling, which must be applied in all countries operating under an UNDAF:

- The three normative principles are the [human rights-based approach](#), [gender equality](#) and [environmental sustainability](#)
- The two enabling principles are [results-based management](#) and [capacity development](#)

The principles help to identify appropriate strategies and programme responses and constitute a starting point for preparing the UNDAF. They underpin UN country programming, which must strike a balance between international norms and standards and national development priorities. Following is a summary of the five principles. Also see [Application of the Programming Principles to the UNDAF](#), produced by the UNDG in 2011.

Human rights-based approach

Human rights carry normative value as a set of universally agreed values, standards and principles. A human rights-based approach provides a conceptual framework for supporting development processes based on international human rights standards. In promoting and protecting human rights, the approach analyses and addresses the inequalities, discriminatory practices and unjust power relations that are typically at the heart of development problems. Thus the approach contributes to better and more sustainable outcomes. It puts the international human rights entitlements and claims of people (rights-holders) and the corresponding obligations of the State (duty-bearers) at the centre of the national development debate.

In 2003 the UNDG adopted the [UN Common Understanding](#) to ensure that the UN system consistently applies a human rights-based approach to common programming processes in its work at global, regional and country levels, through these three elements:

1. All programmes of development cooperation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.

3. Development cooperation contributes to the development of the capacities of duty-bearers to meet their obligations and/or of rights-holders to claim their rights.

More information can be found on the [HRBA Portal](#), which provides country-level practitioners with practical resources on mainstreaming human rights in programming.

Gender equality

Achieving gender equality and eliminating all forms of discrimination are at the heart of a human rights-based approach. Gender mainstreaming is a key strategy in UN-supported analysis and strategic planning.

The [UN SWAP](#), adopted by the CEB in 2012, is a unified gender equality framework. It is designed to promote accountability, common understanding, coherence and systematic self-assessment. The UN SWAP includes 15 indicators in 6 functional areas, establishing a common set of measures on gender mainstreaming and the representation of women. The UN reports annually on these indicators, and senior managers can be held accountable for progress on them.

In addition, the QCPR resolution calls for the UN development system to expand and strengthen its work on gender equality and the empowerment of women including through the use of the UN Country Team Performance Indicators for Gender Equality and the Empowerment of Women (the “[Scorecard](#)”) as a planning and reporting tool for assessing the effectiveness of gender mainstreaming by UN country teams.

For more information, see also the [Resource Book for Mainstreaming Gender in UN Common Programming](#), the [Guidance Note on the Gender Equality Marker](#) and the [Guidance Note on Gender Mainstreaming in Development Programming](#).

Environmental sustainability

Sustainable development has been a guiding policy of the United Nations since 1992. Adoption of this policy reflected political agreement among Member States that development consists of three main pillars – economic, social and environmental – and that gains in one of them should not come at the expense of the others. The concept embodies an intergenerational imperative: development should meet the needs of the current generation without compromising the ability of future generations to meet their needs. This principle is especially prominent in the post-2015 discussions, and it is crucial that it be fully internalized in all UN actions.

Environmental sustainability requires meeting human needs without undermining the capacity of the planet to support

life. However, there is no common guidance about what it means at an operational level. The [2009 UNDG guidance note](#) outlines 15 entry points and actions and tools to help UNCTs and country partners to mainstream environmental opportunities and concerns as part of country analysis and preparation and implementation of the UNDAF.

Results-based management

RBM supports a life-cycle approach to programming (see figure 2). During the planning phase a vision is created and a results framework is designed. Implementation begins once partners agree to a set of results through a programme, and monitoring is an essential task to ensure results are being achieved. Monitoring and evaluation allows for informed decision-making and collection of lessons learned. Three key principles of RBM are accountability, national ownership of results and inclusiveness. The [UNDG RBM Handbook](#) provides guidance on harmonizing RBM concepts and approaches within the programme cycle.

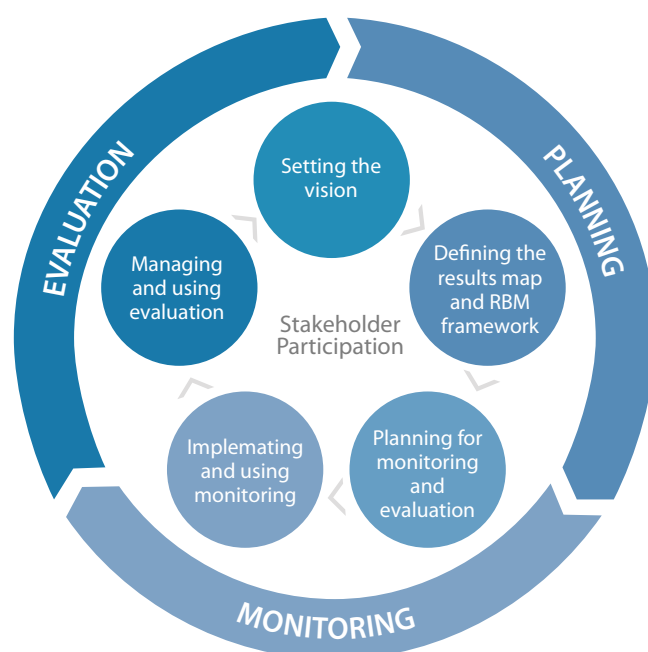
RBM helps to ensure accountability by offering a process and structure to formulate results and to manage for their achievement. It focuses time and resources on achievement of UNDAF results on the basis of the country analysis. RBM is based on assumptions about the programme environment and risk assessments, clearly defined accountabilities and indicators for results, and performance monitoring and reporting.

For more information and guidance tools see the [UNDG website on RBM](#)

Capacity development

Capacity development and ownership of national development strategies are essential for achievement of development goals, including the MDGs. The UNDG approach to capacity development is human rights based. It highlights capacity gaps of duty-bearers and rights-holders that are at the root of national development challenges. By supporting capacity development, the UN system makes a powerful contribution to national development initiatives in programme countries. There is no 'one size fits all' solution, so support for capacity development needs to be tailored to the specific needs and context of each country.

FIGURE 2
THE RESULTS-BASED MANAGEMENT CYCLE



Source: UNDP, Handbook on Planning, Monitoring and Evaluating for Development Results, 2009

For governments to fully own and achieve their national development priorities, they must assess their capacity development needs, respond to them and evaluate the effectiveness of their efforts. UNCTs can play a critical role in helping governments to achieve these tasks by supporting national efforts to develop lasting capacities at individual, institutional and societal levels. Consistent with a human rights-based approach, these capacities will help rights-holders to claim their rights and duty-bearers to meet their obligations.

In 2006, the UNDG agreed on a common approach to capacity development and articulated the role of UNCTs in a [joint position statement](#). The 2008 [UNDG capacity assessment methodology](#) guides assessment of capacities and formulation of capacity development strategies at country level.

The General Assembly has identified capacity development as a core function of the UN development system, calling for a coherent and coordinated approach to it in programme countries. Specifically, the 2012 QCP resolution asked the UN development system to prepare a common approach for measuring progress in capacity development. It also called for development of frameworks that will help programme countries to design, monitor and evaluate results in capacity development to help them achieve national development goals.

THE UNDAF

The UNDAF is a strategic, medium-term results framework that describes the collective vision of national government, national partners and the UNCT and the proposed response of the UN system to national development priorities. The UNDAF defines how the UNCT will contribute to achievement of development results, based on an assessment of country needs and UN comparative advantages.

It defines outcomes to be achieved by the UN and partners over the course of three to five years. It contains a matrix defining results at the outcome level and a legal annex containing the requirements previously included in the funds' and programmes' country Programme Action Plan and in the UNDAF Action Plan. The government, other national stakeholders and the UNCT may opt to add outputs to the results matrix, provided that doing so adds value. In general, it is preferred to keep the UNDAF results at a high level to ensure the UNDAF remains a strategic and inclusive document.

The UNDAF is fully aligned with national priorities and the national development cycle, or with key national development initiatives where there is no unified national programme. The UNDAF strengthens national ownership by supporting national participation in developing the results matrix and in coordination and alignment of the UNDAF with national planning cycles.

It creates a clear division of labour for governments and development partners and within the UN system. The results matrix serves as a mutual accountability framework, indicating which agencies will contribute to each outcome (and to each output, where relevant). Strategic guidance and oversight are exercised through a joint national/UN steering committee with participation by all national stakeholders (as defined in the [UNDAF Guidelines](#)).

Country analysis and UN comparative advantages

Preparation of the UNDAF begins with a country analysis, a summary of the situation and key issues to be addressed in the country, which is jointly prepared by the government and the UN agencies. The country analysis informs the strategic planning step of the UNDAF. The UNCT reviews the analysis, which includes an evaluation of past cooperation, and determines whether additional analysis is required. The UNCT then determines its comparative advantages, ideally through an independent assessment that includes an analysis of its normative and operational relevance and capacity relative to development priorities and needs and the activities of other development actors.

Joint National/UN Steering Committee

The Joint National/UN Steering Committee is established to provide strategic guidance and oversight on implementation of the One Programme. The configuration of the Steering Committee depends on the specific local context, the government coordinating entity and the RC, in consultation with the UNCT. It operates inclusively, with participation by line ministries, the UNCT, UN mission as relevant and other stakeholders. It reviews and confirms the strategic direction and overall funding priorities for the One Programme. UNCTs are encouraged to establish sub-committees as needed, linked to results groups. See the [One Programme – Tools and Materials](#) for a generic terms of reference for Joint National/UN Steering Committee.

Results groups

Results groups are mechanisms organized to support specific UNDAF outcomes through collaborative planning, implementation, monitoring and evaluation. Results groups lead the preparation, implementation and monitoring of joint work plans for UNDAF outcomes. They also contribute to the UN country results report and the One Programme evaluation.

These groups are established within existing national coordination mechanisms where feasible. This ensures the participation of government officials, national stakeholders and groups such as employers' organizations. Sometimes UN-only results groups are established to ensure a coordinated UN approach within national coordination mechanisms. If no national coordination mechanisms are in place, results groups may be established with or without the participation of government and other national partners.

To support the application of UN normative programming principles, the UNCT may also establish a thematic group

on cross-cutting issues or access expertise from within the UNCT. The goal is to advise the results groups and the RC on how to ensure application of these principles in efforts to achieve the UNDAF outcomes.

Each results group is chaired by a Head of Agency on behalf of the UNCT. Depending on the context, each group is co-chaired by a relevant national partner.

See the [One Programme – Tools and Materials](#) for a generic terms of reference for results groups.

Joint work plans

Each results group creates a joint work plan that articulates short-term outputs (to be achieved in one to two years) that will contribute to achievement of UNDAF outcomes. Each group also identifies performance indicators and context-specific benchmarks, roles and responsibilities, and budgetary requirements.

These joint work plans are signed with the government wherever possible, normally by line ministries that are programme partners. If the government requires an agency annual work plan, it is signed by relevant partner ministries.

To ensure programming coherence and linkages and to facilitate budget reporting and tracking, the RC office consolidates all outputs and budgetary information developed by the results groups. Called the joint programming results matrix, it is a consolidated output document that includes the Common Budgetary Framework.

Monitoring and evaluation

One of the key tasks of the results groups is regular joint monitoring at output level. This active monitoring is a tool for ongoing adaptation of plans to address bottlenecks and to ensure everyone focuses on the most important issues. Reporting focuses on outputs and outcomes and progress in overcoming development bottlenecks.

Results groups report on how results support development progress and on each agency's contribution to it. Collective accountability for development progress is assessed at outcome level through the use of a common evaluation framework. Each agency's individual accountability is covered by monitoring the output-level results spelled out in the annual joint work plans.

The UNCT and partners have to carry out at least one evaluation during an UNDAF cycle, normally during the penultimate year. The evaluation is intended to improve the quality of ongoing and future UN programming, coordination and partnerships. A final independent evaluation has to be undertaken in the penultimate year of the cycle, which feeds into the new programming cycle.

UN country results report

The annual UN country results report covers programmatic, operations, communications and financial results and is based on the UNDAF outcome areas and results group outputs. The report demonstrates the collective contribution of the UN development system to various aspects of the national development agenda and the country's progress.

This report is developed by the results groups and consolidated by the RC's office. It feeds into the annual review of the One Programme, including operations and communications, which in turn informs the development of the next cycle of work plans.

In general, the UN country results report should replace each agency's individual reporting requirements. However, it does not preclude agency-specific reporting as required by agencies' governance structures.

THE UNDG TOOLKIT

The [UNDG Toolkit](#) was created to improve the country-level functioning of the UN development system. It provides a comprehensive structure to support countries in planning and implementing the change required to improve development impact and increase efficiency. The toolkit supports countries as they work to integrate their approach in developing the UNDAF and UNDAF action plan.

The toolkit is also a repository of the guidance, lessons learned and tools deriving from the experiences of the Delivering as One countries, and from the experiences of UNCTs that have worked to become more coherent. In addition it contains guidance on programmes (such as the revised UNDAF guidelines) and operations (such as those related to common services).

6 One Leader: The Resident Coordinator and the UNCT

The **One Leader** pillar is important in strategically positioning United Nations support to countries to reach their development goals and is a critical factor enabling UNCTs to work together (e.g. on programming and resource allocations). Under One Leader, the RC and the UNCT act as one leadership. The RC is the leader of the UNCT and plays a central role in making possible the coordination of UN operational activities for development at the country level in support of national priorities and capacity-building. Equally important to this pillar are empowered UNCT members with decentralized authority to take appropriate action when acting on behalf of the UNCT on the agreed One Programme agenda. They work with the RC to make joint decisions relating to programming activities and financial matters and both lead and participate in results groups to drive joint programme development and implementation.

SOP GUIDANCE

The SOPs reiterate and clarify the roles and accountabilities of the RC and members of the UNCT. Further details can be found in the [M&A system](#), [Guidance Note on UN Country Team Conduct and Working Arrangements](#), and the [Resident Coordinator Job Description](#), and on the RC section of the [UNDG website](#).

RESIDENT COORDINATOR SYSTEM

The RC system encompasses all organizations of the UN system dealing with operational activities for development at country level, regardless of their formal presence. The RC system aims to bring together the different UN agencies to improve the efficiency and effectiveness of operational activities at the country level.



The RC system, while managed by UNDP, is owned by all members of the UN development system, and its functioning should be participatory, collegial and mutually accountable. The RC system calls for a RC who “has an equal relationship with, and responsibility to, all UNCT member agencies”; “has the leadership qualities required to be an excellent team leader who can represent the whole UN development system effectively”; “is empowered by clear recognition from each agency of his/her role in strategically positioning the UN in each country” and can “be supported, as required, with access to agencies’ technical resources as agreed with the agencies’ representatives balancing available resources with tasks to be performed”¹.

The QCPR calls on the UNDG to improve the functioning of the RC system. The resolution asks for full implementation of the M&A system, including the functional firewall for the RC system. Moreover, the QCPR reiterates the need for the RC function to be supported by training, preparation, support and the qualification necessary to perform effectively, as well as to ensure that profiles are aligned with needs of programme countries. To address these issues, the UNDG revised the guidance on the RC job description and on UNCT working relations in 2014.

Management and Accountability system

The **M&A system** was created in 2008 after endorsement by the UNDG executive heads. It provides an accountability framework for RCs to exercise oversight of the design and implementation of the UNDAF.

Through the M&A system, all agencies agree to a vision of an RC who:

- Has an equal relationship with, and responsibility to, all UNCT 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 clear recognition by each agency of his or her role in strategically positioning the UN in each country
- Has immediate access to agencies’ technical resources to support the RC function
- Has flexible financing for start-up/preparatory activities of the UNCT.

The system identifies the RCs as accountable for reporting on UNCT results; achieving agreed RC results drawn from the UNCT workplan; and implementing the RC/UNCT code of conduct. The UNCT members are accountable for UNCT results where they have agreed to lead the team; implementing the RC/UNCT code of conduct; and agency results.

The M&A System includes a range of guidance tools for RCs and team appraisal, an RC job description and terms of reference, codes of conduct templates and reporting formats and tools.

The functional firewall

The functional firewall for the RC system is an important part of the M&A system. Under the M&A system, the RC is also the UNDP Resident Representative and as such remains accountable for UNDP business. There should be a clear division of labour and accountability lines between the RC, UNDP Resident Representative and Country Director functions, under which the RC should focus on strategic positioning of the UNCT and member organizations and resource mobilization for the system (UNDAF/One Programme). This limits the UNDP Resident Representative role to overall guidance. When there is no Country Director, the Resident Representative function should as much as possible leave operational responsibility to the UNDP Deputy Resident Representative, who will also undertake UNDP-specific resource mobilization. This principle also applies to the RC ad interim.

Cost-sharing of the RC system

In April 2013, the UNDG agency principals agreed to system-wide cost-sharing among its members to ensure that the RC system has the necessary, stable and predictable resources. This cost-sharing agreement became effective on 1 January 2014.

A centrally managed fund supports the RC system at global, regional and country levels, replacing ad-hoc arrangements and requests for funds. It identifies a standard lean model of coordination capacity average of 1.8 staff (compared to 4 previously) except for transition contexts, where UNCTs can seek additional capacity for the RC office locally. The cost-sharing agreement also defined the 10 coordination functions to be funded at country level (see box 1).

1 From the [Resident Coordinator Job Description](#)

RESIDENT COORDINATOR: ROLE AND ACCOUNTABILITY

The RC, under the leadership of government, plays a central role in leading the UNCT in coordination of all UN system operational activities for development, to ensure alignment of UN assistance with national development priorities. This is undertaken in a manner that recognizes the distinctive mandates and roles and enhances the effective utilization of resources and unique expertise of all United Nations funds, programmes and specialized agencies. The RC is the primary interlocutor for the UNCT with the Head of State or Government in support of the UNCT, its members and UNDAF results. The detailed roles and responsibilities of the RC are spelled out in the [RC Job Description](#).

As per the M&A system, the RC is accountable for reporting on agreed UNCT work plan results (as derived from the UNDAF) to the government. The QCPR recognizes the need to enhance the planning and coordination function of the RC, by allowing RCs to propose to members of UNCT and relevant NRAs, as appropriate, and in full consultation with governments and with the funds, programmes and specialized agencies, including within the established UNDAF development and mid-term review processes: (1) the amendment of projects and programmes, where required, in order to bring them into line with the United Nations Development Assistance Framework, without prejudice to the approval process through the governing bodies; (2) amendments to the UNDAF or its action plan, if it is determined that some activities are no longer aligned with the broader strategy of the United Nations development system in response to the national needs, priorities and challenges of the programme country concerned.

The RC is the designated representative of, and reports to, the Secretary-General, through the Chair of the UNDG. The RC is accredited by letter of the Secretary-General, to the Head of State or Government and acts as the primary interlocutor with them.

All representatives of UN system organizations at country level report to the RC on matters related to the working of the UNCT and implementation of the jointly agreed UNCT work programme derived from the UNDAF and/or the equivalent post-crisis development plan. The RC is accountable to the UN system at the global level through Regional UNDG Teams (R-UNDGs), through the UNDG Chair, to the CEB. The RC is also accountable for ensuring that the UNCT is kept fully informed on interactions she/he has on behalf of the UN system with the government, donor community and other development partners.

BOX 1

10 key functions of the RC system

1. Strategic analysis and planning
2. Oversight of the UN country programming cycle
3. Representation of and support to UN Secretariat and UN agencies, including non-resident agencies
4. Support to national coordination systems and processes
5. Development and management of shared operational support services
6. Crisis management preparedness and response
7. External communication and advocacy
8. Human rights and development
9. Joint resource mobilization and fund management
10. General UNCT oversight and coordination

While the primary responsibility for coordinating humanitarian assistance rests with national authorities, the RC system is responsible for supporting national efforts. If international humanitarian assistance is required and a separate Humanitarian Coordinator (HC) position is not established, the RC is accountable to the UN Emergency Relief Coordinator (ERC) for the strategic and operational coordination of the response efforts of UNCT member agencies and relevant humanitarian actors (national and international humanitarian organizations, bilateral actors), in support of national efforts.

Resident Coordinator ad interim

If the RC must be away for a prolonged period, an RC ad interim is assigned. This person carries out the duties of the RC while continuing his/her own work, receiving support from the RC office, the individual's parent agency and the rest of the UNCT. The RC ad interim should have access to all the information and other resources that the RC would have. (See [UNDG guidance on RC ad interim procedures](#))

UNCT: ROLE AND ACCOUNTABILITY

The UNCT ensures inter-agency coordination and decision-making at country level. The main purpose of the UNCT is for agencies to plan and work together, as part of the RC system, to ensure the delivery of tangible results in support of the national development and humanitarian agenda.

Each UNCT should clearly lay out membership, roles and responsibilities, which can be further specified in their code of conduct. Responsibilities include accountability to each other and the RC; taking responsibility for elements of the UNCT work plan, particularly in oversight of subsidiary groups; mobilization of resources for the UNDAF and the UNCT work plan; and taking part in mutual assessments.

Under the leadership of the RC, the UNCT is accountable for developing an UNDAF or similar document, as described in chapter 5.

All UNCT members are accountable to the RC and the rest of the UNCT for delivering on UNDAF shared results and the UNCT work plan, particularly members in leadership roles in result groups, theme groups, programme management team and operation management teams etc. Agency representatives retain a direct accountability line to their own organizations' reporting mechanisms on agency-specific results and a horizontal accountability line to the RC on shared results of the UNDAF/UNCT.

All agency representatives report to the RC on matters related to the working of the UNCT and implementation of the UNDAF and UNCT work plan. UNCT members are appraised on their substantive performance in their contribution to the team by their respective R-UNDG Team. As part of this appraisal process, RC/UNCT working relations are assessed using the One80-degree assessment tool. Additionally, in accordance with the QCPR and UNDG-agreed mutual accountability requirements of the M&A system, the RC provides formal input to the performance appraisals of all agency representatives who are members of the UNCT on their contributions to its effective and efficient functioning.

UNCT DISPUTE RESOLUTION MECHANISM

When there is a dispute among UNCT members, they should follow the [UNDG dispute resolution mechanism guidance](#). This guidance emphasizes that disputes associated with UNCT common processes should be solved first and foremost at country level in an amicable environment. The following principles should form the basis for the dispute resolution mechanism:

1. Any agreed-upon process for dispute resolution should have UNCT ownership.
2. Disputes should be resolved as soon as possible after occurrence.
3. Regional or HQ intervention (as appropriate) will be sought only when country-level mechanisms fail to resolve the dispute, at the request of any of the parties involved in the dispute.
4. Negotiation among the concerned parties to reach a mutually acceptable resolution is the preferred modality.
5. Dispute resolution processes and outcomes should engender UNCT trust.

REGIONAL UNDG TEAMS

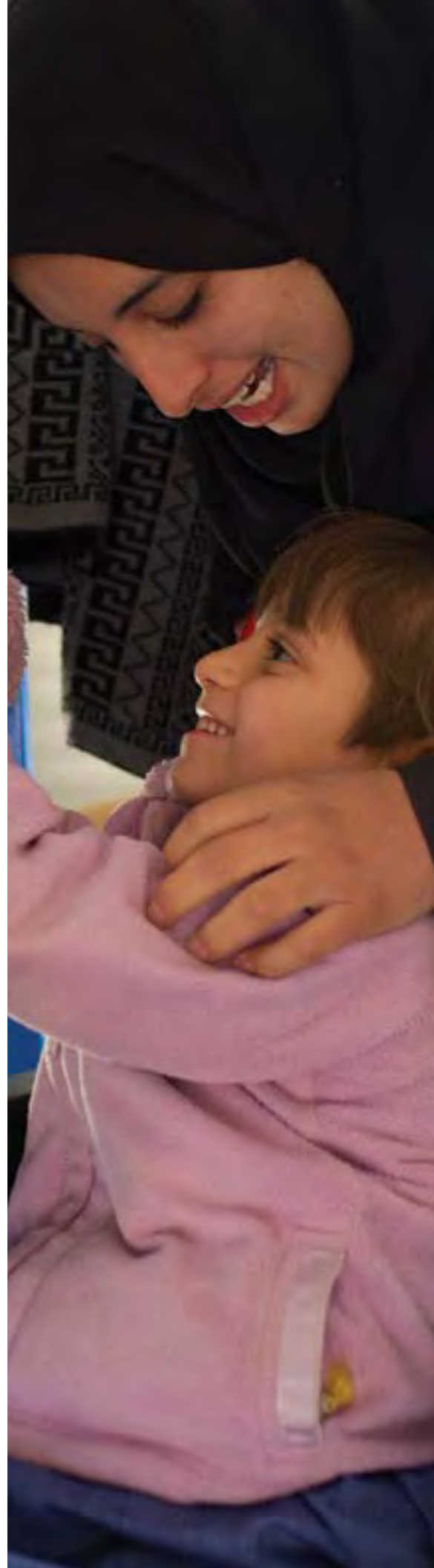
The main role of R-UNDGs is to provide leadership, strategic guidance and support to RCs and UNCTs to help them achieve country level results. The role of R-UNDGs is outlined in the [management and accountability framework](#). Core functions are providing leadership, strategic guidance and support to RCs and UNCTs, the quality assurance and oversight of the UN contribution and shared results, and the performance review of RCs and UNCTs at country level. The regional teams also play a role in supporting the roll-out and implementation of the SOPs (see Annex II of the [SOPs](#) for more information).

7 Operating as One: Improving Business Practices

In recent years, the UN system has invested considerable time and effort in simplifying and harmonizing business practices at headquarters and country levels. Particularly through the UNDG and HLCM mechanisms, reform measures have been introduced presenting ways to increase system-wide efficiency and effectiveness through harmonization of business practices, standards and frameworks. Through several joint initiatives, the two bodies have increased their cooperation. This has ensured closer coordination and a clear distribution of work.

UNDG AND SOP GUIDANCE

The UNDG, in close cooperation with the High-level Committee on Management, is currently piloting the [business operations strategy](#) in 14 countries as a voluntary framework and as the strategic planning tool of the “Operating as one” pillar of the DaO standard operating procedures. The strategy, is voluntary for countries implementing Delivering as One, and is usually developed at the same time as the UNDAF, focusing on joint business operations, including common services. The UNDG and HLCM are also piloting a new Integrated Service Center in Brazil. The service center is a single service window providing operational support to eight UN agencies. The service center is based on a combination of outsourcing, lead agency and integrated service center concepts. While the actions requested by the General Assembly in its resolution 67/226 do not prescribe a specific approach to consolidating support services and other measures, the United Nations development system is first piloting the business operations strategy in selected countries, so as to inform the strategy and direction for consolidation of support services at the country level. To this end, an evaluation of the BOS pilots is being carried out in 2015 to i) evaluate results achieved in terms of the relevance, effectiveness and efficiency of operational support services delivered under the aegis of the BOS strategy; and ii) establish and standardize the cost benefit analysis associated with how these results are measured and reported on.



HLCM AND UN-WIDE FRAMEWORKS AND MANDATES

Though all comprehensive policy reviews have called for more harmonized business practices, the 2012 QCPR is the first of its kind to prescribe specific time-bound actions for doing so. The 2012 QCPR requests the Secretary-General, through the HLCM, to present plans for establishing common support services (finance, human resources management, procurement, information technology management, etc.) at country, regional and headquarters levels. These are to be based on unified regulations and rules, policies and procedures. The HLCM is working with its networks (human resources, finance, supply and ICT) to identify services where harmonization of procedures and work processes could be standardized, leading to efficiency gains if carried out together; and, the harmonization (where necessary and feasible) of rules, regulations and policies to make that happen. The HLCM, through its 2013-2016 Strategic Priorities, provides the appropriate platform for agencies to collaborate at headquarters level on actions requiring policy coordination and engagement, including harmonized rules and regulations, and the adoption of system-wide frameworks and professional standards. The introduction of common standards and frameworks play an important role in building compatibility and coherence between agencies, while allowing each agency to retain the necessary diversity of its business model. The implementation of IPSAS and the HACT are relevant examples of this approach as are the initiatives highlighted below in the areas of human resources, information technology, procurement, and financial management.

IMPLEMENTATION OF IPSAS

[International Public Sector Accounting Standards \(IPSAS\)](#) are issued by the IPSAS Board for preparation of financial statements by public sector entities around the world. They are widely used by national governments and intergovernmental organizations. In 2008, WFP became the first UN agency to implement IPSAS, followed by the rest of the UN system over the following years. As of 2014, implementation of IPSAS is almost complete. It represents significant achievement in improving comparability, transparency and harmonization of financial practices within the UN system.

SYSTEM-WIDE INITIATIVES

Other system-wide initiatives taking place under the HLCM are linked to the QCPR where possible. The HLCM coordinates with the UNDG to ensure consistency of action and support to country-level operational activities. The aim is to improve functioning in the following areas.

Human resources

The objective of HLCM's human resources management agenda is to continue development of the international civil service as an independent, neutral, skilled and engaged work force able to meet the ever-changing requirements of the international community. A major expected outcome of its 2013-2016 strategic plan is strengthening of its leadership, managerial culture and organizational environment. The objective is to recognize good performance, strengthen career development and sanction poor performance. As a result, many organizations are striving to adjust their mobility policies to support skill and career development with a goal of achieving true inter-agency mobility.

Ultimately the goal of the human resources management reform agenda is to determine how best to attract, retain and promote the talent necessary to deliver the broad spectrum of services in the multitude of geographic locations where the UN system operates. The [International Civil Service Commission](#) is developing a proposal for a simplified, competitive, equitable compensation package that would enable organizations to attract and retain staff of the highest caliber and reduce transaction costs. Under the purview of the HLCM, UN entities are supporting this review.

Information communication and technology

Harmonizing ICT at country level requires harmonizing policy, strategy and procurement of global services at headquarters level. Since information systems require agency-specific information, security policies and frameworks, the approach to collaboration is based on the principle of interoperability. This allows organizations to exchange information while maintaining separate enterprise resource planning systems, rather than the creation of 'one system'. A focus on interoperability therefore allows agencies to maintain their distinct approaches while maximizing efficiency and effectiveness linked to intra-agency investment and resources. The CEB is undertaking a comprehensive feasibility study on inter-operability, and considerable work on communication between agencies is under way at country level. The Delivering as One

experience in ICT has demonstrated that small gains in cost efficiency at local level sometimes come at a cost at the global/macro level, such as loss of economies of scale. The UNDG ICT Reference Group provides country-level support for Delivering as One in ICT through the common authentication initiative, which allows agencies to share Intranet resources with other agencies. The Reference Group has also shared its expertise in service level management at country level, more specifically with guidance developed for implementation of an IT services catalogue, measuring customer satisfaction and defining key performance indicators with service-level agreements.

Supply and procurement

The QCPR gives considerable emphasis to the importance of improving procurement cooperation among agencies at both country and headquarters levels. The [HLCM Procurement Network](#) is working to harmonize procurement processes in support of field operations, including sustainable procurement,² and to develop a common framework on vendor sanctions for the UN system. Agencies use Harmonized Approach to Cash Transfers (HACT; discussed below) to improve supply acquisition when procuring through governments and civil society organizations.

One initiative under the umbrella of UN procurement reform is creation of the [United Nations Global Marketplace](#), which aims to establish one common global procurement website. The Marketplace has become the common electronic portal for supplier registration and publication of procurement tender opportunities.

Other recent initiatives include:

- **Supply chain capacity development.** Supporting and strengthening government systems to deliver essential commodities right down to the end user will help to move away from traditional direct supply.
- **Common UN procurement guidelines,** issued by HLCM and UNDG. These provide guidance on shared and collaborative procurement modalities, including long-term agreements and contracts committees at country level.
- **Guidance tools.** The [UN Procurement Practitioners Handbook](#) and Unitrack system (warehouse inventory management system) assist country offices and partners to facilitate multi-suite management on warehouses
- **Joint professional development and training.** Each year agencies compile a compendium of training courses to facilitate access to training across organizations. Joint training development includes logistics certification and supply chain management certification.

Harmonization of financial management

Various efforts are under way in the UNDG and HLCM to harmonize financial processes and facilitate country-level coherence (for more details see chapter 8). Some of these efforts – such as the common treasury project, which brings together UN offices in addressing exchange rates – have led to substantial savings. In general, the UN works in local currencies, but headquarters budget allocations are given in US dollars. Through collective efforts to obtain the best rates, the UN saved approximately \$20 million in 2011 and \$22.7 million in 2012/2013. Through another initiative, the common banking project, common requests for proposal and banking arrangements are being negotiated in countries. As of the third quarter of 2014, eight requests for proposal have been completed. This will result in substantial savings in bank fees. In addition, common long-term agreements are being negotiated with six global banks that handle up to 70 per cent of the UN business. These are expected to bring savings of \$1.2 million to \$2.3 million annually.

Other efforts are focused on simplifying processes and reducing transaction costs. For example, since 2012 the UNDG has used a [basic agreement template](#) for a contribution from one UN agency to another for programmatic activities. This has simplified the process of transferring resources between agencies, reducing transaction costs.

Integrated budget and common cost classification

In 2009, the Executive Boards of UNDP, UNFPA and UNICEF endorsed a joint road map towards an integrated budget. Joined later by UN-Women, these agencies developed a framework integrating harmonized cost classifications (for development activities, UN development coordination, management, special purpose) with their corresponding results and performance indicators. As of 2014, UNDP, UNFPA and UNICEF have an integrated budget presenting information that (1) responds to the agencies' different business models, reflecting links to strategic plans; (2) presents a holistic view of organizational resources and results; (3) builds on existing systems guidance and decisions, including a methodology for results-based budgeting, cost classification categories and cost recovery; and (4) aims for simplicity, transparency and comparability. The cost classifications have been shared with other agencies under the umbrella of the HLCM for their review and application as appropriate, taking into account their specific agency mandates.

2 Procurement that integrates requirements, specifications and criteria that are compatible and support protection of the environment, social progress and economic development, through resource efficiency and improving the quality of products and services, ultimately saving money.

Collaboration in Business Operations, and common premises

Leveraging the comparative advantages of each other

Business models of UN agencies are developed based on their specific mandates and operating environments. The diversity of mandates and operating environments, ranging from humanitarian and crisis settings to more stable development settings poses specific demands on agencies' ability to deliver value added services that meets particular requirements of the moment. There is value in this diversity, a value that needs to be leveraged rather than removed.

The 2012 QCPR calls for stronger collaboration between agencies at the country, regional and headquarters level reducing fragmentation, competition and high transactional costs in business operations. This is to be accomplished through stepped-up efforts, both in common services where it makes sense, but also in better leveraging of each other's infrastructure, information and processes, capitalizing on the diversity of each agency to ensure a focused, effective response to diverse needs at the global, regional, national and local level.

UN House and common premises

Common premises (and UN Houses where they make sense) are mandated by the General Assembly and promoted by the Secretary-General as an integral part of UN reform. They represent an essential component of Delivering as One. The rationale behind establishing common premises has been to strengthen collaboration among agencies and promote a more unified country presence and image in a cost-effective manner. Other benefits include enhanced security (as assessed case by case by the UN Department of Safety and Security) and work environment and more opportunities to share common services.

The difference between common premises and UN Houses is that common premises house at least two agencies, whereas 'common premises' refers to an officially designated UN House that is home to UNICEF, UNDP, UNFPA and WFP. As of end 2014, there are 60 officially designated UN Houses worldwide.

A UNDG task team reviews and must endorse proposals

for common premises involving relocation, renovation and construction. Operational [guidelines for construction of new UN common premises](#) have been approved by the UNDG for several UNCTs intending to establish a UN House or common premises.

Harmonized Approach to Cash Transfer

In 2005, UNDP, UNFPA, UNICEF and WFP³ adopted a common operational framework for transferring cash to governmental and non-governmental implementing partners. A [Revised HACT Framework](#) was endorsed by the UNDG in 2014. The goals of HACT are to reduce transaction costs and help to strengthen national capacities for management and accountability, with the ultimate objective of gradually shifting to use of national systems for transferring development funds and financial reporting.

Under HACT, implementing partners use common forms and procedures to request cash and report on its use. Using a risk management approach, UN agencies adopt procedures for transferring cash based on an assessment of partners' financial management capacity. For joint partners, a standard approach and common tools are used

to maintain assurance over the use of the cash provided and to coordinate activities.

HACT was developed in response to the request in [UN General Assembly Resolution 56/201 \(TCPR\)](#) for simplification and harmonization of rules and procedures in the UN system. It represents a further step in implementing the [Rome Declaration on Harmonization](#) and [Paris Declaration on Aid Effectiveness](#), which together call for closer alignment of development aid with national priorities and needs. Implementation of HACT is also consistent with the latest developments on coherence and efficiency of the UN system as highlighted by the [UN General Assembly Resolution 67/226 \(QCPR\)](#).

Recent audits, assessments and reviews have documented challenges and lessons learned in implementing HACT. The key barriers identified can be clustered around the

3. Adoption of this approach is open to other UN agencies that are part of the UNDG. In 2008 HACT was expanded beyond the four funds and programmes into 'Delivering as One' pilots. UNESCO, UNOPS, FAO, UNIDO and UN-Habitat have confirmed that they will use HACT where applicable to their operations in pilot countries.

following areas: (1) key concepts; (2) accountabilities; (3) HACT planning; (4) HACT execution; (5) oversight and monitoring; and (6) guidance and tools. These barriers are addressed by the [Revised 2014 HACT Framework](#). The revised framework improves HACT effectiveness by streamlining practices across agencies, clarifying accountabilities and providing guidelines to support consistent implementation. Key revisions include:

- HACT is confirmed as a risk-based management approach, whether or not agencies share implementing partners.
- HACT applies to every country and context (including emergency, crisis and post-conflict) though some agencies may require a transition period to fully roll out the framework.
- Once roll-out is complete, HACT will be the sole framework for transferring cash to implementing partners, and it will be applicable in every country and context.
- HACT provides standardized working modalities with implementing partners, reducing transaction costs, while limiting joint operationalization to country macro assessments as well as assessments and audits of shared partners.
- The agreed principles and processes will be mainstreamed into the guidelines of the adopting agencies with due consideration of each agency's business model and processes.
- Accountability and responsibility for applying the procedures and monitoring application lies with each agency; it is promoted and coordinated by the RC, with oversight at headquarters level.
- Further clarification is provided on assurance planning. Financial audit will be added to the menu of assurance activities for higher risk implementing partners, while internal control audit will apply to lower risk partners and spot checks and to programme monitoring of all implementing partners as per agency procedures.

INTERNAL EFFICIENCY AND EFFECTIVENESS EXERCISES

In parallel to the system-wide efforts discussed above, a number of UN agencies are exploring how to streamline business practices to maximize effectiveness and efficiency. This is taking place in response to changing conditions in the global economy and the development environment. FAO, UNDP, UNHCR, UNICEF, WHO, the UN Department of Field Support and the World Bank, for example, all have implemented or are implementing some form of shared services. Most agencies have adopted a single global shared service centre to handle both headquarters and country office functions and processes. While these are mostly geared towards business transactions, some agencies may explore using this approach for advisory services.

The ultimate objective of streamlining is to provide longterm system-wide cost savings while ensuring “higher quality, more effective and cost-efficient support services in all programme countries”, as reaffirmed by the 2014 resolution of the ECOSOC Operational Activities Segment ([E/2014/L.19](#)).

8 Common Budgetary Framework and One Fund

The Common Budgetary Framework and One Fund are a key pillar of Delivering as One. New mechanisms such as the common budgetary framework have proved to be extremely beneficial since they provide partners (including governments) with a full and transparent overview of UN activities, financing and funding gaps. Resource mobilization, including in partnership with the UN system, is rising on governmental agendas.

SOP GUIDANCE

The SOPs section on the [Common Budgetary Framework and One Fund](#) provides coherence messages based on the experiences and good practices in Delivering as One countries.

COMMON BUDGETARY FRAMEWORK

A medium-term Common Budgetary Framework (or UNDAF Common Budgetary Framework) in the “Delivering as one” approach is a consolidated financial framework that reflects the agreed, costed results of the One Programme, including operations and communications. It provides an overall picture of financial resources required, available, and projected to be available and to be mobilized for the delivery of development results by the UN system at country level. The medium-term Common Budgetary Framework is an integral part of the UNDAF and therefore is not a separate document. For more information see also the [UNDG Guidance on the Common Budgetary Framework](#).

DELIVERING RESULTS TOGETHER FUND

The [Delivering Results Together Fund \(DRT-F\)](#) reflects the evolution of the Expanded Delivering as One Funding Window, established to support Delivering as One countries from 2014 to 2016. The fund is a global pooled funding facility for Delivering as One countries. It is designed to support integrated and coherent policy responses to help achieve the unfinished MDGs and the post-2015 sustainable development agenda.



At the outcome level, the DRT-F aims to influence greater policy coherence. This will be achieved through interlinked outputs: (1) UN One Programmes (including UNDAFs and Joint Work Plans) provide clearer and stronger integrated policy support to governments in developing and implementing legislation, policies, regulations and development plans based on international norms and standards; and (2) integrated results frameworks in One Programmes are improved to capture and monitor joint results and common indicators of the UNCT's normative work in specific policy areas and across sectors. Eligible countries include low-income and middle-income countries, including countries in transition. Other criteria include adoption of Delivering as One approach as supported by the SOPs, an established and active One Fund, and a joint resource mobilization strategy.

UN MULTI-DONOR TRUST FUNDS

Multi-Donor Trust Funds managed by the UN are an important funding mechanism to channel and leverage resources in an effective and coordinated way to support UN system-wide development efforts. Their growing use is a practical manifestation of the aid effectiveness agenda and of the successes of joint programmes and Delivering as One. Participating UN organizations continue to expand their participation in these partnership arrangements through a variety of pooled funds, MDTFs and bilateral arrangements.

MDTFs uphold the principles of the [Paris Declaration on Aid Effectiveness and the Accra Agenda for Action](#). These include national ownership and alignment with national priorities; harmonization and coordination; effective and inclusive partnerships; and achievement of development results and accounting for them. MDTFs can be established in support of:

- A 'single programme, single country' implemented by multiple organizations (One Funds/UNDAF roll-outs)
- Multiple programmes, multiple organizations and interventions in a single country, such as the Common Humanitarian Fund for Sudan and the Lebanon Recovery Fund
- A multi-country, cross-disciplinary set of interventions addressing a common issue, such as avian flu.

An MDTF can be administered by a UN agency, which normally allocates funds to UN agencies, or by the World Bank, which generally funds governments. All MDTFs are pooled funds, meaning that donor funds are placed in trust until allocated. Not all pooled funds are MDTFs, however. An MDTF normally holds money in trust, whereas other types of pooled funds treat granted money as income. Examples are the [Global Fund to Fight AIDS, Tuberculosis and Malaria](#) and the [GAVI Alliance](#).

When managing a UN-administered MDTF, participating UN organizations customarily appoint an Administrative Agent (AA) who signs standard UNDG agreements for the management of the fund with donors through a Standard Administrative Agreement (SAA), and with participating organizations through a memorandum of understanding. MDTFs use the pass-through fund management modality, in which participating UN organizations receive a standard 7 per cent recovery cost, and assume full programmatic and financial accountability for the funds received from the AA. At the same time they must abide by their own internal financial rules.

[Standard templates](#) for the memorandum of understanding, SAA and the AA protocol are now accepted by most donors and UN agencies. Work is ongoing to update these templates in 2015. UNDP's Multi-Partner Trust Fund (MPTF) office serves as administrative agent (AA) for most MDTFs, however, there are a number of agencies that serve as the AA as well. Ultimately, it is the responsibility of the UNCT or participating UN organizations to identify the most appropriate AA for their specific programmatic context.

Oversight for MDTFs is provided by the UNDG Advisory Group (at the level of Assistant Secretary-General) and the UNDG working mechanism called Fiduciary Management Oversight Group, which also serves as a forum to discuss and provide guidance on deviations from established UNDG standards. The Joint Funding Sub-Committee (JFSC), part of the UNDG Working Group on Joint Funding and Business Operations Network, provides technical inputs, policy and guidance on funding and financial issues.

For more information see also the [UNDG Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds](#) and the website of the [MDTF Office](#).

ONE FUND

To support implementation of the One UN programme, UNCTs often establish a [One UN Coherence Fund](#) or [UN Country Fund](#). This joint development fund aims to maximize effectiveness by pooling resources into a common fund to support the country's strategic priorities, as defined by the One UN programme. To further accelerate coherence, efficiency and delivery, the One UN approach calls for contributing multi-year, un-earmarked commitments to the One UN Fund. This enhances predictability and helps ensure a strategic programme in which funding decisions are driven by national development priorities and strategies.

The One UN Fund pools donor contributions for allocation by the UNCT, under the leadership of the RC. These funds

are meant to be additional to core funds provided to UN agencies, funds and programmes. As of December 2013, 21 One UN Funds had been established. They are administered by the MDTF Office of UNDP and adhere to UNDG standards. Key documents and templates can be found on the [MDTF Office website](#).

Experience with MDTFs since 2004 and One Funds since 2007 has highlighted the need to provide programme countries with more detailed guidelines on management of joint funding approaches. To meet this need, the UNDG prepared three supplementary guidance notes to complement the SOP on Common Budgetary Framework and One Fund:

- **Performance-based allocation criteria for One Fund:** This note, based on *Delivering as One*, focuses on establishing and applying One Fund allocation criteria to improve the results focus of One Programmes and prioritization of resources.
- **Thresholds for MDTFs, including One Funds:** This note outlines clear policies and guidance on thresholds to be put in place through the three distinct phases of the MDTF/One Fund life cycle – establishment, management and closing. This further complements UNDG's 2011 [Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds](#).
- **Joint resource mobilization:** Developed based on country examples, this note elaborates on good practices of UNCTs implementing a joint resource mobilization strategy in support of their One Programme.

JOINT PROGRAMMES

A joint programme is one modality of working together in the context of UNDAF, *Delivering as One/One Programme* or other frameworks for common country programming. It may also be used in countries that are not using any of these frameworks, and to support regional or global UN collaboration. In 2013, the UNDG updated its [Guidance Note for Joint Programmes](#).

A joint programme is a set of activities contained in a joint work plan and related common budgetary framework, involving two or more UN organizations and national or subnational governmental partners. It is intended to achieve results aligned with national priorities as reflected in UNDAF/One Programme or an equivalent programming instrument or development framework. While the joint programme arrangement is only between UN organizations, government entities, civil society organizations and the private sector can be engaged as implementing partners, depending on the rules of participating UN organizations.

BOX 2

A summary of Multi-Donor Trust Funds

An MDTF is a funding mechanism which:

- Receives contributions from more than one donor
- Holds these funds in trust
- Allocates funds through a designated governance structure, and
- Disburses funds through an administrative agent/fund manager to a number of different recipients

The work plan and budgetary framework form part of a joint programme document, which details each partner's roles and responsibilities for coordinating and managing the joint activities. A joint programme can be established at national level (involving one country) or regional or global levels (involving two or more regions or countries). Global and regional programmes, which may use global vertical funds and/or MDTFs, may consist of (1) joint programmes that address guidelines and methodologies at global or regional level, and/or (2) national joint programmes, through which UN organizations deliver at national level in different geographic regions, or (3) a combination of the two. They have global and country-level steering committees and governance structures for joint programmes based on what fits best for each case.

A joint programme is one of the tools for implementation in the common country programming process. It is distinct from other joint funding tools such as Multi Donor Trust Funds (MDTF), including One Funds. Funding for a joint programme can be (1) stand-alone, i.e. financed directly by UN organizations or by donors to the UN organization and not through an MDTF/One Fund or other pass-through funding mechanism; (2) financed through an MDTF, including One Fund, or a global fund; or (3) co-funded by governments.

In 2012/2013, the UNDG undertook an extensive review of the joint programme mechanism. The [revised guidance](#) takes into account recommendations of the Joint Programme Review, which covered experiences over the past decade, including the 130 joint programmes funded by the Millennium Development Goals Achievement Fund (2007-2013).

COST RECOVERY

UN agencies were urged to implement the principle of full cost recovery as outlined in the QCPR, part of its call for higher funding levels and rebalancing of core and non-core resources. Full cost recovery, proportionally from core and non-core resources, will reduce the amounts being drawn from core resources to finance the costs of managing non-core contributions. It will also increase the share of core resources available for programme activities, thereby providing incentives for core contributions.

In 2013, the Executive Boards of UNDP, UNFPA, UNICEF and UN-Women approved a new agreement on cost recovery frameworks, effective 1 January 2014.⁴ They agreed on a harmonized cost-recovery rate of 8 per cent for non-core contributions and a harmonized 1 per cent reduction for thematic contributions at global, regional and country levels for UNDP, UNFPA and UNICEF. UN-Women maintained the 8 per cent as a temporary arrangement.

The new methodology for calculating cost recovery is grounded in the principle that regular resources should not subsidize other resources, one of the key principles of the QCPR. As such, all costs arising from implementation of programmes and projects funded from other resources are fully recovered under the new model. The cost recovery decision lists specific discounts to promote certain types of contributions, such as government cost-sharing, South-South cooperation and soft earmarking, under a framework that is harmonized for all the funds and programmes.

BROADENING THE DONOR BASE

In the context of the ongoing challenging global economic environment, new sources of aid are needed to complement existing funding streams and ensure the sustainability of the UN's development work. Additional resources, both global and local, need to be secured from a broader funding base. Through the QCPR, Member States have asked UN development entities to take specific measures to broaden the donor base.

UN agencies are encouraged by increasing opportunities to engage in South-South cooperation and the growing number of partnerships and funding modalities. Through South-South cooperation, developing countries are becoming supporters and contributors to other countries' development, particularly in capacity building. UN agencies are also engaging with emerging economies, including Brazil, the Russian Federation and Turkey. The UNDG is establishing thresholds for setting and managing joint funding mechanisms in order to improve collective management of political/strategic, programmatic and financial risks.

Many UN agencies develop plans specifically for private fundraising and partnerships to maximize resources and leverage the influence of the private sector, defined as the general public, civil society, business and private foundations, and other social groups that influence decision-makers. In addition, UN agencies may benefit from private sector resource potential in emerging markets, primarily in upper-middle-income countries, through private sector fundraising.

4 In response to operational paragraph 53 of the 2012 QCPR resolution.

9 Communicating as One

Communicating as One helps UN agencies to enhance inter-agency understanding and knowledge, work together more effectively, harmonize their messages and magnify their voice and impact. At the country level, joint communication presents the UNCT as a coherent entity without replacing the communications efforts of individual agencies; rather, it can harness and amplify them in a strategic and streamlined way.

SOP GUIDANCE

All UNCT members share the responsibility for consistent and coherent messaging. As stipulated in the SOPs, Communicating as One does not mean there is only one UNCT spokesperson. The UNCT may jointly agree to designate any UNCT member as spokesperson on a particular issue and to lead communication and advocacy initiatives in sectoral or thematic areas of work, according to mandates and technical competence. On certain system-wide issues, such as security, the RC is expected to speak on behalf of the UN family.

Agency-specific messages should be consistent with agreed common positions and should complement joint UNCT/UN mission efforts. The primary objective is coherence within the UN family. UNCT members should always keep this in mind, even as they engage in agency-specific communication activities, such as executing strategies and policies and preparing messages and products using their own brand identities.

[UNDG guidance for Communicating as One](#), adopted in early 2014, aids UNCTs in implementing the SOPs for Delivering as One. It addresses three areas: (1) Coherent image of the UN; (2) UN communications groups (UNCGs) at country level; and (3) the UN joint communication strategy. The UNDG guidance builds on previous guidance from the [Department of Public Information](#) on establishing a country-level [UN Communication Group](#) (2006) and on [Communication in Crisis Settings](#) (2009).

COHERENT UN IMAGE

The identity of the United Nations and the respective identities of UN agencies are globally recognized representations that are highly valued assets, protected by law as intellectual property. Decisions to represent the identity of the UN or its agencies can be made only with agreement of the UNCT or the relevant UN agency representative in the UNCT or its headquarters.



The UN logo is the only logo that can be used to represent the UN, and it cannot be altered by changing colours or adding elements, taglines or slogans. Agency logos and branding should follow the agencies' regulations on use and clearance.

All logos effectively endorse the contents on which they appear. Thus the use of logos on published materials is cleared by the agency country representative and/or designated official. Prominent placement of logos is given only to contributors that are accountable for the published material, specifically the agencies that are accountable as authors of the content or that have contributed to its content or financially to its production. This approach communicates the accountability of the participating partners and reinforces transparency.

COUNTRY-LEVEL UN COMMUNICATION GROUPS

In 2006 the UN Department of Public Information issued [guidance on establishing UNCGs at country level](#). It applies to all countries, not only Delivering as One countries. The underlying premise of Communicating as One is that the UN agencies must work together and develop coherent country-level advocacy messages, of which the UNCG is an important element. In addition, it is critical for UN agencies to avoid contradicting each other.

The UNCG is made up of communication focal points of all UN entities operating in the country, including those related to peacekeeping and peacebuilding missions and humanitarian emergencies. Non-resident agencies can be represented through a designated focal point, who is responsible for keeping these agencies informed of communication activities and relaying information and requests from them to the UNCG.

There is no single model for a UNCG; each country team can choose a configuration that best meets its needs, and leadership may rotate among agencies. In some Delivering as One countries, a communications specialist or manager coordinates the work of the UNCG. Some UNCTs have found it helpful to have each agency's communication officer allocate a percentage of their time to joint communications.

Where feasible, the RC's office provides secretariat support to the UNCG's work and helps to ensure coherence of joint communications. In countries where there is a UN Information Centre, it may serve as the UNCG secretariat.

The UNCG serves an advisory role, identifying advocacy and communication opportunities and strategies to coordinate and leverage each agency's mandate. It provides strategic insights to the UNCT on the role of the UN and its brands to assist the UNCT in deciding when and how to leverage the UN's brand comparative advantages.

The UNCG works closely with inter-agency results groups. Some Delivering as One countries have found it helpful for communication focal points to participate in results groups to ensure timely and high-quality communications support for programme delivery and joint programming.

UN joint communication strategy

A joint communication strategy helps to promote a coherent image of the UN system as a family of agencies working together to advocate for national and international development objectives. Such a strategy can strengthen inter-agency cooperation in communications, ensure consistency of messaging and increase the profile and transparency of UN activities at national level. A joint communication strategy is based on priorities from the UNDAF aligned with those of the country and the UN system. A joint communication strategy is developed for the UNDAF or the One Programme cycle. UNCTs are discouraged from developing parallel joint communication strategies exclusively focused on any of the other Delivering as One pillars.

The national priorities identified in the UNDAF provide the foundation for planning joint and mandate-specific communication. The cross-cutting issues and strategic priority-setting in the UNDAF provide the overall direction for communication planning. Other priorities relevant for the joint communication strategy come from the UNCT's programming and the UN system communication priorities.

The strategy should be reviewed annually to ensure it reflects relevant national priorities and developments. Ideally it is a product of communication focal points working with results groups. To ensure robust coordination, in some countries communication focal points are active members of results groups. A process embraced by the entire UNCT also helps to ensure that each initiative is on target, gets off to a good start and is reviewed at key points in its development.

UN coherence support tools

- [UNDG website on communication](#) provides a wealth of information on matters such as communication for development, social media and new media good practices. It includes many samples of joint communication strategies and products.
- [UNDG Communication Toolkit](#) includes extensive online communication resources and is available to staff of all UN agencies.
- [Communicating as One](#) provides country examples, such as communication strategies and terms of references for UNCGs.

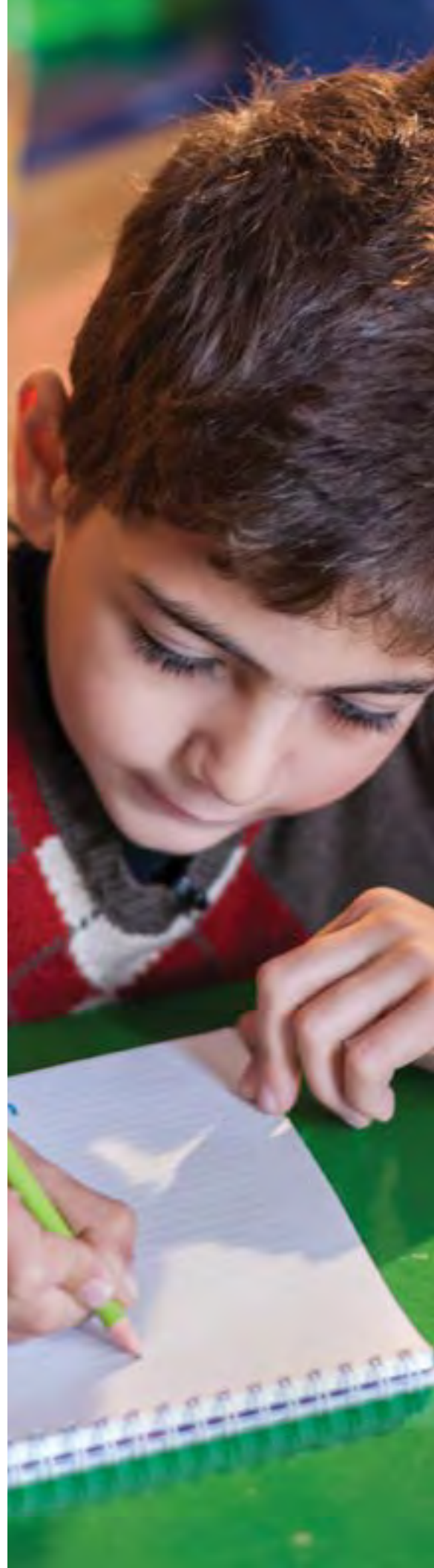
10 Monitoring and Evaluation

Monitoring and evaluation are integral parts of programme, preparation, implementation and review. The information provided by ongoing monitoring and evaluation is critical for strategic planning, organizational learning and sound management. The Secretary-General in numerous instances has underscored the importance of better data collection, monitoring and evaluation for better design of programme and policies, more efficient use of development funds and better outcomes.

The Secretary-General's 2010 report *Keeping the promise: a forward-looking review to promote an agreed action agenda to achieve the Millennium Development Goals by 2015* calls for a new pact to accelerate progress towards achieving the MDGs involving all stakeholders, including national governments, the business community and civil society at large. The report recognizes the importance of monitoring in this effort.

Led by UNDP, the UNDG has endorsed the MDG Acceleration Framework (MAF) and the [MAF Operational Note](#) to support countries in identifying MDGs that are off track and to develop a plan to accelerate achievement of them. Monitoring achievement of the MDGs is fundamental to this effort.

In 2010 UNICEF published the report *Narrowing the gaps to meet the Goals* based on a study showing that an equity-based strategy could improve the speed and cost-effectiveness of meeting MDGs 4 and 5, on reducing child mortality and improving maternal health. As a part of the equity refocus, UNICEF further refined the World Bank tool on [Marginal Budgeting for Bottlenecks](#) and the Tanahashi model on social development, resulting in the Monitoring Results for Equity System (MoRES).



Initiatives such as MAF and MoRES offer enormous potential for UNCTs and partners to contribute to accelerating monitoring of results on the ground. These initiatives can help UNDAF results groups to (1) improve the management of results; (2) sharpen the focus of interventions on barriers and bottlenecks; (3) enhance understanding of the multidimensional nature of programmatic interventions; and (4) ensure that programmatic interventions are adapted to the development challenges in the local context through a dynamic monitoring system.

MDG ACCELERATION FRAMEWORK

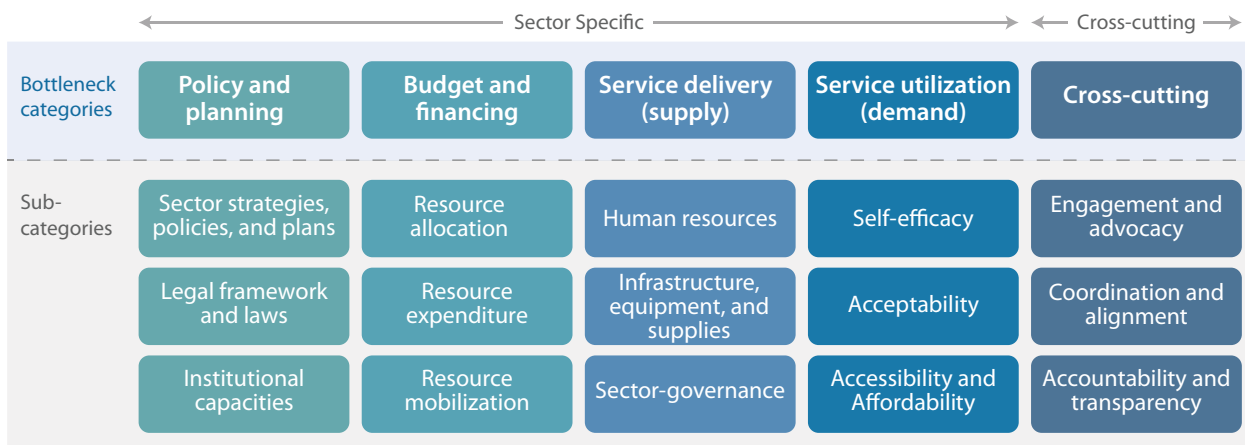
Many countries have incorporated the MDGs into their national or subnational development plans and strategies and have implemented specific measures to achieve the associated targets. However, progress is often uneven and too slow. The MAF, endorsed by the UNDG in December

2010, is designed to help speed up progress towards a given target, building on the country's experience.

The MAF is a methodological framework offering governments and their partners a systematic but flexible way to identify and prioritize bottlenecks and to accelerate solutions to them (see figure 3).⁵ These solutions are brought together in a concrete, nationally owned acceleration plan with coordinated roles for the government, UN agencies and all other development stakeholders. The MAF can be applied jointly with other tools developed by UN entities and development partners.

The MAF process is initiated through a formal request to the RC from the government, leading to an assessment of whether the process could add value in the country context. If so, support is provided to help the government develop and implement its acceleration plan. It is aligned with national and subnational development processes and brings together partners around a common objective.⁶

FIGURE 3
MAF BOTTLENECK CATEGORIES



5 The MAF broadly defines bottlenecks as the proximate and removable constraints that impede implementation of MDG-related interventions. Bottlenecks can be identified as belonging to one of five categories: supply side (provisioning perspective); demand side (including social and cultural issues); policy and planning; budget and financing; and cross-cutting (including coordination and alignment).

6 An operational guidance note, as well as the comprehensive toolkit for country level work is available at http://www.undp.org/content/undp/en/home/librarypage/mdg/mdg_accelerationframework0.html

MANAGING RESULTS FOR EQUITY SYSTEMS

The re-focus on equity reinforces the Secretary-General's call in his [Keeping the Promise](#) report to accelerate progress in achieving the MDGs. It also concentrates attention on the special needs of the most vulnerable people and on the large and increasing inequalities in various economic and social dimensions, including geography, sex, age, disability and ethnicity. MoRES was developed in 2010 as part of UNICEF's refocus on equity to ensure that the organization is as effective as possible in protecting and promoting children's rights.

Building on the human rights-based approach to programming, MoRES aims to enhance and sharpen country programmes to accelerate results for the most disadvantaged segments of the population. It is flexible and can be tailored to different country contexts and technical programmes. MoRES is based on a framework (see table 2) that helps to identify barriers, bottlenecks and enabling factors that either constrain or advance the achievement of desired outcomes. It emphasizes strengthening the capacity of the government and partners to regularly monitor (every 6 to 12 months) intermediate outcomes (between outputs and higher level outcomes/impact) to enable more effective programme implementation and timely course corrections in plans and strategies at all levels. There are different entry points for rolling it out, often dependent on timing of country processes.

In countries facing high to medium levels of natural disaster or conflict, applying MoRES can help to identify how and where emergencies influence equity gaps and key determinants. In ongoing humanitarian situations, MoRES is adapted to reflect the fact that such situations require more frequent monitoring focusing on a narrower set of priority needs.

MoRES lends itself to the use of innovative new technology not only for monitoring but also to improve information flow and facilitate corrective actions at all levels. In Nigeria, for example, monitoring is decentralized using a mobile phone-based platform called Rapid SMS to identify birth registration disparities among various centres in real time, facilitating prompt action and response.

Complementarity of MAF and MoRES

The approaches to MAF and MoRES are complementary, each based on identifying bottlenecks that need to be removed. Broadly speaking, MAF conducts bottleneck analysis at national level. It identifies which MDGs are off-track and develops acceleration plans aimed at prompting collective action from the government, UNCT and all other development stakeholders.

MoRES emphasizes identification of bottlenecks at subnational level, supporting systems for regular and real-time monitoring and use of data to spur responses in a timely manner. MoRES monitors the removal of barriers and bottlenecks on service delivery by duty-bearers and access to services by rights-holders. It also addresses the enabling environment in terms of legislation, policies and budgets.

Key considerations for applying MAF and MoRES

Experience with application of MAF and MoRES tools highlights the importance of broad partnerships, innovation, flexibility, national ownership and strong political commitment. In addition, the better the quality of the evidence and data, the more likely the action plan will be able to deliver outcomes that have a real impact.

Table 2: MoRES Determinants Framework

Enabling Environment	Supply	Demand	Quality
1. Societal norms	5. Availability of essential commodities/inputs	7. Financial access	10. Quality of services and goods
2. Policy/legal framework	6. Availability of adequately staffed services, facilities and information	8. Social and cultural practices and beliefs	
3. Budget/expenditure		9. Continuity of use	
4. Institutional management/coordination			

MONITORING NATIONAL GOALS AND SOURCES OF DATA

Collecting and disaggregating data is a challenging, time-consuming and costly exercise at field level. Nonetheless, it is crucially important as the basis for making policy decisions and developing programme interventions. Sharing data among development partners and making use of publicly available data can save significant time and costs. Some of these data sources are described below.

Multiple Indicator Cluster Survey

UNICEF assists countries in collecting and analysing data to monitor the situation of children and women through [Multiple Indicator Cluster Surveys \(MICS\)](#), its international household survey initiative. Since the mid-1990s, MICS has enabled many countries to produce statistically sound and internationally comparable estimates of a range of indicators covering health, education, child protection and HIV/AIDS. MICS findings have been used extensively as a basis for policy decisions and programme interventions, and for influencing public opinion on issues facing children and women around the world.

The first round of MICS was conducted in 1995 in more than 60 countries; a second round took place in 2005, a third in 2005-2006 and a fourth in 2009-2011. The results from the most recent [MICS5](#) surveys, carried out in 2012-2015, are becoming progressively available.

Joint Monitoring Programme for Water Supply and Sanitation

The [WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation](#) is the official United Nations mechanism for monitoring progress towards achievement of MDG 7, target 7C, which calls for reducing by half the proportion of people without sustainable access to safe drinking water and basic sanitation. The data in the programme database can be disaggregated by type of data (water or sanitation coverage), geographical area (country, regional or worldwide), level of aggregation (country or group level), year and area (urban, rural).

Open source education management information system

The [OpenEMIS](#) initiative aims to deploy a high-quality education management information system to collect and report data on schools, students, teachers and staff among

UNESCO member countries. The goal is to help them in developing common database standards to track national education indicators using a system that is easily and quickly customized to meet individual country needs. The initiative is coordinated by UNESCO with technical support from the Community Systems Foundation.

Demographic and Health Surveys

[Demographic and Health Surveys](#) are nationally representative household surveys funded by the U.S. Agency for International Development. They provide data covering a wide range of monitoring and impact evaluation indicators in population, health and nutrition. Sample sizes range from 2,000 to 30,000 households, and surveys are conducted in over 75 countries approximately every 5 years.

World health surveys

WHO implements a [survey programme](#) to compile comprehensive information on the health of populations. The World Health Surveys, which monitor inputs, functions and outcomes, provide data on the functioning of health systems and on outcomes resulting from investment in them. WHO also implements the [Study on global AGEing and adult health \(SAGE\)](#), which compiles comprehensive longitudinal information on the health and well-being of adult populations and the ageing process.

Living Standards Measurement Study

Part of the World Bank, the Development Research Group undertakes the [Living Standards Measurement Study](#) and the [Living Standards Measurement Study-Integrated Surveys on Agriculture](#). These explore ways of improving the type and quality of household data collected by statistical offices in developing countries, with a goal of fostering increased use of household data as a basis for policy decision-making. The programme is designed to assist policymakers in their efforts to enhance the design of policies to improve outcomes in areas such as health, education, economic activities, housing and utilities.

Twine

[Twine](#), a UNHCR initiative, is used to manage and analyse public health data collected in refugee operations. The aim is to improve the health status of refugees through evidence-based policy formulation and improved management of health programmes. Data are collected using a variety of tools covering a range of sectors and operational settings.

DevInfo

DevInfo is a database system for monitoring human development. It organizes, stores and presents data in a uniform way to facilitate data sharing at country level across government departments, UN agencies and development partners. It promotes the use of national statistics in evidence-based policy and planning dialogues at global, regional and national levels. The UNDG endorsed DevInfo in 2004 to assist countries in monitoring achievement of the MDGs. It is available as both an integrated desktop and a web-enabled tool. DevInfo can produce visual outputs such as tables, graphs and maps for use in advocacy and planning materials. The software supports both standard indicators (especially the MDG indicators) and user-defined indicators. DevInfo, originally ChildInfo, is managed by UNICEF with support from 20 UNDG member agencies. DevInfo is accessible at www.devinfo.org or www.devinfo.info/.

SYSTEM-WIDE MONITORING AND EVALUATION

The [United Nations Evaluation Group](#) (UNEG) is a professional network bringing together the units responsible for evaluation in the UN system. It aims to strengthen the objectivity, effectiveness and visibility of the evaluation function and to advocate for the importance of evaluation for learning, decision-making and accountability. UNEG provides a forum for members to establish common norms and standards for evaluation; develop methodologies addressing UN concerns; strengthen evaluation functions through peer review and information exchange; and establish partnerships with the wider evaluation community.

The UNEG evaluation [standards](#), which build on the [norms](#) for Evaluation for the UN System, are drawn from best practice of UNEG members. They are intended to guide the conduct and use of evaluations and serve as a reference for the competencies of evaluation practitioners. The norms facilitate system-wide collaboration by ensuring that all evaluation entities follow agreed-upon basic principles. Through the QCPR resolution, Member States have encouraged the use of these evaluation norms and standards in UN funds, programmes and specialized agencies and system-wide evaluations of operational activities for development.

INTER-AGENCY EXPERT GROUPS

Inter-agency expert groups analyse and compare data for particular indicators across countries. When these groups come up with different estimates than indicated by national data, they play an important role in explaining the gaps and supporting countries in improving their data discrepancies. This process helps to address the difficulties of information collection in developing countries, such as lack of high-quality and current data, inconsistency from source to source, and sampling or non-sampling errors. Expert groups can also help in applying a consistent methodology and framework that allows for comparisons between countries.

Child Health Epidemiology Reference Group

The [Child Health Epidemiology Reference Group](#) (CHERG) works to develop and deploy new and improved evidence on the causes and determinants of maternal, neonatal and child morbidity and mortality, on intervention coverage and on the effectiveness of interventions to inform and influence global priorities and programmes. CHERG advises WHO and other international organizations on the most appropriate methods and assumptions for child health epidemiological estimates. It also provides advice to researchers and public health officials on the issues involved in estimating cause-specific morbidity and mortality. CHERG publishes papers, reports and reviews on child health epidemiology, especially on the distribution of causes of death.

Child Protection Monitoring and Evaluation Reference Group

Established in 2010, the [Child Protection Monitoring and Evaluation Reference Group](#) is a global forum for collaboration, coordination and shared learning on child protection monitoring, evaluation and research. It aims to strengthen the quality of monitoring and evaluation, research and data collection in child protection through the development of standards, tools and recommendations. The group is currently co-chaired by Save the Children and UNICEF.

Maternal Mortality Estimation Inter-agency Group

WHO, UNICEF, UNFPA, the UN Population Division and the World Bank established the [Maternal Mortality Estimation Inter-agency Group](#) to provide expertise in maternal health, epidemiology, statistics, demography and data collection. The group works to produce reliable estimates of maternal mortality in a transparent and well-documented way, helping to provide a better sense of the global burden. It also assists countries in improving measurement of maternal mortality and strengthening data use. The group has produced peer-reviewed sets of maternal mortality estimates for 1990, 1995, 2000, 2005 and 2010, each one building on the previous methodology.

Inter-agency Group for Child Mortality Estimation

The [Inter-agency Group for Child Mortality Estimation](#), which includes UNICEF, WHO, the United Nations Population Division and the World Bank, provides updated child mortality estimates annually based on review of all newly available data points and assessment of data quality. This review sometimes results in adjustments to previously reported estimates. The group is advised by an independent technical advisory group that includes eminent scholars and independent experts in demography.

BUILDING NATIONAL CAPACITY FOR EVALUATION

Through the 2007 TCPD resolution and the QCPR resolution, Member States have asked the UN system to strengthen its focus on developing national capacities for monitoring and evaluation. Therefore, an important part of system-wide evaluation efforts is assisting national governments in building their evaluation capacities. The UNCT, for example, might provide technical support in data collection or training to national statistics offices.

THE CALL FOR A DATA REVOLUTION

The data revolution for sustainable development features prominently in the discussions on the post-2015 development agenda. In November 2014, an Independent Expert Advisory Group on the Data Revolution for Sustainable Development appointed by the Secretary-General, published its report *"A World that Counts: Mobilizing the Data Revolution for Sustainable Development."* The report highlights two key data challenges: invisibility – gaps in what we know and when we know it; and inequality – between those who know and those who don't. Its vision is a world where there is data for everyone and about everyone, data for now, and data for the future. Its recommendations call for a UN-led effort to (i) define data revolution principles and standards, (ii) foster innovations to fill data gaps, (iii) mobilize resources to overcome inequalities between developed and developing countries and between data-poor and data-rich people, and (iv) provide leadership and coordination including between old and new data producers.

11 Coherence for Humanitarian Action

Humanitarian and post-crisis assistance is usually provided within a complex web of partnerships that bring together UN entities and the broader humanitarian community. Humanitarian assistance must be guided by and consistent with the humanitarian principles of neutrality, impartiality, operational independence and 'do no harm'. In most situations, there is no contradiction between these principles and the objective of system-wide coherence. However, in situations of active armed conflict, there may be dilemmas and contradictions. When they occur, priority must be given to the delivery of principled humanitarian assistance, and humanitarian principles must be upheld when UN humanitarian organizations conduct their actions.

The international humanitarian community works in countries before, during and after emergencies when national capacity to respond to an emergency requires support. Given the many actors in emergencies, each with their own expertise and mandate, coordination is essential to streamline and maximize response. The aim is to ensure the response is tailored to the local context and needs and allows for hand-over to national structures as soon as possible.

Humanitarian reform began in 2005, initiated by the UN Emergency Relief Coordinator together with the [Inter-Agency Standing Committee \(IASC\)](#). It resulted in the establishment of the cluster approach, which involves 11 thematic clusters that ensure coordination in emergencies (discussed below; also see figure 4).



FIGURE 4
COORDINATION ARCHITECTURE IN THE CLUSTER APPROACH



TRANSFORMATIVE AGENDA

To address weaknesses in multilateral humanitarian response, in 2011 the IASC led a review of the approach, building on lessons learned during the response to the earthquakes in Haiti in 2010 and Pakistan in 2011. In December 2011 this resulted in development of the [Transformative Agenda](#), a set of actions that resulted in streamlining and establishment of protocols⁷ (addressing leadership, response to emergencies and cluster coordination) to improve humanitarian response. Rollout to all field operations began in 2013.

The Transformative Agenda aims to improve the timeliness and effectiveness of humanitarian response through stronger leadership, more effective coordination structures and improved accountability. It seeks to strengthen the Humanitarian Coordinator (HC), Humanitarian Country Team (HCT) and cluster lead agencies, who remain the primary actors supporting national response efforts. Implementing the agenda involves investing in strengthening capacity for rapid response, ensuring staff are fully trained in protocols and enhancing the accountability of the UN to the affected populations.

Humanitarian reform and the Transformative Agenda demonstrate how the humanitarian system has collectively identified weak points and put in place joint mechanisms to resolve them. This is a continuous and iterative process, as the humanitarian community adapts approaches and improves response.

INTER-AGENCY STANDING COMMITTEE

The IASC was established in 1992 in response to [General Assembly Resolution 46/182](#), which called for strengthening coordination of humanitarian assistance. A unique forum involving 21 UN and non-UN humanitarian organizations, the IASC is the primary mechanism for facilitating coordination, policy development and decision-making in response to complex emergencies and natural disasters. Under the leadership of the ERC, the IASC develops humanitarian policies, agrees on the division of responsibilities for humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles.

The IASC has two bodies: the Principals and the Working Group. The IASC Principals are the heads of the 21 IASC member agencies or their representatives. UN agencies, including FAO, UNDP, UN-Habitat, UNFPA, UNHCR, UNICEF, WFP and WHO, are represented at the head-of-agency level. The Working Group brings together the emergency directors or other directors of the IASC organizations. In addition, representatives from the humanitarian community (IASC member organizations) in Geneva and New York meet informally to share information on current emergencies and to discuss new developments, such as the use of new technologies in humanitarian response.

The primary objectives of the IASC in complex and major emergencies are to:

- Develop and agree on system-wide humanitarian policies and a common ethical framework

⁷ “TA Protocols” include the following documents: 1. Concept Paper on ‘Empowered Leadership’; 2. Humanitarian System-Wide Emergency Activation: definition and procedures; 3. Responding to Level 3 Emergencies: What ‘Empowered Leadership’ looks like in practice; 4. Reference Module for Cluster Coordination at the Country Level; and 5. Responding to Level 3 Emergencies: The Humanitarian Programme Cycle

- Allocate responsibilities among agencies in humanitarian programmes
- Advocate common humanitarian principles to parties outside the IASC and advocate for full respect of human rights in accordance with the letter and spirit of the relevant bodies of law
- Identify and address gaps in mandates or operational capacity
- Resolve disputes among humanitarian agencies on system-wide issues.

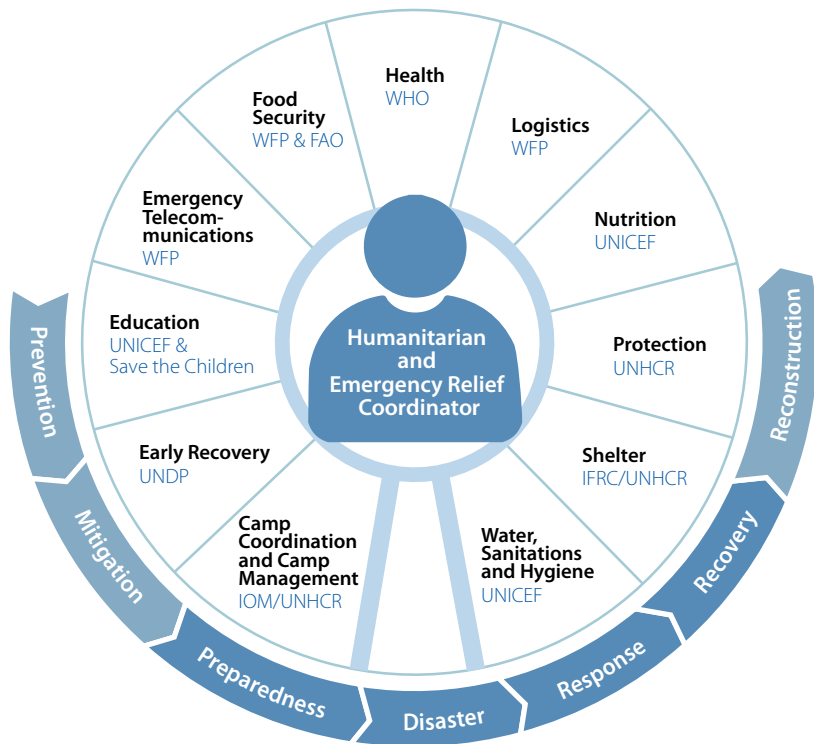
IASC subsidiary bodies

IASC subsidiary bodies assist the Principals or the Working Group by working on specific policy questions and other tasks. Subsidiary bodies bring together the technical expertise of the IASC organizations. The guidance, tools and handbooks originating from these groups are known as IASC products. The subsidiary bodies regularly consult with staff working in humanitarian situations to ensure their experiences are reflected in IASC guidance.

Five task teams and four reference groups support implementation of the IASC work plan for 2014-2015. Each task team supports one of the thematic priorities identified in the work plan: accountability to affected people; reclaiming humanitarianism; resilience and preparedness; mobilizing resources; and protection in humanitarian crises.

Reference groups are voluntary communities of practice affiliated with but not directly overseen by the IASC. Reference groups aim to share knowledge, experience and resources in support of IASC policies; identify new policy issues for the Working Group's consideration; and help to implement and disseminate IASC products and decisions. Reference groups offer an opportunity for dialogue on issues not identified as current priorities. Each group is supported by a 'champion' who is a Working Group member. Current reference groups address gender in humanitarian action; meeting humanitarian challenges in urban areas; mental health and psychosocial support in emergency settings; and needs assessments.

FIGURE 5
LEADERSHIP OF THE HUMANITARIAN CLUSTERS



Source: UN OCHA

THE CLUSTER APPROACH

Clusters are groups of humanitarian organizations, from within and outside the UN, working in the main sectors of humanitarian action. At global level each cluster is led or co-led by a UN agency or NGO that is accountable to the ERC (see figure 5). At country level, leadership of the individual clusters can vary; sometimes the global-level cluster lead agencies are appropriate but in some situations organizations on the ground are best placed. The cluster coordinators in the field are accountable to the HC through their respective heads of agency.

The cluster approach strengthens humanitarian response in three main ways: (1) ensuring that roles and responsibilities are worked out through transparent, inclusive, consultative processes, in line with the *Principles of Partnership* developed by the Global Humanitarian Platform; (2) ensuring leadership and responsibilities are established at the sectoral level, thereby clarifying lines of accountability and providing counterparts for national authorities, local actors, humanitarian partners and other stakeholders; and (3) ensuring coverage of all relevant sectors and cross-cutting issues for the humanitarian operation in question.

Clusters provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance. Clusters create partnerships between international humanitarian actors, national and local authorities, and civil society.

Flexibility in developing the response structures at country level is essential, and local government structures and capacities should be taken into account. There is no need to replicate all global level sectors/clusters if fewer are needed for the particular humanitarian operation. Leadership of these clusters at country level should also be determined case by case; it does not need to mirror arrangements at the global level, though global cluster leads should in all cases be consulted.

HUMANITARIAN COORDINATION AT COUNTRY LEVEL

The primary responsibility for coordinating humanitarian assistance rests with national authorities, but if sizeable international humanitarian assistance is required the HC or RC is responsible for leading and coordinating the efforts of humanitarian organizations, both UN and non-UN. Effective coordination hinges on their leadership. The HC/RC's role is to ensure that such efforts are delivered in a principled, timely, effective and efficient way and contribute to longer term recovery. For this role, the HC/RC reports to the ERC.

At the field level, the HC/RC is responsible for designating cluster lead agencies for all key humanitarian response sectors, in consultation with the HCT and the ERC. This approach is applied in all countries facing major new or ongoing complex or natural humanitarian emergencies.

The HC leads the HCT, which is a strategic and operational decision-making and oversight forum (see also the [IASC guidance for HCT](#)). The HCT is responsible for agreeing on common strategic issues related to humanitarian action, and inter-cluster coordination takes place within the HCT, under the leadership of the HC/RC.

An HCT is established in all countries with an HC position. In countries where there is no HC position, an HCT is established when a humanitarian crisis erupts or a situation of chronic vulnerability sharply deteriorates. An HCT is also established to steer preparedness activities, if no other adequate coordination mechanism exists.

The HCT is composed of organizations that undertake humanitarian action in-country and that commit to participate in coordination arrangements. These may include UN agencies, the International Organization for Migration, non-governmental organizations, and, subject to their individual

mandates, components of the International Red Cross and Red Crescent Movement. Agencies that are also designated cluster leads should represent the clusters as well as their respective organizations.

RESILIENCE AND DISASTER RISK REDUCTION

Resilience

Resilience is the ability of people, communities and systems to anticipate, withstand, adapt to and recover from stresses and shocks. The concept of resilience has gained traction in the international aid community as the social and economic costs of disasters, conflicts, epidemics and other calamities have continued to rise. Chronic and high levels of vulnerability amplify the impact of shocks and stress. It is widely recognized that development and humanitarian programmes must increasingly focus on vulnerability and exposure to shocks and stress. Resilience has increasingly been used by donors, NGOs and international agencies to frame their work in disaster risk reduction (DRR), climate change adaptation, peacebuilding and social protection. The concept has proved particularly relevant in conceptualizing programming in the Sahel and the Horn of Africa, which have faced high levels of vulnerability, multiple shocks and chronic crisis.

Disaster risk reduction

Disasters are increasing in severity and frequency, due in part to climate change, unplanned urbanization and increasing exposure to natural hazards. Given the growing risk of disaster faced by communities – particularly children, women and other vulnerable groups – DRR needs to be the cornerstone of resilience in UN strategic planning. DRR and climate change adaptation are closely linked, and it is important to fully integrate both into regular development programmes as well as into humanitarian action.

In 2013 the CEB adopted a [UN Action Plan on DRR](#). It seeks to strengthen support to UNCTs, promote integration of DRR in UN agencies and coordinate advocacy for the post-2015 agenda and the successor to the Hyogo Framework for Action on national and community resilience to disasters. Each UN organization can adapt DRR to meet its particular needs. For example, UNICEF promotes a child-centred approach, emphasizing children's needs and participation. DRR for children involves strengthening national and subnational capacities to assess risks to children; adapting basic social services to reduce their risk, such as by ensuring that water points are safe from floods and school curricula raise awareness of local hazards; and enhancing subnational governance in preparedness and community outreach.

DRR with children means supporting children to participate and to be heard, as demonstrated in the [Children's Charter on DRR \(2011\)](#).

Strong partnership between the UN and NGOs is crucial to advance DRR and encourage wider resilience. This includes joint assessment and planning through the common country assessment/UNDAF and joint capacity development through the Capacity Development for Disaster Reduction Initiative, as well as advocacy for action.

PEACEBUILDING

Peacebuilding has been at the heart of the UN's mandate since its founding. It involves a range of measures to reduce the risk of a lapse or relapse into conflict by addressing both the causes and consequences of conflict. It also aims to strengthen national capacities for conflict management at all levels to lay foundations for sustainable peace and development. The [2009 Secretary-General's Report on Peacebuilding](#) provided a framework to guide the UN's engagement in peacebuilding and sets out an agenda for response. The report, which lays out five recurring peacebuilding priority areas, states that the risk of relapse into conflict can be reduced and the chances for sustainable peace increased through early peace dividends, building confidence in political processes and early development of core national capacity. The five priority areas are:

- **Support to basic safety and security**, including mine action, protection of civilians, disarmament, demobilization and reintegration, strengthening the rule of law and initiation of security sector reform
- **Support to political processes**, including electoral processes, promoting inclusive dialogue and reconciliation, and developing conflict-management capacity at national and subnational levels
- **Support to provision of basic services**, such as water and sanitation, health and primary education, and to the safe and sustainable return and reintegration of internally displaced people and refugees
- **Support to restoring core government functions**, in particular basic public administration and public finance, at national and subnational levels
- **Support to economic revitalization**, including employment generation and livelihoods (in agriculture and public works), particularly for youth and demobilized former combatants, as well as rehabilitation of basic infrastructure.

The UN has also initiated system-wide efforts to build civilian capacities to deliver stronger support to institution-building in countries emerging from conflict or crisis through the [CivCap initiative](#), which aims to:

- Support exchange on human resources marketing and recruitment, institutional arrangements, policy frameworks and enabling legislation for deployment of civilian experts in international peace operations and crisis interventions
- Support the Informal Working Group on Deployable Civilian Capacity, a network of bilateral and multilateral agencies and focal points responsible for civilian human resources
- Set up a web portal providing practical, ready-to-use information and research for practitioners and policymakers for civilian capacities
- Provide technical assistance to national and international agencies needing support in developing specialist capacity and expertise to manage civilian contributions.

Equitable governance and delivery of social services are increasingly recognized as a priority in peacebuilding and are seen as a tangible peace dividend in post-conflict environments. These services are critical to consolidating peace and building resilience in fragile and conflict-affected settings. Such services are key priorities in the [New Deal for Engagement in Fragile States](#) and its related [Peacebuilding and Statebuilding Goals](#). The New Deal focuses on using state-building and peacebuilding goals as a foundation for work in fragile and conflict-affected states. It supports inclusive country-led transitions out of fragility using the state's vision and plan. It also works to build mutual trust by providing aid and managing resources more effectively.

UN coherence is critical to peacebuilding, as it requires extensive collaboration among the political, security, humanitarian and development sectors within the UN and with other partners, including national governments. Each member of the UN family has a role in ensuring that peacebuilding is successful and operates smoothly. This is exemplified by [UNDP's Conflict Prevention and Peacebuilding Programme](#); [UNEP's work on environmental cooperation and prevention of conflicts](#) linked to natural resource distribution; and [UNICEF's technical note on conflict sensitivity and analysis and peacebuilding](#).

EARLY RECOVERY AND RECOVERY

Early recovery begins as soon as possible after the onset of a crisis. It works to stabilize local and national capacities, encouraging a quicker transition to longer term recovery. By implementing elements of development principles – systems strengthening and capacity development, the human rights-based approach, national ownership, participation and risk reduction – early recovery helps build resilience through humanitarian action. It bridges the gap between humanitarian relief and long-term recovery. The global [Early Recovery Cluster Working Group](#), led by UNDP, facilitates and coordinates the work of partners in this area. UN agencies that lead other clusters are working to mainstream early recovery approaches into their humanitarian cluster assessments, plans and programming and funding strategies.

Recovery is a longer term, developmental approach of building the capacity of a country – government at all levels, civil society and communities – to recover from a crisis, whether due to conflict or natural disaster, and prevent relapses. The UN has been increasingly active in post-disaster and post-conflict assessment and planning. Guidance on recovery and transition, including the [Inter-Agency Guidance on Early Recovery](#) (2008).

CAPACITY BUILDING IN HUMANITARIAN ACTION

Capacity building is a core UN intervention and guides humanitarian, early recovery, transition and development work. International humanitarian assistance is needed in disasters primarily because local and national capacities are insufficient to respond effectively and quickly. Therefore, humanitarian action needs to pursue dual objectives: providing relief and strengthening the structures and capacities for service delivery.

Given the limited resources available relative to needs at any given time, trade-offs must be managed between the needs for immediate service delivery and longer term capacity building for service provision. UN humanitarian agencies aim to use capacity building in humanitarian action to make the achievements more sustainable and more efficient. They also have a responsibility to ensure that local and national actors are ultimately better able to take charge of their own humanitarian work.

MAINSTREAMING GENDER IN HUMANITARIAN ACTION

The [IASC sub-working group on gender in humanitarian action](#) promotes gender equality. It strives to ensure that the different needs of men, women, boys and girls are taken into consideration during humanitarian action preparedness, response and recovery. The inter-agency [Gender Standby Capacity Project](#) deploys gender advisers to countries undergoing humanitarian action to improve capacity and skills, provide guidance and help HCTs to engage systematically on gender issues. It also oversees the use of the gender marker, a tool to measure the gender sensitivity of programmes, and deploys gender capacity advisers, who provide targeted support on thematic issues.

More and more, UN agencies are adopting minimum gender sensitivity standards, making a commitment to ensure that all their projects achieve a strong gender marker score. Sector-specific [guidance and learning tools](#) are available to improve gender equality in humanitarian programming. An [IASC gender-learning e-course](#), available in English and French, is now mandatory for all cluster members.

HUMAN RIGHTS IN HUMANITARIAN ACTION

Protecting human rights is at the core of the United Nations' mandate. States have the primary responsibility to protect their own people and to respect and realize their human rights, yet repeatedly in recent decades they have not lived up to their commitments. Just in the 20 years since the 1994 Rwandan genocide, violations of human rights have led to the deaths of several million people and the displacement of tens of millions. The legacy of failure to prevent serious violations of international human rights and humanitarian law can reverberate for generations. The UN, therefore, has sought to address the grave violation of human rights and the failure to protect civilians through several mechanisms.

General Assembly: Responsibility to protect

The [outcome document of the World Summit of 2005](#) included reference to the principle of the 'responsibility to protect'. It is aimed primarily at ending mass atrocities, including genocide, war crimes, crimes against humanity and ethnic cleansing. The concept has three pillars:

1. A State has a responsibility to protect its population from genocide, war crimes, crimes against humanity and ethnic cleansing.

2. The international community has a responsibility to assist the State to fulfil its primary responsibility.
3. If the State manifestly fails to protect its citizens from the four mass atrocities (genocide, war crimes, crimes against humanity and ethnic cleansing) and peaceful measures have failed, the international community has the responsibility to intervene through coercive measures such as economic sanctions. Military intervention is considered the last resort.

This third pillar has been among the most controversial, as it represents a challenge to State sovereignty.

Human Rights Council: Commissions of inquiry

In recent years the [Human Rights Council](#) has more frequently authorized the creation of commissions of inquiry to investigate and document human rights violations in particular countries, most recently for the Syrian Arab Republic. The commission is collecting and analysing testimony and producing regular reports to inform the council.

Security Council thematic agendas

Member States have included in the UN Security Council agenda the thematic topics of protection of civilians, children and armed conflict, and sexual violence in conflict. They have occasionally introduced briefings on other related topics, such as protection of journalists.

Protection of civilians

The [Security Council](#) regularly considers [protection of civilians](#) both as a thematic issue and in its deliberations on country situations. The [Secretary-General provides an annual report on work in protecting civilians](#), which is implemented mainly through peacekeeping. The Council has increasingly provided peacekeeping operations with a mandate to protect civilians under imminent threat of physical attack, and/or assist the national authorities in maintaining law and order.

Children and armed conflict

Children face many violations of their rights in times of war. The ground-breaking 1996 report to the General Assembly on [children and armed conflict](#), authored by [Graça Machel](#), ultimately led the Security Council to include this issue in its peace and security agenda. The Secretary-General provides an annual global report on [children and armed conflict](#) and briefs the Security Council in an open debate. The focus has been primarily on ending six grave violations against children: recruitment and use of children by armed forces and armed groups; killing and maiming of children;

rape and other sexual violence against children; attacks on schools and hospitals; abduction of children; and denial of humanitarian access.

In [Resolution 1612](#), the Council created a [monitoring and reporting mechanism \(MRM\) on grave violations against children in situations of armed conflict](#), which documents violations in conflict-affected countries. The Security Council in turn created a working group to (1) consider reports from the Secretary-General that are based on the material gathered through the mechanism and (2) develop conclusions that recommend actions to bring parties to conflict into compliance with international humanitarian law and international child rights standards. The working group has a number of tools at its disposal, ranging from demarches (such as public denouncing) to country visits to sanctions.

Sexual violence in conflict

Sexual violence against women, girls, men and boys has been widespread in conflict situations. Sometimes such violence is perpetrated as a tactic of war, while in other cases it results from the breakdown of law and order. The Secretary-General presents an [annual report on sexual violence in conflict to the Security Council](#), similar to the report on children and armed conflict. Following Security Council resolution 1960, the UN established the [monitoring, analysis and reporting arrangements \(MARA\)](#), which collect information on sexual violence in conflict and post-conflict situations.

UN system response: Rights Up Front

The [November 2012 report](#) of the Secretary-General's Internal Review Panel on UN Action in Sri Lanka concluded that the UN system had failed to communicate evidence of impending crisis and lacked strategies to address serious violations through the full range of diplomatic, legal and operational capacities. The report made recommendations on how to improve UN response to situations resulting in grave violations of international human rights and humanitarian law.

After internal discussions on the report, the Deputy Secretary-General prepared a document titled '[Rights Up Front: A Plan of Action to strengthen the UN's role in protecting people in crises](#)'. This plan of action represents the commitments of the UN as a whole to follow-up actions based on the report of the Internal Review Panel. The action plan proposes six major actions:

1. Ensuring greater understanding among all staff of what the UN's commitment to human rights means for their organization and for them personally, and how they will be held accountable

2. Being more strategic, proactive and creative in mobilizing Member States and other stakeholders to prevent and stop grave violations of international human rights and humanitarian law, particularly when situations are not on the Security Council agenda
3. Having the right leaders, the right footprint (size of staff and programmes on the ground) and the right strategies to address situations where people are at risk
4. Leveraging differences and deploying political, human rights, humanitarian and development capacities in a concerted manner, avoiding fragmentation; adopting a whole-UN approach at Headquarters; starting to prepare well before a crisis strikes; and building on experiences gained with integrated missions
5. Achieving greater impact in protecting human rights through more operational capacity as well as more coordination and collaboration among the UN's human rights offices
6. Establishing a more robust system for gathering and analysing information on threats and risks to populations.

INTEGRATED MISSIONS, ASSESSMENT AND PLANNING

Successful recovery from conflict requires the engagement of the full range of actors, including the national authorities and the local population, in a long-term peacebuilding effort. This requires close collaboration among all the members of the UN team, so an integrated UN mission is established under the leadership of the appointed Special Representative of the Secretary General in all conflict and post-conflict situations where the UN has a country team and a multidimensional peacekeeping operation or special political mission/office. It is based on a clear and shared understanding of priorities and the willingness of all actors to contribute to achievement of common objectives. In 2013, through the new [Policy on Integrated Assessment and Planning](#), the Secretary-General reaffirmed integration as the guiding principle for all conflict and post-conflict situations where the UN has a country team and a multidimensional peacekeeping operation or political mission.

Integration maximizes the impact of the UN's response by supporting collaboration between the UNCT and the UN mission, concentrating on activities required to consolidate peace. Collaboration between humanitarian and development agencies at the policy level (through the Integration Steering Group) and in country support task forces is crucial to ensure that humanitarian needs

and concerns are incorporated into mission mandates and operations. Each UN body has developed internal guidance on engagement with integrated missions.

[Integrated assessment](#) is a tool for joint determination of common strategic objectives to consolidate peace as a starting point for planning and implementing responses in conflict and post-conflict settings. At a minimum it involves the UN political, peacekeeping, humanitarian, human rights and development entities. Integrated assessment and planning are essential to (1) improve the quality of the situation analysis, (2) design interventions that are tailored to the requirements of each situation, (3) support effective management of integrated presences in line with mandates and the strategic vision of senior UN leadership, (4) avoid gaps and overlaps between different UN activities, (5) identify opportunities for closer cooperation across different parts of the UN and (6) make the UN a more coherent and consistent partner with host governments and other national, regional and international partners.

PERSONNEL SAFETY AND SECURITY

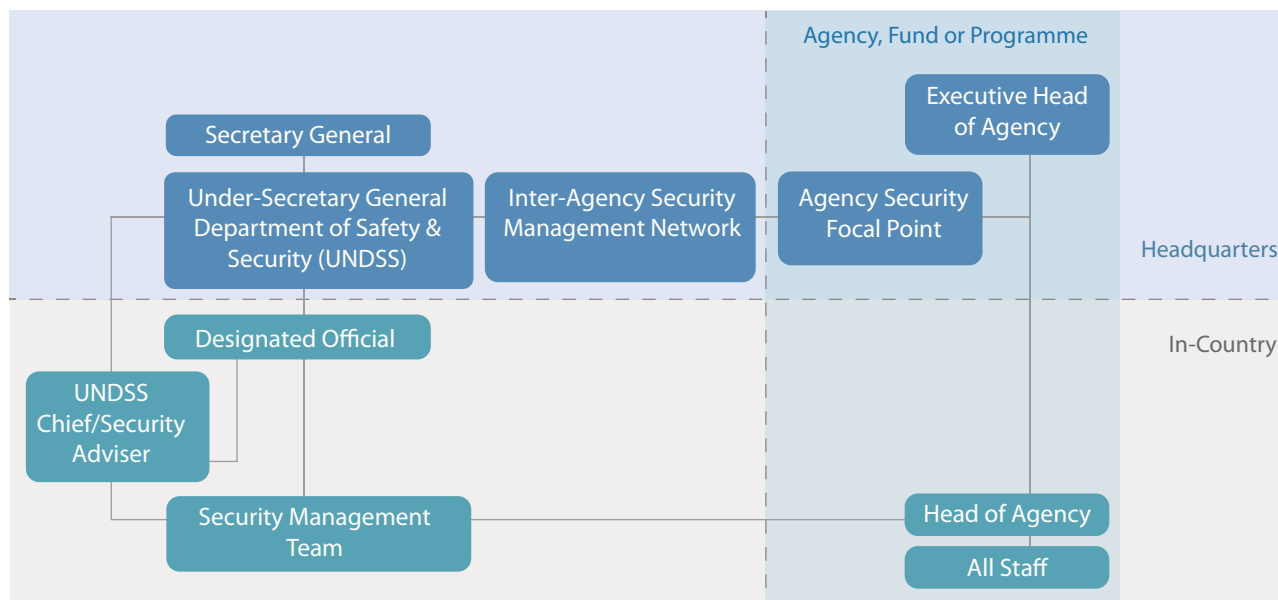
Security responsibilities

The primary responsibility for the security of UN personnel and property rests with the host government of the respective country. However, the UN has a duty as an employer to reinforce or supplement the host government's capacities. Responsibility begins with the Under Secretary-General for Safety and Security (see figure 6). This individual chairs the global Interagency Security Management Network and heads the [UN Department of Safety and Security \(UNDSS\)](#). The Under Secretary-General is appointed by, reports to and advises the Secretary-General on all security matters related to the UN system. The Secretary-General has the overall responsibility for safety and security of UN personnel and property globally.

The Interagency Security Management Network comprises the senior security focal points for all UN organizations and is responsible for developing global security policies. The broad participation of UN entities helps ensure that policies make sense for the whole UN system.

The UNDSS is responsible for responding to all security-related threats and for risk mitigation and compliance monitoring of security policies. In each country it appoints a Chief Security Adviser/Security Adviser to lead the UNDSS security team. This team manages the security responsibilities relating to UN personnel, their eligible dependents and UN property. In countries where individual

FIGURE 6
UNITED NATIONS SECURITY MANAGEMENT SYSTEM



UN entities hire additional security personnel, the Chief Security Adviser/Security Adviser establishes a security cell to ensure that all are working together.

In every country the Secretary-General appoints a senior UN official as the Designated Official for Security (DO), who is responsible for the security of UN personnel and property throughout the country. The DO chairs a Security Management Team, made up of the head of each UN organization in the country and the UNDSS Chief Security Adviser. This individual advises the Security Management Team, which in turn advises the DO, who takes final security decisions.

Individuals working for the UN are accountable for their own security. Regardless of their level they are responsible for abiding by all security policies and guidelines of the UNSMS and their own organizations.

All UN personnel are required to successfully complete the Basic Security in the Field online training and to familiarize themselves with the basic structure of the UN Security Management System. Any UN personnel who travel to non-headquarters duty stations must first successfully complete the [Advanced Security in the Field](#) online training.

UN SECURITY MANAGEMENT SYSTEM

The UN Security Management System (UNSMS) is the system that enables continuation of UN activities while ensuring the safety and security of personnel and property. In its efforts to maintain operations in insecure and unstable environments, the UNSMS is guided by the concept of 'how to stay' as opposed to 'when to leave'. It adheres to the principle of acceptable risk, which calls for making risk decisions based on:

- Not accepting unnecessary risk
- Accepting risk when benefits outweigh costs
- Making risk management decisions at the right level.

UNSMS policies and procedures apply to all UN personnel, including staff members, temporary staff, UN Volunteers, consultants, individual contractors and experts on mission when employed by a UN organization. This system also covers eligible family members. These policies are implemented by the officials and entities mentioned under the part on security responsibilities.

The Security Risk Assessment (SRA), undertaken by UNDSS in every country, is an integral part of the UN risk management process. It provides a tool for determining appropriate strategies to protect lives and assets and a mechanism to allocate security resources. Through the Security Level

System, a numerical descriptor between 1 and 6 is assigned to every country/area of UN operations – 1 for the least dangerous environment, 6 for the most dangerous. This descriptor is determined through a detailed evaluation of the specific threats and hazards and provides a simple depiction of the overall level and type of danger specific to that place.

Based on the applicable SRA, Minimum Operating Security Standards (MOSS) are developed for every country, outlining the primary mechanisms for mitigating country-specific threats to the UN. The MOSS, approved by the DO in consultation with the Security Management Team, addresses the country's security requirements, including in the areas of telecommunications, coordination, medical services, equipment, vehicles, premises and training.

Also based on the applicable SRA, Minimum Operating Residential Security Standards (MORSS) are developed, outlining the specific security measures required for all residences of international personnel living at the duty station.

Security clearances for travel must be obtained by all UN personnel prior to any official travel. They are granted by UNDSS on behalf of the DO in the destination country.

The Travel Request Information Processing (TRIP) system allows personnel to request security clearances online.

Full details and further information on the UN Security Management Service are available on the [UNDSS website](#), including the link to the UN Security Policy Manual.

Programme criticality framework

The programme criticality framework is a decision-making tool for balancing programme activities against security risks. It is not a security function but is required for ensuring that critical programmes are implemented within acceptable levels of risk, avoiding ad hoc decisions. It puts

in place guiding principles and a structured approach, using criticality levels. Programme criticality is an important component of the UNSMS's Guidelines for Acceptable Risk, approved by the CEB in April 2009. The [programme criticality framework](#) was approved by the CEB in 2011, and a revised version was endorsed in 2013.

This system-wide framework, which applies to all situations that fall under the UNSMS, is in line with the UN's aim to stay and deliver in higher risk areas. It responds to the reality that the UN has to deliver in increasingly difficult environments. It aims to avoid being too risk adverse while not accepting unnecessary risk to staff.

An assessment is made to determine the criticality of activities involving UN personnel, which ensures that the criticality of programme activities justifies the level of risk being asked of UN personnel. Undertaking a UN-wide programme criticality assessment is mandatory in areas that have 'high' or 'very high' levels of residual risk – the risk that remains after applying all the risk-mitigating measures available – as determined in SRAs. Such an assessment is beneficial in areas where residual risk is determined to be 'medium'.

Accountability for programme criticality assessments at country level lies with the RC, and in applicable situations with the Special Representative of the Secretary-General. The DO endorses the decisions made at country level, taking into consideration both the programme criticality assessment and the SRA. Heads of UN entities operating in the country are required to ensure that their entities participate in a joint UN system programme criticality assessment and use the results in determining acceptable risk.

Because programme criticality is an integral part of security risk management, it is important to have in place a high-quality SRA that gives a detailed analysis of residual risks. An effective programme criticality assessment requires clarity on UN priorities at country level, good coordination and effective leadership structures and mechanisms.

12 Partnerships

The United Nations General Assembly defines partnerships as voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits. Partnerships are core to the United Nations agenda. Harnessing the full power of partnerships across the range of UN system activities is a key priority for the Secretary-General, as announced in his five-year action plan in 2012. Major thematic initiatives that involve new actors, such as [Sustainable Energy for All](#) and [Every Woman Every Child](#), have become key mechanisms to advance societal progress.

The [United Nations Office for Partnerships](#) (UNOP), established in 2006, serves as a gateway for collaboration between the private sector, foundations and the UN family. It promotes new partnerships and alliances in furtherance of the MDGs and supports new initiatives of the Secretary-General.



PARTNERSHIPS AND CIVIL SOCIETY

The partnership landscape is characterized by networks of actors coming together to address specific development challenges. These multi-stakeholder groupings take various forms, ranging from broad coalitions to formalized partnerships. They use innovative approaches to access goods and services, pool resources and knowledge, establish policy frameworks and coordinate actions to create transformational results.

Civil society organizations (CSOs), which may be formal or informal, work within a broad range of political, legal, economic, social and cultural contexts. They do not represent a unified social force or a coherent set of values; they are as diverse as the people and issues around which they organize. Types of CSOs include:

- International and national non-governmental organizations
- Community-based organizations
- Social movements
- Advocacy groups
- Trade unions
- Women's groups
- Foundations
- Faith-based organizations
- Professional voluntary associations
- Kinship-based networks
- Youth-led organizations
- Ethnic and tribal associations
- Independent media
- Social networks
- Think tanks and research institutes.

CSOs participate in preparing and implementing the UNDAF, which relies on partnerships in that it is a collective effort aimed at achieving jointly identified priorities related to human rights and development. In addition to their responsibility for providing basic services, CSOs also raise awareness about gaps in policy, enforcement and practice on development and human rights issues and advocate with decision-makers to ensure that human rights are a central component of development and humanitarian actions. Partner CSOs are sometimes delegated responsibility in the UNDAF results matrix.

When implementation of the UNDAF or country programme action plan begins, UN agencies and CSOs may form new partnerships, either formal or informal, to carry out work in support of the priority areas related to their mandates.

PARTNERSHIPS WITH THE PRIVATE SECTOR

UN-business partnerships

Innovative partnerships with business have become a common phenomenon at the United Nations in recent years. UN entities across the system now collaborate with the private sector in various capacities.

The [United Nations Global Compact](#), launched in 2000, provides an overall framework for cooperation with the business sector. This voluntary leadership platform, with more than 8,200 signatories in more than 135 countries, is the world's largest corporate responsibility initiative. It is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with [10 universally accepted principles](#) covering human rights, labour, environment and anti-corruption, and to take action in support of broader UN goals. Through the development, implementation and disclosure of responsible corporate policies and practices, business can help ensure that markets advance in ways that benefit economies and societies everywhere.

A number of other structures have emerged in recent years to support partnerships with the UN. They include:

- **The UN-Business Focal Point:** A quarterly e-newsletter that promotes sharing of best practices and lessons on partnership activities across the UN system.
- **Business.un.org:** A website providing inspiration, information and a 'matching function' designed to link UN needs with the resources of businesses around the world. Companies and UN organizations can use the site to describe their partnership interests and explore partnership opportunities.
- **UN Private Sector Forum:** The Secretary-General convenes the Private Sector Forum during the annual General Assembly debate to provide an opportunity for private sector entities to contribute to intergovernmental negotiations on key topics.
- **UN private sector focal points** Many UN entities have personnel denoted as private sector focal points who facilitate collaboration with the private sector. These individuals engage across the UN system to share information and experiences, coordinate joint activities and work to avoid duplication of efforts.
- **Secretary-General Reports 'Towards Global Partnerships':** Since 2000, the Global Compact Office has been responsible for developing the Secretary-General's report *Towards Global Partnerships*, which takes stock of system-wide efforts to enhance private-sector cooperation.

- **Guidelines on Cooperation between the UN and the Business Sector:** These guidelines have been prepared to help UN entities develop more effective partnerships with the business sector while ensuring the integrity and independence of the UN. They serve as the basis for all UN collaborative efforts with the business sector.

Guidelines and other resources

- The ten principles of the UN Global Compact
- Building partnerships: Cooperation between the United Nations and the Private Sector
- Towards global partnerships (Resolution adopted by the General Assembly, March 2001)
- Towards global partnerships (last Report of the Secretary-General, August 2013)

PARTNERSHIPS WITH INTERNATIONAL FINANCIAL INSTITUTIONS AND REGIONAL BANKS

Through the QCPR resolution Member States encourage the UN development system to intensify its collaboration with international financial institutions and regional banks. In countries in transition from relief to development, the QCPR encourages the UN to strengthen operational partnerships with other multilateral organizations, the World Bank Group (WBG) in particular. Since the adoption of the MDGs, the WBG and the UN have deepened their engagement in nearly every region and sector. This is consistent with the two overarching goals the WBG set for the world to achieve by 2030:

- End extreme poverty – reduce the percentage of people living on less than \$1.25 a day to no more than 3 per cent
- Promote shared prosperity – foster income growth of the bottom 40 per cent of the population in every country.

The October 2013 [World Bank Group Strategy](#) set out a plan to restructure the organization and its operational model by July 2014, with particular focus on partnerships and knowledge sharing. In particular, the newly established [14 Global Practices](#) and [5 Cross-Cutting Solution Areas](#) will bring all technical staff together to expand knowledge and better connect global and local expertise to help developing countries find solutions to the toughest global and local development challenges.

The WBG strategy calls for a stronger partnership with the UN in fragile and conflict-affected situations, recognizing that progress on global development goals hinges on advances in those contexts. In 2013, the commitment to this partnership was evident at the highest level, such as through joint visits by Secretary-General Ban Ki-Moon and World Bank President Jim Yong Kim to the Great Lakes region in support of the multi-partner Peace, Security, and Cooperation Framework and to the Sahel to address pervasive poverty, food insecurity and conflict.

Throughout 2014, the WBG has been developing a new [approach to country engagement](#). This approach will be applied to all country types, including lower-income and middle-income countries. The approach will include four steps:

1. Systematic country diagnostics to identify challenges and opportunities for the country to accelerate progress in poverty reduction and shared prosperity in a sustainable way
2. Country partnership framework, based on the country's own development goals and WBG's Systematic Country Diagnostics, through which the Bank and the government will identify areas of engagement that would be aligned with the Bank's twin goals and its comparative advantage. The main features of this framework are more focused and selective engagement, greater flexibility, a longer time frame (up to six years) and more integration.
3. Performance and learning review, which will be performed every two years and focus on learning, results and performance feedback
4. Completion and performance review, to take stock of what has been done during the entire country partnership framework cycle and to capture end-of-cycle learning to inform the next country partnership framework.

WBG guidance for each of these steps will be available by the end of 2014. UNCTs are encouraged to engage strongly with the WBG, particularly in countries where the systematic country diagnostic is being initiated.

SOUTH-SOUTH AND TRIANGULAR COOPERATION

South-South cooperation involves two or more developing countries exchanging knowledge, skills, resources and technical know-how in pursuit of development objectives. They also do so through regional and interregional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector.⁸ Triangular cooperation refers to South-South cooperation arrangements that also involve support from one or more industrialized countries and/or multilateral organizations, such as the UN.

South-South cooperation has been practised for decades and was first addressed strategically at the 1978 United Nations Conference on Technical Cooperation among Developing Countries, which resulted in the [Buenos Aires Plan of Action](#). In recent years, South-South cooperation and triangular cooperation have gained greater prominence as a direct result of economic growth and capacity development in the South. Countries have increasingly found it desirable to establish partnerships among themselves for development or humanitarian purposes, mostly outside the traditional development framework.

South-South cooperation can take several forms, including sharing knowledge and experience, training, technology transfer, financial and monetary cooperation, and in-kind contributions.⁹ Such cooperation may take place in the context of a specific sectoral, cross-cutting or humanitarian initiative, or it may be involve multiple sectors or issues, such as health; gender equality and women's empowerment; climate change; human rights; food security; scientific and technological innovation; infrastructure; trade, finance and investment; and regional integration.

In most cases, Southern countries serve as both providers and recipients of development cooperation. South-South cooperation can be a valuable complement to traditional North-South and multilateral aid and a useful way to foster inclusive partnerships, including triangular and public-private partnerships. The emerging economies, especially Brazil, China, India, the Russian Federation and South Africa, are particularly active in driving this process. South-South

cooperation can multiply opportunities to reach the poorest and most disadvantaged people and communities, with UN organizations supporting the processes set in place by countries in the South, as described below.

Institutional framework for South-South cooperation

Sectoral, thematic or programmatic support to South-South cooperation is provided by various UN entities. The resulting progress and achievements are reported by the [United Nations Office for South-South Cooperation](#) to the [High-level Committee on South-South Cooperation](#) and the General Assembly through the biennial reports of the UNDP Administrator and the United Nations Secretary-General ([Report for the Secretary-General on the state of South-South Cooperation](#)).

In supporting South-South cooperation, the United Nations is guided by the principles, objectives and priorities articulated in various guidance documents, specifically [the Buenos Aires Plan of Action](#) on technical cooperation among developing countries (1978); [New Directions Strategy on technical cooperation among developing countries](#) (1995); [Revised Guidelines for the review of policies and procedures concerning technical cooperation among developing countries](#) (2003); [Nairobi outcome document of the United Nations High-level Conference on South-South Cooperation](#) (2009); and the report issued by the Joint Inspection Unit on South-South and triangular cooperation in the United Nations system ([JIU/REP/2011/3](#)). Also, the General Assembly resolution on the [QCPR](#) encourages all UN entities to mainstream support to South-South cooperation and triangular partnerships mechanisms, including donors. Member States have a clear expectation that UN agencies will play a catalysing and facilitating role for South-South cooperation.

The generally agreed principles relevant for South-South cooperation include national ownership of development priorities by developing countries, based on the principle of solidarity; a focus on results; inclusive development partnerships; and transparency and accountability among partners.

8 *Framework of operational guidelines on United Nations support to South-South and triangular cooperation: Note by the Secretary-General (SSC/17/3)*, 12 April 2012.

9 *Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation*, adopted by the General Assembly in resolution 64/222 (2010).

Roles for field-based United Nations agencies

United Nations field-based agencies can potentially fill a number of important roles:

- **Convening and advocating:** Encouraging openness of Southern countries to South-South or triangular cooperation, and supporting and encouraging discussions on the principles that should govern such cooperation
- **Building partnerships:** Matching demand for and supply of resources (knowledge, training, technology, financial, commodities) that may be available through South-South cooperation, regionally or globally; promoting, facilitating or leading development of appropriate bilateral or regional agreements, frameworks or memorandums of understanding for promoting South-South cooperation; and facilitating involvement of civil society and the private sector
- **Knowledge sharing and brokering:** Catalysing knowledge transfer and supporting knowledge management systems, and supporting identification, documentation and dissemination of good practices
- **Analysing and monitoring progress:** Developing and deploying standards, norms and systems to evaluate the outcomes, impact and cost-effectiveness of programmes designed and implemented through South-South or triangular cooperation; and providing results-based data collection, monitoring and evaluation of South-South or triangular cooperation initiatives
- **Giving planning and policy support:** Assisting governments in identifying substantive programme or development issues requiring actions that reach outside national borders; facilitating development of inter-country policies and strategies on substantive issues
- **Supporting programming and capacity building:** Validating the results that can be expected from solutions offered through South-South cooperation or triangular cooperation; acting as a technical reference to help implement recognized good practices; supporting and strengthening regional organizations engaging in this cooperation
- **Promoting values and principles:** Supporting implementation of human rights and other principles included in international conventions, agreements and conference outcomes to which the partners are party; and leveraging South-South cooperation to reinforce political will and commitment to international frameworks.

13 System-Wide Learning

The General Assembly of the United Nations established the United Nations System Staff College (UNSSC)¹⁰ on 1 January 2002 as an institution for system-wide knowledge management, training and continuous learning for the staff of the United Nations system, aimed in particular at the areas of economic and social development, peace and security and internal management of the United Nations system.

The UNSSC serves as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations system. It provides strategic leadership and management development for UN staff with a view to strengthening collaboration within the system in areas of common organizational responsibility; increasing operational effectiveness; enhancing cooperation with States Members, the specialized agencies, regional organizations, nongovernmental organizations and civil society; and developing a more cohesive system-wide management culture.

ECOSOC recognized¹¹ the UNSSC's central role in inter-agency learning, training and knowledge-sharing, in the light of UN system-wide coherence and effectiveness. It also called upon all organizations of the United Nations system to make full and effective use of the services provided by the UNSSC.

It carries out its activities on the basis of the needs expressed by the agencies of the United Nations system and in close cooperation with training and learning institutes and similar bodies within the United Nations system.

¹⁰ Approved by UN G.A. 55th Session, 2001, Agenda Item 97 and amended by ECOSOC Substantive Session 27 July 2009, Agenda item 15 (Resolution 2009/10).

¹¹ E/2013/L.26



LEADERSHIP

The UNSSC'S leadership portfolio is designed to strengthen the skills, knowledge and capabilities needed to confront an array of global and professional challenges. The UNSSC aims at building a "One UN" leadership culture by refining and invigorating the leadership potential of staff, by developing new capacities for action and by creating learning processes that promote synergistic knowledge sharing and discovery.

UN COHERENCE

The UNSSC supports the implementation of UN coherence at the country level, including through joint programming and strategic planning work now being undertaken as part of the UN Development Assistance Frameworks (UNDAFs) and harmonized business operations. Drawing on recent experiences and results from the Delivering as One pilot initiative, as well as on other exercises that prioritize UN coherence, the College's learning and facilitation services assist the UN in achieving a more coherent and effective organizational structure.

DEVELOPMENT, GENDER AND HUMAN RIGHTS

The College is committed to supporting UN staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and furthering human rights. Course offerings under the UNSSC's Development, Gender and Human Rights portfolio work to build a strengthened cadre of development experts across the UN system, able to span and bridge the interrelated pillars of sustainable development.

PEACE AND SECURITY

The UNSSC, in cooperation with UN and non-UN partners, designs and implements innovative learning and training activities directly responding to the complex needs of peace and security operations in challenging country-specific situations. To assist UN Country Teams in strategic prioritization and planning, the UNSSC's tools and training on conflict analysis help practitioners identify issues and sectors that have the greatest potential to promote peace and prevent relapses into violence.

LEARNING LAB

The UNSSC offers expertise in the application of learning and knowledge sharing methodologies and technologies, to stimulate innovation and collaboration across thematic areas and help build the United Nations of the future. Its learning portfolio opens opportunities for UN personnel to acquire and sharpen critical knowledge and cognitive skills through formal and informal training, and by leveraging technology.

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