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Agenda item 3 (a)
Operational activities of the United Nations
for international development cooperation

2007 progress in the implementation of General Assembly resolution 59/250

Context and scope of the present report

1. As requested by the General Assembly (paragraph 103 of resolution 59/250), the report of the Secretary-General A/62/73-E/2007/52 provides a comprehensive analysis of the implementation of resolution 59/250 in the context of the triennial comprehensive policy review of operational activities for development of the United Nations system (TCPR). The present Conference Room paper provides additional information on the status of the implementation of the actions set out by the General Assembly in resolution 59/250 in compliance with paragraph 51 (a) of ECOSOC resolution 2006/14.
2. In its resolution 59/250, the General Assembly reaffirmed and clarified further the main goals of the operational activities for development of the United Nations system. It mandated concrete tasks to achieve these goals. The 2005 report of the Secretary-General on the *Management process for the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities* (E/2005/58) provided, in a matrix format, details about the issues addressed in the resolution, corresponding targets for the United Nations system, concrete actions to pursue those targets, specific entities of the system that are responsible for those actions, and the timeframes for their execution.
3. The present report is structured in the matrix format defined in this latter report. It complements information provided in the report of the Secretary-General on *Progress in the implementation of General Assembly resolution 59/250* (E/2006/58). It also complements information contained in the report of the undg Executive Committee for 2006 (E/2006/CRP.1)¹ and for 2007 (E/2007/CRP.3).

¹ undg Executive Committee, *Consolidated list of issues related to the coordination of operational activities for development, 2006, undg steps to implement the Triennial comprehensive policy review (TCPR) of operational activities for development of the UN system (RES/59/250)*.

4. Like the progress report of 2006, the present report is structured around the 12 sections of resolution 59/250 and the matrix headings referring to key criteria, targets, actions and benchmarks suggested in the report on the *Management process* of 2005 (text in normal font). Unless it is of vital importance to understand the current status of implementation of the provisions of the resolution 59/250, information contained in the progress report of 2006 is not repeated. The focus is on activities undertaken and results achieved between early 2006 and early 2007.

5. The information contained in the present report has been compiled in close cooperation with the *United Nations Development Group* (UNDG) as well as through consultations with members of the *High Level Committee on Programmes* (HLCP) and the *Chief Executives Board* (CEB) as well as the *United Nations Evaluation Group* (UNEG). The new information is inserted in *italics* at the end of each section or sub-section containing targets and benchmarks of the *Management process* report.

A. Basic approach to the role and functioning of the United Nations system's development cooperation to support national development strategies and priorities and the achievements of internationally agreed development goals

<i>Issues*</i>	<i>Targets for each group of issues*</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(a) Key criteria</p> <p>(a.1) The fundamental characteristics of the United Nations system's development cooperation are at the basis of its development role at the country level (paras. 2 and 4)</p> <p>(a.2) The operational activities for development of the United Nations system play a key role in supporting the follow-up to the Millennium Declaration and major global conferences and summits in the economic, social and other related fields (fourth preambular para. and para. 3)</p> <p>(a.3) The effectiveness of operational activities of the United Nations system should be valued and assessed on the basis of their impact on the recipient countries as</p>	<p>(a) In order to:</p> <ul style="list-style-type: none"> • Provide comprehensive support to enhance national capacities to promote poverty eradication, sustained economic growth and sustainable development (para. 8), the United Nations development system should draw on accumulated experience of all its organizations in pertinent economic, social and other domains based on comparative advantages and expertise (para. 44) [A.a.1] • Support developing countries' efforts to achieve internationally agreed development goals, reform efforts of the United Nations development system should enhance its efficiency, effectiveness, coherence and impact, achieving concrete development results at the country level also on the 	<p>(a)</p> <ul style="list-style-type: none"> • Promote initiatives to highlight best practices in support of national efforts to implement policies that promote poverty eradication, sustained economic growth and sustainable development (para. 8) [A.a.1] • Take actions on various fronts — to promote inclusiveness with the participation of all organizations of the United Nations system, including non-resident United Nations agencies and other United Nations entities in inter-agency mechanisms; to strengthen the role of the resident coordinator system; to further simplify and harmonize programme development processes, such as those related to CCA and UNDAF; to 	<p>(a)</p> <p>Best practices/lessons learned to further improve effectiveness and impact of United Nations programmes and projects (2005-2007) as identified in the 2005-2007 UNDG Programme Group results matrix, supporting pro-poor policy development for sustained economic growth [A.a.1]</p> <p>UNDG agenda for further simplification, harmonization and alignment formulated, in follow-up to OECD/DAC High-level Forum on Alignment and Harmonization submitted to the Economic and Social Council (July 2005) [A.a.3]</p> <p>Increased capacity of United Nations country teams to support policy</p>	<p>(a)</p> <p>All United Nations system, United Nations country teams, inter-agency mechanisms (UNDG and CEB) and Secretariat as appropriate</p> <p>Within UNDG, specific responsibilities are with its Programme Group and Management Group (see other sections of this matrix)</p>

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<p>contributions to enhance</p> <p>(their capacity to pursue poverty eradication, sustained economic growth and sustainable development (para. 7)</p> <p>(a.4) The development of national capacities to eradicate poverty and pursue sustainable economic growth and sustainable development is a central goal of the development cooperation of the United Nations system (eleventh preambular para.)</p>	<p>basis of their national development strategies (paras. 7, 10 and 13) [A.a.2]</p> <p>• Strengthen the role and capacity of the United Nations development system to assist countries in achieving their development goals, a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis are required (para. 13)</p>	<p>improve evaluation activities; to focus on capacity development,</p> <p>including for the capacity to manage various aid modalities; to better mainstream gender issues; streamline regional dimensions; articulate social, economic and humanitarian dimensions, and integrate transition from relief to development in UNDG policies (on system-wide engagement see, inter alia, paras. 34, 36-38, 40, 43-46, 54-55, 58-59, 69, 76-77, 83, 87-88, and 94, and each section thereunder) in order to ensure active involvement of the entire United Nations development system in country-level operations and inter-agency mechanisms [A.a.2]</p>	<p>response and operational scaling up to meet the goals of the Millennium Declaration and</p> <p>Millennium Development Goals for 2005-2007 period A.a.2]</p> <p>HLCP/CEB will specify actions/benchmarks/time frames in its work programme in July 2005 [A.a.4]</p> <p>Other details are specified in the following sections of this matrix</p>	

<i>Issues*</i>	<i>Targets for each group of issues*</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		<ul style="list-style-type: none"> • Promote actions in the area of fund mobilization to finance operational activities for development (see sect. B below) 		

Steps taken; results/progress to date:

See also other sections for relevant items.

[A.a.1] *UNDP prepared a “How-to Guide to MDG-based National Development Strategies” to strengthen capacities for government leadership in the development process (part I) and to provide practical approaches to national partners expertise in achieving the MDGs (modules of part II). The “How-to Guide” draws from experiences of UN Country Teams (UNCTs) in aligning Poverty Reduction Strategies (PRS) with MDGs. Within first half of 2007, UNDG is to complete a review of UNCTs engagement in national development strategies/PRS processes. DESA launched six policy notes to assist countries in preparing their national development strategy as called for by the 2005 World Summit. They cover macroeconomic and growth policy, trade policy, investment and technology policy, financing development, social policy and state owned enterprise reform.*

[A.a.2] *The UNDG Action Plan (2006-2008) on the Development Outcome of Follow-up to the 2005 World Summit aims at: (1) Scaling up actions to achieve the MDGs; (2) Sustaining progress achieved; and (3) Mitigating risks to prevent erosion of gains.*

A first meeting of the UNDG Policy Network of experts from United Nations agencies was held in July 2005 to discuss how to operationalize the network, which is aimed at providing substantive policy and operational advice to UNCTs in their efforts to support Governments’ preparation/revision of MDG-based strategies in the area of needs assessment/investment planning, widening policy options, and capacity development. In 2007, the Network (approximately 110 Professionals from 15 United Nations agencies) will become operational and will start to provide inter-agency, multi-disciplinary technical support to a select number of focus countries. The Policy Network will also draw on the database of focal points of Non-Resident Agencies (NRAs) for taking advantage of the expertise of NRAs.

In 2005, more than 40 national MDG campaigns were initiated and supported with broad national partnerships. Some 168 MDG reports were produced as of March 2006, including second- and third-time country reporting. In 2005, DevInfo was used in 66 countries for MDG monitoring and reporting, with 116 national adaptations of DevInfo technology for accessing different datasets. In 2006, some 85 countries were using DevInfo, with 147 national adaptations.

* References are to text of General Assembly resolution 59/250.

Agency initiatives related to support for MDGs, PRS and national priorities include: WFP creation of a Policy Unit to support country offices; FAO support to food security; UNIDO Integrated Programmes in Africa serving as a platform on capacity-building.

[A.a.3] *The UNDG Action Plan on implementing the Paris Declaration (PD), approved by UNDG in July 2005 and submitted to the Economic and Social Council, is to: put national development plans at the centre of United Nations country programming; strengthen national capacities; and increase use of, and strengthen, national systems. The UNDG Chair issued a letter to resident coordinators in July 2005 to implement the Plan. A progress report on implementation of the Plan has been prepared by UNDG. 31 UN Country Teams participated in the Paris Declaration Monitoring Survey in 2006 which established a baseline for UN implementation of the PD and the UNDG Action Plan on the Implementation of the PD.*

[A.a.4] *In follow-up to UN Chief Executive Board for coordination (CEB) report “One United Nations” and the 2005 World Summit Outcome, the High level Committee on Programme (HLCP) identified future work priority themes, inter alia: employment, sustainable development, science and technology, migration, rural development, disaster reduction, democracy. The Executive Committee for Economic and Social Affairs has developed a workplan with follow-up actions to the 2005 Summit along similar themes including priorities for its thematic clusters.*

Issues*	Targets for each group of issues*	Actions	Benchmarks and time frames	Action by
(b) National ownership and leadership (b.1) National Governments have primary responsibility in countries’ development and coordinating external assistance (paras. 5 and 6) (b.2) Importance of national ownership of development programmes, leadership of national Governments and involvement of other national stakeholders (see, inter alia, para. 11)	(b) • The United Nations system should design and implement its development cooperation as a response to national development plans, policies and priorities, which constitute the only viable frame of reference for programming its operational activities at the country level (para. 11) • United Nations development cooperation should pursue full integration of United Nations	(b) Appropriate actions are being taken at all levels by different entities Ensure that the beneficiary countries’ needs are taken into account in the design, implementation and evaluation of development cooperation Capacity-building directed towards enhancement and development of local, national and regional capacities of developing countries to ensure home-grown	(b) To be defined as appropriate [A.b.1] To be defined as appropriate [A.b.2] United Nations Common Programming Manual to be formulated by UNDG Programme Group, approved and distributed by March 2006 [A.b.3] UNDG strategy on	(b) All United Nations system, resident coordinator system, United Nations country teams, United Nations country-level thematic groups UNDG and CEB as inter-agency mechanisms Within UNDG, its Programme Group

<i>Issues*</i>	<i>Targets for each group of issues*</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(b.3) Key role of national development plans, policies and priorities for United Nations development cooperation (seventh preambular para. and paras. 5, 6 and 11)	<p>system operational activities at the country level with national planning and programming, under the leadership of national Governments, while ensuring the full involvement of all relevant stakeholders at the national level (para. 11)</p> <p>• The United Nations system's development cooperation should create an enabling environment to ensure strong linkages with all national entities that are involved in the development process (national Governments, civil society, national non-governmental organizations and the private sector) with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities (para. 9)</p>	<p>development policies</p> <p>[A.b.1]</p> <p>Preparation of UNDG Common Programming Manual reflecting principles and adopting process guidelines to ensure national ownership and leadership</p> <p>[A.b.3]</p> <p>Development of strategy on strengthened partnerships with civil society organizations (CSO) at country level</p> <p>[A.b.4]</p>	<p>strengthened partnerships with civil society organizations at country level to be formulated and approved by December 2005</p> <p>[A.b.4]</p>	

[A.b.1] [A.b.2] *Regarding alignment with national frameworks, strengthening national ownership and leadership, the letter of UNDG Chair to Resident Coordinators (see A.a.3 above) provides guidance:*

- *To use CCAs to promote country-led analytical work and forgo them where national processes can cover issues of concern to the United Nations and international community;*
- *To develop UNDAF along national development strategy or priorities, with a maximum of 3-5 outcomes, where feasible, drawn directly from the national plan or government/international partners agreed joint strategy;*
- *To support capacity development of national systems, with transition plans to use them; UNDG members agreed to amend regulations inhibiting use of national systems by end-2006.*

In 2005, and following the adoption of the Paris Declaration on Aid Effectiveness, 21 UNCTs aligned their programming cycle with the national development planning cycle. In 2006, an additional 10 UNCTs did the same, bringing the total of UNCTs that have fully aligned programming cycles with national planning cycles to 31. In 2007, more UNCTs will start to align their programming process with the national planning cycle.

This has been followed up by a revision of the 2004 CCA/UNDAF guidelines approved in early 2007 which now guide UN country teams to:

- *consider CCA as one of several options, giving preference to promotion and support to national analytical work, where this can cover issues of concern to the United Nations and international community;*
- *align the UNDAF with national development frameworks where feasible, with outcomes aimed at supporting national priorities while drawing on the UN's comparative advantages;*
- *align the UNDAF monitoring and evaluation (M&E) to existing national M&E systems; and*
- *secure the government's signature on the UNDAF.*

[A.b.3] *The idea of a Common Programming Manual has been developed in 2006 and will result in 2007 in a web-based UNDG Reference Guide that will include all common, approved guidance; this incorporates commonly approved guidelines on national ownership and leadership such as laid down in the revised CCA/UNDAF guidelines of 2006.*

[A.b.4] *UNDG Programme Group approved in October 2005 the proposal of its Task Force on Civil Society to create Civil Society Organization (CSO) focal points in UN Country Teams (UNCTs), with fund-raising for strengthening CSO engagement with United Nations system; This guidance was issued June 2006*

<i>Issues*</i>	<i>Targets for each group of issues*</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(c) Coherence and coordination</p> <ul style="list-style-type: none"> • Coherence and coordination in United Nations system's development cooperation is crucial for its effectiveness 	<p>(c)</p> <ul style="list-style-type: none"> • To enhance country-level coherence, effectiveness and efficiency of the United Nations development system (para. 12) • To strengthen inter-agency coordination mechanisms at the country level (see in particular section V of resolution 59/250) 	<p>(c)</p> <ul style="list-style-type: none"> • Programmes of work of UNDG and its mechanisms, and CEB and related HLCP and HLCM • Initiatives in the area of simplifying and harmonizing CCA and UNDAF, resident coordinator system, and other areas (specified in the next sections of this matrix) • Establish mechanisms ensuring that the substantive contributions of non-resident entities are taken into account in country-level operational activities [A.c.5] • HLCP/CEB incorporating implications of resolution 59/250 in its work programme [A.c.4] 	<p>(c)</p> <p>UNDG agenda for further simplification, harmonization and alignment (July 2005) [A.c.1]</p> <p>Greater harmonization of strategic frameworks, instruments, modalities and partnership arrangement between the United Nations system and Bretton Woods institutions (April 2005) [A.c.2]</p> <p>UNDG policy and guidance on sector/budget support developed and approved (May 2007) [A.c.3]</p> <p>Strengthened collaborative arrangements on work planning and policy development between UNDG and HLCP/CEB [A.c.4]</p>	<p>(c)</p> <p>UNDG and CEB mechanisms</p> <p>Within UNDG, its Programme Group</p> <p>Resident coordinator system and United Nations country teams involved to implement actions</p> <p>UNDG and CEB mechanisms</p>

[A.c.1] UNDG priorities for 2006- 07 reflect the agenda for simplification, harmonization and alignment responding to the 2004 TCPR , 2005 World Summit Outcome, GA Res. 59/250, and the Paris Declaration, with: programme coherence and oversight at country level through common management, programming and monitoring framework; strengthened resident coordinator/humanitarian coordinator system; streamlined United Nations system country presence and further harmonization and simplification. Implementation of One UN in 8 pilot countries in 2007 will help pursue further harmonization and alignment.

Proposals for further simplification of the common country programming were presented at the Joint Meeting of Executive Boards of UNDP/UNFPA, UNICEF and WFP in January 2006. A joint paper on the matter, with instruments, guidance and support, was submitted to the annual sessions of the UNDP/UNFPA, UNICEF and WFP Executive Boards in 2006, but no agreement was reached.

[A.c.2] *The undg Programme Group and the Bretton Woods institutions met in March 2005 to share the experiences of the United Nations system with Poverty Reduction Strategy Paper (PRSPs) 39 UNCTs provided support to and were involved in the preparation and implementation of the PRSPs. Examples of harmonizing strategic frameworks include: Economic Commission for Europe-Economic and Social Commission for Asia and the Pacific strengthened cooperation in Central Asia with Central Asian Regional Economic Cooperation led by the Asian Development Bank (ADB); in Cambodia, the United Nation system joined the World Bank, the ADB and the UK Department for International Development (DfID) in joint analysis to inform each organization's assistance framework.*

[A.c.3] *undg in 2005 issued a position paper on UNCT's role in sector support and sector programmes: operational implications have been included in the revised CCA/UNDAF guidelines and the paper will be part of the web-based common programming reference guide(see A.b.3). A concept note on new aid modalities will be forthcoming in 2007.*

[A.c.4] *CEB/HLCP Chair was invited to attend undg Executive Committee meetings, while Chairs of the undg Programme Group and Management Group and the Development Group Director attend the HLCP and the CEB High level Committee on Management (HLCM) meetings. undg 2006 work priorities, which include improved coherence of coordination mechanisms, were presented to the HLCP at HLCP/HLCM work planning process. Feedback and coordination among undg Interagency Standing Committee on humanitarian assistance (IASC), HLCM, HLCP and Executive Committee for Economic and Social Affairs is being worked out by respective secretariats.*

[A.c.5] *undg organized a Working Group on Non-resident Agencies (NRAs) in July 2005 to recommend measures to enhance participation of those agencies in country programming processes. Following discussion by undg Principals of the analysis and recommendations presented by the Working Group, a detailed implementation plan was drawn up with specific commitments by all concerned organizations, including timelines and designated focal points. The plan, to be piloted in the 2007 UNDAF roll-out countries and the 8 "Delivering as One" pilot countries, was adopted by the undg Principals in October 2006. UNDP agreed to finance on a one-year pilot basis, dedicated capacity for outreach to NRAs in 7 CCA/UNDAF roll-out countries in 2007 and the 8 "Delivering as One" pilot countries. Terms of reference (ToR) for a Coordination Analyst to be posted in the Resident Coordinator's Offices (RCOs) have been developed and a results framework for monitoring and evaluation of the pilot phase in 2007 has been agreed. Implementation of the plan has started in January 2007. The involvement of NRAs in the common country programming process has also become a more central element in the revised CCA/UNDAF guidelines of early 2007*

B. Funding for United Nations operational activities and statistical reporting

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(a) Overall funding for United Nations development cooperation and core resources</p> <ul style="list-style-type: none"> • Supporting United Nations development cooperation with adequate resource base (especially core resources) is crucial (paras. 16 and 17) • Increasing the financial contributions to the United Nations development system is key to achieving goals emerging from Millennium Declaration and other international summits and conferences (para. 14) • Funding should focus on long-term development challenges and requirements (para. 15) 	<p>(a)</p> <ul style="list-style-type: none"> • To secure, on a predictable, continuous and sustained basis, the critical mass of resources required to ensure adequate functioning and pursuit of long-term development objectives of the United Nations system at the country level (paras. 13 and 21) • Donor countries and other countries in a position to do so should substantially increase contributions to the core/regular budgets of United Nations development system, whenever possible on a multi-year basis (para. 18), while developing countries should effectively use ODA (para. 19) • The Economic and Social Council operational activities segment should play an oversight role on funding for the United Nations system's development cooperation and development cooperation in general (para. 23) 	<p>(a)</p> <ul style="list-style-type: none"> • Establishment, starting from 2006, of a 3-year review of trends and perspectives in funding for development cooperation as a whole (not only United Nations development cooperation) by Economic and Social Council (para. 23) [B.a.1] • Governing bodies of all United Nations organizations, and particularly executive boards of United Nations funds and programmes, will regularly monitor funding situation, including this item in their agenda and their annual reports (para. 21) [B.a.2] • Governing bodies of United Nations non-resident entities will monitor and assess the funding of country-level operations and funding of country-level coordination mechanisms, including the availability of core and non-core resources [B.a.2] 	<p>(a)</p> <ul style="list-style-type: none"> • Economic and Social Council 3-year review of funding for development cooperation starts in 2006 [B.a.1] • Regular oversight function on funding issues will be summarized in annual reports of governing bodies [B.a.2] • Reports of the executive heads of United Nations funds and programmes and other agencies will report on funding issues as well [B.a.2] 	<p>(a)</p> <ul style="list-style-type: none"> • Most provisions of this section address donor countries or other countries in position of providing substantial contribution to the operational activities for development of the United Nations system • A few provisions are addressed to the intergovernmental machinery: Economic and Social Council and governing bodies of United Nations organizations, including executive boards of the United Nations funds and programmes, as well as governing bodies of other agencies and entities of the United Nations system

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
	<ul style="list-style-type: none"> • The governing bodies of all United Nations organizations should systematically address funding of their agency's operational activities and explore, in a multi-year context, appropriate, additional sources of financial support and alternative funding modalities (para. 21) 			

[B.a.1] *The First Economic and Social Council's review of trends and perspectives on funding for development cooperation was conducted in 2006(see Note by the Secretary-General, E/2006/60); the Development Cooperation Forum (DCF) will also discuss the topic among other issues.*

[B.a.2] *UNDP, UNFPA, UNICEF have adopted 4-year Multi-Year Funding Frameworks since 2000; WFP continues to work on a biennial basis, with a 3-year cycle for indicative donor pledges; IFAD Governing Council financial review is based on 3-year funding replenishments; many agencies are on a biennial cycle (UNCTAD, UNEP, WHO); UNEP reports on its funding situation biannually to its Governing Council and quarterly to its Committee of Permanent Representatives.*

WFP membership approved the target of reaching in the next biennium 30 per cent of contributions that are multilateral and predictable given early in the donor's fiscal year without requirement as to their use.

United Nations organizations normally submit analytical reports on their funding situation for operational activities, including core and non-core resources, for review by their governing bodies at regular annual sessions.

Funding of country-level coordination mechanisms is not included in agency funding reports. Most agencies contribute through staff time.

New formats for United Nations system country programme now include breakdown of programme resources into core and non-core.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(b) Funding modalities for United Nations development cooperation</p> <p>Funding modalities employed by United Nations organizations</p> <p>to finance their operational activities for development may affect predictability, long-term stability, reliability and adequacy of country-level development cooperation activities of the United Nations system (paras. 21 and 24)</p>	<p>(b)</p> <p>To explore various funding options for increasing financing for operational activities and to examine ways to enhance the</p> <p>predictability, long-term stability, reliability and adequacy of funding for the operational activities for development of the United Nations system, including through the identification of possible new funding sources, while preserving the advantages of the current funding modalities (paras. 21 and 24)</p>	<p>(b)</p> <p>To prepare a report to the General Assembly through the Economic and Social Council at its substantive session in 2005 on this issue (para. 24) [B.a.1]</p> <p>To undertake reflection within each agency on this issue (para. 21)</p>	<p>(b)</p> <ul style="list-style-type: none"> • Sixtieth session of General Assembly and July 2005 session of Economic and Social Council take up • 2005 report of the Secretary-General on this topic [B.a.1] • Reflection on possible funding options and modalities at agency and inter-agency levels and consultation with relevant Member States (paras. 21 and 24) 	<p>(b)</p> <ul style="list-style-type: none"> • General Assembly and Economic and Social Council • United Nations Secretariat (Department of Economic and Social Affairs) in consultation with United Nations system and relevant Member States • Individual United Nations organizations and their governing bodies

[B.b.1] *Secretary-General's report on "Funding options and modalities for financing operational activities for development of the United Nations system" (A/60/83-E/2005/72) was submitted to the General Assembly through Economic and Social Council in 2005 and to Economic and Social Council in 2006 as part of the background documents for the 3-year review of funding for development cooperation..*

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(c) Improvement of statistical information on United Nations development cooperation</p> <ul style="list-style-type: none"> • Provide adequate statistical data on operational activities by adding multi-year dimension and allow comparisons with other forms of development cooperation to analyse trends and perspectives of United Nations development cooperation and development cooperation as a whole (paras. 22 and 23) 	<p>(c)</p> <ul style="list-style-type: none"> • To improve the annual statistical data that the Secretary-General provides Economic and Social Council and General Assembly, on an annual basis, on operational activities by adding a multi-year perspective (para. 22) • To improve the statistical basis for reporting on trends and perspectives of funding for development cooperation at the operational activities segment of Economic and Social Council starting from 2006 (para. 23) 	<p>(c)</p> <ul style="list-style-type: none"> • Both requests entail action by the United Nations Secretariat, which undertakes statistical and reporting work • A revised format of the statistical report should be prepared in 2005 and further revised in 2006 [B.c.1] • Inter-agency collaboration to ensure system-wide provision of quantitative information and its standardization is required in order to improve coverage and quality of data • Consultation with technical services of Bretton Woods institutions and OECD/DAC also required 	<p>(c)</p> <ul style="list-style-type: none"> • Inclusion of multi-year dimension in 2005 report • Proposal for new statistical information (progressive improvement) for 2006 issue, including additional elements for comparative analysis of funding for all forms of development cooperation [B.c.1] 	<p>(c)</p> <ul style="list-style-type: none"> • Department of Economic and Social Affairs focal point • United Nations agencies will provide basic data • UNDP databank is key provider • HLCP/CEB and its inter-agency network on statistics consulted to improve statistical coverage (see CEB retreat on system-wide information-sharing) • undg to be involved as it relates to Millennium <p>Development Goals monitoring, and country-level tracking of development aid</p> <ul style="list-style-type: none"> • Collaboration with Bretton Woods institutions and OECD/DAC technical services

[B.c.1] The Secretary-General's report on "Comprehensive statistical analysis of the financing of operational activities for development of the United Nations system" (A/62/74-E/2007/54) reflects multi-year trends covering 2001-2005. The data

coverage and analysis have been further strengthened through greater disaggregation; a reconciliation of the differences between the estimates of the United Nations and DAC / OECD of the UN system; the inclusion of UNHCR; and an expanded analysis of humanitarian assistance.

C. Capacity-building

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(a) Capacity development and ownership of national development strategies are essential for the achievement of the Millennium Development Goals (eleventh preambular para. and para. 26)	(a.1) To establish and/or maintain effective national institutions and to support the implementation, and devising of national strategies for capacity-building (para. 26)	(a.1) <ul style="list-style-type: none"> • Further support to the efforts of developing countries in the area of capacity-building (para. 26) with a view to enhancing national ownership of development operations [C.a.1.1] • Adopt measures to ensure sustainability in capacity-building and widest use of national execution and national expertise and technologies as the norm in the implementation of operational activities (para. 31) [C.a.1.2] 	(a.1) Appropriate initiatives will be specified [C.a.1.1] Benchmarks should be the identification of sustainability measures and impact of national execution, national expertise and technologies in implementing modalities, to be included in the annual reports to governing bodies [C.a.1.2]	(a.1) All United Nations organizations All United Nations organizations

[C.a.1.1] See A.a.3/A.b.1 and Ab.2 above for 2005 letter from undg Chair to Resident Coordinators (RCs) on strengthening national capacities and ownership. The revised CCA/UNDAF guidelines include specific guidance on capacity development, emphasizing national ownership/leadership.

A undg Task Team on Capacity Development was established in July 2005. Consultations were undertaken to identify tools used by UNCTs and needs for support in capacity assessment and development. In 2006, the Working Group produced operational guidance to UNCTs on strategic positioning of the UN system's support to national capacity development and mainstreaming capacity development in the various stages of the country programming process. In 2007, a common undg instrument for national capacity assessment will be developed.

[C.a.1.2] WFP, UNICEF, and UNESCO have reported to their Boards specifically on capacity development efforts, including on results measurement. Most organizations report on specific programme activities and results. FAO is conducting a review of its approach to capacity development, including development of indicators. Key principles for sustainability in capacity development are recognized and capacity development strategies of some agencies have clearly evolved to address sustainability. But there is still a need to establish system-wide operational guidance, including strategies, benchmarks or indicators of sustainability. The use of results-based management to effectively report on capacity development results needs further improvement..

The use of national execution, national expertise and technologies in implementing modalities is mainstreamed to an extent that it is no longer specifically reported on regular basis.

Examples of agency- specific initiatives to increase the use of national expertise and technologies in implementing modalities: FAO converted International Professional posts to national category and used Information Technology to increase the use of national expertise in developing FAO centres of excellence and knowledge; UNEP's Governing Council adopted in February 2005 the Bali Strategic Plan for Technology Support and Capacity Development.

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
	(a.2) To enhance the effectiveness of United Nations system's initiatives in promoting the development of national capacities	(a.2) • To intensify inter-agency information sharing on good practices and experiences gained, results achieved, benchmarks and indicators, monitoring and evaluation criteria concerning their capacity-building	(a.2) Identified best practices/lessons learned to improve effectiveness of United Nations programmes	(a.2) United Nations organizations, HLCP/CEB and undg structures (in particular undg Programme Group and undg Country Programming Support Group) as appropriate; United Nations Secretariat as a

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		<p>activities (para. 27) [C.a.2.1]</p> <ul style="list-style-type: none"> • CEB will analyse the capacity development efforts of the United Nations development system and recommend measures to enhance their effectiveness and improve results assessment and measurement (para. 29) [C.a.2.2] • Action establishing effective modalities for increased and expanded system-wide networking for information sharing [C.a.2.4] <p>• To report on capacity-building activities in annual reports of the United Nations system</p>	<p>(2005-2007) [C.a.2.1]</p> <p>Develop harmonized policy strategies for capacity development (and South-South cooperation) and integrate them into programming guidelines (December 2005) by UNDG (to discuss within CEB) [C.a.2.3]</p> <p>HLCP/CEB will specify actions in its work programme (July 2005), in collaboration with UNDG and United Nations Evaluation Group</p> <p>Knowledge management tools (assets/networks) on critical programming issues enhanced</p> <p>Exchanges on policy implications and country-level feedback on policy guidance</p>	<p>facilitator</p> <p>HLCP/CEB with appropriate initiatives, United Nations Secretariat reporting to the General Assembly at 2007 triennial comprehensive policy review</p> <p>All United Nations organizations UNDG and CEB structures as appropriate</p> <p>All United Nations organizations</p>

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		organizations to their respective governing bodies (para. 28) [C.a.2.6]	(2005-2007) [C.a.2.4] Virtual advisory network established and fully functioning to provide substantive policy and operational advice to United Nations country teams (July 2005) [C.a.2.5] Annual reporting by United Nations development system organizations to their governing bodies on capacity-building activities [C.a.2.6]	

[C.a.2.1] *United Nations country teams best practices to prepare CCAs and UNDAFs are circulated. An overview of existing capacity development instruments was finalized early 2007 to improve access for UN country teams to those tools. UNEG has developed a web-linked data base of evaluations. FAO has established a web-based Knowledge Forum to exchange and dialogue on its experiences.*

[C.a.2.2] *The analysis of the United Nations capacity development efforts under auspices of CEB initiated through DESA is ongoing, including ways of improving assessment and measurement of effectiveness; expected completion by October 2007. Coordination between the CEB initiative and UNDG was worked out.*

[C.a.2.3] *The position statement on capacity development, defining strategic positioning of UN support to national capacity development and mainstreaming of capacity development in programming processes, adopted by UNDG has been reflected in the revised CCA/UNDAF guidelines; progress is needed on South-South cooperation system-wide strategy for capacity development.*

[C.a.2.4] *RC-net, the UNDG Coordination Practice Network and Millennium Development Goal-net serve as vehicles for exchange of experiences and views on country reform and Millennium Development Goal strategies. Thematic groups facilitated by the United Nations, electronically, enable exchanges which are integrated into national plans. Examples: FAO-UNESCO partnership network for capacity-building on e-learning; WFP thematic learning network on PRS. Harmonization of the ICT platform is required to maximize sharing (see C.a.2.1 and D.a.1.2 below).*

[C.a.2.5] See A.a.2 and C.a.2.4 above; *UNDG inter-agency Policy Advisory Network when fully operational can provide virtual advisory support.*

[C.a.2.6] *WFP, UNICEF, and UNESCO have reported to their Boards specifically on capacity development efforts, including on results measurement. UNFPA and UNDP have reported on their strategies for capacity development (2006 Board). Most organizations report on capacity development activities and results under specific programmes. Consistency in annual reporting needs improvement. See also C.b below, and C.a.1.1 above, for the UNDG draft framework.*

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
	(a.3) Further strengthen the capacity of developing countries to utilize various aid modalities, including sector-wide approaches and budget support (para. 30)	(a.3) Include assessment and improvement of management and utilization of aid, including through system-wide approaches and budget support, in national capacity-building activities Formulation of policy and guidance note on United Nations development system role in sector/budget support [C.a.3.1]	(a.3) UNDG Policy and Guidance Note on sector/budget approved by May 2007 [C.a.3.1]	(a.3) United Nations organizations, UNDG and CEB as appropriate

[C.a.3.1] *UNDG Working Group on Aid Effectiveness has conducted a field drafting workshop with 12 UN Country Teams in December 2006. Workshop participants drafted guidance on UN engagement with sector- and budget support. The UNDG Working Group on Aid Effectiveness is currently finalizing this guidance as well as a concept note on the UN' Role in the Changing Aid Environment and will submit both products by May 2007 to the UNDG Programme Group.*

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
	(a.4) To expand national capacities of countries with economies in transition to address challenges of achieving internationally agreed development goals (para. 33)	(a.4) To support national development strategies and plans of countries with economies in transition, including those coming out of relief to development, which face serious and continuing difficulties in achieving the Millennium Development Goals (para. 33) [C.a.4.1]	(a.4) Appropriate initiatives to be identified	(a.4) All United Nations development system organizations

[C.a.4.1] *UNCTs engage in private sector partnerships in transitional economies; There are joint UNDP/UNCDF as well as IFAD programmes strengthening decentralization and local development. ECE supports national capacity-building within its Sustainable Energy Programme for countries in transition; its in-house expertise and network of economic research institutes are accessible to contribute to CCA and UNDAF in Central Asia. ECE new subprogramme on economic cooperation and integration promotes economic growth, innovative development and higher competitiveness in economies in transition. UNIDO supports major regional programmes for countries with emerging economies and newly industrialized States. Transitional development assistance frameworks are formulated in countries in post-conflict transition.*

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
(b) Developing countries should have access to new and emerging technologies in order to meet the internationally agreed development goals, including those contained in the Millennium Declaration (para. 32)	(b) To ensure the promotion and transfer of new and emerging technologies to developing countries, including by building and nurturing scientific and technological capacity to participate in the development and adaptation of these	(b) <ul style="list-style-type: none"> • To include transfer of new and emerging technologies into agencies strategies or modalities to promote capacity-building [C.b.1] • Highlight in annual reports on capacity-building submitted to the governing bodies of the United Nations organizations initiatives to develop new and 	(b) <ul style="list-style-type: none"> • Continuous activity [C.b.1] • On an annual basis 	(b) United Nations development system organizations

	technologies to local conditions (para. 32) [C.b.1]	emerging technologies		
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[C.b.1] *A system-wide approach is needed to promote access to technology and technology transfer as part of capacity development, aside from South-South cooperation. HLCP/CEB initiated discussions in 2006 on science and technology and inter-agency collaboration for capacity-building. A United Nations Group on the Information Society was also established under CEB to facilitate follow-up of the outcomes of the World Summit on the Information Society; the United Nations, ITU, UNDP and UNESCO prepared a framework addressing coordination at the country level with the RC system, the CCAs and UNDAFs and thematic groups. Further progress on both initiatives needs follow-up.*

The Special Unit for South-South Cooperation provides Internet-based knowledge resources; UNDP has included South-South cooperation as one of the six “drivers of development effectiveness”; UNCTAD supports STDev, an online electronic gateway to information on science and technology for development; UNIDO develops global networks, subcontracting partnership exchanges which facilitate South-South and East-South technology transfer, including triangular cooperation.

The United Nations ICT Task Force promotes the use of ICT for human resource development and capacity-building, and supports application of ICT under the Secretary-General’s initiative to combat HIV/AIDS and other infectious and communicable diseases, working with WHO, UNAIDS and UNDP, maintaining collaborative Internet-based links to official and private initiatives/organizations.

The UNCTAD global partnership on capacity-building on free and open-source software (FOSS) provides training to enable developing countries to achieve wider and more efficient ICT use, particularly in commercial and government activities. UNIDO utilizes ICT to enable information to foster international cooperation and ICT solutions for partnership development at all levels, public and private. UNIDO also provides support to technology transfer and national capacity development in the context of multilateral environmental agreements.

D. Transaction costs and efficiency

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(a) The preparation and implementation of United Nations system's operational activities for development still generate administrative and procedural burden on United Nations organizations and their national partners (paras. 34, 35 and 56)	(a) To ensure maximum efficiency and feasibility through enhanced sustainability of the simplification and harmonization agenda and further steps to simplify rules and procedures (para. 36)	(a) (a.1) Continue implementing, simplifying and harmonizing agenda (para. 36) through assessments of coordination costs and evaluations (para. 56), particularly in the following areas: (i) Design and implement studies identifying cost/benefits of country-level coordination and mainstreaming monitoring systems; [D.a.1.1] (ii) Rationalization of country presence: • Common premises: Implement plan for furthering common premises • Co-location of members of United Nations country team • Joint Office Model • Other arrangements (including required by non-resident entities)	(a.1) Evaluations and assessment of coordination costs compared with the total programme expenditures for operational activities for development in order to ensure maximum efficiency and feasibility (para. 56) [D.a.1.1] • Identification of further steps in simplification and harmonization (i) Assessments: Studies on cost and benefits of coordination completed and system of monitoring implemented (December 2006) (ii) Country presence Common premises • Existing 58 United Nations Houses consolidated and three new United Nations Houses established each year (by December 2005, 2006 and 2007) Co-location	(a) (a.1) United Nations specialized, funds and programmes, undg, undg Executive Committee, hlcp and hlcm of ceb, as appropriate, and United Nations Secretariat as facilitator and for reporting undg in regular consultation with ceb (para. 40) United Nations funds and programmes, specialized agencies, undg and its structures, relevant United Nations country teams United Nations specialized funds and programmes, undg, relevant United Nations country teams Within the undg structure, in particular, undg Executive Committee, Management Group, Common Premises and

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		<p>(iii) Establish common shared support services: (security, ICT, travel services, banking, procurement, administrative and financial services and procedures), assuring provision of advisory services from headquarters to UNCT as required;</p> <p>(iv) Information and communication technologies</p> <p>Expand use of ICTs and harmonize IT platforms (para. 57)</p> <p>(v) Cost recovery</p> <p>Harmonization of the principles of cost recovery policies and full cost recovery</p> <p>(vi) Regional structures</p> <p>Alignment of the regional technical support structures and regional bureaux at headquarters level, including their regional coverage</p> <p>(a.2) Regularly assess progress in</p>	<ul style="list-style-type: none"> • UNDG agreement to co-locate establishing new locations and sub-offices (by December 2005) • Study on best practices on co-location (2006) • Plan for gradual co-location of sub-offices and new locations (by December 2006) <p>Joint Offices</p> <ul style="list-style-type: none"> • At least 20 countries with UNDG Executive Committee Joint Representation, using variations of joint office model, implemented by end of 2007 • Two Joint Office pilots established (January 2006) • Process of identifying new joint offices agreed to and roll out countries for 2006 and 2007 identified by end-2005 <p>Hosting agreements</p> <p>Agreement on hosting options developed by December 2006</p> <p>(iii) Common services</p> <ul style="list-style-type: none"> • Development of the Common Shared Support Services Results Tracking 	<p>Services working group and Joint Office working group</p> <p>HLCM/CEB Finance and Budget Network and UNDG Management Group</p> <p>UNDG structures and regional directors of members of the UNDG Executive Committee, and respectively, individual specialized agencies, funds and programmes, and other agencies</p> <p>(a.2) Executive Board and Governing Bodies of the United Nations funds, programmes and specialized agencies</p> <p>UNDG</p>

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		<p>simplification and harmonization by governing bodies of United Nations funds, programmes and specialized agencies (para. 39)</p> <p>Evaluate coordination activities and their costs to ensure efficiency (para. 56)</p>	<p>System (by December 2005)</p> <ul style="list-style-type: none"> • 80% coverage of Common Shared Support Services country interventions by the regional teams (by end of 2005) • 3 new Common Shared Support Services per country (10% administrative savings per agency/country in 2 years) <p>(iv) ICT</p> <ul style="list-style-type: none"> • Develop common standards for hardware (desktop, servers, laptops, printers, etc.) and “packaged” software across agencies in field offices by September 2005 • Harmonized ICT support and maintenance required for field offices (maintenance contracts, staffing required) by September 2005 <p>(v) Cost recovery</p> <ul style="list-style-type: none"> • Interim guidelines for UNDG agencies on cost recovery for multi-donor trust funds and joint programmes (by 	

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
			<p>December 2005)</p> <p>(vi) Regional structures</p> <ul style="list-style-type: none"> • Proposals for country clustering by region, common regional office locations and timeline for implementation (by January 2006) • Proposals for alignment of regional technical support structures, regional bureaux and their coverage, and implementation plan (by December 2007) <p>(a.2) Periodic joint report on progress achieved in simplification and harmonization submitted to the respective agencies' governing bodies</p> <p>Periodic joint sessions of executive boards/governing bodies (by 2006 joint session)</p> <p>[D.a.2]</p>	

[D.a.1.1] The web-based Common Services Management System was operationalized and an effort was made to assess savings due to common services in selected countries.

Specific measures:

Joint Office: The first Joint Office(JO) Pilot in Cape Verde was established and started operations in 2007. Work commenced on the second JO Pilot in Viet Nam.

At the end of 2007, following the endorsement by the UN Secretary-General of the High-Level Panel recommendation to test the “One UN” approach, 8 countries (including Cape Verde and Vietnam) volunteered to become the One UN Pilots and started the design and operationalization of one programme, one leader, one budgetary framework and, as applicable, one office.

Common Premises: No new United Nations Houses were established in 2006. A number of common premises projects are at different stages of development. The UN House Survey and inventory of sub-national offices were completed by the WG on Common Premises.

Common Service (CS): UNDG CS Programme was concluded in December 2006, as services being shared were very “peripheral” and no progress was being made on harmonizing the core services. The emphasis is now on getting global agreement on harmonization of core business practices so that further progress can be made in future. Coordination and support of CS activities were relocated to UNDGO in January 2007. Inter-agency Regional CS Team Leaders and CS Experts (CSE) continue providing support to UNCTs. Management and oversight of the regional common service experts (CSE) teams will gradually be transferred to the Regional Directors Teams.

Common ICT standards: A Study on Field Office Standardization, commissioned by the UNDG working group (WG) on ICT, was completed and its recommendations guide the harmonization work in 2007, including review of minimum standards. A single email platform is not considered feasible at this time due to significant migration costs; instead shared access to e-mail directories is being pursued.

Regional co-location and alignment of coverage: UNDG Deputy Executive Directors’ Task Force on Regionalization met throughout 2006; UNDG Executive Committee agreed to co-locate its regional office for Latin America in Panama City, West and Central Africa offices in Dakar, and Asian office in Bangkok; feasibility studies to identify facilities for UN regional hubs in Eastern and Southern Africa, Middle East and North Africa, and Europe and the CIS are underway; progress has been made in aligning regional coverage; performance appraisal, programme support and operational functions have been harmonized at the regional level.

Cost recovery. Pending approval by the respective Executive Boards, the UNDG Management Group agreed on a harmonized cost recovery rate of 7 per cent that would apply to all multi-donor trust funds, joint offices, and joint programmes, including cost-sharing contributions.

Harmonized Approach to Cash Transfers (HACT). Since September 2005, 15 regional orientation workshops have been organized on HACT (10 conducted in 2006); 429 country focal points in 126 countries have been oriented (over 90% of total countries targeted). The final orientation workshop will take place in April 2007. Implementation remains scattered with Agencies moving ahead at different pace.

- 64 countries of 126 countries (51%) introduced HACT to government and/or local donor representatives;
- 55 countries (44%) initiated or completed macro-assessments;
- 37 countries (29%) reported that clauses in Country Programme Action Plan (CPAP) documents are being/or have been updated.
- 38 countries (31%) initiated or completed micro-assessments.

- 12 countries (10%) are currently using the Funding Authorization and Certificate of Expenditure (FACE) for cash transfers.

[D.a.2] *Joint reporting.* *UNDG Executive Committee agencies discussed UN reform issues at the Joint Meeting of their Executive Boards (January 2007)*

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(b) Further reforms in the simplification and harmonization area	(b) Expand reforms to all United Nations system	(b) Formulation of programme of work on simplification and harmonization (para. 38)	UNDG programme of work on simplification and harmonization for July 2005 session of Economic and Social Council to be implemented by end-2007 [D.b.1]	United Nations Secretariat, UNDG Executive Committee in consultation with entire UNDG and consultation with CEB

[D.b.1] *UNDG programme of work for implementing resolution 59/250 (E/2006/CRP.1) submitted to the Economic and Social Council in 2006 updated for 2007 priorities.*

E. Coherence, effectiveness and relevance of operational activities for development

1. Common country assessment/United Nations Development Assistance Framework

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(a) National ownership of CCA and UNDAF. Full participation of national authorities in their preparation and development is key aim of national development strategies (paras. 41 and 49)	(a) To ensure full governmental ownership, participation, and leadership at all stages of the CCA and UNDAF processes (para. 41)	(a) • To associate government authorities in leading and active position in all stages of the CCA and UNDAF processes (para. 41) [E.1a.1] • To conduct the CCA and UNDAF processes as efforts to improve support for national development priorities	(a) National and full governmental ownership, participation and leadership at all stages of the CCA and UNDAF processes will be reflected in the United Nations Common Programming Manual and its implementation, which is expected to be approved and distributed	(a) United Nations system, resident coordinator system, United Nations country team, UNDG and its structures (in particular its Programme Group) as guiding inter-agency mechanism

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		and policies (para. 42), ensuring their complementarity to other processes (para. 48), and frameworks (poverty reduction strategy papers/poverty reduction strategies (PRSPs/PRS and Integrated Framework) [E.1a.1]	by March 2006 [E.1a.1]	

[E.1a.1] *See section A.b1/Ab2 above on national ownership (2005 letter of the undg Chair to Resident Coordinators) and its translation into the revised CCA/UNDAF guidelines.*

Meta-analyses of CCA-UNDAF documents and of evaluations show that there has been progress in many countries in the alignment of CCA and UNDAF with national development priorities and processes related to poverty reduction strategies / papers. Strategies supported by specialized agencies (e.g. UNCTAD, FAO, ILO) are not always sufficiently integrated / coordinated with UNDAF, but they do support sectoral policies in important ways.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(b) Despite efforts for greater country-level programmatic coherence, system-wide participation of relevant United Nations organizations in country-level development activities and coordination mechanisms still differs in level, quality and intensity, and is inadequate in some organizations (paras. 42 and 43) [E.1b]</p>	<p>(b)</p> <ul style="list-style-type: none"> • Foster inter-agency collaboration (country and headquarters levels) and secure participatory involvement in country-level operations and coordination mechanisms (para. 45) • Draw from system's experience in pertinent economic, social, other domains (para. 44) • Enhance countries' access to system's services and capacities as needed according to comparative advantage and expertise (paras. 44/46) 	<p>(b)</p> <ul style="list-style-type: none"> • Actions to enable specialized agencies/ regional commissions/other United Nations entities with no or limited country presence to contribute analytical and normative inputs to CCA (para. 46) [E.1b.1] • Promote use of CCA as common analytical tool of the entire United Nations system (para. 46) [E.1b.2] • Develop UNDAF and results matrix, where applicable, as common programming tool for contributions of funds and programmes towards achieving the Millennium Development Goals. UNDAF to be endorsed and countersigned by national authorities (para. 49) [E.1b.3] • Support/monitor progress in new generation of country programming tools, including streamlined CCAs and UNDAFs, country programme action plans, annual work plans and reviews and evaluations of UNDAFs [E.1b.4] 	<p>(b) Country-level collaboration with specialized agencies and other United Nations entities with no or limited country presence enhanced, including on issues relating to multi-year programmes and resource allocations linked to national priorities [E.1b.1]</p> <p>Review of UNDAFs and the use of new country programming tools; conclusions from evaluations submitted to agencies' respective boards/governing bodies and their joint annual sessions [E.1b.4]</p> <p>Time frame for new UNDAFs is scheduled in accordance with the harmonized programme cycles as listed in the United Nations country team database as indicated in UNDГ website</p>	<p>(b) United Nations system, resident coordinator system, United Nations country team, UNDГ and its structures (in particular UNDГ Programme Group) as guiding inter-agency mechanism</p> <p>Interaction with CEB mechanisms (see October 2004 CEB) retreat conclusions (towards a more effective UN at the country level).</p> <p>Secretary-General, UNDГ, UNDГ Executive Committee and United Nations entities that carry out operational activities in pursuit of Millennium Development Goals</p> <p>UNDГ Country Programme Support Group</p>

[E.1b] *In accordance with the 2005 World Summit Outcome, a high-level panel to study United Nations system coherence has completed its work and the report was presented to the General Assembly by the Secretary-General. See also section Ab1/Ab2 above on the revised CCA/UNDAF guidelines*

[E.1b.1] *See section A.c.5 above. UNDG adopted in Oct. 2006 an implementation plan to increase the participation of non-resident agencies in country-level programming processes. UNDP committed to funding of National Coordination analyst post in 15 selected countries on a pilot basis. UNIDO and UN-Habitat agreed with UNDP on hosting arrangements for a national focal point in pilot countries. UN-Habitat with its Governing Council support has recruited 35 national officers, placed under the Resident Coordinator and UN-Habitat Regional Offices guidance as of 2005. UNIDO-UNDP Cooperation Agreement established UNIDO desks within the premises of UNDP (13 country desks in 2005, more are planned).*

Project staff of NRAs represent their agencies and participate in UNCT meetings. In certain cases, office space in the Resident Coordinator office or UNDP was provided to them to increase the involvement of Non-Resident Agencies in United Nations country team activities. Their regional representatives have participated in key United Nations country team processes. Not all opportunities led to Non-Resident Agencies involvement owing to such factors as lack of institutionalized communications or of capacity in some of Non-Resident Agencies to respond to multiple requests (see also section F below).

[E.1b.2] *CCA is an important instrument but United Nations country teams can now exercise flexibility by using other analytical instruments Poverty Reduction Strategies (PRS), national and sectoral development analyses) which provide high-quality situational analyses (see also section Ab1/Ab2 above).*

[E.1b.3]. *UNDAF and its results matrix serve as common framework for country cooperation, including joint programmes, among UN organizations; UNDG ExCom agencies retain agency-specific Country Programme Documents and Country Programme Action Plans as their respective operational programming documents, while some specialized and non-resident agencies also have their own country programme frameworks linked to UNDAF as much as possible (e.g. ILO's Decent Work Country Programme; WHO Country Strategy, FAO National Medium-Term Priority Framework). UNCTAD/International Trade Center Integrated Framework for Trade-related Technical Assistance not well linked to UNDAF. Updated UNDAF guidelines now specify Government signature on UNDAF as requirement.*

[E.1b.4] *Reviews of UNDAFs by UNCTs have started in 2006 (using UNDG guidelines for annual review of UNDAFs and evaluation).*

UNEG has launched independent evaluations of UN system contributions to development at country-level with pilot in South Africa (The role of UNDAF is a component). Country-level UNDAF reviews and evaluation of use of common programming tools have yet to be reported at governing bodies.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(c) Coherence and coordination of United Nations development cooperation activities are keys to effectiveness and relevance of United Nations system's role in development	(c) • Improve country-level coordination to optimize support to national development efforts (para. 43)	(c) • Promote measures to intensify decentralization, delegation of authority and multi-year programming among all United Nations development organizations in order to facilitate their participation in country-level coordination mechanisms (para. 45) [E.1c.1] • Align agency programming and monitoring with the UNDAF and harmonize/ synchronize programming cycles with national programming instruments, in particular the national poverty reduction strategies, including PRSPs (para. 51) [E.1c.2] • Fully utilize the opportunities for joint initiatives, including joint programming, through the UNDAF and its results matrix, in the interest of enhancing aid efficiency and aid effectiveness (para. 50) [E.1c.3]	(c) Collaboration with specialized agencies at country level enhanced, including on issues relating to multi-year programmes and resources allocations linked to national priorities	(c) UNDG and CEB as guiding inter-agency mechanisms as appropriate United Nations organizations and their governing bodies Resident coordinator system, United Nations country team Secretariat as facilitator and for reporting role

[E.1c.1] See also section F. Example of agency measures: FAO is funding participation of its representatives in CCA/UNDAF and delegated new project approval authority to representatives; other measures are under consideration.

[E.1c.2] *Alignment of CCA and UNDAF with national development strategies and PRS increased, particularly through the use of MDG progress reports and DevInfo as analytical tools linked to PRS. (see A.b.1/A.b.2 above). Examples of agency-specific measure for alignment: introduction by FAO of national medium-term priority frameworks; WFP country programmes approved in 2004-2005 aligned with national priorities*

As of end of 2005, 83 countries were using harmonized programming tools. At the end of 2006 105 countries are using the harmonized tools, and 7 more countries are expected to use them by 2008.

To better respond to national priorities and planning cycles, 7 UNCTs in Latin America postponed elaboration of CCA and UNDAF in 2005 to 2006

[E.1c.3] *UNDG 2004 Revised Guidance Note on joint programming addressed administrative and procedural barriers.*

Modalities for Multi-donor Trust Fund, especially for countries in transition, are refined to facilitate joint programming.

UNDG Framework and Guide to Cash Transfer Mechanisms were issued in April and September 2005, respectively.

A report on joint programming and joint programmes experiences (by UNDP, UNFPA and UNICEF since 2004) was presented to Executive Boards in March 2006. In 2006, more than 300 joint programmes have been reported in more than 70 countries, up from 176 joint programmes reported in 2005; parallel funding, followed by pooled funding, are the most common funding modalities used in joint programmes.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(d) Enhancing cooperation, collaboration, and coordination with the Bretton Woods institutions	(d) Greater harmonization and consistency between strategic frameworks developed by the United Nations funds, programmes and agencies, and those developed by Bretton Woods institutions, ensuring greater harmonization of instruments, modalities and partnership arrangements, in full accordance with priorities of recipient Governments (para. 52)	(d) Appropriate initiatives, including greater dialogue and harmonization of strategic frameworks, instruments, modalities and partnership arrangement between United Nations system and Bretton Woods institutions, in consultation with national authorities [E.1d.1]	(d) Partnership arrangements between United Nations system and Bretton Woods institutions leading to harmonization of strategic frameworks, instruments, and modalities discussed, elaborated and/or implemented from case to case (starting from April 2005 onwards) [E.1d.1]	(d) United Nations system, Bretton Woods institutions, United Nations country teams UNDG and CEB as guiding inter-agency mechanisms, as appropriate

[E.1d.1] *In close cooperation with the World Bank and the Millennium Project, UNDG finalized in 2004 a web-based Training Toolkit for MDGs, piloted in five countries, to support national capacities to achieve MDGs and integrate the MDGs in national poverty reduction strategies. As of end of 2006, there were 992 users of the toolkit, including national government counterparts, civil society, academia and UNCTs..*

Following the joint World Bank/UNDG memo on MDGs and PRSPs (May 2003), which clarifies links between the MDGs and PRSPs and the role of UNCTs in PRSP, an increasing number of UNCTs are helping national partners to link MDGs, PRSPs, CCAs and UNDAFs (see A.c.2 above). In 2007, a UNDG study on the effectiveness of UNCTs in advancing the MD/MDG agenda in National Development Plans/PRSP processes will be conducted.

2. Resident coordinator system

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
(a) The resident coordinator system has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of the CCA and UNDAF, and for the efficient and effective coordination of the operational activities for development of the United Nations system (para. 53)	(a) To enhance support to the resident coordinator system from the United Nations system, including from the funds and programmes, specialized agencies and the Secretariat (para. 53), ensuring that resident coordinators have the necessary resources to fulfil their role effectively (para. 54)	(a) • Urge the United Nations system to provide further financial, technical and organizational support for the resident coordinator system (para. 54) [E.2a.1] • Develop indicators and targets on the provision of support to the resident coordinator system by each agency	(a) Continuous support Indicators and targets on the provision of support to the resident coordinator system by each agency identified for monitoring purposes [E.2a.2]	(a) United Nations organizations, UNDG and its relevant structures as relevant inter-agency mechanism, in particular the UNDG Resident Coordinator Issues Group

[E.2a.1] *See A..c.5.*

No indicators and targets have been set; no systematic data collection has been done on a system-wide basis on financial and other forms of support provided by UN organizations to the RC system.

The 2006 Report on RC/Humanitarian Coordinator (HC) assessment, selection, support and training recommended improved profile of RC candidates, with budgetary implications. Proposals for enhanced funding support to the RC system, through cost-sharing and trust fund modalities are under consideration for decision by mid-2006

UNFPA has incorporated a module on the RC system in its training for UNFPA representatives to increase the number of RC candidates. FAO instructed its representatives to provide full support to the RC system.

A joint training in the mandates and capacities of United Nations entities was piloted in 2006. Funds and programmes, as well as non-resident and specialized agencies in Geneva and Rome provided orientation briefings for first-time RCs as part of their Induction Programme in 2006..

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(b) The resident coordinator system is owned by the United Nations development system as a whole (para. 59)	(b) To promote a participatory, collegial and accountable functioning of the resident coordinator system (para. 59)	(b) <ul style="list-style-type: none"> • To develop a comprehensive accountability framework for resident coordinators to exercise oversight of design and implementation of UNDAF, in a fully participatory manner, under the leadership of national Governments (para. 58) [E.2b.1] • Develop procedure for common assessment of the performance of resident coordinators by all members of the United Nations country team (para. 55) [E.2b.2] 	(b) Resident coordinator accountability framework finalized by the end of 2005 [E.2b.1] Resident coordinator appraisal tool and procedures developed (2005) [E.2b.2]	(b) Secretary-General in consultation with undg (undg Executive Committee in consultation with undg members) and CEB United Nations agencies, funds and programmes, undg Management Group and Resident Coordinator Issues Group

[E.2b.1] *An RC accountability framework was adopted by undg RC Issues Group in March 2006; RC Job description is being updated ; both pending submission to the undg Principals and CEB. Efforts to better delineate RC and undp Resident Representative functions are ongoing.*

[E.2b.2] *A 180-degree assessment tool for RC and United Nations country team members performance appraisal was developed by the RC Issues Group and used in all countries in 2007 to provide UNCT assessment of RC performances in 2006. the assessment was then combined with Regional Directors Team assessment of RC performances against agreed results, resulting in an RC appraisal performed by the whole system.*

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(c) The management of the resident coordinator system continues to be firmly anchored in UNDP (para. 60)	(c) To ensure, especially in countries with large country teams, complex coordination situations or in situations of complex emergencies, that the resident coordinators do not lack the capacity to address all tasks inherent to their functions (para. 60)	(c) <ul style="list-style-type: none"> • UNDP may appoint, within the existing programming arrangement, a country director to run its core activities, including fund-raising, so as to assure that resident coordinators are fully available for their tasks (para. 60) [E.2c.1] • Resident coordinators should concentrate on raising funds for the whole of the United Nations at the country level (para. 61) 	(c) UNDP Country Directors appointed in selected countries as appropriate [E.2c.1] Continuous activity [E.2c.2]	(c) UNDP Resident coordinators UNDG and CEB as guiding inter-agency mechanisms, as appropriate

[E.2c.1] *By October 2005, UNDP Country Director posts had been created in 15 countries out of 37 countries where the RC is also Humanitarian Coordinator (HC) or Deputy Representative of the Secretary-General/Humanitarian Coordinator. UNDP has so far filled up 28 posts with a target to fill up 40 up to a maximum of 50 posts by end- 2007.*

[E.2c.2] *Resource mobilization for United Nations system is now part of the RC appraisal system (piloted in 2006). RCs are no longer appraised on mobilization of resources for UNDP.*

F. Country-level capacity of United Nations system

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
<ul style="list-style-type: none"> Country-level presence of the United Nations system should be tailored to meet the specific development needs of recipient countries (para. 62, reiterating a principle contained in General Assembly resolutions 44/211 and 47/199) 	<ul style="list-style-type: none"> To ensure that the range and level of skills and expertise assembled at the country level are commensurate with that needed to deliver on the priorities specified in each country's UNDAF and are in line with national development strategies and plans, including PRSPs, where they exist, and correspond to the technical backstopping and capacity-building needs and requirements of the developing countries (para. 63) [F.2] 	<ul style="list-style-type: none"> The governing bodies of United Nations system organizations should consider means to strengthen country-level capacities of the United Nations system, including through complementary measures at their headquarters (para. 65) [F.1] 	Policies and specific measures to strengthen country-level capacities of United Nations system organizations responsive to national development priorities identified and/or implemented [F.1]	Governing bodies of United Nations organizations United Nations organizations UNDG and CEB and their respective structures as guiding inter-agency mechanisms, as appropriate (see also CEB retreat conclusions)

[F.1] See A.a.2 above, *UNDG inter-agency Policy Network to support United Nations country teams. UNDG Quality Support Assurance (QSA) Group, including Regional Support Teams, supports United Nations CTs for quality CCAs and UNDAFs.*

UNDP increased the expertise of its Regional Service Centres to provide more support to country offices; UNCDF posted regional staff to the Centres for ensuring proximity to least developed country clients; UNIFEM is merging its regional offices with the Centres to strengthen integrated response to countries; FAO and UNFPA began implementing regional/subregional decentralization and deployment of specialist teams. In the UN system, staff serving at field locations increased by 45 per cent to 31, 520 staff members at the end of 2005, from 21,746 at the end of 2000. Personnel at headquarters also increased, but their percentage share declined to 40 per cent from 42 percent at the end of 2000. The share of project personnel also declined. Due to decentralization, the number of field level personnel accounted for 54 per cent of the total staff.

IFAD, UN-Habitat, UNIDO established national officer focal points in pilot countries. UN-Habitat's 35 national officers promote the integration of sustainable urbanization in UNDAFs and PRSPs. UNEP is gradually expanding the capacity of regional and country offices to participate in key programming activities, concluding a memorandum of understanding for cooperation with UNDP.

FAO, UNICEF, and a few other organizations are re-deploying and re-profiling staff, in order to address the deficiencies in skills at the country level, to arrive at the most appropriate mix of skills for effective policy advisory work in key technical, social and economic sectors at the country level. Non-resident agencies are making efforts too. UNIDO and UNDP have worked out an arrangement that allows a UNIDO technical staff (national professional staff) member to work at the country level. The posting of non-resident agency (NRA) coordination analyst service at the country level was initiated on a pilot basis (see above E.1b.1).

The former Secretary-General submitted reform proposals for a single UN staff contract (A/61/225), to reduce inequality in conditions of service and facilitate development of versatile professionals across the UN organizations. In order to reduce obstacles for inter-agency mobility of staff across the organizations of the UN, to meet the country development demands, CEB has issued a revised and more comprehensive policy on Inter-Agency Mobility Accord.

G. Evaluation of operational activities for development

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<p>(a)</p> <ul style="list-style-type: none"> • Importance of evaluating the effectiveness of operational activities by assessing their impact on poverty eradication, economic growth and sustainable development of recipient countries (paras. 7 and 67) • Continuation of assessments of the overall effectiveness of the United Nations system (see para. 53 of resolution 56/201), undertaken by the Secretariat for the Triennial Comprehensive Policy Review (para. 66) • Importance of system-wide monitoring and evaluation activities (para. 69) 	<p>(a)</p> <ul style="list-style-type: none"> • To support further development of evaluation function of United Nations development system • To continue assessing the effectiveness of operational activities for development of the United Nations system in the Triennial Comprehensive Policy Review context • To include, in this assessment, evaluation of effective use of all capacities available within the system to provide comprehensive and flexible response to the demands of developing countries (para. 66) 	<p>(a)</p> <ul style="list-style-type: none"> • United Nations organizations should further develop evaluation function and review lessons and conclusions of evaluations, incorporating them into operational activities [G.a.1] • Secretariat's assessment of overall effectiveness of United Nations system's development cooperation will continue in collaboration with the system and recipient countries (paras. 66-68) [G.a.2] • United Nations system will make system-wide use of monitoring and evaluation approaches, also within UNDAF (para. 69) [G.a.3] • UNEG called to further develop system-wide collaboration on evaluation (para. 69) [G.a.4] 	<p>(a)</p> <ul style="list-style-type: none"> • Continuous effort [G.a.1] • To report on the results of this assessment at the next Triennial Comprehensive Policy Review (sixty-second session of GA) [G.a.2] • Other Secretary-General reports in the period 2005-2007 will contain relevant outcomes of evaluation work • System-wide use of collaborative approach in evaluation efforts, also within UNDAF [G.a.3] 	<p>(a)</p> <p>All United Nations organizations</p> <p>Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and other United Nations entities, and inter-agency mechanisms (UNDG, CEB and UNEG)</p> <p>UNEG</p> <p>Collaboration with UNDG, CEB and its HLCP, and United Nations country teams</p>

[Ga.1] The evaluation function has been further developed and strengthened in many organizations, and at the inter-agency level.

- First, following the adoption of the Norms and Standards in 2005, some organizations have been updating, improving or preparing their evaluation policies in 2006, and have implemented the Norms and Standards in their modus-operandi.*
- Second, United Nations Evaluation Group (UNEG) Quality Stamp Task Force helped to support UNEG members in applying the landmark Evaluation Norms and Standards, and in establishing a quality assurance tool for their utilization. In particular, a “UNEG Checklist on Evaluation Quality” was used to conduct a survey in 2006, which served also as a self-assessment for organizations on their level of compliance with the Norms and Standards.*
- Third, a UNEG Working Group on Evaluation and Oversight was established in 2006 to help clarify the role of evaluation in oversight in the UN system. Following the JIU report on “Oversight Lacunae in the United Nations System”, UNEG issued a statement in which it suggested criteria for the proper establishment, location and adequate resources in support of the function, in order to ensure the effectiveness and integrity of evaluation. In 2006, the Task Force has started preparing a report on the role of evaluation in oversight in the UN System, which will be presented to UNEG Annual General Meeting in April 2007.*
- Fourth, following the first Peer Review, in 2005, of UNDP’s evaluation function, under the leadership of the OECD/DAC Evaluation Network, another Peer Review was undertaken of UNICEF evaluation function in 2006, and methodological work was done to refine the instrument for the future.*
- Fifth, UNEG’s structure, functioning and Secretariat have been strengthened: a Task Force has been created in March 2006 to agree on “UNEG Principles of Working Together”, and a post of “Programme Specialist UNEG” was established and filled in September 2006.*

Lessons and conclusions of evaluations have been increasingly incorporated into operational activities, thanks to improved or institutionalized Management Response Systems that aim at ensuring the timely and effective use of evaluations. The UNEG-commissioned Study on the Evaluability of the UN Development Assistance Framework also highlighted the close link needed between lessons learned and programming processes. In particular, the study noted that the Guidelines are not clear on what the purpose of the evaluation is –either accountability or lesson learning or a mixture of the two. Further, evaluation knowledge management tools have been strengthened, both at the agency and inter-agency levels, and are intended to promote a culture of learning, sharing and use of evaluations and evidence from evaluations. In addition, a UNEG Evaluation Practice Exchange Task Force was created in 2006, which prepared a seminar on this subject that will take place in April 2007.

[G.a.2] The Assessment of the effectiveness and impact of UN operational activities by the Secretariat has benefited from the work of the UNEG Task Force on Country Level Evaluation. The Task Force role is to promote and facilitate collaboration for evaluations of country level UN system effectiveness and impacts in responding to the needs, priorities and demands of developing countries. A first Review of UNEG Member Country-Level Evaluations was conducted in 2006 by the Task Force, followed by a Meta-Analysis of Country-Level Evaluations undertaken, also in 2006, under the leadership of the UN Department of Economic and Social Affairs (UNDESA), in close collaboration with the UNEG Task Force.

[G.a.3] and [G.a.4] Efforts from the United Nations system to make system-wide use of monitoring and evaluation approaches, also within UNDAF are reflected in various sections of this Matrix. Efforts to further develop system-wide collaboration on evaluation are also explained above (See for instance [G.a.1])

[G.a.3] *UNEG Policy statement to strengthen evaluation of operational activities for development in the UN system has been considered by HLCP/HLCM and may be submitted to CEB in the near future.*

[G.a.4] *One UN pilot programme will be reviewed and evaluated with UNEG support during its implementation.*

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(b) Evaluation activities on operational activities for development and development results (para. 69)	(b) To encourage United Nations system to strengthen its evaluation activities and focus on development results (para. 69)	(b) United Nations organizations should focus on development results in their evaluation work, including through the effective use of the UNDAF results matrix [G.b.1]	(b) Continuous effort [G.b.1]	(b) All United Nations organizations with operational activities, and inter-agency mechanisms (UNDG, CEB and UNEG); United Nations country teams

[G. b.1] *The UNEG Task Force on Country Level Evaluation sponsored a key “UNEG Study on the Evaluability of the UN Development Assistance Framework”. The study was undertaken by the Evaluation Offices of UNDP and UNICEF, and was completed in December 2006. It showed the limitations in the definition of UNDAF outcomes in the 2004 guidelines, which hinder the use of the results matrix by UNCTs.*

The “Guidelines for UN Country Teams on preparing a CCA and UNDAF” were revised in 2006, with inputs from UNEG on the monitoring and evaluation (M&E) aspects and the Results Matrix and taking into account the key findings and recommendations of the Evaluability study.

In 2006, the UNEG Task Force on Evaluation and Results-Based Management has conducted a survey to ascertain the role evaluation plays in the implementation of Results-Based Management in various international organizations.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(c) Need for a collaborative approach in system-wide evaluation of operational activities for development (paras. 68 and 69)	(c) • To undertake system-wide evaluation of United Nations development cooperation collaborating with recipient countries • System-wide evaluations should use data and expertise from the system and national authorities (para. 68) [G.c.4]	(c) Initiatives (para. 69) to: • Intensify inter-agency collaboration [G.c.1] • Promote simplification and harmonization of norms, standards, methodologies, and evaluation cycles [G.c.2] • Undertake/promote joint evaluations [G.c.3]	(c) UNEG to define concrete forms of collaboration, initiatives and schedules [G.c.1] Collaboration among specific United Nations agencies to be promoted as appropriate [G.c.1]	(c) United Nations organizations as appropriate UNEG as key inter-agency mechanism Collaboration with HLCP/CEB and UNDG

[G.c.1] and [G.c.2] In 2006, following the adoption of harmonized UNEG Norms and Standards for evaluation, UNEG has seen a significant expansion of its activities and results. In particular, there has been an intensified inter-agency collaboration through the work of the numerous Task Forces that have been created between 2005 and 2006. This resulted in an effort in all organizations to implement the Norms and Standards in various areas, and to coordinate better their evaluations, especially at country level. See also [G.a.1] above.

[G.c.3] In 2006, the UNEG Task Force on Country Level Evaluation (CLE) was key in ensuring the development of joint country-level and country-led evaluations in South Africa. See also [G.e.1] below

[G.c.4] The Task Force also created a UNEG Country Level Evaluation Database in 2006, which includes about 300 reports by 20 organizations member of UNEG (October 2006), and makes publicly and centrally available, on the UNEG website, programmatic and strategic evaluations of individual organizations. The database has been particularly useful during the first Review and the Meta-analysis of country-level evaluations, as well as for information sharing purposes.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(d) Importance of country-level evaluations	(d) To promote country-level evaluations of the UNDAF at the end of the programming cycle, based on the UNDAF results matrix, with full participation and leadership of the recipient Government (para. 70) [G.d.1]	(d) <ul style="list-style-type: none"> • Collaborative approach of United Nations country teams in support of national authorities (para. 72) [G.d.1] • Better use of lessons learned from past activities at the country level (para. 73) -[G.d.2] 	(d) Guidelines for annual review of UNDAFs, and evaluation of UNDAFs issued (2005) [G.d.1] Annual reviews of UNDAFs conducted UNDAF end-term evaluations conducted and results assessed with focus on capacity development and results towards poverty eradication, sustained growth, and sustainable development (from 2005 onward, on an annual basis) G..d.1]	(d) United Nations organizations, United Nations country teams, national Governments UNDG as relevant guiding inter-agency mechanism

[G.d.1] and [G.d.2] In 2006, 29 UNDAF annual reviews were undertaken, which not only enhanced a collaborative approach of UNCTs in support of national authorities, but also promoted a better use of lessons at country level every year. In addition, the “Guidelines for UN Country Teams on preparing a CCA and UNDAF” which were revised in 2006, promote country-level evaluations of the UNDAF at the end of the programming cycle, based on the UNDAF results matrix, with full participation and leadership of the recipient Government. On lessons, see also [G.a.1] above

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(e) Role of national Governments in evaluation activities (para. 71)	(e) To recognize primary responsibility of national Governments in coordinating external assistance, including that from the United Nations system, and evaluating its impact in contributing to national priorities	(e) <ul style="list-style-type: none"> • Intensifying United Nations system’s country-level evaluations with national Governments (paras. 70-72) • Assistance to 	(e) Continuous effort [G.e.2]	(e) United Nations agencies, funds and programmes, with national Governments, United Nations country teams

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
	(para. 71) [G.e.1]	<p>Governments in developing national evaluation capacities (para. 72)</p> <ul style="list-style-type: none"> • Close coordination of United Nations country teams with national authorities in evaluation activities 		

[G.e.1] The main thrust of the Country-Level Evaluations that has started in 2006 under UNEG leadership in South Africa is to have, to the extent possible, country-led evaluation where ownership, involvement and leadership of the Government are key. This implies longer than expected processes before the evaluations can be completed, but it is deemed worth, as the results may be even more significant for the country. See also [G.c.3] above.

[G.e.2] The work undertaken in 2006 at the interagency level for strengthening national evaluation capacities has been two fold in this area.

- First, there have been serious efforts to professionalize evaluation, which have been especially targeted to evaluators in the UN System, including at the national level. In 2006, the UNEG Task Force on Evaluation Capacity Development undertook an “Analysis of evaluation competencies based on official job descriptions”, and prepared “Core Competencies for Evaluators in the UN System”, which facilitated the preparation of “Generic Job Descriptions” for evaluation positions. A training needs assessment was also undertaken, which led to the preparation of a “Core Training Programme for Evaluators in the UN System”, which is due for completion in 2007.

- Second, UNEG has participated strategically in the efforts to ensure the development of national, regional and global evaluation associations, especially in developing countries. A landmark book was published in 2006 on Creating and Developing Evaluation Organizations, by the International Organisation for Cooperation in Evaluation (IOCE). The book received financial support from UNICEF, and greatly benefited from the inputs and experiences of other UN agencies, through UNEG. It reflects the efforts to build, strengthen these associations at all levels, and presents important lessons that are particularly valuable at country level.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(f) Consistency between activities, responsibilities and operational strategies of all United Nations organizations and their mandates with overall policy guidance from General Assembly and Economic and Social Council (para. 74)	(f) All United Nations organizations should implement global, regional and country-level activities in accordance with their mandates and priorities of the recipient countries and the overall policy guidance set forth by the General Assembly and the Economic and Social Council	(f) <ul style="list-style-type: none"> • Governing bodies of the United Nations funds and programmes should report on these issues in their annual reports to the Economic and Social Council • The Secretary-General will include an assessment of these issues in the report on the triennial comprehensive policy review for the sixty-second session of the General Assembly 	(f) Annual reports to the Economic and Social Council and Secretary-General report for 2007 Triennial Comprehensive Policy Review	(f) Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and their governing bodies
(g) Consultation on global and regional flagship reports (para. 75)	(g) UNDP should conduct full consultation with Member States prior to issuing global and regional flagship reports, in accordance with, inter alia, the principles contained in resolution 57/264	(g) Consultations with Member States on preparations for global and regional flagship reports [G.g.1]	(g) Consultations reported to the Economic and Social Council and the Executive Board in annual or periodic reports	(g) UNDP

[G.g.1] Member States are consulted on preparation of the UNDP global and regional HDR report

H. Regional dimensions of operational activities

[illegible]

[H.a.1] *Regional Director Teams (Eastern-Southern Africa, Western-Central Africa and Latin America-Caribbean) were established with membership and full participation of key regional specialized agencies.*

[H.a.2] *Regional commissions are discharging their roles emphasizing their comparative advantages of convening power, multi-disciplinary expertise and cross-sectoral approach, undertaking operational activities of a cross-boarder and regional nature. UNCTs have sought a more systematic approach to subregional and regional nature relevant to the United Nations.*

ESCAP articulated links to CCA/UNDAFs for selecting its areas of technical cooperation. In Europe, ECE is actively cooperating with RCs and with the UNDP regional centre in Bratislava in capacity-building activities. ESCWA is mobilizing regional support of Arab private sector for Lebanon's recovery and development. ECLAC is also actively cooperating with RCs with its sub-regional office in Mexico. ESCAP is jointly executing a project on MDG follow-up with UNDP and the Asian Development Bank (ADB); ESCAP is administering the Multi-donor Voluntary Fund Trust Fund on tsunami Early Warning System for Indian Ocean and South East Asia (established in 2005) with the initial contribution of 12.5 million dollars and providing the fund for capacity building activities implemented by other regional, subregional and national partners. See also section (b), below.

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
(b) Regional and subregional dimensions of United Nations development cooperation	(b) To give greater and more systematic consideration to the regional and subregional dimensions of development cooperation (para. 77)	(b) <ul style="list-style-type: none"> • Measures for more intensive inter-agency collaboration at the regional and subregional levels • Intercountry exchanges of experience • Intraregional and interregional cooperation [H.b.2] • Intensive consultations between and among United Nations agencies, funds and programmes and regional commissions in the formulation and implementation of their regional programmes 	(b) Continuous effort [H.b.1]	(b) Governing bodies of the United Nations organizations, agencies, funds and programmes and regional commissions Regional divisions, bureaux and other regional entities of United Nations agencies, funds and programmes Follow-up at undg and CEB levels

[H.b.1] *ESCAP inter-agency cooperation deals with disaster response and preparedness, concerns on HIV/AIDS, environmental protection, violence against women (including human trafficking), accession to WTO and statistical upgrading*

for MDG reporting. A further effort is required to link Regional Coordination Meetings (RCM) on cross-cutting issues chaired by the Commission (ESCAP) and UNCT thematic groups.

Cooperation between United Nations organizations and the regional commissions could be enhanced by a more systematic and planned approach.

[H.b.2] Regional commissions have played a greater role in facilitating South-South cooperation, including the effective use of the UN Development Account for inter-regional projects among the regional commissions. With the 6th Tranche of Development Account, a joint project involving all regional commissions on trade competitiveness of agrarian economies through setting up agricultural standard (headed by ECE) was initiated with the funding of US\$ 950,000.

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
(c) Intensification of regional cooperation	(c) United Nations organizations should address development challenges on a regional or subregional basis, recognizing the important contribution of regional cooperation to development (para. 78)	(c) Involvement of the five regional commissions and other regional entities in CCA and UNDAF, as appropriate Identification of processes for collaboration at the regional level with involvement of most United Nations agencies operating in the area [H.c.3]	(c) Continuous effort [H.c.1] Continuous effort [H.c.2]	(c) Resident coordinator system, United Nations country teams, regional commissions, other regional entities, inter-agency mechanisms, all United Nations organizations with country-level development cooperation activities, as appropriate

[H.c.1] Only ECLAC has so far attained a good level of cooperation with Regional Directors' Teams and provides direct support to CCA / UNDAF. Regional Commissions will be able to make use of the service of NRA coordination analysis at the country level .

[H.c.2] Measures to enhance collaboration, including at the regional level, were identified by the undg Working Group on Non Resident Agencies (NRAs). (see A.c.5, above). FAO created subregional offices in Africa and Central Asia for technical support to FAO country representation. Regional Directors Teams are comprised of inter-agency staff dedicated to providing ongoing, technical support to country team programming processes and regional issues. Regional Directors Teams actively draw on experiences and lessons-learned in formulating regional support . The Regional Directors Team for Southern-Eastern Africa is supported by a Secretariat and Programme Support Group.

[H.c.3] ESCWA has contributed to CCA/UNDAF for Yemen and a few national (HDR) Human Development Reports. ECLAC is intensifying its cooperation with selected UNCTs through its sub-regional office in Mexico. ESCAP has contributed to CCA/UNDAF processes in Timor Leste. All regional commissions are effectively using their regional advisors to include regional/sub-regional or cross-boundary issues into the country processes.

I. South-South cooperation and development of national capacities

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
<ul style="list-style-type: none"> • Importance of South-South cooperation and its adoption as a driver of development effectiveness within the multi-year funding framework of UNDP (para. 79) 	<ul style="list-style-type: none"> • Organizations and bodies of the United Nations system need to integrate support to South-South cooperation and mainstream it in their country-level activities and their country offices — modalities to support South-South cooperation (para. 80) [I.1] • To promote the identification and dissemination of best practices of South-South cooperation (para. 80) [I.2] • To promote indigenous knowledge, know-how and technology in the South and facilitate networking among experts and institutions in developing countries (para. 80) • To celebrate the United Nations Day for South- 	<ul style="list-style-type: none"> • Need to define initiatives to mobilize additional resources for enhancing South-South cooperation, including through triangular cooperation (para. 82) • Member States and organizations of the United Nations system should actively participate in the High-Level Committee on the Review of South-South Cooperation with a view to formulating and reviewing the strategies as well as sharing information and their experiences (para. 83) • Organizations of the United Nations system and South centres of excellence to contribute to the periodic updating of the Web of Information for Development electronic databank operated by the Special 	<p>Policy and harmonized strategies and guidelines for capacity development include South-South cooperation (by December 2005) [I.4]</p>	<p>UNDG, United Nations organizations</p> <p>United Nations organizations</p> <p>UNDP and other United</p>

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
	South Cooperation in a benefiting and comprehensive manner every year (para. 81)	<p>Unit for South-South Cooperation of UNDP in coordination with Governments, allowing for the wide diffusion of and access to the information contained therein, including experiences, best practices and potential partners in South-South cooperation (para. 84) [I.3]</p> <p>• Organizations of the United Nations system should further strengthen efforts and support for national capacity development in the context of South-South cooperation to enhance development effectiveness (para. 85) [I.4]</p>		<p>Nations organizations</p> <p>United Nations organizations</p>

[I.1] *Most United Nations organizations have focal points to promote and support TCDC/South-South Cooperation (SSC) in agency programmes but uniform information is lacking to provide a system-wide overview.*

With different focus for Africa, Asia and the Pacific and Latin America, UNDP country offices actively support SSC in HIV/AIDS, democratic governance, crisis prevention and recovery, energy and the environment.

UNFPA supports SSC mostly at subregional level for integrated reproductive health services and obstetric fistula.

In addition to the Cotton Initiative for Africa and the TICAD Exchange, UNIDO and the African Regional Centre for Technology promote South-South technology transfer. UNIDO's Cleaner Production Programme works through a network of centres covering 30 countries.

UNCTAD supports South-South economic and commercial relations, in creative industries, ICT, and tourism, among others. The International Trade Centre's (ITC) South-South trade promotion programme brings buyers and sellers together.

Some programmes support SSC globally (FAO's Special Programme for Food Security deploying 600 SSC experts in 34 countries; WHO Disease Surveillance Networks; UNAIDS support to the International Partnership against AIDS; and most UNU activities); others support SSC regionally (ICAO and UNESCO). UNEP is strengthening its efforts to promote SSC within the framework of the Bali Strategic Plan.

[I.2] *Best practices in South-South cooperation are documented in the Special Unit (SU)/SSC publication Sharing Innovative Experiences posted on its website.*

[I.3] *SSC activities of FAO, UNIDO, the Pan American Health Organization, and ESCAP are linked to the SU/SSC website; United Nations development agencies should establish such links systematically.*

[I.4] *SSC cooperation is one of the six “drivers of development effectiveness” in the UNDP Multi-Year Funding Framework (MYFF). However, SSC is not a focus of the UNDG work programme for capacity development.*

J. Gender

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(a) Governing bodies of United Nations agencies, funds and programmes to ensure that gender perspectives are integrated into all aspects of their monitoring functions in relation to policies and strategies, medium-term plans, multi-year funding frameworks and operational activities, and including those relating to the implementation of the Millennium Declaration and the outcomes of major United Nations conferences and summits in economic and social fields (fourteenth preambular paragraph)	(a) • Mainstream gender and pursue gender equality in operational activities for development in all United Nations organizations' country programmes, planning instruments and sector-wide programmes (para 86) • Articulate specific country-level goals and targets (on gender equality) in accordance with national development strategies (para 86)	(a) [J.1] • Resident coordinator system to provide specialists to support gender mainstreaming in country-level activities in all sectors (para. 87) • Enhance effectiveness of gender specialists, focal points and theme groups by establishing mandates and increasing support and participation of senior staff to these groups • Ensure adequate/stable resources and training/ access to information (para. 88) • United Nations development system avail itself of the technical experience of UNIFEM on gender (para. 89) • Work with relevant national counterparts to generate gender disaggregated, quantitative and qualitative information required to produce better analysis of gender-related development issues (para.	(a) [J.i] • Create UNDG Task Force on Gender (April 2005) • Establish database and referral process for gender equality experts and institutions familiar with United Nations coordination processes (2005) • Gender concerns fully mainstreamed in United Nations programmes and projects, planning instruments and sector-wide programmes, their monitoring, through the articulation of country-specific goals and targets (January 2006) • United Nations Common Programming Manual fully incorporates gender mainstreaming (March 2006) • Annual report on resident coordinators include information on progress on implementing actions on gender	(a) Actions indicated involved several actors. This is an indicative list: • United Nations organizations and their governing bodies • UNDG • UNIFEM • Gender focal points in United Nations organizations • Other gender-related entities in the United Nations system • Resident coordinators/United Nations country teams/gender theme groups

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
		<p>87)</p> <ul style="list-style-type: none"> Annual report of resident coordinators should include adequate and concise information on progress in implementing these provisions (para. 91) 	<ul style="list-style-type: none"> Establish quality control criteria to monitor gender equality in CCA/UNDAF (2005-2007); CCA/UNDAFs to reflect gender dimensions and women's empowerment in their analysis, outcomes, implementation and evaluation; each draft CCA and each draft UNDAF to be reviewed from gender perspectives 2005-2007 Increase number of United Nations country teams coordinated programmes on gender equality and women's empowerment Devise guidelines and collaborate in preparing expert database and referral system, and for reporting information on gender equality and women's empowerment activities Common approach to building United Nations staff's and partners' capacity in supporting gender mainstreaming and women's human rights in United Nations country teams 	<ul style="list-style-type: none"> United Nations Statistics Division

[J.1] *The undg Task Team on Gender Equality (TT), consisting of 17 UN organizations and chaired by UNIFEM, has undertaken three enquiries in 2005 and 2006 to underpin recommendations to strengthen accountability for gender equality amongst UN Country Teams (UNCTs). Amongst these was a desk- and field-review of the extent to which gender equality is reflected in the latest generation of CCA/ UNDAFs and RC's annual reports for 2004 and 2005. The results demonstrated that UNCTs have sufficiently mainstreamed gender into their country programmes and carried out activities on empowerment of women. However, gender related activities of UNCTs are mostly*

focused on health and education and refer to targeted interventions. There was no reference to gender equality in reporting on Goal 7 of MDG (environment) and on Goal 9 (partnership for development). This led to the launching in 2006 of an action-learning process to support a small number of self-selected UNCTs to generate replicable practices, and b) develop a set of performance indicators (or a 'gender equality scorecard') that UNCTs can use to measure their performance on gender equality.

The TT is contributing a module on gender equality to the new E-Learning Kit as well as finalizing a roster of gender equality experts who have explicit competencies in UN coordination mechanisms and who can thus provide UNCTs with both analytical and operational level support. Both these activities will be completed in early 2007. The above-mentioned roster will be managed by the UN System College, to be operational from April 2007.

Out of 134 resident coordinators' annual reports in both 2004 and 2005, in 52 instances in 2005 compared to 43 in 2004 reports highlighted substantive areas of joint initiatives on gender equality; 13 joint programmes in gender are posted in UNDGO database; a best practice note on gender mainstreaming was issued in September 2005 for UNCTs use.

The system-wide medium-term plan for the advancement of women, 2002-2005, served as a framework for actions; a 2005-2007 system-wide action plan to implement Security Council resolution 1325 (2000) on women, peace and security outlines responses of United Nations agencies under CEB coordination.

Issues	Targets for each group of issues	Actions	Benchmarks and time frames	Action by
(b) Gender balance in appointments within United Nations development system (para. 90)	(b) To achieve gender balance (at headquarters and country levels) in relevant positions such as resident coordinators, considering geographic representation (especially from South) (para. 90)	(b) To encourage and actively seek qualified women candidates for resident coordinator identification and talent development, continuing current efforts in this area [J.2]	(b) Annual report on resident coordinators to include report on gender balance in appointments (para. 91)	(b) United Nations organizations UNDG, resident coordinators

[J.2] At the end of 2005, 37 percent of all professional staff members of the UN common system were women, while in 2000 that percentage was 33. Only UNFPA achieved gender parity in its professional staff composition as of 31 December 2005 as called for by General Assembly resolutions 55/305 and 58/144. Both UNICEF and UNESCO achieved a 45 percent rate.

Women's representation at the higher level is relatively low. UNFPA and UNICEF made progress with UNFPA's female representation of 31 percent, 26 percent and 67 percent and UNICEF's female representation of 37 percent, 31 percent and 50 percent (respectively for D1, D2, and higher levels). Other organizations have a lower female representation at the top managerial level.

The percentage of women representatives under the RC system is still relatively low (26 percent of resident coordinators in 2005 and 30 percent in 2007) but improving gradually due to the proactive recruitment system. In 2005, women accounted for 38 percent of new appointments (16 out of 42) compared to 32 percent in 2004. Out of the total 42, 23 recruitments were first-timer resident coordinators, of which women accounted for 52 percent.

K. Transition from relief to development

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(a) Role of the United Nations development system and an effective resident coordinator/humanitarian coordinator system in situations of transition from relief to development (paras. 93 and 95)	(a) To strengthen interdepartmental and inter-agency coordination for integrated, coherent and coordinated approach at the country level taking into account complexity of challenges and country-specific character of those challenges (para. 94)	(a) <ul style="list-style-type: none"> • Transitional activities to be undertaken under national ownership through development of national capacities at all levels to manage the transitional process (para. 96), and to begin planning the transition to development taking measures, such as institutional and capacity-building, from the beginning of the relief phase (para. 99) [K.a.1] • Development of South-South cooperation modalities, including triangular cooperation, to assist in transition from relief to development through, inter alia, use of information technology and knowledge management systems, as well as exchange of expertise (para. 97) [K.a.2] • To pursue continuing active interdepartmental and inter-agency dialogue and collaboration • Sufficient levels of 	(a) Institutional and capacity-building strategies, including development of national capacities at all levels to manage transitional processes, are to be developed at the outset of relief operations in countries in transition [K.a.1]	(a) United Nations organizations United Nations organizations UNDG and the Executive Committee on Humanitarian Assistance UNDG

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
		coordination support capacity to be made available to the resident coordinator system, in order to have a seamless, effective transition from humanitarian relief to development [K.a.3]		

[K.a.1] *UNDG and the World Bank developed a coherent approach to support national governments in the assessment of recovery needs and the establishment of plans for prioritization. This Post Conflict Needs Assessment (PCNA) and Transitional Results Matrix (TRM) thus provide the basis for international partners to provide assistance to the government. This approach has been adopted in April 2007 by the UNDG members, and is now the approach the EU and OECD want to use as well. UNCTs in six post conflict countries assisted governments in preparing nationally led needs assessments. In response to these national plans, the UNCT then prepared a UN Transitional Response Plan, combining UN support for ongoing humanitarian and recovery needs.*

UNCTs, in some countries, support government coordination with the Development Assistance Database which consolidates information for planning and tracking overall support to transition. OCHA, UNDG and UNICEF are harmonizing data collection and information management systems during the transition linking the Humanitarian Information Centre, the Development Assistance Database and DevInfo.

To build local capacity during the relief phase, agencies (e.g., FAO, UNHCR, WHO and WFP) partner with national authorities and organizations, build vulnerable groups skills, and adopt policies to systematically implement capacity-building of local authorities. Significant existing and potential local capacity was often untapped during the emergencies of 2005, thus the United Nations Emergency Relief Coordinator is working with Governments and agencies to improve the situation.

[K.a.2] *In Asia-Pacific, South-South cooperation modalities supported post-tsunami humanitarian relief. UNDP developed a roster of experts for conflict prevention and recovery while UNDGO has a roster of strategic planners and coordination advisers for transition and post-conflict needs assessment. In 2005, WFP launched the Latin American and Caribbean Emergency Response Network to facilitate exchange of knowledge in the region to improve quality of emergency response.*

As one example, in preparation for the transformation of the Peace Keeping Mission in Burundi (ONUB) into an Integrated Office (BINUNB), the Government of Burundi undertook a mission to Sierra Leone, accompanied by members of the UNCT and Mission, to assimilate their best practices and lessons learned in the establishment of an Integrated Peacebuilding Office.

[K.a.3] *UNDP Country Directors were appointed in 13 countries in transition (another 11 will follow). UNDGO fielded Senior Coordination Advisers and strategic planners to enhance the capacity of RC Offices in countries in transition, resulting in some cases in the creation of co-located, co-financed Coordination Units for humanitarian, transition and development*

coordination. A UNDG Special Task Force recommended for consideration by UNDG Executive Committee, among others, raising the profile of strategic personnel to strengthen support to UNCTs in emergency and transitional situations.

UNDDO utilised a \$2.2 million from the Country Coordination Fund to provide enhanced coordination capacity to countries at critical phases of their transition. This support was used to fund both long term and short term coordination support in a total of eighteen RC Offices. Additional support was provided through technical missions and increased capacity support from DGO

UNDP/Bureau for Crisis Prevention and Recovery (BCPR), OCHA and UNDGO are engaged in an informal Joint Initiative to strengthen recovery coordination in transition countries, and to ensure that the RCs' coordination capacities are sufficient to meet the recovery challenges, particularly when the humanitarian coordination capacities are scaled down and eventually out.

<i>Issues</i>	<i>Targets for each group of issues</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
(b) Funding for transition from relief to development	(b) Donor countries, and other countries in position to do so, should consider more coordinated and flexible approaches to funding operational activities for development in situations of transition from relief to development, making use of multiple resource mobilization instruments. Contributions to humanitarian assistance should not be provided at the expense of development assistance. Sufficient resources for humanitarian assistance should be made available (para. 98)	(b) The report on “funding options and modalities for financing operational activities for development of the United Nations system” (paras. 21 and 24) can look into approaches to increase and sustain funding of operational activities in situations of transition from relief to development, including more coordinated and flexible approaches	(b) Continuous effort [K.b.1]	(b) United Nations Secretariat in consultation and collaboration with United Nations system inter-agency mechanisms (UNDG and CEB), as appropriate
		To advocate with donors to be prepared to engage earlier in the transition phase with funding for recovery and development programming [K.b.1]	Continuous effort	UNDG

[K.b.1] *The new Peacebuilding Commission is expected to ensure predictable financing for recovery, including through a multi-year standing peacebuilding fund. Strategies like local procurement, a policy adopted by FAO, facilitate sustainable recovery.*

Both the UNDG and the World Bank undertook extensive reviews of the use of Multi-donor trust funds as a tool to finance post-conflict recovery and reconstruction priorities. These studies are now informing policy guidance on the use of trust funds, which will help in the design of appropriate pooledfunding modalities to be used in post-conflict environment, in order to maximize impact for the populations at stake.

L. Additional reporting requirements

<i>Reporting requirements</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<ul style="list-style-type: none"> • In paragraph 100 of resolution 59/250 the General Assembly reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations system requested should take appropriate actions for the full implementation of the resolution, in line with paragraphs 91 and 92 of resolution 56/201 	Triennial comprehensive policy review-related reports for the Economic and Social Council and the General Assembly are prepared in consultation with all concerned organizations within the United Nations system, and in close collaboration with UNDG	2005-2007 [L.1]	Given the special emphasis that the present resolution places on the roles of UNDG and CEB, their involvement in defining system-wide modalities and their assessment for the 2007 Triennial Comprehensive Policy Review need special attention

[L.1] *The present progress report updates the report on the management process for implementing resolution 59/250 (see E/2005/58) and the report on implementation of resolution 59/250 (E/2006/58), and reflects actions taken by United Nations organizations.*

<i>Reporting requirements</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<ul style="list-style-type: none"> • The executive heads of United Nations funds, programmes and specialized agencies were requested to submit a yearly progress report to their governing bodies on measures taken and envisaged to implement the General Assembly resolutions, as well as appropriate recommendations (para. 91 of General Assembly resolution 56/201) 	Yearly progress reports	Annual, 2005-2007 [L.2]	United Nations organizations

[L.2] *Agency reports submitted to their respective boards reflect progress on key triennial comprehensive policy review decisions.*

<i>Reporting requirements</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<ul style="list-style-type: none"> • The executive boards of the United Nations funds and programmes were requested to ensure that the heads of those organizations include, in their annual reports to the Economic and Social Council (see resolution 1994/33), a thorough analysis of problems encountered and lessons learned in the implementation of the Secretary-General's reform programme, the Triennial Comprehensive Policy Review and the follow-up to the Millennium Declaration/major United Nations conferences, to allow the Council to fulfil its coordinating role (para. 92 of General Assembly resolution 56/201) 	Reports	Annual, 2005-2007	United Nations funds and programmes

UNFPA and UNDP submitted in 2006 a first joint report to Economic and Social Council on their activities and progress made in implementing resolution 59/250.

WFP will merge into one report to the Economic and Social Council and the FAO Council, its annual report, the report on General Assembly and Economic and Social Council resolutions, and the Triennial Comprehensive Policy Review progress report.

<i>Reporting requirements</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<ul style="list-style-type: none"> • In paragraphs 37 and 101 the Secretary-General, after consultation with the United Nations funds, programmes and specialized agencies, was requested to submit a report to the Economic and Social Council, at its substantive session of 2005, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of resolution 59/250 	Secretary-General report to the Economic and Social Council	2005	Department of Economic and Social Affairs in collaboration with United Nations system

The Secretary-General submitted to the Economic and Social Council, in 2005, the management process to implement resolution 59/250. As requested by the Economic and Social Council, the present report contains the updated matrix of the management process, with analysis on results and outcomes achieved.

<i>Reporting requirements</i>	<i>Actions</i>	<i>Benchmarks and time frames</i>	<i>Action by</i>
<ul style="list-style-type: none"> • In paragraph 102 the General Assembly invited the Economic and Social Council, at its operational activities segment in 2006, to undertake an evaluation of the implementation of the resolution, which entails a progress report by the Secretary-General for that year • In paragraph 103, the General Assembly requested the Secretary-General to submit to the Assembly in 2007, through the Economic and Social Council, a comprehensive analysis of the implementation of the resolution in the context of the Triennial Comprehensive Policy Review, including, as in the past, appropriate recommendations 	<p>Secretary-General progress report to the Economic and Social Council on the implementation of resolution 59/250</p> <p>Secretary-General report to the General Assembly through the Economic and Social Council, on Triennial Comprehensive Policy Review</p>	<p>2006</p> <p>2007</p>	<p>Department of Economic and Social Affairs in collaboration with United Nations system</p> <p>Department of Economic and Social Affairs in collaboration with United Nations system</p>

The Secretary-General submitted to the Economic and Social Council, in 2006, a report on the progress in the implementation of General Assembly resolution 59/250.

The Secretary-General submits to the General Assembly through the Economic and Social Council, the report on the implementation of the Triennial Comprehensive Policy Review.