

## Supplementary matrix 1

### General Assembly resolution 67/226 on the quadrennial comprehensive policy review of UN operational activities for development<sup>1</sup>

#### Legislative mandates by actor

Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines <sup>2</sup>	Cost implications
<b>ECOSOC/Executive Boards/Governing Bodies</b>					
OP17(d)	President of ECOSOC	Convene briefings for Member States and the Secretariat following CEB biannual sessions	From 2013 onwards		
OP185	ECOSOC	Review and assess the progress in the implementation of the provisions contained in GA resolution 67/226	From 2013 onwards	Secretary-General to submit annual report on implementation of GA resolution 67/226 on the QCPR to ECOSOC	
OP41	Governing bodies of Fs/Ps/SAs	Consolidate all available and projected core and non-core resources of Fs/Ps/SAs within an integrated budgetary framework	From 2013 onwards	Fs/Ps/SAs to establish integrated budgetary frameworks	
OP46	Executive Boards (EBs) of Fs/Ps and governing bodies of SAs	Organize structured dialogues on how to finance development results agreed in the strategic plans	During 2014	Fs/Ps/SAs to prepare relevant background documents to facilitate intergovernmental discussions	
OP53	EBs of Fs/Ps and governing bodies of SAs	Adopt frameworks based on the guiding principle of full cost recovery of all non-programme costs proportional from core and non-core funding sources while providing incentives for increasing core contributions and more predictable and flexible non-core funding	By 2013 with full implementation in 2014	Fs/Ps/SAs to undertake relevant analytical work	Specialized technical inputs may be required by Fs/Ps/SAs
OP163	Governing bodies of specialized agencies and other relevant UN entities	Review and discuss the provisions in this subsection with a view to promoting their implementation by the respective entities and improving harmonization with funds and programmes	In 2013	SAs to prepare relevant background information on the implications of the present resolution in the area of simplification and harmonization of	

<sup>1</sup> General Assembly resolution 67/226 is binding on those United Nations entities that report to the Assembly, including 14 funds and programmes, 6 research and training institutions and 3 other entities.

<sup>2</sup> Analysis and guidelines proposed to UNDG in this column are subject to UNDG discussion.

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				business practices for the work of SAs	
OP169	EBs of Fs/Ps and governing bodies of SAs and other relevant UN entities	Engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels with the current agency-specific reporting requirements	2013	UNDG to support such dialogue with relevant background documentation, synthesize results of the dialogue as an input to the annual report of the Secretary-General on the implementation of GA resolution 67/226	
OP183	Governing bodies of Fs/Ps/SAs	Take appropriate actions for the full implementation of GA resolution 67/226 on the QCPR	From 2013 onwards		
OP183	EBs of Fs/Ps	Ensure that the heads of Fs/Ps include in their annual reports to ECOSOC a thorough analysis of problems encountered and lessons learned with emphasis on issues arising from the implementation of GA resolution 67/226 on the QCPR	From 2013 onwards		
<b>Secretary-General</b>					
OP17(a)	Secretary-General as Chair of CEB	Enhance the quality and quantity of information flow on the CEB web site and publish inter-agency agreements and decisions of the Board	From 2013 onwards	Secretary-General to regularly update the CEB web site	
OP17(b)	Secretary-General as Chair of CEB	Improve transparency in CEB priority-setting	From 2013 onwards	Secretary-General to improve CEB annual reporting to ECOSOC to be reviewed by the CPC	
OP55	Secretary-General	Report on progress in achieving full cost recovery of all non-programme costs proportionally from core and non-core funding sources	From 2013 onwards	Secretary-General to report on implementation of GA cost recovery policy in the annual funding report	Specialized technical input may be required by the Secretary-General (DESA)
OP55	Secretary-General	Develop options for incentivizing core funding to entities of the UN development system	In 2013	Secretary-General to undertake analytical work and propose options for incentivizing core contributions to the UN development system in the 2013 report on funding	Specialized technical input may be required by the Secretary-General
OP128	Secretary-General	Submit concrete proposals for consideration of ECOSOC and the GA on the modalities for the funding of the resident coordinator system in order to ensure that the	In 2013	Secretary-General to submit concrete proposals on the funding of the resident coordinator system for consideration of	Specialized technical inputs may be required by the

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		resident coordinators have the necessary stable and predictable resources to fulfill their mandates effectively without compromising resources allocated to programmatic activities, with due regard for the principle of fairness, which should reflect the direct involvement of each agency based on the proportion of services used		ECOSOC and GA	Secretary-General
OP131	Secretary-General	Regularly assess and report on a comprehensive and quantitative basis on progress in furthering programme and operational coordination at the country level in order to inform annual reporting to ECOSOC on the functioning of the resident coordinator system	From 2013 onwards	As part of the annual monitoring report on implementation of GA resolution 67/227 on the QCPR	Specialized technical inputs may be required by the Secretary-General
OP137	Secretary-General	Report on the challenges and bottlenecks that have prevented UN country teams in “delivering as one” countries from fully realizing efficiency gains from the “delivering as one” approach	From 2013 onwards	As part of the Secretary-General’s annual monitoring report on implementation of GA resolution 67/226 on the QCPR	
OP142	Secretary-General	Submit proposals for consideration of Member States on the establishment of common monitoring, evaluation and reporting mechanisms on the implementation of “delivering as one” towards greater accountability to Member States and a more results-oriented generation of “delivering as one”	From 2013 onwards	Secretary-General to submit proposals on the establishment of common monitoring, evaluation and reporting mechanisms on the implementation of “delivering as one”	Specialized technical inputs may be required by the Secretary-General
OP143	Secretary-General	Include in the annual report on the monitoring of GA resolution 67/226 options for the review and approval of common country programme documents of the “delivering as one” countries and make recommendation for consideration of ECOSOC and GA	In 2013	Secretary-General to include in the annual monitoring report on the implementation of GA resolution 67/226 options for review and approval of common country programme documents	Specialized technical inputs may be required by the Secretary-General
OP155	Secretary-General through HLCM and UNDG	Present plans for the establishment of common support services at the country, regional and headquarters levels based on a unified set of regulations and rules, policies and procedures at the country, regional and headquarters levels in the functional areas of finance, human resources management, procurement, information technology management and other administrative services	In 2014 with implementation by 2016	The plans of the Secretary-General to be presented to ECOSOC and for approval by EBs of Fs/Ps and governing bodies of SAs by end of 2014, with a view to implementation by 2016	Specialized technical inputs may be required by the Secretary-General and the Fs/Ps/SAs

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OP159	Secretary-General	Present to the EBs of Fs/Ps a proposal on a common definition of operating costs and a common and standardized system of cost control	In 2014	Secretary-General to undertake relevant analytical work	Specialized technical inputs may be required by the Secretary-General
OP160	Secretary-General	Undertake a study to examine the feasibility of establishing interoperability among enterprise resources planning systems of the Fs/Ps	In 2013	Secretary-General to undertake the relevant analytical work	Specialized technical inputs may be required by the Secretary-General (DESA)
OP168	Secretary-General	Intensify efforts to strengthen and institutionalize results-based management in the UN development system and simplify, streamline and harmonize results-based management systems	From 2013 onwards	UNDG to take measures to strengthen RBM in the UN development system and simplify, streamline and harmonize RBM systems and report on progress as input to the annual report of Secretary-General on the implementation of GA resolution 67/226	
OP169	Secretary-General	Develop a more robust, coherent and harmonized approach to UN-OAD, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results	In 2013 with implementation by 2014	Secretary-General to report to the operational activities segment of ECOSOC in 2013	Technical inputs may be required by the Secretary-General
OP172	Secretary-General and JIU	Review results-based management and system-wide results reporting across the UN system and to present the review for consideration by the GA in the next quadrennial comprehensive policy review	In 2016	Secretary-General to present review of system-wide results reporting to the General Assembly	Technical inputs may be required by the Secretariat and JIU
OP181	Secretary-General	Establish an interim coordination mechanism for system-wide evaluation of UN-OAD composed of JIU, UNEG, DESA, OCHA and OIOS	In 2013		
OP181	Secretary-Generals (through the interim coordination mechanism)	Develop a policy for independent system-wide evaluation of UN-OAD	In 2013	Secretary-General, through the interim coordination mechanism, to develop a policy for system-wide evaluation for discussion at operational activities segment of ECOSOC in 2013	Specialized technical inputs may be required by the Secretary-General (interim coordination mechanism)
OP181	Secretary-General (through the interim coordination mechanism)	Submit a proposal for pilot system-wide evaluations of UN-OAD	In 2013	Secretary-General to prepare a proposal for system-wide evaluations of UN-OAD for discussion at the operational activities segment of ECOSOC in 2013	

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OP186	Secretary-General	Submit to ECOSOC analytical reports on results achieved and measures and processes implemented in follow-up to GA resolution 67/226 and ensure full implementation	Annually from 2013 to 2015		
OP187	Secretary-General	Strengthen the analytical quality of system-wide reporting on funding and performance and programme results for UN-OAD	From 2013 onwards		Technical inputs and special technical assistance may be required by the Secretary-General
OP188	Secretary-General	Conduct a biennial survey, directed to Governments, on the effectiveness, efficiency and relevance of the United Nations system and publish and make available survey results to Member States	2014 and 2016		Technical inputs and special technical assistance may be required by the Secretary-General
OP189	Secretary-General	Submit a comprehensive analysis of the implementation of GA resolution 67/226 in the context of QCPR and make appropriate recommendations	2016	Secretary-General to submit such a report to the GA at its seventy-first session, through ECOSOC	Specialized studies, evaluations and other technical inputs may be required by the Secretary-General
<b>UN development system/UN system</b>					
OP9	UN development system	Assist national Governments in creating an enabling environment in which the links and cooperation between national Governments, the UN development system, civil society, national non-governmental organizations and the private sector involved in the development process are strengthened, including during the UNDAF preparation process	From 2013 onwards		
OP12	UN development system	Ensure full integration of UN operational activities for development (UN-OAD) at country level with national planning and programming	From 2013 onwards		
OP15	UN system	Improve management of facilities and operations by taking into account sustainable development practices	From 2013 onwards		
OP17(c)	UNDG	Consult governing bodies of constituent agencies on major resource and policy decisions	From 2013 onwards		

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OP20	UN development system	Enhance capacity to engage in results-oriented innovative national, regional and global partnerships with diverse stakeholders	From 2013 onwards		
OP21	UN system	Work consistently across UN entities by enhancing system-wide coordination within programme countries and between national, regional and global levels	From 2013 onwards		
OP23	UN development system	Take into account the needs of persons with disabilities in UN-OAD including in the UNDAF and improve UN-wide coherence and coordination in this area	From 2013 onwards	Fs/Ps/SAs to improve information flow on disability in the context of UN-OAD	
OP34	UN development system	Further strengthen the delivery of results and results-based frameworks and reporting on outputs and nationally-owned outcomes	From 2013 onwards		
OP42	UN system	Consolidate all available and projected financial contributions for UN-OAD of the UN system at country level within a common budgetary framework	From 2013 onwards	UNDG to provide guidance on preparation of common budgetary frameworks at the country level	
OP43	UN development system	Avoid using core/regular resources to subsidize non-core/extra-budgetary financed activities, including the use of core/regular resources to cover costs related to the management and support of non-core/extra-budgetary funds and their programme activities	From 2013 onwards	Fs/Ps/SAs to revise current cost recovery policies to ensure non-subsidization of management and programme support costs relating to non-core funded activities, by core resources	
OP57	UN development system	Support the establishment and/or maintenance of effective national institutions and to support the implementation of, and as necessary, the devising of national strategies for capacity-building to deal with domestic and global challenges	From 2013 onwards		
OP58	UN system	Strengthen normative and operational linkages with a view to promoting sustainable development outcomes	From 2013 onwards		
OP58	UN system	Support programme countries in building national capacity for inclusive, equitable, participatory, transparent and accountable national development processes	From 2013 onwards		

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OP61	UN development system	Strengthen focus on development of national capacities for development planning, disaggregated data collection and analysis, implementation, reporting, monitoring and evaluation with a view to promoting sustainable development	From 2013 onwards		
OP62	UN development system	Support capacity-building and capacity development of developing countries to effectively coordinate and evaluate the impact of external development assistance	From 2013 onwards		
OP63	UN development system	Develop a common approach and frameworks for measuring progress in capacity development in programme countries	From 2013 onwards	UNDG to undertake analytical work for the development of a common approach and frameworks for measuring progress in capacity development in programme countries	
OP65	UN system	Support the promotion and transfer of new and emerging technologies to programme countries	From 2013 onwards		
OP66	UN development system	Make increased use of national public and private systems for support services and significantly reduce the number of parallel implementation units in programme countries	From 2013 onwards		
OP67	UN development system	Use national professional staff and national consultants wherever feasible	From 2013 onwards		
OP68	UN development system	Intensify inter-agency information sharing at system-wide level on good practices and experiences gained, results achieved, benchmarks and indicators and monitoring and evaluation criteria concerning capacity-building activities	From 2013 onwards	UNDG to enhance information-sharing on lessons learned and results from capacity-building activities	
OP70	UN development system	Strengthen national capacity for poverty eradication as a core UN focus area	From 2013 onwards		
OP71	UN development system	Assign highest priority to poverty eradication and scale up efforts to address the root causes of extreme poverty and hunger	From 2013 onwards		

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OP72	UN development system	Operate in an integrated, coordinated and coherent manner in accelerating poverty eradication	From 2013 onwards		
OP73	UN development system	Share good practices, lessons learned, strategies, programmes and policies with a view to achieving poverty eradication and the MDGs and to inform the process leading to development of a post-2015 development agenda	From 2013 onwards	UNDG to facilitate information-sharing on lessons learned and good practices in achieving poverty eradication	
OP74	UN system	Mainstream support to South-South cooperation and triangular cooperation into regular country-level programming of UN-OAD and strengthen support mechanisms at global and regional levels	From 2013 onwards	UNDG in cooperation with the United Nations Office for South-South Cooperation to provide guidance on mainstreaming of South-South cooperation and triangular cooperation into country-level programming	
OP75	UN development system	Intensify information-sharing, reporting and evaluation on support to and results achieved through South-South cooperation, including triangular cooperation	From 2013 onwards	UNDG in cooperation with the United Nations Office for South-South Cooperation to facilitate enhanced <i>information-sharing</i> – UN development system entities to enhance <i>reporting</i> on support to and results achieved through South-South and triangular cooperation - evaluation offices of individual UN entities to strengthen <i>evaluation</i> of South-South and triangular cooperation initiatives	
OP78	UN development system	Provide the United Nations Office for South-South Cooperation with further support to enable it to fulfill its mandate	From 2013 onwards	UNDG to facilitate a dialogue with Fs/Ps/SAs on how to best support the work of the United Nations Office for South-South Cooperation	
OP81	UN development system	Substantially increase investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women	From 2013 onwards		
OP82	UN development system	Consider the role of men and boys in gender mainstreaming policies	From 2013 onwards		



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OP83	UN development system	Expand and strengthen the use of the gender scorecard as a planning and reporting tool	From 2013 onwards		
OP84	UN development system	Institute greater accountability for gender equality in evaluations conducted by country teams in programme countries	From 2013 onwards		
OP85	UN development system	Strengthen coordination of gender-responsive operational activities	From 2013 onwards		
OP88	UN development system	Acquire sufficient technical expertise for gender mainstreaming in programme planning and implementation	From 2013 onwards	UN development system entities to strengthen their capacity for gender mainstreaming in programme planning and implementation	
OP89	UN development system and UN country teams	Ensure that UN accountability mechanisms provide for more coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and tracking of gender-related resource allocation and expenditure including through the use of gender markers	From 2013 onwards	UNDG in cooperation with UN-Women to prepare guidelines for coherent, accurate and effective monitoring, evaluation and reporting on gender equality results	
OP90	UN development system	Collect, analyze and disseminate comparable data, disaggregated by sex and age in a regular and systematic manner to guide country programming and support preparation of organization-wide and country-level documents	From 2013 onwards	UNDG in cooperation with UN-Women to provide guidance to entities of the UN development system on collection, analysis and dissemination of comparable data disaggregated by sex and age	
OP91	UN development system	Further improve institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in strategic frameworks	From 2013 onwards	Strategic plans of UN development system entities to include intergovernmentally agreed gender results and gender-sensitive indicators	
OP92	UN development system	Continue efforts to achieve balance in appointments within the UN system at country, regional and global levels for positions that affect UN-OAD including appointments of resident coordinators and other high-level posts	From 2013 onwards	UN development system entities to achieve gender balance in appointments to positions through more effective human resources planning and management	
OP94	UN development	Respond to requests from countries affected by disasters or conflicts that are in transition from relief to	From 2013		

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	system	development to support their national priorities, while recognizing the differences in these situations	onwards		
OP95	UN development system	Develop national capacities at all levels in countries in transition from relief to development to manage the transition process	From 2013 onwards		
OP99	UN system	Further strengthen the coordination role of the resident coordinator/humanitarian coordinator	From 2013 onwards	UNDG, in cooperation with OCHA, to prepare policies to further enhance the coordination role of resident coordinators/humanitarian coordinators in countries in transition from relief to development	
OP100	UN development system	Assign priority to providing adequate and sustained financial and technical support to ensure effective strategic and operational planning and coordination capacity in offices of resident coordinators	From 2013 onwards	UN development system entities to enhance financial and technical support to resident coordinators' offices in countries in transition from relief to development	Strengthening of capacities of resident coordinator offices may require additional funding to be mobilized by the respective entities and/or reallocation of existing resources
OP101	UN development system	Take into account the advisory role the Peacebuilding Commission can provide when delivering assistance in countries in transition from relief to development	From 2013 onwards		
OP102	UN development system	Use country-led assessments, build partnerships, enhance transparency, risk management and use of national systems, strengthen national capacities, improve the speed and predictability of funding, and strengthen UN-wide planning and coordination	From 2013 onwards		
OP103	UN development system	Further delegate authority in areas of programming and allocation of resources to field representatives of UN entities	From 2013 onwards	UNDG, in cooperation with other relevant UN entities, to develop policies for enhanced delegation of authority to field representatives of UN entities in countries in transition from relief to development in the areas of programming and allocation of resources	

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OP104	UN development system	Strengthen operational partnerships with other multilateral organizations and other stakeholders	From 2013 onwards		
OP105	UN system	Strengthen coordination with Bretton Woods institutions	From 2013 onwards		
OP106	UN development system and humanitarian and peacebuilding entities	Strengthen cooperation and coordination among development activities, humanitarian assistance and peacebuilding efforts	From 2013 onwards		
OP107	UN development system and Secretariat entities	Accelerate progress and deepen coordination between Secretariat entities and the UN development system, inter alia, through the simplification and harmonization of programming instruments and processes and business practices	From 2013 onwards	UNDG, in cooperation with relevant UN bodies, to develop policies for strengthening of cooperation and coordination between the UN development system and Secretariat entities	
OP111	UN development system	Further leverage its capacities at regional level to enhance support with a view to preventing spillover and recurrence of conflicts in the region/subregion	From 2013 onwards		
OP112	UN development system	Ensure that profiles of resident coordinators include the qualifications of a humanitarian coordinator and that appropriate training on coordination and provision of humanitarian assistance is provided	From 2013 onwards	UNDG, in cooperation with relevant UN bodies, to review current practice to include humanitarian coordinator qualification in the profile of resident coordinators in countries in transition from relief to development	Further training of resident coordinators on coordination and provision of humanitarian assistance in countries in transition from relief to development may require additional resources
OP115	UN development system	Tailor country-level presence to the needs of programme countries and fully align work of UN development system with priorities agreed with national authorities	From 2013 onwards		
OP116	UN development system	Give programme countries access to the full range of mandates and resources of the UN development system, with national Governments determining which resident and non-resident UN organizations best respond to their	From 2013 onwards		

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		needs and priorities			
OP117	UN development system	Further improve the UNDAF as a strategic framework and simplify the UNDAF process in order to reduce workload on national Governments and other stakeholders, decrease the time necessary for preparation of relevant documents and ensure alignment with Government planning cycles, thus improving focus on results and promoting better division of labour within the UN system at country level	In 2013	UNDG to prepare guidance on simplification of the UNDAF process at the country level	
OP118	UN development system	Further strengthen joint programming processes at the country level with a view to promoting greater coherence, alignment of UN-OAD with national priorities, and the comparative advantage of UN entities	From 2013 onwards		
OP119	UN development system	Further simplify and harmonize agency-specific programming instruments and processes with the UNDAF at the country level	In 2013	UNDG to prepare guidance on simplification and harmonization of agency-specific programming instruments and processes and the UNDAF at the country level	
OP120	UN development system	Continue to promote better division of labour at the country level under the leadership of resident coordinators and in line with the UNDAF	From 2013 onwards		
OP122	UN development system	Implement all previous resolutions of GA regarding country-level presence of the UN development system	From 2013 onwards	UNDG to circulate to all UNDG members, including UN country teams, a compendium of all previous GA resolutions relating to the resident coordinator system – UNDG to systematically review the implementation of all GA mandates on the resident coordinator system as an input to the annual monitoring report of the Secretary-General on the implementation of GA resolution 67/226	
OP122	UN development system	Resident coordinators, under Government leadership, to ensure the coordination of UN-OAD at the country level including the common country assessment and the	From 2013 onwards		

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		formulation and implementation of the UNDAF			
OP122	UN development system	Ensure the functioning of the resident coordinator system as participatory, collegial and mutually accountable within that system	From 2013 onwards		
OP123	UN development system	Support the resident coordinator function by training, preparation, support and the qualifications necessary for the resident coordinators to perform their functions effectively while ensuring that the profiles of resident coordinators are aligned with the needs, priorities and challenges of programme countries	From 2013 onwards	UNDG to undertake a review of the current approach to training and provision of support to resident coordinators, with a view to adopting necessary improvements	
OP124 (a)	UN development system	Improve the way individuals are attracted, selected, trained, appraised and retained within the resident coordinator system	In 2013	UNDG to prepare a strategy and action plan for improving the manner in which resident coordinators are attracted, selected, trained, appraised and retained	
OP124(b)	UN development system	Achieve diversification in the composition of the resident coordinator system in terms of geographical balance and gender	From 2013 onwards	UNDG to prepare a strategy and action plan for achieving geographical and gender balance in the composition of resident coordinators	
OP124(c)	UN development system	Develop an integrated strategy of training and support to resident coordinators	In 2013	UNDG to prepare an integrated strategy of training and support to resident coordinators	
OP124(d)	UN development system	Ensure participation of all Fs/Ps/SAs on an equal footing in the process of nominating candidates for position of resident coordinator	From 2013 onwards	UNDG to review and revise, as necessary, existing guidelines and practice for nominating candidates for resident coordinator positions to ensure equal participation of all UN entities	
OP124(e)	UN development system	Strengthen the capacity of resident coordinators' offices through improved access to expertise available within the UN development system with a view to enhancing its coherence and effectiveness at the country level	From 2013 onwards		
OP124(f)	UN development system	Ensure that country-level coordination is cost-effective and based on an efficient resident coordinator office	From 2013 onwards		

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		which is flexible and responsive to the development needs, priorities and challenges of programme countries			
OP124(g)	UN development system	Find more effective ways of identifying, mobilizing and deploying the assistance necessary to achieve results in programme countries including through the pooling of capacities of different entities in the same sectors and at global, regional and national levels	From 2013 onwards		
OP124(i)	UN development system	Strengthen coordination with all development stakeholders including civil society at the country level	From 2013 onwards		
OP124(j)	UN development system	Ensure appropriate decentralization of authority from headquarters to the country-level representatives of Fs/Ps/SAs for making decisions on programmatic and financial matters	In 2013	UNDG to study current decentralization policies of Fs/Ps/SAs relating to decision-making by field representatives on programmatic and financial matters with a view to facilitating the necessary improvements	
OP125	UN development system	Enhance investment in staff development so that the UN development system has the right mix of capacities and skills including for high-quality policy and programme advice and the highest standards of leadership skills, management training and continuous learning including through enhanced emphasis on joint training across agencies	From 2013 onwards	Fs/Ps/SAs to study their present staffing profiles to ensure alignment with the needs, priorities and challenges of programme countries	
OP126	UN development system	Enhance the planning and coordination function of the resident coordinator including through the full exercise of the responsibility and authority of the resident coordinator already provided for by the relevant GA resolutions	In 2013	UNDG to circulate to all UNDG members, including UN country teams, a compendium of all previous GA resolutions relating to the resident coordinator system – UNDG to systematically review the implementation of all GA mandates on the resident coordinator system as an input to the annual monitoring report of the Secretary-General on the implementation of GA resolution 67/226	
OP126	UN development system	Allow the resident coordinators to propose to members of UN country teams and relevant non-resident agencies including within the established UNDAF and mid-term	From 2013 onwards	UNDG to revise relevant guidelines to reflect the mandates stipulated in	

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		<p>review processes:</p> <p>(a) The amendment of projects and programmes, where required, in order to bring them in line with UNDAF</p> <p>(b) Amendments to UNDAF, or its action plan, if it is determined that some activities are no longer aligned with the broader strategy of the UN development system</p>		OP126 of GA resolution 67/226	
OP127	UN development system	Ensure effective response of the resident coordinator system to the needs, priorities and challenges of programme countries, the ownership of the resident coordinator system by all members of the UN development system, that resident coordinators are able to effectively address all the tasks inherent to their functions, and that the resident coordinator system is managed under the leadership of the Secretary-General on behalf of the entire UN development system, drawing on all the assets of the system	From 2013 onwards		
OP128	UN development system	Provide further financial, technical and organizational support for the resident coordinator system	From 2013 onwards		
OP129	UN development system	Ensure that funding for the resident coordinator system will not adversely impact on resources available for development programmes in programme countries, with cost savings resulting from joint efforts and coordination at the country level accruing to development programmes	From 2013 onwards	UNDG to study practical measures to ensure that cost savings from joint efforts accrue to development programmes and report on findings as an input to the annual monitoring report of the Secretary-General on the implementation of GA resolution 67/226	
OP130(a)	UN development system	Ensure the full implementation, including the monitoring, of the management and accountability system of the UN development system and the resident coordinator system including the "functional firewall" for the resident coordinator system in areas that do not require intergovernmental approval	From 2013 onwards	UNDG to report annually on progress in implementing the management and accountability system as an input to the annual monitoring report of the Secretary-General on the implementation of GA resolution 67/226	
OP130(b)	UN development system	Ensure that resident coordinators, supported by UN country teams, are accountable to national authorities for the delivery of results agreed in the UNDAF and	From 2013 onwards		

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		report to them on the results of the country team as a whole			
OP136	UN development system	Maintain “no one size fits all” approach and the principle of the voluntary adoption of the “delivering as one”	From 2013 onwards		
OP137	UN development system	Identify and address challenges and bottlenecks, in particular, at headquarters, which have prevented UN country teams in “delivering as one” countries from fully realizing the efficiency gains under the “delivering as one” approach	From 2013 onwards	UNDG to undertake analysis of the challenges and bottlenecks preventing the “delivering as one” countries from fully utilizing the efficiency gains from the “delivering as one” approach	
OP138	UN development system	Provide programme countries considering the adoption of the “delivering as one” approach with information on issues such as “delivering as one”-specific joint planning, programming, implementation, monitoring and evaluation, reporting and funding mechanisms, as well as the support provided by the resident coordinator office and the UN country team with a view to enabling them to take an informed decision on the modalities for delivery of assistance	In 2013	UNDG to provide “delivering as one”-specific information to programme countries considering the adoption of the “delivering as one” approach	
OP139	UN development system	Ensure that the resident coordinator office, and a resident coordinator that is managed on behalf of the entire UN development system, are well-supported in “delivering as one” countries	From 2013 onwards		
OP140	UN development system	Further consolidate the “delivering as one” process by clearly outlining the core elements of each of the “ones”, based on lessons learned, including by formulating standard operational procedures as guidelines for the successful work of the UN country teams in “delivering as one” countries as well as in other countries that are considering the “delivering as one” approach	In 2013	UNDG to develop standard operational procedures for “delivering as one” countries as well as those countries voluntarily considering the “delivering as one” approach - UNDG to prepare inputs on progress for the annual reporting of the Secretary-General to ECOSOC on implementation of GA resolution 67/226	Specialized technical inputs may be required by UNDG
OP141	UN system	Support programme countries that have adopted “delivering as one” approach with an integrated package of support comprising standard operating procedures as well as guidance on “delivering as one”-specific programming, monitoring and evaluation, reporting, pooled funding mechanisms and support to the resident	In 2013	UNDG to develop an integrated package of support comprising standard operating procedures as well as other “delivering as one”-specific guidance	Specialized technical inputs may be required by UNDG



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		coordinator office, in line with the management and accountability system including the “functional firewall” for the resident coordinator system, and the simplification and harmonization of business practices			
OP145	UN development system	Strengthen collaboration with regional and subregional intergovernmental organizations and regional banks	From 2013 onwards		
OP147	UN development system	Align regional technical support structures and the regional bureaux to provide support to UN country teams, including enhanced technical, programme and administrative support, increasing collaboration at the regional level, including through co-location, where appropriate	From 2013 onwards	UNDG to study by end of 2013 the feasibility of co-locating regional offices/centres of UN entities as an input to the annual monitoring report of the Secretary-General on implementation of GA resolution 67/226	
OP147	UN development system	Identify appropriate mechanisms at the subregional level to respond to specific challenges that cannot be adequately responded to at the regional hubs	From 2013 onwards		
OP149	UN development system at regional level	Substantially enhance support to UN country teams in pursuing national development agendas, in alignment with UNDAF and in close coordination with the resident coordinators	From 2013 onwards		
OP152	UN development system	Consolidate support services at the country level by either delegating common functions to a lead agency, establishing a common UN service centre or, where feasible, outsourcing support services without compromising the quality of services	In 2014	Fs/Ps/SAs to report to governing bodies on concrete achievements in consolidating support services by end of 2014 and annually thereafter – Fs/Ps to submit a joint plan in this regard to EBs at the first regular session in 2014	Specialized technical inputs may be required by the Fs/Ps/SAs
OP156	UN development system	Consider options for greater collaboration in procurement at the country, regional and global levels and address barriers to greater procurement cooperation and to fully exploit the potential for improved efficiency and effectiveness through increased collaboration	From 2013 onwards	UNDG to undertake analytical work regarding options to enhance UN-wide cooperation in procurement at the country, regional and global levels and submit findings in 2014 as an input to the annual report of the Secretary-General on the implementation of GA resolution 67/226	
OP157	UN development	Make increased use of national public and private	From 2013		

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	system	systems for support services including for procurement, security, information technology, telecommunications, travel and banking, as well as, when appropriate, for planning, reporting and evaluation	onwards		
OP158	UN development system	Avoid and significantly reduce the number of parallel project implementation units in programme countries as a means of strengthening national capacities and reducing transaction costs	From 2013 onwards		
OP161	UN development system	Develop a strategy with concrete goals and targets to support the establishment of common premises in those programme countries that wish to adopt them	By end of 2013	UNDG to develop a strategy to support the establishment of common premises in those programme countries that wish to adopt them	Specialized technical inputs may be required by UNDG
OP161	UN development system	Report on progress in supporting the establishment of common premises in programme countries that wish to adopt them to ECOSOC on a biennial basis	2014 and 2016		
OP162	UN development system	Prioritize the availability of financial and human resources to further support the effective harmonization and rationalization of business operations including the option of developing funding mechanisms and other incentives in support of innovative and sustainable business solutions supporting the further development and implementation of high-quality, efficient and cost-effective common support services	From 2013 onwards		
OP165	UN development system	Identify, assess and mitigate risks and address the remaining gaps in results-based planning, management and reporting	From 2013 onwards		
OP166	UN development system	Accelerate work to develop and sustain a results culture at all levels within Fs/Ps/SAs identifying by implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and periodically reviewing their results management systems, and invest in developing capacities and competencies for results-based management	From 2013 onwards	UNDG to identify disincentives and establish incentives for strengthening of results-based management at all levels of the UN development system	

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OP167	UN development system	Improve transparency and ensure coherence and complementarity in the oversight functions, audit and evaluations across the UN development system	From 2013 onwards	UNDG, in cooperation with HLCM and other relevant UN bodies, to identify measures to improve coherence and complementarity in oversight functions, audit and evaluations in the UN development system and submit findings as an input to the annual report of the Secretary-General on the implementation of GA resolution 67/226	
OP170	UN development system	Develop clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and include measurable indicators with baselines, milestones and targets for monitoring	From 2013 onwards	Fs/Ps/SAs to develop clear and robust results frameworks that demonstrate complete results chains	
OP171	UN development system	Achieve alignment between results-based management and accountability, including finding ways to strengthen delivery and reporting on UN system-wide contribution to national development results	By end of 2013		
OP171	UN development system	Ensure increased mutual accountability for results-based management and reporting at the country level	From 2013 onwards		
OP173	UN development system	Establish independent, credible and useful evaluation functions with sufficient resources and ability to improve the functioning of the organizations	From 2013 onwards		
OP174	UN development system	Further increase institutional and organizational capacity for the evaluation of UN-OAD and to increase training and skills-upgrading in results-based management, monitoring and evaluation methods	From 2013 onwards		
OP175	UN development system	Intensify efforts to assist programme countries to strengthen national evaluation capacity in programme countries for monitoring and evaluation of UN-OAD	From 2013 onwards		
OP175	UN development system	Develop and implement guidelines for further strengthening of national evaluation capacities for UN-OAD including the responsibilities of different entities	In 2013	UNDG, in cooperation with UNEG, to develop and implement guidelines for strengthening of national evaluation	Specialized technical inputs may be required by UNDG

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				capacities for UN-OAD	
OP176	UN development system	Strengthen independent and impartial system-wide evaluation of UN-OAD	From 2013 onwards		
OP177	UN development system	Further strengthen system-wide evaluation within the UN development system based on utilizing and enhancing existing mechanisms	From 2013 onwards		
OP180	UN development system	Use the norms and standards developed by UNEG in the evaluation functions of Fs/Ps/SAs as well as in system-wide evaluations of UN-OAD	From 2013 onwards		
OP184	UN development system	Ensure that the strategic plans of Fs/Ps are consistent with and guided by the quadrennial comprehensive policy review of the GA	From 2013 onwards		
<b>UN Funds, Programmes, Specialized Agencies, Regional Commissions and other entities</b>					
OP14	Funds (Fs), programmes (Ps) and specialized agencies (SAs) and other relevant UN entities	Enhance mainstreaming of sustainable development into the mandates, programmes, strategies and decision-making processes of Fs/Ps/SAs	From 2013 onwards		
OP35	Funds, programmes and specialized agencies	Adopt concrete measures to improve the donor base	Reporting at first regular session in 2014	Fs/Ps/SAs to report to governing bodies on concrete measures to improve the donor base	
OP36	Funds, programmes and specialized agencies	Improve communications to general public on mandates and development results recognizing the Governments providing significant core contributions and provide information on efforts made in their annual reports to ECOSOC	From 2013 onwards	Fs/Ps/SAs to include information on such communication efforts in annual reports to ECOSOC	
OP37	Funds and programmes	Actively engage with Bretton Woods institutions, the regional development banks, civil society, the private sector and foundations with a view to diversifying potential sources of funding, especially core funding	From 2013 onwards		

Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines <sup>2</sup>	Cost implications
OP39	Funds and programmes	Define common principles and present specific proposals for the concept of “critical mass” of core resources and present specific proposals to respective governing bodies for decision	Analysis completed by end of 2013 with decision-making by EBs in 2014	Fs/Ps to undertake analytical work to facilitate deliberations of EBs on the concept of “critical mass” of core resources	Specialized technical inputs may be required by Fs/Ps
OP42	Funds, programmes and specialized agencies	Provide the necessary information on contributions to the resident coordinators at the country level	From 2013 onwards	Field representatives of Fs/Ps/SAs or relevant HQ units to provide UN resident coordinators with information on contributions at country level	
OP47	Funds and programmes	Harmonize cost classification methodology in particular with regard to classification of costs relating to programme and non-programme activities	Early 2013	Fs/Ps to establish common cost classification methodology with regard to classification of costs relating to programme and non-programme activities	Specialized technical inputs may be required by Fs/Ps
OP48	Funds and programmes	Ensure that the guiding principle governing the financing of all non-programme costs is full cost recovery, proportionally from core and non-core funding sources	From 2013 onwards		
OP54	Funds, programmes and specialized agencies	Include estimated cost recovery amounts in budgets and report on actual amounts recovered as part of regular financial reporting	From 2013 onwards	Fs/PS/SAs to include planned and actual cost recovery amounts in budgets and financial reports	
OP56	Funds and programmes	Pursue reductions in management costs in order to minimize the necessary cost recovery rate for non-core funded activities	From 2013 onwards		Specific additional analytical work may be required by Fs/Ps to identify opportunities for reduction of management costs
OP64	UN organizations	Adopt measures to ensure sustainability in capacity-building activities and use and strengthen to the fullest extent possible national execution/implementation and available national expertise and technologies, and avoid wherever possible the establishment of parallel implementation units outside of national institutions	From 2013 onwards		
OP79	Heads of Fs/Ps/SAs and regional	Pay special attention to implementation of South-South cooperation projects managed or supported by the	From 2013 onwards		

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	commissions	United Nations Office for South-South Cooperation			
OP87	Joint Inspection Unit	Undertake a system-wide evaluation of the effectiveness of the system-wide action plan on gender equality and women's empowerment	By 2016	JIU to undertake the necessary evaluation work	Specialized technical inputs may be required by the JIU
OP98	UN humanitarian entities and other partners	Enhance cooperation and coordination and continue to utilize and develop appropriate tools with a view to improved planning and implementation of humanitarian assistance	From 2013 onwards		
OP108	UN organizations	Integrate disaster risk reduction into respective activities including measures aimed at restoring and improving services and infrastructure	From 2013 onwards	UNDG, in cooperation with relevant UN entities, to provide guidance on integration of disaster risk reduction in activities of UN development organizations	
OP110	UN organization and other relevant partners	Give due consideration to prevention, preparedness and disaster risk reduction activities by supporting national and local efforts in this regard	From 2013 onwards		
OP119	Funds, programmes and specialized agencies	Consult, inform and discuss with governing bodies progress achieved in simplifying and harmonizing agency-specific programming instruments and processes and the UNDAF at the country level	In 2013	Fs/PS/SAs to report to governing bodies on progress in simplifying and harmonizing agency-specific programming instruments and processes with the UNDAF at the country level	
OP121	Funds, programmes and specialized agencies	Carry out the changes required to align the planning and budgeting cycles with the QCPR	From 2013 onwards	Fs/Ps/SAs to report to ECOSOC on adjustments made to planning and budgeting cycles to align with QCPR	
OP124(h)	UNDP	Appoint country directors, where cost-effective, to run core UNDP activities, including fund-raising, so as to ensure that resident coordinators are fully available for their system-wide tasks	From 2013 onwards	UNDP to study the feasibility of increasing the number of country directors in programme countries	
OP130(c)	Funds, programmes and specialized agencies	Implement paragraph 37(c) of GA resolution 50/120 that the resident coordinators provide formal input to the regular performance appraisals of all entity representatives who are members of the country team on their contribution to its effective and efficient	From 2013 onwards	UNDG to provide status of implementation of paragraph 37(c) of GA resolution 50/120 as input to the annual report of the Secretary-General on implementation of Assembly	

Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines <sup>2</sup>	Cost implications
		functioning based on mutual appraisal between resident coordinators and the members of the country teams in the performance assessment process		resolution 67/226 on the QCPR	
OP135	(Member States and Funds and programmes (as appropriate))	Contribute financially to pooled funding mechanisms intended to advance the “delivering as one” with a view to ensure their extension	From 2013 onwards		
OP146	Regional Commissions, Fs/Ps/SAs and other entities at the regional level	Further strengthen cooperation and coordination among themselves and with their respective headquarters, and, where appropriate, include Fs/Ps/SAs that are not represented at the regional level	From 2013 onwards		
OP148	Organizations of UN development system, Regional Commissions and other regional and subregional entities	Intensify cooperation and adopt more collaborative approaches to support country-level development initiatives, at the request of recipient countries, in alignment with the UNDAF and in close coordination with the resident coordinators and the representatives of UN country teams	From 2013 onwards		
OP148	Organizations of UN development system, Regional Commissions and other regional and subregional entities	Establish and/or improve mechanisms to promote knowledge-sharing on and compile successful development experiences and best practices through South-South cooperation or triangular schemes	From 2013 onwards		
OP150	Regional Commissions	Further develop their analytical capacities to support country-level development initiatives and support measures for more intensive inter-agency collaboration at the regional and subregional levels	From 2013 onwards		
OP150	Regional Commissions	Prioritize sustainable development initiatives at the country level through capacity-building, development and implementation of regional agreements and arrangements and the exchange of information, best practices and lessons learned	From 2013 onwards		
OP153	Funds, programmes	Further invest in intra-agency rationalization of business	In 2013	Fs/Ps/SAs to present plans to governing	Specialized technical inputs

Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines <sup>2</sup>	Cost implications
	and specialized agencies	operations		bodies regarding further intra-agency rationalization of business operations by end of 2013	may be required by the Fs/Ps/SAs
OP154	Funds, programmes and specialized agencies	Develop and conclude inter-agency framework agreements regarding the provision of support services at the country level and to delegate the authority to country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency agreements without further approval requirements	In 2013	UNDG to develop standardized inter-agency framework agreements regarding the provision of support services at the country level without further approval requirements	Specialized technical inputs may be required by the Fs/Ps/SAs
OP160	Funds and programmes	Achieve full interoperability of enterprise resources planning systems with the objective of harmonizing business processes and practices	By 2016	Fs/Ps to undertake extensive analytical work and prepare an action plan for achieving full interoperability of enterprise resources planning systems by 2016	Specialized technical inputs may be required by Fs/Ps
OP160	Specialized agencies	Consider achieving full interoperability of enterprise resources planning systems with the objective of harmonizing business processes and practices across the entire UN development system	By 2016	HLCM and UNDG to undertake extensive analytical work and prepare an action plan for achieving full interoperability of enterprise resources planning systems across the UN development system by 2016	Specialized technical inputs may be required by HLCM and UNDG
OP174	Funds, programmes and specialized agencies	Develop evaluation plans that are aligned with the new strategic plans and that are an integrated part of monitoring systems	From 2013 onwards		
OP178	UN entities engaged in system-wide evaluation (JIU, UNEG, OCHA, OIOS, DESA)	Enhance coordination and exchange of experience in the area of system-wide evaluation of UN-OAD	From 2013 onwards		
OP182	Funds, programmes and specialized agencies	Intensify the use of and evaluation of the UNDAF and the evaluation of UN system-wide contribution to national development results	From 2013 onwards		
OP183	Executive Heads of Fs/Ps/SAs	Submit a yearly progress report to their governing bodies on measures taken and envisaged for implementation of	From 2013 onwards	Executive Heads of Fs/Ps/SAs to report annually to governing bodies on the	



Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines <sup>2</sup>	Cost implications
		GA resolution 67/226 and appropriate recommendations		implementation of GA resolution 67/226 on the QCPR	
<b>Resident Coordinators and UN country teams</b>					
OP114	UN resident coordinators and country teams	Strengthen consultation with national Governments and relevant stakeholders to ensure that the development and implementation of all UN planning and programming documents are fully aligned with national development needs and priorities	From 2013 onwards		
OP150	UN resident coordinators and country teams	Draw more upon the normative support work and policy expertise that exists within the Regional Commissions	From 2013 onwards		
OP151	UN resident coordinators and country teams	Draw more upon support provided by the undg regional teams, including quality assurance of UNDAFs, performance management, troubleshooting in country-specific contexts and other areas of operational support services	From 2013 onwards	undg to review effectiveness of support provided by undg regional teams to resident coordinators and country teams with a view to identifying areas for improvements, as an input to the annual monitoring report of the Secretary-General on implementation of GA resolution 67/226	
OP161	UN country teams	Explore all potential savings across the organizations including harmonization of business practices in all functional areas and the consolidation of support services	From 2013 onwards	UN Operations Management Teams at country level to prepare a strategy for achieving cost savings across UN organizations operating at the country level including harmonization of business practices in all functional areas and consolidation of support services	