

Supplementary matrix 2

General Assembly resolution 67/226 on the quadrennial comprehensive policy review of UN operational activities for development¹

Time-specific legislative mandates

Paragraph #	Actor(s)	Brief description of mandate	Timeframe	Reporting, analysis, guidelines ²	Cost implications
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	
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
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	
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
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	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

¹ 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.

² Analysis and guidelines proposed to undg in this column are subject to undg discussion.

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		incentives for increasing core contributions and more predictable and flexible non-core funding			
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	
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
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
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
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	
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 resident coordinators have the necessary stable and	In 2013	Secretary-General to submit concrete proposals on the funding of the resident coordinator system for consideration of ECOSOC and GA	Specialized technical inputs may be required by the Secretary-General

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		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			
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/UN development system	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	
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
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
OP152	UN development	Consolidate support services at the country level by either delegating common functions to a lead agency,	In 2014	Fs/Ps/SAs to report to governing bodies on concrete achievements in	Specialized technical inputs may be required by the

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	system	establishing a common UN service centre or, where feasible, outsourcing support services without compromising the quality of services		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	Fs/Ps/SAs
OP153	Funds, programmes and specialized agencies	Further invest in intra-agency rationalization of business operations	In 2013	Fs/Ps/SAs to present plans to governing bodies regarding further intra-agency rationalization of business operations by end of 2013	Specialized technical inputs 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
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
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	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	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)

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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
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		
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
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	
OP170	Fs/Ps/SAs	Consult Member States during the production of results frameworks of their respective strategic plans, and report annually on implementation from 2014	Consultation from 2013 onwards and reporting annually from 2014	Fs/Ps/SAs to report annually to governing bodies on implementation of results frameworks of strategic plans from 2014 onwards	
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		
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	In 2016	Secretary-General to present review of system-wide results reporting to the	Technical inputs may be required by the Secretariat

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		quadrennial comprehensive policy review		General Assembly	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	
OP183	Executive Heads of Fs/Ps/SAs	Submit a yearly progress report to their governing bodies on measures taken and envisaged for implementation of GA resolution 67/226 and appropriate recommendations	From 2013 onwards	Executive Heads of Fs/Ps/SAs to report annually to governing bodies on the implementation of GA resolution 67/226 on the QCPR	
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		
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		
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-

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					General