

Annex to RC Survey: Selected best practices

This Annex contains a selection of edited responses to question 61 of the 2015 Survey of Resident Coordinators. The responses are examples of best practices, as provided by Resident Coordinators¹.

Question 61. Please describe a best practice and/or innovation in any area of work that you would like to share. In your response, please consider the following:

Title:

Timeframe [beginning/end]:

Entities & Partners involved:

A brief description of:

- a) the issue that needed to be addressed**
- b) the solution that was developed**
- c) what was put in place/developed/achieved?**
- d) lessons learned**

Joint Programming

JORDAN

- To address the increasing complexity of the impact of the Syria crisis on Jordan, the UN Country Team (UNCT) in Jordan sought to increase the effectiveness of its operations, in line with the principles of the Delivering as One approach. The original UNDAF 2013-2017 was revisited in 2014, taking into account the emerging national priorities and the need to apply a resilience-based approach as the glue to bridge humanitarian and development assistance.
- This resulted in the formulation of the United Nations Assistance Framework 2015-2017 (UNAF), which incorporates a section dedicated to the Syrian refugee response together with additional emphasis on resilience programming to reinforce Government institutions and services most affected by the crisis. The UNAF is operationalized through a Joint Annual Work Planning (AWP) process with a focus on joint programmes and joint programming. Preparation of the UNAF was triggered by the intention to re-align the UN planning framework with the national response plans to the Syria crisis.
- Through a consultative process, the UNCT conducted an annual review of the first year of UNDAF implementation and revised the results matrix to better reflect emerging priorities. The UNAF was crafted through a consultative process, which was guided and supervised by an inter-agency task force.
- The general consensus is that the UNAF represented an appropriate strategic shift in UN programming, to more closely align with national priorities and in response to the changing context on the ground. This can potentially strengthen the coherence of the work of the UN in Jordan by reducing overlap and building on each agency's comparative advantages. With its sharpened focus on joint planning and enhanced UNCT leadership, the UNAF could also further advance the progress of the UNCT towards Delivering as One.
- However, there have been challenges. According to some UNCT members, the existence of a well-established refugee coordination system left little room to mainstream humanitarian aspects through the pre-existing five outcomes. Additionally, moving from agency-specific to coordinated interventions requires a shift in UN staff's mindset, which takes time. However, for some agencies, the benefits of closer collaboration are greater than for others. Resource mobilization is also a key consideration in implementation of joint programmes/programming.
- The key lesson to be learned from the UNAF process, at this stage, is perhaps that as with any process of change, a concerted effort is crucial to secure the buy-in of all stakeholders.

¹ Responses vary in length and style, and are presented as they were reported in the 2015 Survey of Resident Coordinators. Responses have been edited for clarity and length.

Assuming the country context merits such a process, a clear articulation of the RC/HC's vision of the transition from UNDAF to UNAF is needed to set the stage and uphold the principles of Delivering as One as key drivers for the entire process. Strategic planning capacity of the UNCT, including the Office of the RC/HC, should be boosted to follow through on this vision.

NAMIBIA

- Namibia has a high prevalence of HIV/AIDS. The UNCT in Namibia developed a comprehensive programme, called UN Cares, which is fully integrated with the UN Joint Programme on HIV/AIDS and is linked with 2014-2018 UNDAF. The UN Cares Programme aims to create awareness for UN Staff and their families around HIV/AIDS and other diseases. This initiative is supported by all UN agencies and as such forms an integral part of UN's policy around staff development and wellbeing. A two year operational plan has been developed with clear goals and activities aimed at reaching out to staff and their families on a regular basis and provide prevention tools, such as Condoms and PEP Kits.
- Several achievements have been realised to date. UN Cares sessions for all UN agencies has been implemented through retreats and training sessions between 2014 and 2015. The number of UN Staff members taking part in UN Cares activities has increased significantly. All UN Cares activities planned for 2014 and 2015 have been implemented. There has been an increased number of staff participating in psychosocial support activities. Namibia UN Cares activities are shared through global UN Cares newsletters. 12 out of 13 UN agencies contributed to the 2014 and 2015 UN Cares Budget. Despite these achievements, some challenges remain. There has been limited participation of UNCT members and UN staff members in UN-Cares activities. There has been a delay in budget contribution by some UN agencies, which in turn delays implementation. And there is limited budget for activities with high demand, such as psychotherapy and massage.
- To mitigate the impact of these challenges, the following solutions have been implemented. UN Cares sessions have been integrated in staff retreats and meetings of different agencies to increase the participation of the staff and use resources efficiently. Namibia UN Cares has implemented not only HIV/AIDS related issues, but also staff wellness activities and non-communicable diseases. Strong advocacy has been conducted through UN Cares staff and heads of agencies. Furthermore, the UNAIDS Country Director has improved the financial contribution of UN agencies.
- Sharing Namibia UN Cares activities with a global audience has positively impacted and encouraged Namibia UN staff.
- Diversifying activities to increase staff wellness by combining HIV/AIDS activities , non-communicable diseases and stress management has increased staff participation and interest. This has also responded to the different needs of UN staff, and strengthened collaboration between UN Cares members and UN staff.
- To utilize retreats was one of the successful way to increase the number of participation.
- Leadership and commitment by the UNCT is critical.
- Adequate financial and human resource capacity to manage and implement the programme is a key to success. In addition, appointing staff dedicated to the implementation of activities has contributed to the success story of Namibia UN Cares Programme.

SAMOA

- One innovation from Samoa has been the development of a UN joint programme called Increasing Political Participation of Women In Samoa (IPPWS).
- This two year programme, from 2015-2017, involves the following entities and partners: UNDP, UNWOMEN, the Government of Australia, and the Government of Samoa, including the Ministry of Finance, and the Ministry of Women, Culture and Social Development.
- Ahead of the 2016 general elections, the IPPWS project aims to increase community awareness of the importance of ensuring women are able to influence the national

development processes through increasing their opportunities for political leadership; to work with women candidates to strengthen their capacity; and to work with political parties to raise awareness on gender issues.

- Following the elections, the project will support the women members of parliament through a mentoring programme as well as conduct awareness training for all parliamentary members on the importance of gender equality in decision-making and political governance.

SYRIA

- Syria reported on their Strategic Framework 2016-2017, which involves UN agencies, government, community based implementing partners, donors.
- The Strategic Framework addresses the need to explore opportunities for longer-term UN interventions in the areas of livelihoods, social services and economic recovery. Five years in to the Syria crisis, there is a need to look beyond humanitarian assistance and begin planning for strengthened resilience and development through a gradual and carefully monitored approach to UN programming.
- The solution sought was the development of the framework in close collaboration with government and partners. By January 2016, the Strategic Framework was put in place. In the process leading up to its launch, the UNCT has established a number of inter-agency coordination bodies including a Programme Management Team, Strategic Framework Results Groups (Pillar Groups) and an M&E Quality Assurance Team. It is still too early to draw lessons learned from this initiative.

LIBYA

- UNSMIL is facilitating a multi-track political dialogue process in an increasingly complex reality on the ground.
- The political dialogue process hopes to put an end to the current political and institutional crisis through agreement on the formation of a Government of National Accord (GNA) and the institution of widely accepted and respected ceasefire. In the event of success in the political dialogue a gradual reversal of the negative trends will start where the UN, member states and NGOs will be expected to play a significant role in providing support.
- To be successful, the GNA will need to deliver on immediate to short-term goals, with tangible impact, and has to be able to communicate effectively its achievements and project its capabilities in improving the livelihood of citizens.
- There is a clear need to carefully define the way forward in view of the ongoing and planned work, the potential lack of clarity of such and other activities, the still uncertain political process, the challenges on the ground and most important, the absence yet of a Libya-owned consensus regarding the international assistance.
- Accordingly, the UN is working on developing a way forward to support the GNA immediately following its establishment. Moreover, the UN will develop a coordination mechanism between the UN System in Libya and the contributing Member States and NGOs, as it is equally important to agree on the definition of the coordination desired and sought before launching assistance to Libya's GNA.

UNDAF

IRAN

- The following innovation from Iran relates to the methodology of UNDAF Reporting.
- The UNDAF Annual Progress Report for 2014 was prepared by the Office of the UN Resident Coordinator in close collaboration with the United Nations Monitoring and Evaluation Team (UNMET) in Iran. UN agencies reported their achievements for 2014 using the UNDAF

Monitoring and Evaluation (M&E) Tool, which is a spreadsheet application designed in 2012 by the UNMET.

- The M&E tool was endorsed by the UNCT in 2012 and field-tested in 2013. After having completed the UNDAF Biennial Progress Report (2012-2013) the tool was further refined and simplified in 2014. The tool was accompanied by clear instructions on how each spreadsheet cell should be completed. Guidance was also provided on the desired content and quality of agency inputs.
- In addition, members of the UNMET were trained during 2014 on results-based management (RBM) and reporting in order to improve the quality of individual agency reporting under the UNDAF. The UNCT also agreed that for 2014 the UNMET would be given increased authority to edit the results submitted by the individual agencies in order to ensure greater consistency – across agencies – in the results reported.

MONTENEGRO

- Montenegro provided the following innovation on using foresight tools in UNDAF formulation.
- In order to involve non experts and ordinary people in the process of designing a new UNDAF and to make it as forward looking as possible, the UN team in Montenegro is using a foresight approach. The so called “enhanced survey tool” designed specifically for Montenegro, based on the intuitive serious card-board game, is a participatory instrument used for strategic planning and policy development.
- The collaborative foresight method allows for the transformation of creative dialogue, imagination, and critical reflection on what might lie ahead into actionable insights that are integral to good governance and sustainable development. While many planning, strategy, and policy development processes use data based models and consultations, foresight widens the scope of analysis by using the future to look for blind spots, emerging issues, critical uncertainties, and uncommon opportunities.
- In order to include peoples’ views in its new five-year strategic plan, UN Montenegro organised foresight workshops with different groups of citizens, including youth and experts composed of representatives of various entities, such as academia, NGOs, employment association, students’ associations.

BOSNIA and HERZEGOVINA

- Bosnia and Herzegovina provided the following innovation on the formulation of the 2015-2019 UNDAF.
- The formulation of the UNDAF involved the following entities and partners: citizens, government officials, NGOs representatives, and international partners.
- Bosnia and Herzegovina is yet to develop a national development strategy and/or define joint mid-term and long-term development objectives. The same is absent at the lower, sub-national level (i.e. Entities).
- For formulation of the next 5-year UNDAF, the UNCT had to use a more flexible and innovative approach in order to align its objectives with the actual development needs in the country. This was addressed through usage of opinion polls organized specifically for broader public, government partners, NGOs, and international partners in order to receive on development needs and the UN comparative advantage from their respective perspectives.
- This contributed greatly to joint discussion with government representatives on formulation of the next UNDAF and definition of the strategic outcomes.

CUBA

- Cuba reported on the co-leadership of UN interagency working groups. This took place during the UNDAF cycle and involved: UNCT, Heads of Agency, and UN interagency working groups.

- The UN System is supporting Cuba's development in a complex and challenging context, in which the government is transforming the country's economic and social model. As Cuba is not a Delivery as One Country, it is important that UN agencies establish effective inter-agency cooperation, dialogue and exchange at the strategic level to better support the country to identify challenges and gaps in its transformation process, and ensure a strategic positioning of the UN in an adequate response.
- For a better UN coordination, the UNCT established interagency working groups, each of which is co-led by two Heads of Agency. Strategic action plans that take into account UN synergies were developed.
- The Heads of Agency's commitment in leading the groups is fundamental to ensure strategic focus and close alignment to the country's development priorities.

Delivering as One

INDIA

- India reported on a best practice regarding UNCT Joint Advocacy and Communications.
- The UN Country Team launched the joint advocacy and communications strategy in 2013 to communicate as one. The joint advocacy is led by the Task Teams formed around the UN Secretary General's Campaigns. Each Team is led, or co-led by a head of agency. Every month, coinciding with a national or international day, a theme is selected by the relevant Task Team.
- A number of outreach activities, facilitated by the Office of the UN Resident Coordinator and the UNDP Communication Unit, have been conducted, including: an opinion editorial in prominent newspapers by the Head of the Task Team, a UN Public Lecture with an eminent expert, a public event in association with civil society partner, expert presentations and public hearings with elected representatives, publication of an issue brief on the selected theme, and dedication of UN Website to the theme of the month, including producing photo documentation, videos and web stories. In addition, outreach was conducted through social media to support UNCT joint advocacy and communications. A number of steps were taken in this regard. The UN Resident Coordinator double-hatted the UNDP Communications Team to support UNCT communications. This arrangement meant that the UNDP Communication unit provided consistent, quality support to the UNCT; and the UN Coordination Advisor also led UNDP Communication.
- The Resident Coordinator's Office also developed a new UN in India website reflecting the collective work of the UN in India, established its presence on social media, and developed the UN in India intranet for all UN staff in the country for inter-agency e-documentation and archiving.
- This has resulted in several achievements. The UNCT initiative of Communicating as One has been recognized as a global best practice. It brings together multiple UN agencies to communicate together on an issue every month.
- There is common branding and visual identity; joint knowledge products have UN India branding; and, Task Teams have logos that replace multiple agency logos. Standard templates are used for joint issue briefs. The UN Public Lecture series brings eminent people to bring attention to key development issues.
- Furthermore, the Campaigns often have extensive outreach through print, electronic and social media. The Zero Hunger Challenge, for instance organised a google hangout that reached over 30,000 people; the campaign by the Employment and Social Protection Task Team on Domestic workers reached approximately 10 million; and the campaign led by the Gender Equality and Empowerment Task Team reached approximately 1.6 million people through social media, and featured over 180 articles in major newspapers.

Stakeholder Engagement and Integrated Planning

EL SALVADOR

- El Salvador reported on the elaboration of the National Quinquennial Development Plan 2014-2019 (abbreviated to PQD in Spanish). The PQD ran from June 2014 to January 2015, and involved the following entities and partners: Technical and Planning Secretariat of the Presidency, the Vice Ministry of Development and the Ministry of Foreign Affairs, as well as Ministers and other national entities, and specialized agencies, funds and programs of the United Nations System in El Salvador.
- The issue that needed to be addressed was the elaboration and validation of the PQD 2014-2019. The solution that was developed was a system that was created where the different agencies could provide direct assistance in the process of the definition of national priorities, and therefore provide advocacy for the content and strengthen the natural link between specialized agencies, funds and programmes and their respective national counterparts.
- A high level committee was designed and organized for the plan and its consultations; mechanisms were put in place to collect information and proposals; committees were set up to process the proposals; and, teams to facilitate and guide the government technical teams as well as multi-partners validation spaces.
- It is necessary to help Governments identify very clearly what they want to achieve and also have the opportunity to develop a strong and mutual trust and respectful relationship, that promotes understanding of each one's role and comparative advantages.

ANGOLA

- Angola reported on an innovative response to the drought: to Strengthen National Coordination Mechanisms to Respond to the Drought Consequences. This response was carried out between 2013 and 2014. The entities and partners involved were: UN Agencies through the DMT, in particular UNDP, UNICEF, OCHA and IOM, and the National and provincial Commission for Civil Protection.
- The UNCT engaged with the Government on humanitarian response to the drought, both in terms of policy and response. This has included support for improved coordination, review of the national contingency plan and capacity building. However, gaps and weakness of the government coordination mechanisms were affecting and rapid and effective response.
- UN agencies, in particular, UNDP, UNICEF, OCHA and IOM, came together and jointly pooled resources and technical capacity to strengthen the coordination capacities of the UN and of the Government to improve the response to the drought and other national disasters. A coordination consultant was recruited and placed at the RCO.
- The UN Agencies implemented different activities in the multi-sector intervention approach by the Government. The UNCT jointly assessed the current challenges of the response and coordination mechanisms to the impacts of drought, which affected severely the population in the southern part of the country. The study was coordinated by the UNRCO emergency coordination specialist, funded by UNDP, with the participation of IOM, WHO, UNDP and UNICEF. The local authorities in the provinces were involved in the process.
- The result of the study has been used as a starting point for the development of action plans for the enhancement of coordination mechanisms and information management for the provinces of Huambo, Huila and Cunene. The timeframe for this plan of implementation is 18 months.
- One of the lessons learned has been around supporting financially strong governments in disaster preparedness. Also, responding to crisis requires good knowledge and management skills including political sensitivity. And above all, strong coordination is needed between the UN Agencies and leadership from the RC. Media briefs should be carefully dealt with and be in consultation and in line with government actions.

2030 Agenda

ALGERIA

- The UNCT under the leadership of the RC launched in 2014 the second round of the Post-2015 national consultations in Algeria. This new round is focused on “Building strong institutions” as a Mean of Implementation of the SDGs.
- The consultation ended in June 2015 in the form of a national workshop with government representatives and civil society and was part of the participatory process of the UNDAF elaboration. The UNCT led by UNDP supported the “Conseil National Economique et Social” in organizing an International symposium on Human development and Post-2015.
- One of the Outcomes of this event was the Algiers’s declaration that is now considered as a reference document for the Arab League on Human Development and Post-2015.

MONTENEGRO

- More than 12,000 people of Montenegro, around 2% of the country’s population, were actively involved within a two-stage process of national Post-2015 consultations.
- In order to maximise outreach towards ordinary people, with the focus on vulnerable ones, the UN team in Montenegro established a network with 20+ national partners including NGOs, academia, state institutions, media and digital community as well as with prominent and influential individuals.
- Besides broad partnerships, the UN team in the country introduced innovative ways and new technologies, such as: massive use of new technologies and social media for outreach and inspiring people to take part in the discussion; online questionnaires, online discussion, engagement of media portals in communicating with the general public; tailored approach to different groups of people; engaging marginalised groups to face-to-face discussions and focus groups.
- This helped make the process participatory and mobilise 2% of Montenegro’s population. More than half of the people who participated in the process shared their voices on the future they want via some of the online platforms specially designed and promoted for this particular purpose.