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Operational activities of the United Nations
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CONSOLIDATED LIST OF ISSUES RELATED TO THE COORDINATION OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT, 2006

UNDG Executive Committee

UNDG steps to implement the Triennial comprehensive policy review (TCPR) of operational activities for development of the UN system (RES/59/250)

Introduction

The present conference room paper is prepared in compliance with paragraph four of Economic and Social Council resolution 1998/27 of 28 July 1998, in which the Council invited the Secretary-General to arrange for the submission of a concise consolidated list of issues that are central to improved coordination of operational activities. Paragraph four requested that the list of issues be submitted to the Council at its annual substantive session by the executive heads of the United Nations funds and programmes, in consultation with the United Nations Development Group (UNDG).

Upon the request of the General Assembly triennial policy review resolution 59/250 (paragraph 37), the Executive Committee of UNDG[1], in full consultation with all members, submitted to the Economic and Social Council at its substantive session in 2005 a programme of work for the full implementation of actions referred to in paragraph 36. This programme of work is to be completed before the end of 2007, including benchmarks, responsibilities, provisions to phase out redundant rules and procedures, as well as a timetable to monitor the progress made towards meeting these targets.

The conference room paper focuses on the progress of UNDG in implementing the programme of work in 2005 and the first quarter of 2006. The report focuses on aspects of

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[1] The UNDG Executive Committee consists of UNDP, UNFPA, UNICEF and WFP

the TCPR that require a joint UNDG response. The majority of the actions called for by the TCPR require each agency, fund or programme to take action independently. These actions are not covered in this report as they are dealt with by the overall TCPR Management Report issued by DESA ("Management process for the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations System"). The key actions raised in the TCPR that call for UNDG action are outlined below (also included in the comprehensive report by DESA, together with all other TCPR actions). For each area below this report gives the rationale, an update of what has been achieved; and lists the activities and actions to be undertaken by the UNDG for the rest of 2006:

     I.   Increased national ownership and programme coherence at the country level;
     II.   Gender mainstreaming;
     III.   Strengthened Resident Coordinator system;
     IV.   Further simplification and harmonization of United Nations rules, procedures and presence; and
     V.   Effective United Nations role in situations of transition from relief to development.

I. Increased national ownership and programme coherence at the country level

a. TCPR rationale
Paragraph 49 of the TCPR requests the UN Development Assistance Framework (UNDAF), and its results matrix where applicable, to be developed as the **common programming tool** for country-level contributions of the funds and programmes towards achieving the MDGs. In line with the above, the resolution further notes (paragraph 50) the potential of the UNDAF and its results matrix as the collective, coherent and integrated programming and monitoring framework for the operations of the United Nations development system at the country level, bringing increased opportunities for joint initiatives, including **joint programming**, and urges the United Nations development system to fully utilize such opportunities in the interest of enhancing aid efficiency and aid effectiveness.

On the subject of **capacity building**, the resolution calls upon United Nations organizations to strengthen further the capacity of developing countries, and to adopt measures that ensure sustainability in capacity-building activities (paragraph 30 and 31).

The resolution also requests the United Nations development system to be inclusive in promoting **inter-agency collaboration** (paragraph 45), both at country and headquarters levels. It further stresses the importance of the common country assessment as the common analytical tool of the United Nations system at the country level, including the specialized agencies, the regional commissions and other **UN agencies with no country representation** or limited country-level presence. These should contribute their accumulated analytical and normative experience so as to enable the use of all capacities available within the United Nations system (paragraph 46).

Further, through the TCPR, paragraph 52, the General Assembly invites the United Nations system and the **Bretton Woods Institutions** to explore further ways to enhance cooperation, collaboration and coordination. In this regard the TCPR emphasizes the importance of ensuring, under the leadership of national authorities, greater consistency

between the strategic frameworks developed by the United Nations funds and programmes, agencies and the Bretton Woods institutions.

b. Progress in 2005

One Common Programming tool

During consultations leading to preparation of the 2004 TCPR, program countries expressed appreciation for the UNDAF, as it allowed them to see the totality of UN support in relation to their national priorities, but expressed a wish for simplifying the process whereby they still had to work with individual agencies on parallel agency-specific country programming tools. The transaction costs for government staff (and UN staff) were considered too high. As a response to paragraph 49 of the TCPR and in order to better align the UN's programming instruments with national planning processes, a proposal for radical simplification of the programming process and tools was developed by the UNDG. The proposal called for the combining of several programming instruments (UNDAF and the Results Matrix/Country Programme Documents/Country Programme Action Plans) into a single consolidated UNDAF. Since the implications of this decision were particularly important for the UNDG ExCom agencies – all of which have agency-specific multi-year country programmes approved by their respective governing bodies – the Principals of the UNDG ExCom agencies agreed to submit a joint proposal to their respective Executive Boards to revise the approval process of their agency-specific contributions to the consolidated UNDAF, in accordance with the UNDG proposal for simplification of the programming process and tools, under the basic understanding that there is full government agreement and ownership over both the process and implementation of the consolidated UNDAF. The proposal of the UNDG ExCom agencies was up for discussion in their respective Boards during this year's annual sessions, although it now appears that further discussion will be deferred until the fall.

Joint Programmes

To enhance United Nations country team capacity to develop Joint Programmes, a series of activities were undertaken:
1. A review and collation of lessons learned from joint programme development and implementation in 14 countries, as a key input for the 2006 revision of the Joint Programming Guidance Note;
2. Establishment of a joint programmes database on the UNDG website for easy access by United Nations country teams;
3. Production of a package of information and communication materials for United Nations Country Teams.

Lessons Learned on Joint Programmes based on the UNDG Review

- National governments have been active participants in joint programme design
- HIV/AIDS programmes dominate the joint programme portfolio
- Joint programmes can increase the impact of United Nations' programs
- As platforms for knowledge exchange, joint programmes can decrease duplicative activities
- A collective United Nations advocacy initiative can be more effective
- Joint Programmes have yet to optimally exploit the United Nations' partnership potential
- United Nations cost recovery variations cause inefficiency in joint programme design and implementation
- Sustainable development outcomes will require greater attention to capacity enhancement
- Guidance and training to the United Nations country teams on joint programme design, implementation and evaluation is key

Capacity Development
In response to General Assembly resolution 59/250, paragraphs 26-33, on the role of the UN system in capacity development, UNDG has worked to redefine and clarify the roles of the UNDG members in capacity development, including in the context of the new aid modalities, and to identify possible ways to measure the effectiveness of UN country teams' efforts to strengthen national capacity. A draft position paper on capacity development, specifying the principles and roles for UN country teams, is in the process of discussion with UN country teams, prior to its finalization. The UNDG is also in the process of formulating a generic capacity assessment tool, with specific assessment tools for different aspects of capacity development.

The establishment of a UNDG Policy Network of experts from the various United Nations agencies was discussed in July 2005. This Network would provide substantive policy and operational advice to United Nations country teams to support national governments in the preparation and/or revision of MDG-based comprehensive development strategies, in three main areas: needs assessment and investment planning, widening of policy options, and capacity development. The '*2006 UNDG Action Plan on the Millennium Declaration, the MDGs and other international goals: follow-up to the 2005 World Summit*', which was adopted by UNDG in May 2006, foresees the Policy Network providing assistance to an initial group of 10-12 United Nations country teams and virtual support to an additional 12 countries. Currently, the network comprises 110 professionals from 15 United Nations agencies.

In addition UNDG has provided training to more than 2,500 national counterparts and staff from United Nation country teams in the use of DevInfo, a software for the tracking of the MDGs, thus building statistical capacity for MDG monitoring. Today 85 adaptations exist of DevInfo technology for dissemination of statistics to a wide audience of users. Some 75 of these are national adaptations by United Nations country teams and national partners, out of which 59 are fully managed and maintained by the national authorities.

> **Jamaica: JamStats**
> The DevInfo initiative is well-established in Jamaica. The maintenance of the JamStats database is the responsibility of the Statistical Institute of Jamaica but with close linkages to other national agencies by incorporating JamStats in the key functions of selected technical staff. In 2005, a special effort was made to reach young people in the use of statistical data for analysis of human development.

Non-Resident Agencies
A set of proposals to strengthen the participation of non-resident agencies in United Nations country level planning and implementation has been developed and approved by UNDG. An implementation plan is now being developed for final approval by the entire UNDG membership. This plan is also being costed as it implies increased capacity in non-resident agencies and in the office of the Resident Coordinator. The proposal is based to a large extent on a survey of UNDG agencies and Resident Coordinators, as well as on a discussion on the UNDG Coordination Practice Network.

Collaboration with the Bretton Woods Institutes
In response to the TCPR harmonization of strategic frameworks, instruments, modalities, and partnership arrangement between the United Nations system and Bretton Woods Institutions, a consultation took place between UNDG, the World Bank and the IMF on the

PRSP process. The UNDG Programme Group and a small team of consultants and staff of the Bretton Woods Institutions met in March 2005 to share experiences with poverty reduction strategies papers as part of the joint World Bank/IMF 2005 PRS Review Process. It was agreed to continue sharing experiences and analysis on PRSPs carried out by both Bretton Woods Institutions and UNDG.

Positive examples of greater dialogue and harmonization of strategic instruments between the UN system and the Bretton Woods Institutions can be found in many countries. In Cambodia, the United Nations system joined the World Bank, ADB and DFID in drawing up a joint analysis of the development challenges that would inform each organization's assistance framework, e.g. UNDAF and CAS. Additional work will be required to institutionalize arrangements, still too often dependent on personal relationships at country level.

c. Future action
The primary focus for the 2006 is on ensuring that the country level programming process is coherent, fully aligned with national priorities, results based, and with lowest transaction costs for national partners and UN staff. This is very much in the spirit of the "Paris Declaration" as well as the TCPR. Focus will remain on developing the various programming instruments into a more consolidated and coherent framework for development activities, which would respond to national priorities in a results-based, strategic focused and demand-driven manner.

The '*UNDG Action Plan on the Millennium Declaration, the MDGs and other international goals: Follow-up to the 2005 World Summit (2006 – 2008)*' will be implemented starting in mid-2006. The Plan addresses three fundamental challenges:
1. Scaling up actions and results to help countries achieve the Millennium Declaration and MDGs;
2. Sustaining progress achieved through scaling-up and targeted investments;
3. Reducing and coping with risks to arrest regression and prevent gains from being lost.

The UNDG Action Plan contains a series of actions undertaken or planned by UNDG members at country level to strengthen national capacities to prepare, cost and implement MDG-based national plans and budgets. A set of "most critical" countries, where the United Nations can have greatest impact is under consideration and for which the UNDG Policy Network will provide support

In addition, non-resident agencies will to a greater extent be involved in country level processes, to make sure the United Nations country teams can benefit from the vast knowledge and experiences available in the United Nations system. However, funding will need to be found to strengthen the capacity of non-resident agencies to provide technical inputs at country level, as well as to strengthen the capacity of the RC office to bring the non-resident agencies into the process.

II. Gender mainstreaming in country level programming activities

a. TCPR rationale
In Chapter X of the TCPR, the General Assembly requested all organizations of the United Nations system, within their organizational mandates, to mainstream a gender perspective and to pursue gender equality in their country programmes, planning instruments and

sector-wide programmes and to articulate country-level goals and targets in accordance with national development strategies (paragraph 86).

b. Progress in 2005

In response to the recommendations of the TCPR, UNDG established a task team on gender equality, reporting to the UNDG Programme Group, with the objective of:

- Supporting more consistent and coherent action amongst – as a first step – UNDG member agencies in mainstreaming gender equality and promoting women's empowerment ;
- Ensuring that gender equality and women's empowerment are squarely on the agenda of the UNDG and mainstreamed into the wide range of tools and guidance that it prepares and disseminates to UNCTs.
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The task team, with representatives from 15 United Nations organizations and chaired by UNIFEM, devised a work programme that included three background enquiries to strengthen understanding of the opportunities and constraints to consistent and coherent action on gender equality. The enquiries included:

1. *'From Checklists to Scorecards'* - a review of accountability for gender equality in the policy frameworks of ILO and Executive Committee agencies;
2. *'Gender Equality in Common Country Programming'* - a desk review of the last generation of UNDAFs and three country-based reviews;
3. A gender analysis of the 2004 and 2005 Resident Coordinator annual reports.

Main findings and recommendation of the enquiries

Findings

- Good inclusion of gender equality and women's empowerment in analytical aspects of CCA/UNDAFs, strategies and reports
- Improved, yet inadequate inclusion in results framework and work plans
- Good models from United Nations country teams of gender-responsive UNDAFs and Resident Coordinator annual reports
- Implementation and accountability are lagging behind policy, interfering with achieving concrete progress on the ground

Recommendations to the UNDG Programme Group

- Time to move from policy to action and accountability
- Endorse development of an agency-level "accounting for gender equality" scorecard for moving forward on gender equality
- Endorse an "Action Learning" process
- Annually consider the results of the annual tracking of Resident Coordinator Annual Reports and letters to the Secretary-General, as an indicator of progress in the Resident Coordinator system on gender
- Consider a UNDG resource packet on strengthening support to countries to implement gender equality commitments

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c. Future action

Harmonized tools, training modules and performance indicators will be developed to assist United Nations country teams to incorporate gender equality and women's empowerment into programming, thus leading to better results. These include the development of an

agency-level 'Accounting for Gender Equality' scorecard that can be used across United Nations organizations to clarify what the minimum set of requirements are for moving forward on gender equality, and an adaptation of the scorecard that can be used by the (one) United Nations country team. These should be field-tested and finalized in 2006, with progress tracked annually by the UNDG Programme Group. In addition, a gender equality module/resource packet will be developed that can be used for training of trainers for CCA/UNDAFs, strategic prioritization retreats for UNDAFs, training of RC Coordination Officers and induction of Resident Coordinators and Resident Representatives. This will be undertaken in close collaboration with DGO and UNSSC.

Another focus for 2006 is to involve United Nations country teams in an Action Learning process to address their capacity gaps to undertake holistic, change-oriented programming in support of governments and civil societies to advance gender equality. These would become models for the United Nations system, with results documented and shared to stimulate improved programming and the move toward one United Nations country team.

III. Strengthened Resident Coordinator System

a. TCPR rationale
The TCPR request*s* the development of a comprehensive **accountability framework** for resident coordinators to exercise oversight of the design and implementation of the UNDAF (paragraph 58), and further urges the members of the Executive Committee of UNDG to develop a procedure for the common **assessment of the performance** of resident coordinators by all members of the United Nations country team (paragraph 55).

On the **regional level**, the resolution invites the governing bodies of the organizations of the United Nations development system to give greater and more systematic consideration to the regional and sub-regional dimensions of development cooperation and to promote measures for more intensive inter-agency collaboration at the these levels. The United Nations development agencies are encouraged to find ways to maximize the opportunity to address development challenges on a regional basis (paragraph 77 and 78).

Further, the TCPR acknowledges that the utilization of advanced **information and communication** technologies by the United Nations system could contribute to enhanced information-sharing and knowledge management, and therefore encourages United Nations organizations to intensify their efforts to expand the use of information and communication technologies (paragraph 57).

b. Progress in 2005
RC Accountability Framework
A draft Resident Coordinator Accountability Framework has been developed and agreed between the UNDG agencies. Significant enhancement in Resident Coordinator authority, accountability and in the performance appraisal of the Resident Coordinator and United Nations country team members is envisaged, and a programme for strengthening the Resident Coordinator / Humanitarian Coordinator function, the field coordination system and the assessment of the Resident Coordinator / Humanitarian Coordinator and United Nations country team performance is under finalization.

Appraisal and assessment
Systems and procedures for appraisal of the performance of RCs on results against plan in each of their functions, and on competencies have been developed for use in the 2006

performance year. The ExCom Regional Directors Team for Asia & Pacific has piloted the team performance appraisal of RCs for 2005, providing a broad and balanced perspective on the work of the RCs in leading the UNCT. The competency appraisal portion of the system, a web-based '180 degree' instrument, has been developed and for use by Regional Directors' Teams to assess 2005 performance in 20 pilot countries in Asia and Latin America. Full rollout of the 180-degree tool is planned for all country teams in late 2006.

Regional Directors Team
Ten United Nations country teams in southern Africa are working as a collegial team, supported by the Regional Directors' Team in Johannesburg. The Regional Directors' Team has established a one-team approach, which enables them to provide more coherent and timely technical support to UNCTs to address the "triple threat" (HIV/AIDS, weakened governance and food insecurity).

Communication and information exchange
Materials to support the implementation of the communication strategy were developed in 2005, particularly in the areas of joint programmes and fund management options, and harmonized approach to cash transfers. A web-based Coordination Practice Network has been established to provide United Nations staff working in coordination with a forum to exchange ideas, and to learn from each other's experiences. Over 600 United Nations staff members subscribe to the network. Learning on CCA/UNDAF and other reform initiatives was supported in 2005 by over 100 training events and web-based modules.

c. Future action
The accountability framework developed for the Resident Coordinator or Resident Coordinator / Humanitarian Coordinator will be elaborated, laying out the procedures for exercise of authority over the final design of the UNDAF in response to national priorities and the responsibility for reporting on progress.

The draft performance appraisal system developed for Resident Coordinators and United Nations country teams will be finalized and introduced fully as part of a framework to assess the 2006 performance of the Resident Coordinators and participating United Nations country team members. An incentive system, designed to encourage the very best leaders from across the United Nations system to take up the very challenging Resident Coordinator role, is to be further elaborated.

UNDP is redoubling its efforts to introduce Country Directors in countries with large and medium-sized United Nations country teams. A resource mobilization strategy to provide a minimum adequate level of coordination support is being developed.

Furthermore, strengthened efforts will be undertaken to improve the quality of Resident Coordinator / Humanitarian Coordinator candidates, the gender and regional balance, the selection process, as well as training opportunities. Improvement of the Resident Coordinator / Humanitarian Coordinator capacity is planned, notably through dedicated professional staff support. Enhanced and coherent support for Resident Coordinators/ United Nations country teams will be further strengthened at the regional level, through dedicated support to Regional Directors Teams.

A panel of agency regional managers will review the Resident Coordinator / Humanitarian Coordinator and United Nations country team performance appraisal system, and a process developed for including appraisal of Agency Representatives' contribution to the

achievement of United Nations country team goals, within their Agency performance appraisal instruments.

IV. Further simplification and harmonization of UN rules, procedures and presence

a. TCPR rationale
In paragraph 35 and 36 of the TCPR the General Assembly requests the funds, programmes and specialized agencies of the United Nations system to continue to implement the simplification and harmonization agenda by taking further steps to enhance and ensure the sustainability of that process. The General Assembly requests the United Nations system to examine ways to further simplify their rules and procedures and, in this context, to accord the issue of simplification and harmonization high priority and to take concrete steps in the following areas: rationalization of country presence through common premises and co-location of members of United Nations country teams; implementation of the **joint office** model; **common shared support services**, including for procurement; harmonization of the principles of **cost recovery policies**, including that of full cost recovery; alignment of the regional technical support structures and regional bureaux at headquarters level, including their regional coverage; as well as further simplification and harmonization measures.

b. Progress in 2005
Joint Office
The first Joint Office was established in Cape Verde. The Head of the Office of the United Nations Funds and Programmes in Cape Verde is the Representative of all four Executive Committee Agencies. In Cape Verde, there is one team, one common United Nations programme, one budget, and one management and operations support system. The UNDG recognizes that a range of "models" are needed to form a reference for very different country situations, both in terms of the role the UN plays, and the size of the UN operations. Agencies' Regional Directors are working with partners, above all Governments, to identify other potential models.

UNDG has also pursued various hosting arrangements where a larger United N agency (in terms of presence and programme) manages the country programme of other agencies that have smaller programmes and/or no physical presence. Recent examples include the agreements between UNDP and Habitat and UNIDO. Agencies are also exploring possibilities on a case-by-case basis in various regions.

Common services
In 2005, UNDG continued to pursue various ways of maximizing the effectiveness and efficiency of United Nations operations in the field, the promotion of common services being a central element. In 2005, about 30 countries benefited from support of the Common Services Programme experts. A results tracking system to monitor progress, impact and savings generated by shared services among United Nations agencies at the country level was developed and is currently being piloted in 20 countries in various regions. Several policy issues, including on the use of savings from common services are also being addressed.

Harmonized Approach to Cash Transfer
A new harmonized approach to cash transfers (HACT) to implementing partners at country level, consistent with the Paris Declaration follow-up, was launched in April. Phase one of

the roll-out was completed, focusing on countries that started their harmonized programme cycles in 2004, 2005 or in 2006. Senior programme and operations staff from 44 United Nations country teams were trained in this new approach. Most of them have already taken initial steps to implement the new way of doing business and are expected to have HACT fully operational by January 1, 2007. A comprehensive learning/training package, including communication materials on the new practices was developed and made available to all United Nations country teams on the UNDG website. An important part of the approach is the systematic approach to strengthening national capacity to manage resources, and therefore the increased use of national systems, based on a joint assessment of capacity gaps.

In 2005, the Chief Executives' Board for Coordination and its High Level Committee on Management (CEB, HLCM) agreed on harmonized cost recovery definitions and principles. Building on this, the UNDG Management Group is proposing harmonizing rates for cost recovery for Multi-Donor Trust Funds, Joint Programmes and Joint Offices.

c. Future action
In 2006, efforts will be made to synthesize the experiences and lessons learnt in the first Joint Office pilot and accelerate the development of other models of Joint Offices, so that a range of models of unified representation can be developed and tested. The second Joint Office pilot has been agreed with the government of Vietnam. Discussions are underway with national governments to identify as many as 18 additional countries that will use variations of a joint or unified office model and be under implementation by the end of 2007.

Efforts to enhance joint programmes and expand common services at the country level will be continued and are expected to facilitate further reduction of transaction costs.

Subject to timely approval by Executive Boards, harmonized cost recovery rates will be implemented as quickly as possible to address the problems currently experienced in joint programming and multi donor trust funds.

An important discussion is underway on how to proceed with the simplification and harmonization of core services, including IT platforms, procurement, human recourses and financial policies, which is expected to definite the simplification and harmonization agenda for the coming years. Enhanced efforts are also planned in building national capacities in the area of procurement.

V. Effective UN role in situations of transition from relief to development

a. TCPR rationale
On the subject of transition from relief to development, the General Assembly requests, through TCPR paragraph 94, the organizations of the United Nations system to strengthen inter-departmental and inter-agency coordination to ensure an integrated, coherent and coordinated approach to assistance at the country level, taking account of the complexity of challenges that countries in those circumstances face and the country-specific character of those challenges.

b. Progress in 2005

<u>Emergency response</u>

There has been good progress over the past year in providing increased support to the Resident Coordinator Offices and United Nations country teams in post-crisis and transition settings, with UNDG providing enhanced support to countries that have been affected by the onset of large scale, sudden onset natural disasters, for example, in response to the Indian Ocean earthquake / tsunami, the South Asia earthquake, and the draught in the horn of Africa. One notable step forward is the agreement to include 'early recovery' needs in the emergency appeals, as was done in all the above situations.

> **Indonesia: Aid Coordination and Disaster Preparedness**
> The results achieved by the UN in Indonesia have demonstrated the tremendous impact that a well coordinated and cooperative UNCT can achieve. The joint UN Office of the Recovery Coordinator in Aceh and Nias (UNORC) supports the Government in Aceh with a "One UN" approach. Following the Tsunami, the UNORC was established by the UNCT to coordinate UN support to governmental reconstruction and recovery efforts. Further UNORC also developed a recovery strategy for Aceh and Nias as well as acting as the main point of contact between the UN system, Provincial and District governments and the international community in Aceh and Nias.
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> The daily Disaster Management Team meetings were crucial in coordinating requests and disbursement of aid. In the emergency phase, the DMT meetings were used to disburse emergency funds to 7 agencies. In order to do this as quickly as possible, a streamlined agreement process was used and the RC's office managed the fund and prepared the final report. Furthermore, the DMT meetings mechanism was crucial for UN agencies to discuss and agreed on their requests for funding for the Flash Appeal. As the initial emergency phase ended, a $516 million multi-donor trust fund (MDTF) was established for Aceh and Nias under the trusteeship of the World Bank. The UN system provided comments and suggestions during the preparation of the MDTF manual through the RC's Office. The RC represents the UN as a member of the MDTF steering committee

<u>Post Conflict Needs Assessment</u>

UNDG continued to invest in the joint United Nations-World Bank Post Conflict Needs Assessment (PCNA) with particular emphasis on support to Sudan and Somalia. The United Nations Development Group Office (DGO) and the World Bank are engaged in an on-going dialogue on the PCNA to capture best practices and lessons learned and have launched a joint review of the experience to date. In addition, UNDG support continues to be provided to those countries whose interim results frameworks are reaching an end – for example in Liberia, Haiti and Sierra Leone – supporting their transition to a conflict sensitive UNDAF or peace consolidation strategy.

<u>Post Disaster Needs Assessment Tool Kit (PDNA)</u>

One of the key unresolved challenges in post-disaster contexts refers to the management of data on damages and losses. Currently different organizations and agencies collect data independently at different periods and at different scales, duplicating efforts and hampering data integration. At present there is no accepted toolkit for assessing needs and planning post-disaster recovery activities at the local level.

In the context of the IRP, UNDP will now work with UNECLAC and in close consultation with other UN agencies, IFIs, and IFRC to develop a Post-Disaster Needs Assessment Tool kit (PDNA) analogous the Post conflict Needs Assessment Tool (PCNA) that will attempt to fill the gap described above.

The primary purpose of the PDNA is to provide all actors in the recovery process with a multi-sectoral, technical overview of the damage and loss patterns and the principal rehabilitation and reconstruction needs, and to addressed priorities during post disaster recovery. The PDNA can thus:

- Serve as a planning and coordination framework for a multi-stakeholder, mutually agreed recovery strategy, owned by the government and supported by the international community;
- Identify prioritized benchmarks, outcomes and desired results as early efforts are made to repair and restore social, physical, institutional and economic systems;
- Inform and guide the decision-making process within the donor community with regard to commitments and pledges for recovery, from initial contributions during the humanitarian phase, through to contributions channelled through reconstruction conferences, consultative groups and other resource mobilization mechanisms;
- Provide the foundation for the formulation of early recovery programmes in each sector and geographic area, identifying opportunities for risk reduction.

UNDG/OCHA collaboration
A series of agreements have been reached between UNDG and the Office for the Coordination of Humanitarian Affairs (OCHA) for the provision of more coherent coordination support, and a new model for integrated United Nations coordination support is evolving based on positive experiences in Sudan and Indonesia, combining humanitarian and recovery coordination under one joint office within the Resident Coordinator function. Some institutional gaps remain to be addressed, but DGO is working with partners to establish standing agreements and modalities for providing integrated, comprehensive and predictable support to the Office of the Resident Coordinator / Humanitarian Coordinator throughout the transition.

Integrated Missions
Further, in response to the request in the TCPR, three inter-agency missions to respectively address the mandates, operations and phase out of Integrated Missions in Sudan, Sierra Leone, and Burundi were undertaken in 2005. Additional support to these countries will be provided to ensure that the development dimensions of peace building, including in the context of a mission phase out, are appropriately addressed. UNDG endorsed the revised Secretary-General's Note of Guidance on Integrated Missions, clarifying the relationship between the Special Representative of the Secretary-General and Deputy Special Representative of the Secretary-General / Resident Coordinator / Humanitarian Coordinator, and is actively engaged in the Department of Peace Keeping Operations led review of the Integrated Mission Planning Process, with a focus on much closer linkage between mission planning, national planning, and planning the UNCT support to national priorities.

> **Sierra Leone: Handover from United Nations Mission to the United Nations Country Team**
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> The United Nations country team and the United Nations Mission, UNAMSIL, jointly prepared a transition plan which included specific tasks for the conclusion of the UNAMSIL mandate, as well as the handover of responsibilities from UNAMSIL to the United Nations country team in January 2006. The collaborative and successful implementation provided support to the establishment of UNIOSIL, the first United Nations Integrated Office, which sets a precedent for the United Nations system in a peace building context.
>
> The United Nations country team and UNAMSIL furthered this successful collaboration with the preparation of a Peace Consolidation Strategy. The Peace Consolidation Strategy aims to support the stabilization of peace and to further the way towards development. A joint inter-agency mission from United Nations headquarters supported the elaboration of the Peace Consolidation Strategy, working very closely with the Government of Sierra Leone. The Peace Consolidation Strategy complements the development focus of the PRSP with a concentrated emphasis on peace consolidation.

Multi-Donor Trust Funds

In efforts to improve operational guidance for United Nations country teams in post-conflict contexts, DGO commissioned a study to review country-level multi-donor trust fund facilities (including United Nations and World Bank administered funds) established in transition settings. UNDG is engaged in a continuous dialogue as the review proceeds with the aim to harmonize further the United Nations' approach to MDTFs so as to improve their contributions to programme results at country level.

Response to Avian and Pandemic Influenza

A Coordinator was appointed in September 2005, within UNDG, to ensure that the entire United Nations system works in an integrated manner to assist countries as they respond to the threats posed by avian and pandemic influenza.

The UN System Influenza Coordination (UNSIC) Office was assembled over a five month period and now provides strategic support for inter-agency coordination and focused support for UN system coordination at country level (with UNDG and OCHA)

UNSIC has been tracking and analysing coordination in different settings, assessing its effectiveness and impact. The World Bank and the United Nations Influenza Coordinator are working together to monitor and report on the response to avian influenza and progress with pandemic preparedness within individual countries worldwide. They anticipate reporting at six monthly intervals. UNSIC is also encouraging increased synergy of United Nations system action in priority areas (such as Pandemic Preparedness Planning guidelines for the United Nations system) and establishing partnerships and alliances between the United Nations system and other stakeholders where these enhance the overall impact of global efforts.

c. Future action

Possibilities for a harmonized approach to funding for transition (including Multi-Donor Trust Funds) will be developed.

The common platform for Post-Conflict and Post-natural Disaster Needs Assessments and Transitional Results Matrices will be improvement and endorsed, and support and

collaboration for these tools will be strengthened. Lessons learned and good practices will be collected on Integrated Mission settings, and a UNDG "planning cell" for effective interaction on Integrated Missions with the Peace Building Support Office is being planned.

UNSIC will continue to work on strengthening systems for national and global responses to the expanding avian influenza epizootic, and ensuring prompt support for pandemic preparedness within the United Nations system and, where requested, to national governments. Specific emphasis will be given to coordinating the development of a United Nations System Action Plan which will establish specific role for United Nations agencies in supporting avian influenza control operations and pandemic within countries, clarify resource requirements and renew joint resource mobilization efforts. UNSIC will also work on ensuring readiness of the United Nations system in the event of pandemic including a mechanism to support United Nations offices on contingency planning, emphasising staff safety and security, and continuity of operations.