

## UNDG meeting

New York, 29 January 2009, 9:00- 13:00 PM  
UNICEF, 633 3<sup>rd</sup> avenue 22<sup>nd</sup> floor

## Final Report

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### Item 1 – Dialogue with the UNDG Chair (Kemal Derviş)

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1. Kemal Derviş, UNDP Administrator and Chair of the UNDG opened the first meeting of the full UNDG in 2009. The Chair of the UNDG offered a few words of farewell to the participants given this would be his last UNDG meeting. Mr. Derviş thanked UNDG members, the UNDG Advisory Group and its new Chair as well as the UNDG WG conveners for their work and contributions to increase cohesion and coherence of the UNDG. Specially, the Chair of the UNDG recognized the leadership role that the UNDG Vice-Chair and the DOCO Director had provided in guiding the UNDG and its Advisory Group. The Chair of the UNDG focused his remarks on two main issues: the global economic crisis and progress achieved by the UNDG.

#### *Global economic crisis*

2. Commenting on the global economic crisis, the Chair of the UNDG stated that the world is facing the most serious economic crisis since the Great Depression. Economic projections anticipate GDP of developed countries will contract minus 1% or minus 2% in 2009. Worldwide the contraction is affecting all countries. In China, India and Asia more generally there will be continued growth, but growth will be much less rapid than it was over the last few years and probably not rapid enough to allow the world economy as a whole to grow. The situation is serious in terms of the probable impact on the advancement of the MDGs.

3. Recognizing the challenges faced, the Chair of the UNDG highlighted the need for the UN system to consolidate progress made and generate the momentum needed for further reform. For instance, the UN system could play a sustained and collaborative role in helping countries to put in place the capacities to design and implement counter-cyclical policy measures to respond to the economic downturn. The priority of the UN system should be to focus on programmes in all sectors e.g. health, education, agriculture, etc., that help the most vulnerable and take a coordinated approach to assist countries to design social policies in today's economic circumstances.

#### *Progress achieved by the UNDG*

4. Taking stock on progress made during last year, the Chair of the UNDG acknowledged the results achieved in the Accra and Doha conferences. The UNDG positioned itself as one and worked together as a group. Building on these results, the UNDG will hold a workshop in February where experts from HQ and UNCTs will reflect on the Accra and Doha outcomes and finalize operational guidance on effective "UNCT engagement in the changing aid environment". In particular, the UNDG Chair emphasized the need to make more progress in using country systems including use of procurement and financial systems.

5. Referring to the Management and Accountability System agreements, the Chair of the UNDG called it a major achievement of the UNDG. It provides the vision and the tools to further strengthen UN operations through the RC system, while ensuring better accountability for key actors that are part of the system. The Chair of the UNDG stressed the importance of implementing the Management and Accountability Implementation Plan and assessing it after one year.

6. As for the Delivering as One initiative, the UNDG Chair underscored its potential for a more coherent UN system at the country level. The pilot mechanisms of truly joining forces on the One Programme, on the Budgetary Framework, on Joint Resource Mobilization, on Joint Communications, on Business Practices, and on the Leadership role of the Resident Coordinator, have provided programme countries with a comprehensive view of the scope of assistance available to them by the UN system, enabling them to take the lead in identifying priorities for UN support.

7. Speaking of the new UNDAFs being rolled out in 90 countries during the course of 2009 to 2011, the UNDG Chair highlighted the huge strategic opportunity that this represents for the UNDG to further entrench UN reform efforts. There are plans to mainstream some of the constructive and positive lessons from the pilots across the globe within the mandates and within the guidelines of the TCPRs and upscale the support to the UNDAF roll out countries.

8. In terms of harmonization of business operations, significant progress was achieved in the areas of ICT, finance, common procurement, human resources, etc. but more needs to be done. Some tough decisions need to be made at HQ level toward greater simplification and harmonization.

9. Referring to the RC system, the UNDG Chair acknowledged progress made and mentioned the three key RC System policy papers developed with significant input from across the UN system to be approved at the meeting: i) the Job Description for Resident Coordinators; ii) Guidance note on RC/UNCT working relations; and iii) Dispute resolution mechanism for UNCTs. Importantly, the UNDG Chair highlighted that the development of the job description is an important step forward and should be interpreted with some flexibility and adapt it to the country situation as one size does not fit all. It builds into the Management and Accountability framework to further empower the RC, in terms of the strategic positioning of the UN in a country, resource allocation decisions, agency representatives reporting to the RC on broad UN business. Finally, the UNDG Chair recognized that more work needs to be done to strengthen the growing representative nature of the Resident Coordinator pool in order to attract candidates with the right set of skills and geographical and gender balances.

10. The UNDG Chair concluded his intervention by thanking UNDG members and encouraging them to continue working towards a more cohesive UNDG. Participants paid tribute to the UNDG Chair for his stewardship and his spirit of openness to advance very challenging issues in the UN reform agenda. The UNDG Vice-Chair closed the session by committing the UNDG to do its best and hoped to count on Mr. Derviş for advice in his new role.

## **Item 2 – [For decision] Implementation Plan for the Management and Accountability Framework**

11. Ms. Debbie Landey, Director of DOCO briefed the UNDG on the elaboration and consultation process of the M&A Implementation Plan. She acknowledged the contribution made by the Advisory Group members in bringing it forward, in particular on three outstanding issues in the Framework that needed further clarification: i) the RCs access to technical resources from the agencies; ii) flexible funding been made available for start-up activities of the UNCT; and iii) the reporting obligations to the RC from the agencies. Language was proposed by the Advisory Group which has been included in the Implementation Plan.

12. The DOCO Director also summarized the three sets of comments received from the RDTs: i) general comments – regarding language and structure; ii) request to clarify different wording and expressions out of which many of them are now being addressed by the new RC Job Description and the Guidance note on the RC/UNCT working relations; and iii) on definitions in the M&A Framework out of which most has been addressed through the language proposed by the UNDG Advisory Group.

13. The UNDG highlighted the importance of an active communication of the Implementation Plan to the RDTs and the UNCTs. The members also agreed on the importance of reviewing the Implementation Plan within a year.

14. Decision: *The Management and Accountability Implementation Plan was approved.*
15. Action Points:  
a) *The Management and Accountability Implementation Plan will be reviewed within a year.*

### Item 3 – [For decision] Operational Document for the Expanded ‘Delivering as One’ Funding Window

16. Ms. Debbie Landey, DOCO Director briefed the UNDG on the background and content of the Operational Document. The Expanded ‘Delivering as One’ Funding Window builds on the experience of the Government of Spain’s One UN Funding Window in the MDG Achievement Fund (MDG-F). The eligibility criteria refer to an ‘integrated UN programme’. In 2009 and 2010 the candidates are likely to be the pilots and those 2007-2008 UNDAF countries that have voluntarily have followed the Delivering as One Approach.

17. The overall leadership, strategic direction and decisions will be provided by the Steering Committee, chaired by the Vice Chair of the UNDG and comprising all the members of the AG at the Director’s level. A Consultative Group, composed of donors and programme countries, will be set up.

18. The UNDG suggested that the UNDG Vice-Chair and the DOCO Director could negotiate any subsequent changes that might be made to the document by member-states provided they are not too great . The UNDG also emphasized the importance of the implementation of the operational document with proper communication and training to the UN country teams, focusing on the quality and not on the speed of the process.

19. *Decision: The Operational Document for the Expanded ‘Delivering as One’ Funding Window was approved.*

20. *Action Points: The UNDG Vice-Chair and the DOCO Director will share the document as necessary with member-states and consult the UNDG mechanisms (AG) if there are substantial changes to the document.*

### Item 4 – [For decision] UNDG Working Groups items for decision

21. The UNDG was requested to approve the following documents from the different UNDG Working Groups as per below.

#### WG on Country Office Business Operations

22. Ms. Mari Simonen, Convenor of the WG on Country Office Business Operations Issues (WGCOBOI), presented the following issues for decision by the UNDG: a) Integrated programme and operations approach in UNDAF roll-out countries; b) UNDG toolkit in improved functioning of the UN Development System at country level; c) Scale-up of ICT solutions for increase inter-agency collaboration and d) Proposals to advance harmonization in the area of Human Resources.

23. Ms. Simonen explained that the main part of the work of the WG focused on responding to issues brought up by the DaO pilots and the other part of the work was dedicated to supporting countries to implement issues where there had already been agreement on, such as common services, common premises and HACT.

#### *Integrated programme and operations approach in UNDAF roll-out countries*

23. In introducing the integrated programme and operations approach in UNDAF roll-out countries, Ms. Mari Simonen highlighted the importance to accomplish improved coherence and coordination across business operations

and programming. Guidance on business operations planning and support for training and facilitation packages should be an integral part of the country programming process as exemplified in the experience of the DaO pilots.

24. Updated guidance reflecting this coordinated approach will be made available to the UNDAF roll-out countries in enhanced training and via the UNDG Toolkit. In the long term, it is expected that this will lead to improved coherence and efficiency at the country level.

25. UNDG participants emphasized the need to have a plan of support to the UNDAF roll-out countries and clarify what the minimum package of support entails. It was clarified that the WG on Programming Issues together with DOCO is putting together an enhanced package with a funding estimate attached which will be discussed by the Advisory Group.

26. Decision: *The UNDG approved the integrated programme and operations approach in UNDAF roll-out countries.*

#### *UNDG Toolkit in improved functioning of the UN Development System at country level*

25. The Inter Agency Task Team on Change Management, Co-Chaired by FAO and UNICEF, has overseen the development of a Toolkit which brings together all the learning from DaO Pilot as well as non-pilots countries related to increasing the coherence, effectiveness, efficiency and relevance of the UN's development assistance at the country level. This Toolkit is ready as an online resource for UNCTs that wish to increase the level of coherence, effectiveness, efficiency and relevance of their programmes. The Toolkit brings together all the country-level experiences and tools on programme and operations development and implementation and will serve as a knowledge management platform for UN Country Teams.

26. Decision: *The UNDG approved the UNDG Toolkit in improved functioning of the UN Development System at country level.*

#### *Scale-up of ICT solutions for increase inter-agency collaboration*

27. Ms. Mari Simonen explained the scaling up of ICT solutions which comprises three components: *i) Common Domain Name*: the RC's office and staff currently have their Internet domain name and email addresses identified with UNDP. A common domain name (one.un.org) should be introduced for the common country website (one.un.org/country) and common e-mail addresses (name@one.un.org). The standard is to be used by all RC Offices in pilot countries and eventually introduced for use by all RC Offices; *ii) Common Directory*: RC and agency staff currently do not have access to other agencies' staff directories. A common directory solution, currently under pilot, should be made available for access in all pilot countries. A policy decision should be made by the UNDG to encourage UN organizations especially those with field presence to give access to their internal directories through the common directory being implemented by HLCM; and *iii) Sharing of Intranets*: Operational information resides in agency Intranets. While technical solutions have been identified, policy decision by the UNDG is required to (a) request UNDG members to allow access to their Intranets by RC staff and (b) encourage all UNDG members to provide access to their agency Intranets for all staff, restricting access to confidential information such as elements like HR or finance where necessary.

28. Some UNDG members expressed concern on sharing intranets as there are issues of confidentiality that need to be solved technically to move forward.

29. Decision: *The UNDG approved elements i) and ii) with no reservations. On element iii) the UNDG agreed in principle to share intranets with the understanding that technical difficulties need to be solved in order to restrict access to confidential information before full implementation is possible.*

### *Proposals to advance harmonization in the area of Human Resources*

30. Ms. Mari Simonen presented the proposal emerging from the pilot countries to advance harmonization in the area of HR in order to enhance opportunities for growth and career development for UN staff in the following two areas: i) Fostering inter-agency mobility: efforts should be made to agree on treating staff from other agencies as internal candidates for new vacancies; and ii) Accessibility of agencies' training/learning resources: greater efforts should be made for opening access to agencies training/learning resources by other UN organizations.

31. UNDG members expressed their support to inter-agency mobility but acknowledged that much more work needs to be done in coordination with the work undertaken by HLCM in order to identify where the constraints are.

32. Decision: *The UNDG endorsed the two proposals to advance harmonization in the area of Human Resources, acknowledging that there is still much to do before achieving these objectives.*

### **WG on RC System Issues**

33. Mr. Steven Allen, Convenor of the WG on Resident Coordinator System Issues (WGRCI), presented the following three documents for decision by the UNDG: a) Updated Resident Coordinator generic job description; b) Guidance note on Resident Coordinator and UN Country Teams Working Relations and c) Dispute resolution.

#### *Updated Resident Coordinator Generic Job Description*

34. Mr. Steven Allen, Convenor of the WGRCI outlined the extensive drafting process undertaken over the past three years to update the RC job description. Recent policy documents (such as the TCPRs and most recently the M&A Framework) facilitated the drafting process, which culminated in a six page JD for UNDG endorsement. Mr. Allen explained that extensive discussions had been held on the document, and that it should be seen as a live, flexible document, to be updated and revised when appropriate.

35. WFP suggested a minor change in the language of the document, by adding a word, specifically, in paragraph 3, second last sentence that now reads: "*However, the RC is also the UNDP Resident Representative (RC/RR), and as such s/he remains accountable for UNDP business in accordance with the Management and Accountability System*". The new proposed language would instead read: "*However, when the RC is also...*" The WFP felt that the language as it stands does not properly reflect the discussion held by the principles on the firewall.

36. UNDP emphasised the agency's strong commitment to the M&A Framework. It indicated that the job description had undergone lengthy discussions within the WG and that consensus had been reached by adding the reference to the M&A System.

37. It was agreed a footnote be included in the job description making reference to the exact language in the M&A Framework and the Implementation Plan.

38. Decision: *The UNDG approved the updated Resident Coordinator job description, with the agreement of the inclusion of a footnote paragraph three (Section II, page one) making reference to the M&A Framework and Implementation plan.*

### *Guidance Note on Resident Coordinator and UN Country Teams Working Relations*

39. Mr. Steven Allen explained to UNDG members that while the RC job description describes what needs to be done, the Guidance note on Resident Coordinator and UN Country Teams working relations describes how this should be done. The Guidance note articulates how the UNCT and the RC should work together and the mutual accountability they have.

40. Decision: *The UNDG approved the Guidance Note on Resident Coordinator and UN Country Teams Working Relations.*

### *Dispute Resolution Mechanism for UN Country Teams*

41. Mr. Steven Allen introduced the dispute resolution mechanism for UNCTs to the UNDG. The document lays out the guiding principles on how to solve problems and conflicts within the UNCT. First at the country level, and it also provides guidelines on how to take it to the regional level should the issue not be solved at country level. A third element of the document is to collect the issues raised to serve as reference, which would be brought up to the Advisory Group.

42. Decision: *The UNDG approved the Dispute Resolution Mechanism for UN Country Teams.*

### **WG on Programming Issues**

43. Mr. Moez Doraid, Convenor of the WG on Programming Issues (WGPI) presented the following documents and issues for decision by the UNDG: a) Updated CCA/UNDAF Guidelines, including revised M&E section; b) RBM Action Plan; c) Non-Resident Agencies work plan; d) Guidance note on integrating Disaster Risk Reduction into CCA/UNDAF; and e) Recommendations to UNDG from inter-agency meeting "Delivering as One on gender equality".

### *Updated CCA/UNDAF Guidelines, including revised M&E section*

44. Mr. Moez Doraid briefed UNDG members on the process to update the 2007 CCA/UNDAF Guidelines. The update was of limited nature which included making reference to several recent developments, such as newly approved UNDG Guidance and tools (e.g. on gender, indigenous issues, capacity development, DRR, etc), new TCPR requirements (e.g. inclusiveness, integrating South-South cooperation, civil society engagement), emerging global crisis (e.g. climate change, food security) as well as feedback collected in 2008 from UNCTs on the use and usefulness of the 2007 Guidelines. The M&E chapter has also been updated based on issues raised by UNCTs and as indicated in the TCPR 2007 implementation plan.

45. The Convenor of the WGPI mentioned that the WGPI has furthermore identified a number of issues that will require additional work in 2009 to complement the current limited update. Issues listed for further work in WGPI's 2009 work plan include to provide guidance on a Common Operational Document, draft detailed guidance on climate change, food security and persons with disabilities, provide more information on South-South cooperation, enhanced RBM guidance and tools, reviewing the Annex on accountabilities against the M&A agreement and engaging civil society and other non-governmental partners, etc.

46. UNDG members indicated that, in view of the expected impact of the financial and economic crisis, which is wider and deeper than originally projected, UNCTs, particularly for UNDAF roll-out countries, would require guidance and support on effective policies and measures to mitigate the impact of the crisis on the most vulnerable populations, including, by promoting economic growth, productive capacities and trade. The UNDG agreed to undertake additional work in 2009 to update these aspects of the UNDAF in order to assist countries in their responses to the crisis.

47. UNDG members recognized that the CCA/UNDAF Guidelines should be seen as a living document which should be updated as needed. However the meeting also noted that the content of the UNDAF must be national driven and the entire substantive and annexes and links are useful tools but not to be compulsory. UNDG members agreed that

as other tools and resource materials are available, hyperlinks to them will be added to the electronic version of the CCA/UNDAF guidelines. UNCTs are, therefore, encouraged to refer to the electronic version of the guidelines periodically.

48. Decision: *The UNDG approved the updated CCA/UNDAF Guidelines, including the revised M&E section, with the understanding that this is a living document and will be updated as needed.*

#### *RBM Action Plan*

49. Mr. Moez Doraid explained to the UNDG that the RBM Action Plan had been developed to promote Accountability for Results. The RBM Action Plan is based on the recommendations of the TCPR 62/208 and a study commissioned by WGPI in 2008 that examined some of the systemic issues that hinder development of good quality UNDAF results frameworks. The RBM Action Plan focus in 2009 to strengthening the capacities of UNCTs in application of RBM approaches and improving results reporting by promoting a culture of accountability for common country programming results.

50. Some participants mentioned the challenge of harmonizing agencies' reporting because different agencies have different requirements.

51. Decision: *The UNDG approved the RBM Action Plan.*

#### *Non-Resident Agencies Work Plan*

52. Mr. Moez Doraid introduced the NRA Work Plan (2009-2011), which was produced based on the Assessment of the 2007 Pilot Phase of the NRA Implementation Plan follow-up matrix. The Work Plan lists areas and activities where further action and follow-up are required in order to ensure that key principles for NRA engagement are taken forward. The NRA Work Plan will facilitate the implementation and monitoring of priority actions towards enhancing NRA involvement in country programming processes. In addition, the Work Plan will lead to streamlined information and resources on NRA issues.

53. UNDG participants highlighted that one of the outcomes of the NRA workplan is to institutionalize the NRA function in the RC office and emphasized the need to make sure that UNCTs are aware of NRA approaches..

54. Decision: *The UNDG approved the Non-Resident Agencies work plan.*

55. Action Points: *DOCO to provide UNCTs with information on the existence of the NRA workplan and WGPI to monitor its implementation.*

#### *Guidance Note on integrating Disaster Risk Reduction into CCA/UNDAF*

56. Mr. Moez Doraid explained to the UNDG that in response to Policy Committee decision 2007/19 to further mainstream disaster risk reduction (DRR) and the Hyogo Framework for Action (HFA) into UN system policies and practices, the UNDG and the International Strategy for Disaster Reduction (ISDR) set up a joint task team in 2008. The Guidance Note on integrating DRR into CCA and UNDAF was developed in close collaboration with UNCTs and together with a corresponding roll-out strategy was endorsed by the DRR task team as well as by the WGPI.

57. The UNDG acknowledged the importance of this guidance note, but noted that this must be applied with caution when rolling out the guidance to UNCTs since the UN needs to be guided by national priorities.

58. Decision: *The UNDG approved the Guidance note on integrating disaster risk reduction into CCA/UNDAF.*

*Recommendations to UNDG from inter-agency meeting "Delivering as One on gender equality"*

59. Organized by the former UNDG Task Team on Gender Equality and the Resident Coordinator of Vietnam, Mr. Moez Doraid explained that the Retreat on Delivering as One on Gender Equality identified many examples of innovation and stronger approaches to coordination on gender equality. Participants also identified systemic obstacles across the pilots and made recommendations for follow-up actions. Mr. Moez Doraid presented to the UNDG a set of key points to be endorsed including: i) Accounting for resources for Gender Equality under One budget framework; ii) Building up of high quality technical expertise on Gender Equality for DaO pilots by RCs making this a priority; by RDTs making high quality gender expertise accessible to the DaO Pilots; by UNCTs encourage to use the UNCT gender performance indicators; and by WGPI undertaking a mapping of gender expertise across UN agencies; and iii) Midterm Assessment and Evaluation of Gender Equality in DaO Pilots.

60. Decision: *The UNDG endorsed the recommendations proposed by the inter-agency meeting "Delivering as One on gender equality."*

**Item 5 – [For decision] UNDG: 2008 Achievements and 2009 Workplan**

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61. Mr. Steven Allen, Convenor of the WG on RC Issues (WGRCI), introduced, on behalf of the five WGs conveners, the 2009 workplan for approval by the UNDG. The 2009 Workplan includes key priorities proposed by the UNDG Working Groups with the exception of the UNDG-ECHA Working Group on Transition Issues which will hold a retreat in February to elaborate its workplan. The latter will be presented to the UNDG for approval at its next meeting.

62. UNDG members highlighted the need to assess the functioning and working methods of the UNDG WGs at the next meeting of the UNDG. It was noted that some WGs appear to be functioning more effectively than others and there is need to take stock of the achievements and challenges faced in particular in terms of task teams, frequency of meetings and level of representation. Some participants felt that there are multiple task teams which creates an issue of capacity and sometimes overlap and is inconsistent with the Working Methods endorsed by the UNDG in 2008. UNDG members were reminded of the importance to designate senior level staff to attend the meetings of the core five UNDG WGs.

63. Participants noted that there were two groups in the previous UNDG structure that performed a critical role and that under the new structure there is a gap in support on those crucial areas. One is related to the MDGs and the other relates to the function performed by the Country Programme Support Group (CPSG). The latter was charged to provide technical support and oversight to UNCTs regarding guidance rolled out to them by HQ.

64. The UNDG approved to task the WG on Programming Issues to create a task team on MDGs at a senior level in order to move the MDGs agenda forward and provide direction and operational support to UNCTs.

65. Regarding the role performed by the CPSG, it was pointed out that each UNDG WG should monitor the implementation of policies and guidance approved but there is no inter-agency structure. For instance, the WG on Programming Issues has included as one of its priorities for 2009 to establish a mechanism for ensuring continuous and coherent support to UNCTs on key CCA/UNDAF principles and thematic issues. Some participants suggested to identify an interim mechanism that can carry out that inter-agency role. The UNDG agreed to look at this issue at its next meeting together with the assessment of how well the WGs have performed under the established Working Methods.

66. The UNDG also concurred that; the current nominated agencies should continue to act as WG Convenors for 2009.



67. Decision: *The UNDG approved the 2009 workplan and asked the UNDG WGs conveners to continue in their role for 2009.*

68. Action Points:

a) *At next UNDG meeting, the full UNDG will review the structure of Working Groups and their working methods.*

b) *The WGPI is tasked to create a MDGs task team at senior level.*

#### Item 6 – [For decision] Terms of Reference for Functional Review of DOCO

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69. Ms. Debbie Landey, DOCO Director briefed the UNDG on the background of the Terms of Reference for the Functional Review of DOCO. The draft ToRs were first circulated on 24<sup>th</sup> November to the UNDG Advisory Group and subsequently discussed at the Advisory Group meeting of 12<sup>th</sup> January. Comments were subsequently received from UNICEF, ILO, FAO, UNIDO, UNDP, UNEP and UNFPA. The comments have been incorporated as best as possible into the revised document.

70. The UNDG Vice-Chair mentioned that the Terms of Reference for the Functional Review of DOCO should be seen in the context of how the UNDG is shaping itself including the fact that the Ex-Com modality has gone and more agencies are involved in guiding UNDG.

71. Decision: *The UNDG approved the Terms of Reference for the Functional Review of DOCO.*

#### Item 7 – [For information] UNEG Evaluability Study

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72. Ms. Saraswathi Menon, Chair and Director of the Executive Office in UNEG, introduced the background and context of the evaluation of the Delivering as One pilots. Ms. Menon recalled that the evaluability assessments were the first outcome of this process and a decision was made in 2008 to suspend the next two phases of the evaluation on process and results respectively, in light of the independent evaluation called for by the General Assembly in its resolution on the Triennial Comprehensive Policy Review of operational activities for development. The Chair of UNEG handed over to Mr. Lucien Back to present the main findings and implications for UNDG of the synthesis report of the evaluability assessments.

73. Mr. Lucien Back briefed participants that a future evaluation would likely take the TCPR resolutions of 2000, 2004 and 2007 as benchmarks, notably such processes as national ownership and leadership, the need to provide full access to the broad range of mandates and resources of the UN system, and the requirement to reduce overhead and transaction costs. Such an evaluation could also be expected to consider the four One's (One Programme, One Budgetary Framework, One Leader and One Office).

74. Referring to the implications of the evaluability study for UNDG, Mr. Lucien Back mentioned that an important finding is related to the systemic support provided. It was mentioned that the systemic support provided by UNDG had not been guided by a comprehensive conceptual framework for DaO at the central level beyond provisions of the TCPR resolutions and therefore the support had been adhoc and could not be evaluable.

75. An area where more guidance from UNDG is needed related to how overhead and transaction costs from the delivery of UN support can be reduced and how savings on operational cost can accrue to programme budgets. Member states are demanding that the notion of transaction be defined in clearer terms, which involves a clarification of key concepts and an analysis of business models of different organizations at Headquarters level.

76. Mr. Lucien Back concluded by mentioning that there is a lot of progress on the self-evaluation of the pilots such as the M&E network among pilot countries. Mr. Back encouraged UNDG to suggest how the independent evaluation can be done.

UNDG members suggested that a discussion between the UNDG and the HLCP should take place to move forward on what the Member States want to see on the independent evaluation. UNDG needs to develop its support and vision for the future of the Delivering as One. It was suggested that the evaluation of the DaO should be a UNDG and not an HLCP issue. It was noted that UNDG Vice-chair should talk to the HLCP to reach an agreement on this issue.

77. Finally, UNDG members noted the lack of involvement of social partners and civil society engagement into the coordination process and would like to see some development in this context.

78. *Action Points: UNDG Vice-Chair to communicate with HLCP on the ownership of the evaluation.*

#### Item 8 – AOB

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79. The date of the next UNDG meeting to be determined.

80. The UNDG Vice-Chair noted that the UNDG has to write its first report for the CEB and suggested that it can be agreed by email. For the next meeting, the UNDG should think of the overarching goals for 2009 and the relationship with the HLCM and HLCP. HLCP has initiated a set of discussions on the financial crisis and other relevant issues including food security and climate change that the UNDG need to take on at the operational level.

81. The UNDG Vice-Chair announced that the Advisory Group will continue the work of helping to improve the SG's draft papers on governance and funding by bringing a full UNDG viewpoint to them.

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## ANNEX 1

### AGENDA

09:00-10:00 **[For information]** Dialogue with the UNDG Vice Chair (Kemal Derviş)

10:00-10:25 **[For decision]** Implementation Plan for the Management and Accountability Framework (Deborah Landey, Director DOCO)

**Background:**

As follow up to the approval of the Management and Accountability System of the UN Development and RC System, that was approved by the UNDG in August 2008, an implementation plan has been developed by and consulted with the Advisory Group. It has also been shared with RDTs and their comments have been reflected as appropriate.

**Background documentation:**

Draft Implementation Plan for the M&A Framework

10:25-10:50 **[For decision]** Operational Document for the Expanded 'Delivering as One' Funding Window (Deborah Landey, Director DOCO and Chair of the Technical Task Team)

**Background:**

Following the proposal to expand the Government of Spain's Delivering as One Funding Window, which is already functioning within the UNDP-Spain MDG Achievement Fund, into a multi donor facility, the UNDG assigned a Technical Task Team to develop a detailed operational document for the Expanded 'Delivering as One' Funding Window. The draft Operational Document is presented for the UNDG's endorsement.

**Background documentation:**

Draft Operational Document for the Expanded DAO Funding Window

10:50-11:50 **[For decision]** UNDG Working Groups items for decision

*WG on Country Office Business Operations (Mari Simonen, Convenor WG on COBO, UNFPA):*

- a. Integrated programme and operations approach in UNDAF roll-out countries
- b. UNDG Toolkit on Improved Functioning of the UN Development System at country level (UNDG Toolkit)
- c. Scale-up of ICT solutions for increased inter-agency collaboration
- d. Proposals to advance harmonization in the area of Human Resources

*WG on RC System Issues (Steven Allen, Convenor WG RCSI, UNICEF):*

- e. Updated Resident Coordinator Generic Job Description  
Guidance Note on Resident Coordinator and UN Country Team Working Relations  
Dispute Resolution Mechanism for UN Country Teams

*WG on Programming Issues (Moez Doraïd, Convenor WG PI, UNIFEM):*

- f. Updated CCA/UNDAF Guidelines, including revised M&E section
- g. RBM Action Plan
- h. Non-Resident Agencies work plan
- i. Guidance Note on integrating Disaster Risk Reduction into CCA/UNDAF
- j. Recommendations to UNDG from inter-agency meeting "Delivering as One on gender equality"

**Background documentation:**

- a. Decision sheet on Integrated programme and operations approach in UNDAF roll-out countries
- b. Online UNDG Toolkit

- c. UNDG Decision Sheet on proposed ICT solutions
- d. UNDG Decision Sheet on proposals in HR area
- e. Resident Coordinator Generic Job Description  
Guidance Note on Resident Coordinator and UN Country Team Working Relations  
Dispute Resolution Mechanism for UN Country Teams
- f. Updated CCA/UNDAF Guidelines and Decision Sheet
- g. RBM Action Plan, RBM at the country level (executive summary) and Decision Sheet
- h. Non-Resident Agencies work plan and Decision Sheet
- i. Guidance Note on integrating Disaster Risk Reduction into CCA/UNDAF and Decision Sheet
- j. Report from the retreat and UNDG Decision Sheet on recommendations to advance gender equality

**11:50 -12:15 [For decision] UNDG: 2008 Achievements and 2009 Workplan (Mari Simonen, Convenor WG COBO, on behalf of UNDG Working Groups)**

**Background:**

The UNDG is requested to review progress achieved during 2008 and approve the UNDG Workplan for 2009, which includes key priorities proposed by the UNDG Working Groups. The UNDG-ECHA Working Group on Transition Issues will be holding a retreat in February to elaborate its workplan, which will be presented to the UNDG at its next meeting in 2009.

**Background documentation:**

- a. Draft UNDG Progress Report 2008
- b. Draft UNDG Workplan 2009

**12:15 -12:35 [For decision] Terms of Reference for Functional Review of DOCO (Deborah Landey, Director DOCO)**

**Background:**

In line with the Management and Accountability Framework, which called for a functional review of DOCO to examine new and existing roles, identify capacity gaps and recommend a new structure to best allow DOCO to perform existing and new roles. The draft Terms of Reference have been consulted with the Advisory Group. The document is now presented for UNDG approval.

**Background documentation:**

Draft Terms of Reference for functional review of DOCO

**12:35-12:50 [For information] UNEG Evaluability Study (Saraswathi Menon, Director UNEG)**

**Background:**

The UN Evaluation Group was commissioned by the CEB to conduct an evaluability study of the Delivering as One programme country pilots. This work is aimed at assessing the extent to which the pilots will be evaluable, assure a firm basis is provided for self assessment by the stakeholders and help pilot countries prepare themselves for the independent evaluation of the DAO pilot initiative.

**Background documentation:**

Synthesis Report "Evaluability Assessments of the Programme Country Pilots Delivering as One UN"

**12:50-13:00 Closing remarks and way forward (Annika Söder, UNDG Vice Chair, FAO) AOB, including tentative meeting schedule for 2009.**

## ANNEX 2

### Participation List

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