



STANDARD OPERATING PROCEDURES

for COUNTRIES ADOPTING the

"DELIVERING AS ONE" APPROACH



With an integrated package of support
for implementation by UN Country Teams

August 2014



UNITED NATIONS
DEVELOPMENT GROUP



- ⚙️ **The One Programme** unifies the UN system under one national development strategy/plan, and is underpinned by integrated policy positions and services, and real-time monitoring through joint work plans;
- ⚙️ **The Common Budgetary Framework**, with all planned and costed UN programme activities presented transparently in one place, provides a shared view of the UN's contribution as a whole to the country.
- ⚙️ **The One Fund (optional)** provides performance-based support to the UN's integrated policy approaches;
- ⚙️ **The One Leader** and the UN Country Team (UNCT) leadership, is based on mutual accountability, with an enhanced co-ordination function led by the Resident Coordinator, involving all of the UNCT in team leadership, to carry responsibility for the role and results of the UN in the country;
- ⚙️ **Operating as One** provides options to build ever more cost-effective common operations and service support; and
- ⚙️ **Communicating as One** facilitates coherent messaging and advocacy on normative and operational matters, and a consistent and teamed-up strategic dialogue with host countries

The United Nations Development Group (UNDG) is an instrument for UN reform created by the Secretary-General in 1997 to improve the effectiveness of UN development work at the country level. Bringing together the operational agencies working on development, the undg is chaired by the Administrator of the United Nations Development Programme on behalf of the Secretary-General.

The undg develops policies and procedures that allow the UN system to work together and analyse country issues, plan support strategies, implement programmes, monitor results and advocate for change. These initiatives increase UN impact in helping countries to achieve the Millennium Development Goals.

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FOREWORD

The world is now engaged in an accelerated push to reach the Millennium Development Goals while shaping a bold post-2015 agenda for sustainable development. At this critical time, the United Nations development system must intensify its efforts to achieve even greater results.

Nearly a decade of experience in UN system-wide reforms produced “Delivering as one”. Its eight pilot countries proved this was an enterprising and ambitious approach that helped the United Nations to better coordinate its operational activities internally and to more effectively align them with national priorities and plans.

We have since expanded on the success of the original eight pilot countries. Following an independent evaluation in 2012, I called for the launch of a second generation of “Delivering as one”. That same year, the General Assembly, in its resolution on the “Delivering as one” approach, recognized its “important contribution for enhancing the coherence, relevance, effectiveness and efficiency of the United Nations development system”. Governments cited a better coordinated United Nations development system facilitating strengthened national leadership and ownership of the United Nations work and contributions.

Today, more than forty countries have formally adopted “Delivering as one” and many more are actively implementing its core aspects, with the support of all members of the United Nations Chief Executives Board.

Our efforts under “Delivering as one” have now matured to the point where we have developed this set of Standard Operating Procedures. They will enable the United Nations to function even more effectively and foster greater collaboration and teamwork.

I am proud of the professionalism and dedication of so many colleagues across the United Nations system at the global, regional and country levels. It is their commitment to our core values that has enabled us to achieve such important progress. These Standard Operating Procedures can guide us going forward as we strive to achieve a life of dignity for all.

BAN Ki-moon
Secretary-General, United Nations



PREFACE

Our rapidly changing world has made notable progress in recent years, such as in halving global poverty and sending many more children to school. At the same time, development gains and deprivations are unevenly distributed, and inequality is entrenched within and across countries. The sustainability of current achievements needs consistent commitment and follow-through in order to provide for the needs of current and future generations.

The post-2015 agenda offers a unique opportunity to define a set of universal sustainable development goals and launch an ambitious new agenda to tackle complex development challenges. Whether rapid population growth and changing patterns of migration; food and water scarcity; joblessness among young people; or the combined shocks from climate change, financial market volatility and rapid onset of conflict, these challenges are increasingly interrelated and global in scope.

The Member States of the United Nations are discussing a post-2015 development agenda which will address these multidimensional challenges and support integrated approaches to them. This calls for a UN development system that is streamlined and co-ordinated in its policy, programme, and business operations. A fully 'fit for purpose' UN system on the ground is one which is well teamed-up, has the agility and capacity to respond to the demands of the post-2015 agenda, and consistently delivers high quality results.

In releasing the Standard Operating Procedures (SOPs) for Countries Adopting the "Delivering as one" approach, the UN Development Group (UNDG) is responding to the request from UN Member States, articulated in the QCPR, to deepen the "Delivering as one" reform, and to ensure that all countries which wished to pursue it can do so. The SOPs are about making things work better across the UN system, by removing institutional bottlenecks which prevented coherence, improving standards and common operating systems, and motivating the use of shared data, policy analytics, and advocacy to support integrated solutions. While making the UN development system more transparent, common results-oriented, and accountable, the SOPs enable a more complete system-wide alignment of the UN contribution in country with national development priorities and plans.

It is up to us now to implement the SOPs. They have universal applicability and are a practical means of implementation for the post-2015 development agenda. Core elements will guide the extent of our "jointness," based on country context:

- The One Programme unifies the UN system under one national development strategy/ plan, and is underpinned by integrated policy positions and services, and real-time monitoring through joint work plans;

- The Common Budgetary Framework, with all planned and costed UN programme activities presented transparently in one place, provides a shared view of the UN's contribution as a whole to the country. The optional One UN Fund provides performance-based support to the UN's integrated policy approaches;
- The One Leader and the UN Country Team (UNCT) leadership, is based on mutual accountability, with an enhanced co-ordination function led by the Resident Coordinator, involving all of the UNCT in team leadership, to carry responsibility for the role and results of the UN in the country;
- Operating as One provides options to build ever more cost-effective common operations and service support; and
- Communicating as One facilitates coherent messaging and advocacy on normative and operational matters, and a consistent and teamed-up strategic dialogue with host countries.

Overall, the SOPs make it possible for us to move forward in a more practical and harmonized way, making the most effective use of our combined ideas and skills, institutional experiences and capacities across the membership of the undg. They help to remove the real and imaginary obstacles that hindered the best practice of true collaboration. With a flexible approach, and adapted to different country contexts, the SOPs are an indispensable tool in ensuring that our joined-up work is focused on the strongest possible results a UN team can deliver on the ground.

All undg members have now approved the SOPs, and each Executive Head commits to promoting implementation actively through follow-up and collective monitoring. We all recognize that the United Nations delivers greater value for development when we deliver together. We look forward to seeing every UN Country Team taking steps towards the progressive implementation of the SOPs in their country.



Helen Clark
Chair of the undg



1. INTRODUCTION



1.1 BACKGROUND

Following the World Summit of 2005, where the need for UN reform was given new impetus, the Secretary-General established the High-level Panel on System-wide Coherence in 2006. In its report, entitled “Delivering as one,” the Panel presented a series of recommendations aimed at, among other issues, strengthening the work of the UN in partnership with host Governments and its focus on results. The Panel also recommended that the UN should accelerate and deepen reforms to establish unified UN Country Teams (composed of representatives of the UN specialized agencies, funds and programmes and other UN entities accredited to a given country) with a capacity to provide a coherent approach to cross-cutting issues.

THE SECRETARY-
GENERAL CALLS
FOR A **SECOND
GENERATION**
OF “**DELIVERING
AS ONE**” FOCUSING
ON MONITORING FOR
RESULTS, INCREASED
ACCOUNTABILITY AND
**IMPROVED
OUTCOMES**

In 2007, eight countries volunteered to pilot the “Delivering as one” approach, innovating new approaches to coherence at the country level. The pilot programme countries were Albania, Cape Verde, Mozambique, Pakistan, Rwanda, United Republic of Tanzania, Uruguay and Viet Nam. In 2010 and 2011, pilot programme countries undertook country-led evaluations¹. An independent evaluation of lessons learned from the “Delivering as one” pilot phase was completed in 2012.²

In parallel, the new approaches were regularly reviewed in annual high-level intergovernmental conferences on “Delivering as one,” subsequently welcomed by the General Assembly in its resolutions 63/11 and 64/289 on system-wide coherence. The eight pilot programme countries were also joined by a steadily growing number of voluntary adopters. Furthermore, representatives of 48 Governments attended the last

High-level Intergovernmental conference, held in Tirana, Albania, in 2012.

In his Five-Year Action Agenda for his second term, the Secretary-General included a call to “launch a second generation of “Delivering as one,” which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes”.

In its resolution 67/226, the General Assembly, in the section on “Delivering as one” of the quadrennial comprehensive policy review (QCPR)³, requested “the United Nations system to build on the best practices and lessons learned in implementing “Delivering as one” by a number of countries and to further consolidate the process by clearly outlining the core elements of each of the “ones”, based on lessons learned, including by formulating standard operational procedures as guidelines for the successful work

¹ Please visit the [UNDG website](#) for reports and further resources on the [country-led evaluations of “Delivering as one”](#).

² Please visit the [UN website on the independent evaluation of “Delivering as one”](#).

³ Please access the [QCPR resolution on the UN website](#)



of the United Nations country teams in “Delivering as one” countries, as well as for other countries that consider joining “Delivering as one,” and to report on this process and standard operating procedures to the Economic and Social Council during its operational activities segment”.

1.2 OBJECTIVES OF THE STANDARD OPERATING PROCEDURES

The objectives of the standard operating procedures (SOPs) are to:

- Provide to UN Country Teams, Governments, other national stakeholders and partners in countries that call on the UN to adopt the “Delivering as one” approach an integrated package of clear, straightforward and internally consistent guidance on programming, leadership, business operations, funding and communications for country-level development operations, considering UN agencies’ mandates, rules and procedures;
- Provide information for programme countries that are considering adopting the “Delivering as one” approach, presenting the approach simply and clearly; and
- Where appropriate, identify and recommend critically important policy and procedural changes that agency HQs should make in order to reduce transaction costs for Governments, other national stakeholders, development partners and UN Country Teams, and enable joint focus on results at the country level.

The SOPs strike a balance between flexibility and standardization in order to be applicable and useful for all UN agencies in a wide variety of country

contexts, such as low-income or least developed countries and middle-income countries, each with its specific development challenges, normative settings, institutional capacities and UN presence. They respond to the mandate of the QCPR which “recognizes that the individual UN funds, programmes and agencies have specific experience and expertise, derived from, and in line with, their mandates and strategic plans, and stresses, in this regard, that improvement of coordination and coherence at the country level should be undertaken in a manner that recognizes the respective mandates and roles and enhances the effective utilization of resources and the unique expertise of all UN funds, programmes and specialized agencies” (paragraph 18 of QCPR Resolution A/Res/67/226). Notwithstanding the contents of this SOPs document, existing lines of accountability between members of the UNCT and the agencies they represent are fully maintained. The SOPs recognize that UN Country Teams and national counterparts will need to tailor the implementation of “Delivering as one” to their particular context. This tailoring is also important in countries in post-conflict transition, especially where the principles of integration apply⁴. In these contexts, coordination between development, humanitarian, security and political activities helps to maximize the UN’s impact. It also signals to national and international counterparts

⁴ As per decisions of the Secretary-General, the principle of integration applies where the UN has a country team and a multidimensional peacekeeping/political office mission, irrespective of whether those presences are structurally integrated. The form integration takes in a given country is determined for each specific context and takes into account the need for humanitarian space. For further information and resources please visit the [UNDG website on integration](#).

that operate in a coherent and mutually supportive manner in the recovering and transition.

The post-2015 agenda calls for policy and programme responses that are more integrated, and multi-sector in nature, to address sustainable development. The post-2015 and the new common programming cycle are strategic opportunities for the UN system to embrace the SOPs to ensure strategic programming, greater mutual accountability, and reduced transaction costs for governments, donors and the UN.

In this context, the SOPs will be a living document that will be updated based on the experiences in implementation of the SOPs, and UNDG internal reviews.



1.3 FRAMEWORK/PRINCIPLES FOR DEVELOPMENT OF THE STANDARD OPERATING PROCEDURES

The framework for the development of the SOPs is based on a thorough review of all existing analyses of the “Delivering as one” approach. This includes relevant General Assembly resolutions, particularly resolution 67/226 on the 2012 QCPR, and reports from the Secretary-General and outcome documents from the high-level intergovernmental conferences on “Delivering as one”. Findings and recommendations from the independent evaluation as well as the country-led evaluations of the “Delivering as one” pilots have been taken into account as have other achievements and lessons learned from Resident Coordinators and UN Country Teams engaged in the piloting phase, including the voluntary adopters. Finally, UNDG working mechanisms and High-level Committee on Management (HLCM) networks, Regional UNDG Teams

and UN staff with operational experience at the country level have contributed their expertise and knowledge.

Using these sources of guidance, evaluation and consultation, six key principles have guided the development of the SOPs:

1. Strong ownership by governments and other national stakeholders⁵ and leadership by national governments;
2. Significant simplification and reduction of programming, business and service transaction costs for Governments, other national stakeholders, development partners and the UN system, including by further integrating and harmonizing common and agency-specific business processes;
3. Empowerment of UN Country Teams, under the leadership of the UN Resident Coordinator, to address country-level needs, based on good practices and experiences in “Delivering as one” countries, both pilots and voluntary adopters;
4. Flexibility to allow for innovation by UN Country Teams;
5. Drive towards common delivery of results and strengthened accountability, including on cross-cutting issues such as human rights, gender equality and environmental sustainability; and
6. Emphasis on the shared values, norms and standards of the UN system.

1.4 ENABLING ACTIONS AND DECISIONS AT THE HEADQUARTERS LEVEL

In the process of developing the SOPs, a number of unresolved Headquarters issues surfaced in all pillars of UN support to “Delivering as one” countries. These issues are outlined in a separate UNDG Plan

⁵ RC/UNCT, including all UN agencies concerned, to determine the means and level of engagement of national stakeholders.

of Action for Headquarters.⁶ The speed with which follow-through is effected by agencies and the subsequent allocation of resources will be key elements in the success of the second phase of “Delivering as one”.⁷

Furthermore, for the SOPs to accelerate transformational impact, change management and true delivery as one across structures and locations, the shared vision and culture of collaboration for results must be strengthened. Mutual accountability modalities outlined in the management and accountability system of the UN development and resident coordinator system will need to be fully implemented for all staff to embrace fully a common UN identity. The highest standards of leadership skills and management training must be ensured. Additional investment in staff development, exchange of information, lessons learned and best practices across the system, joint training and continuous learning opportunities are required.

1.5 IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING OF THE SOPs

In its resolution 67/226 on the QCPR, the General Assembly emphasized the “need to establish common monitoring, evaluation and reporting mechanisms on the implementation of “Delivering as one” towards greater accountability to Member States and a more results-based generation of Delivering as one”.

The development intent of “Delivering as one” is spelled out in the QCPR and in the respective strategic frameworks of UNDG members. In this context the UNDG, in collaboration with UNDESA, has designed a monitoring and evaluation framework to

help monitor the extent to which UNDG and UNCTs are performing against that intent.

The M&E framework covers the five “Delivering as one” pillars: One Programme, Common Budgetary Framework, One Fund, One Leader, Communicating as One, and Operating as One. It is intended to help the UNDG to oversee the operational effectiveness of “Delivering as one” in line with the six principles that guided the development of the SOPs. The framework is organized into two levels. The first level of measurement attempts to measure change in the culture, behavior and practices that promote the spirit and intent of “Delivering as one”. The second level is designed for tracking the progress against the core elements of the SOPs in countries that have formally adopted “Delivering as one”.

In and of itself, this monitoring and evaluation framework is one of three elements that together can provide a comprehensive basis to periodically measure and assess the effects of “Delivering as one”. The second source is the UNDG Plan of Action for Headquarters. The HQ action plan details UNDG commitments and actions to be undertaken at various levels to facilitate “Delivering as one” at the country level. The third source is UNDAFs and One Programmes of UNCTs. Monitoring and evaluation of UNDAFs and One Programmes will provide the evidence of the country-level effects of delivering as one in terms of actual development results.

Collectively, the “Delivering as one” M&E Framework, the UNDG Plan of Action for Headquarters and the UNDAF/One Programmes provide a basis to undertake an evaluation of the development and operational effectiveness of “Delivering as one,” although further independent scrutiny will be welcome to assure the evaluation-readiness of this approach. In

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OF DELIVERING
AS ONE

⁶ Please visit the [UNDG website for the UNDG Plan of Action for Headquarters](#).

⁷ The term “agencies” refers to specialized agencies as well as UN funds and programmes.

THE IMPLEMENTATION
OF THE CORE
ELEMENTS
OF THE SOPs ENABLE
THE UN TO DEMONSTRATE
HIGH IMPACT

the meantime, the M&E framework has been designed to draw on data collected through established surveys and reports and therefore will impose no additional burden on United Nations country teams⁸.

1.6 CORE ELEMENTS OF THE SOPs FOR DELIVERING AS ONE COUNTRIES

The QCPR recognizes that the “Delivering as one” approach is adopted on a voluntary basis by programme country governments. Upon adoption, UN Country Teams (UNCTs) and national counterparts need to tailor the implementation of “Delivering as one” to their particular context. The core elements are based on the QCPR commitments and guided by the Secretary-General’s call to all agencies on moving ahead with the next generation of “Delivering as one”. In their full achievement at country level, they are the key requirements for the “Delivering as one” approach to enable the tracking of shared results and measuring of impact of greater coherence of the UN development system. They focus the collaborative and joined-up efforts of the UN development system on what can be measured and monitored, thereby providing a concrete and practical basis for the evidence and value of shared results.

The SOPs contain critical coherence principles relevant for all countries. In “Delivering as one” countries, the SOPs package should be adopted and adapted by the UNCT and Government in response to the needs of each country context. The principle of progressive realization is recognized, with achievements and goals to be met, actively tracked and reported on by the UNCT. The implementation of the core elements can be done over a one to two year period.

The implementation of the core elements of the SOPs enable the UN development system in-country to demonstrate high impact and better address the more complex and integrated sustainable development agenda for post 2015 through increased policy and programme coherence. The “Delivering as one” approach also reduces transaction costs and increase efficiencies by working together as demanded by Member States.

Process

- The UNCT engages in a policy dialogue and shares information about the “Delivering as one” approach and implications of its adoption with the host government;
- Where there is interest (and clearly voluntary in nature) a formal in-writing agreement is reached with the host government to adopt the “Delivering as one” approach. The Resident Coordinator informs the Chair of the undg, the full undg and the Regional undg Team that the UNCT will apply the approach;
- The Resident Coordinator conducts a strategic discussion within the UNCT on how to apply the SOPs in the country context, on steps and timelines of a change management process required to respond to the request to adopt the “Delivering as one” approach, as well as on the support needed from regional and HQ levels; and
- There is no one size fits all but there is a set of standards and ways of working to improve UN coherence to enable shared results.

⁸ Please see Annex III for the full Delivering as one Monitoring and Evaluation Framework.

"DELIVERING AS ONE"

PILLAR

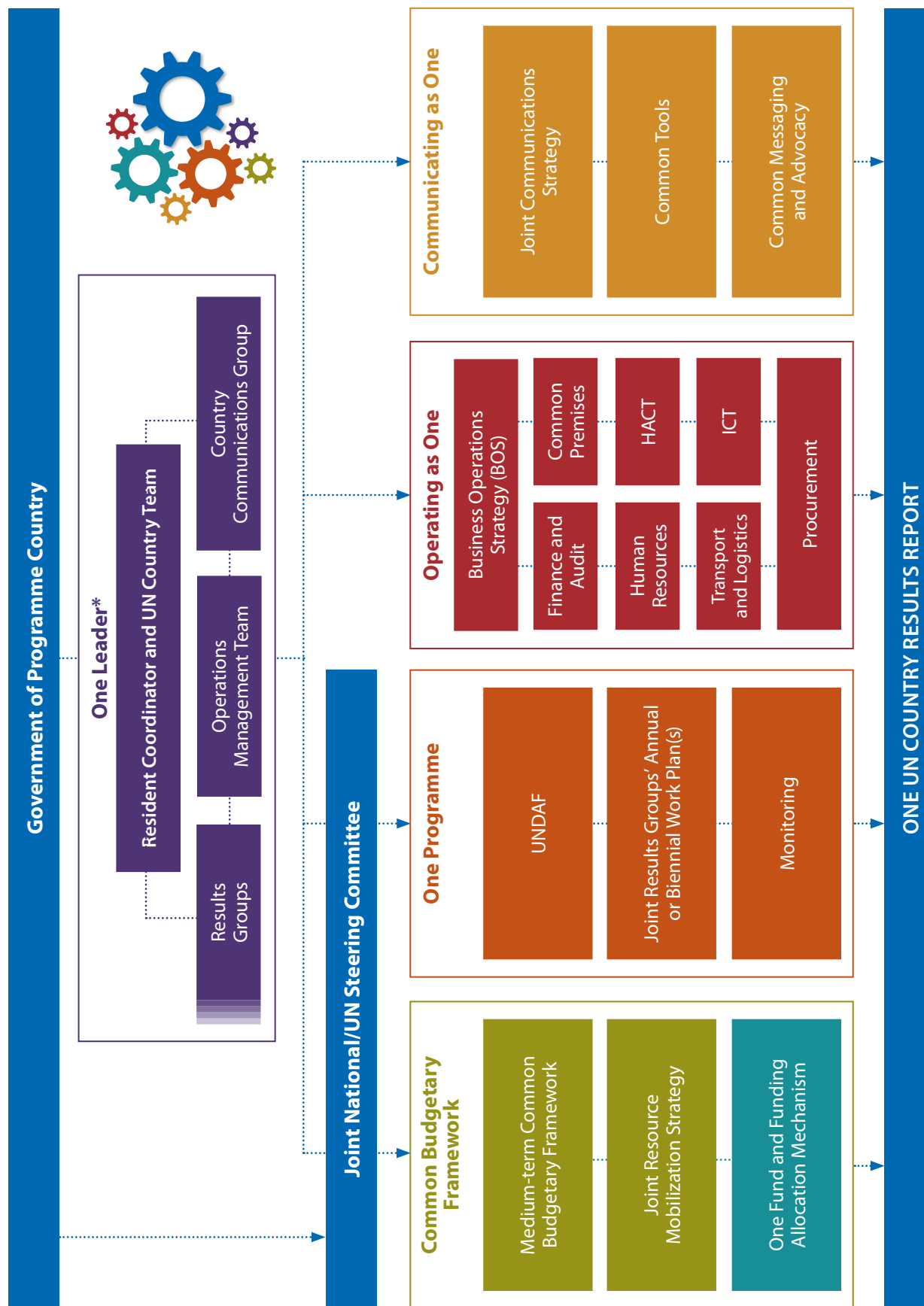
Core Elements

Overarching	Joint oversight and ownership agreed between Government and the UN and outlined in agreed terms of reference for a Joint National/ UN Steering Committee (Generic terms of reference); Annual reporting on joint UN results in the UN Country Results Report;
One Programme	Signed UNDAF at the outcome level with legal text⁹ as appropriate; Joint Work Plans (of Results Groups), aligned with the UNDAF and signed by involved UN entities (this does not preclude agency specific work plans where required) (Tips and template for JWPs); Results Groups (chaired by Heads of Agencies) focused on strategic policy and programme content established and aligned with national coordination mechanisms (Generic Terms of Reference);
Common Budgetary Framework (and One Fund)	A medium-term Common Budgetary Framework aligned to the UNDAF/One Programme as a results-oriented resourcing framework for UN resources (Guide to the Common Budgetary Framework); Annual Common Budgetary Frameworks (as a part of the Joint Work Plans) updated annually with transparent data on financial resources required, available, expected, and to be mobilized (Tools and materials); A Joint Resource Mobilization strategy as appropriate to the country context (with the option of a One Fund duly considered) approved by the UNCT and monitored and reported against in the UN Country Results Report;
One Leader	Strong commitment and incentives of the UNCT to work towards common results and accountability through full implementation of the M&A system and the UNCT Conduct and Working Arrangements; Empowered UNCT to make joint decisions relating to programming activities and financial matters;
Operating as One	Business Operations Strategy¹⁰ endorsed by UNCT is highly recommended, adapted to local needs and capacities, to enhance operational oneness processes through eliminating duplication of common processes to leverage efficiencies and maximize economies of scale; Empowered Operations Management Team (chaired by a Head of Agency); Operations costs and budgets integrated in the overall medium-term Common Budgetary Framework;
Communicating as One	A joint communication strategy appropriate to the country context approved by the UNCT and monitored and reported against in the UN Country Results Report (Guide to Communicating as One); Country Communications Group (chaired by a Head of Agency) and supported by regional and HQ levels, as necessary.

⁹ Joint Programmes continue to be a valid mechanism in this context.

¹⁰ The Business Operations Strategy is currently being field tested with finalization in 2015.

DELIVERING AS ONE: INTERRELATIONSHIP BETWEEN THE PILLARS OF UN SUPPORT TO A “DELIVERING AS ONE” COUNTRY



* Main elements are: Management and Accountability System, UNCT Conduct and Working Arrangements and mutual accountability framework of Results Groups, OMT and CCG conveners and members.

2. ONE PROGRAMME



2.1 GOALS

The One Programme brings all members of the UN Country Team together under one nationally owned strategy that draws on the full range of UN expertise and ensures a fully integrated UN Country Team approach to delivering development results in a coherent manner. These One Programme development results are measurable and costed.

The One Programme brings important gains by ensuring that UN country programmes integrate the full range of UN, national and international partners' expertise and experience; facilitating the systematic application of normative programming principles in the formulation, implementation, monitoring and evaluation of the programme; and achieving close alignment with national development priorities. It also increases access by programme countries to the mandates and resources of non-resident agencies. In transition countries, it is also an instrument for facilitating coherence with UN missions (when present).

The One Programme contributes towards strong national ownership and government leadership, increased transparency, reduced duplication, increased coherence of planning, and better delivery and reporting of results, particularly on cross-cutting development challenges. Where applicable, agency-specific programmatic documents should be harmonized and aligned with the UNDAF.

2.2 MAIN ELEMENTS

The following are the required elements of the One Programme. They can be further supplemented by additional elements that may be appropriate in specific country contexts. In some cases options are indicated.

- The United Nations Development Assistance Framework (UNDAF)¹¹, as the basis of the One Programme, is a strategic, medium-term results framework that describes the collective vision and response of the UN system to national development priorities and results on the basis of the normative programming principles, and defines how the UN Country Team will contribute to the achievement of development results, based on an analysis/assessment of country needs and UN comparative advantages. In countries where the principles of integration apply, the UNDAF may be combined with an Integrated Strategic Framework (ISF)¹² and should capture the strategic objectives of the whole UN presence¹³ and take into account humanitarian

¹¹ Please see: [UNDG UNDAF Guidance Materials](#).

¹² For further information about the ISF, please see the [Integrated Assessment and Planning Handbook](#).

¹³ The term "UN presence" covers agencies present in a country and non-resident agencies with activities in the country including regional-based agencies.

THE UNDAF
DEFINES
OUTCOMES
TO BE ACHIEVED OVER
THE COURSE OF
**THREE TO
FIVE YEARS** BY
THE UN AND PARTNERS

objectives and responses,¹⁴ with due consideration given to the protection of humanitarian space, as warranted and agreed.

- The UNDAF defines outcomes to be achieved over the course of three to five years by the UN and partners, with due consideration given to the importance of harmonization with the timing and duration of the national planning cycle whenever possible. It includes a results matrix at the outcome level and a legal annex containing the requirements previously included in the funds' and programmes' Country Programme Action Plan (CPAP) and in the UNDAF Action Plan. The Government, other national stakeholders, and the UN Country Team may opt to add outputs to the results matrix, provided that the detailing of outputs adds value. In general, it is preferred to keep the UNDAF results at a high level so that the UNDAF remains a strategic and inclusive document.
- The UNDAF is fully aligned with national priorities and the national development cycle or with key national development initiatives where there is no unified national programme. The UNDAF strengthens national ownership through participation in the development of the results matrix, coherent engagement in national and UN coordination processes, and alignment of the UNDAF with national planning cycles.
- In the initial phases of transition, where national programming cycles tend to be compressed, the UNDAF should be aligned to the shorter cycle and does

not necessarily have to cover a period of three to five years.

- The UNDAF creates a clear division of labour for Governments and development partners and within the UN system. The UNDAF results matrix serves as a mutual accountability framework, indicating which agencies will contribute to each outcome (and to each output, if outputs are included). For transition countries, national development priorities might include peace- and state-building priorities and those should be captured in the UNDAF even when they are implemented by other UN actors.
- Strategic guidance and oversight are exercised through a Joint National/UN Steering Committee with the participation of all national stakeholders as defined in the UNDG UNDAF Guidance.¹⁵ In transition countries and depending on the configuration of the UN presence, due consideration will be given to facilitating linkages of development, humanitarian, security and political processes. Where a Peacebuilding Fund is present, UN, government and international partners should consider the feasibility of establishing a joint body to oversee the allocation and use of the Fund.
- The UNDAF drives joint and comprehensive UN work planning and monitoring for results. With some exceptions¹⁶, the UNDAF reflects the programmatic, operational and communications work of all UN agencies, funds and programmes operating in the country.

UNDAF outcomes are operationalized and translated into concrete, measurable

¹⁴ In humanitarian situations, the UN system agencies should come together and organize themselves through the Inter-Agency Standing Committee (IASC) cluster approach, except for refugee situations, where UNHCR is mandated to assume the lead coordinating function.

¹⁵ In the UNDG UNDAF Guidance, "stakeholders" refers to governments, including line ministries; social partners, including workers' and employers' organizations; other development partners relevant to a country context; civil society; and non-governmental organizations (NGOs).

¹⁶ The exceptions are generally in terms of specific work activities (e.g. support of global public goods such as immunization campaigns; normative and standard-setting initiatives in given sectors, etc.). There is the collective understanding of the UN Country Team that UN agencies might undertake in a country activities that are not covered by the entire UNDAF programme cycle.

and time-bound outputs and annual/biennial action plans through the Results Group (see Joint Work Plan(s) below). Results Groups are coordination mechanisms. Each Result Group is chaired by a Head of Agency on behalf of the UN Country Team. The Results Groups are organized to contribute to specific UNDAF outcomes through coordinated and collaborative planning, implementation, monitoring and evaluation. Each Results Group creates a joint work plan that is rolling in nature and articulates short-term outputs (one to two years) that will contribute to the achievement of UNDAF outcomes, performance benchmarks, division of labour and budgetary requirements. All Results Groups use the same results-based management tools and standards as agreed by the undg (and build from relevant measures among accepted performance indicators)¹⁷. To ensure maximum reduction of transaction costs for all involved partners, the Results Groups' joint work plans will normally be the only work planning instrument, replacing agency-specific plans, except where Governments require an agency and/or (line) ministry work plan and/or the joint work plan cannot be signed by all agencies within an agreed period. Some specialized agencies may not be mandated by their governance structures to replace their country programmes and work plans in given sectors and thematic areas.

- An annual UN Country Results Report encompassing programmatic, operations, communications and financial results and based on outcome areas and Results Group outputs documents the collective work of the UN development system in a country and the contribution of the UN to the national development agenda. Normally, the annual UN

Country Results Report should replace agencies' funds and programmes, individual reporting requirements. This report shall be inclusive of work performed by all funds, programmes and specialized agencies. However, it shall not preclude individual agency-specific reporting by specialized agencies as required by their governance structures.

- The UN Country Team and partners must carry out at least one evaluation during an UNDAF cycle, normally during the penultimate year. An exercise in learning and accountability, the evaluation is intended to improve the quality of on-going and future UN programming, coordination and partnerships.

2.3 IMPLEMENTATION

The UN Resident Coordinator leads the UN Country Team through the programming process to create a set of strategic results based on national priorities, the internationally agreed development goals, and the capacity and comparative advantages of the United Nations.

Country Analysis and the Comparative Advantages of the United Nations

The country analysis must inform the strategic planning step of the UNDAF. The UN Country Team reviews the existing analysis, including the evaluation of past cycles, and determines whether additional analysis is required. The UN Country Team determines its comparative advantages, ideally through an independent assessment that includes an analysis of its relevance and capacity in terms of normative and operational activities in relation to development priorities and needs as well as the activities of other development actors. In countries in transition, either in special



¹⁷ Please see the [undg Results-based Management Handbook](#).

circumstances or where the principle of integration applies (and/or in humanitarian contexts), the exercise should be an integral part of the mandated joint analysis of the whole UN presence.¹⁸

UNDAF - Strategic Medium-term Planning

Based on the national development plan, the country analysis and the comparative advantage of the UN agencies, the UN Country Team sets strategic priorities and determines the division of labor for programming and implementation, taking into consideration the principle of inclusiveness. For transition countries, national development priorities might include peace- and state-building priorities. The planning process should include the totality of the UN presence and, specifically in transition countries, inter linkages should be ensured between the UNDAF and Integrated Strategic Frameworks, where applicable, and possibilities for a single process and document should be explored.¹⁹

The UNDAF may be agreed and signed with the Government between January and May of the year prior to implementation. Any agency-specific programming instruments required for approval by Executive Boards and UN governing bodies should be submitted to the governing bodies of UN entities in June/July for approval in September prior to implementation of the UNDAF in January of the following year. In cases where the UNDAF is aligned to the July-to-June fiscal cycle, submission of agency-specific programming instruments will be for Board approval in January of the year of implementation.

Establishment of the Joint National/UN Steering Committee

Key points are:

- Participation is inclusive (line ministries, UN Country Team, UN mission as relevant, and as deemed appropriate in consultation with members of the UNCT, other stakeholders as defined in the UNDG UNDAF Guidelines (2010) and the Committee is co-chaired by the UN Resident Coordinator and Government Coordinating National Ministry;
- Terms of reference for the Steering Committee are jointly prepared and approved by the host country Government and the UN system, including roles and responsibilities, membership, and approval and dispute-resolution mechanisms;
- In countries where aid coordination mechanisms already exist, the Joint National/UN Steering Committee should be integrated into the existing architecture;
- The Steering Committee should review and confirm the strategic direction and overall funding priorities for the One Programme and should provide high-level oversight and support; and
- The Steering Committee normally meets one to three times per year with the Resident Coordinator's Office serving as the secretariat in conjunction with relevant counterparts in the Government and being responsible for information-sharing with the UN Country Team.

In addition, depending on the country context, UN Country Teams should strongly consider establishing national steering sub-committees linked to Results Groups to replace project-specific steering committees and oversight boards.



¹⁸ See decision 2008/24 of the Secretary-General on integration and his decision 2012/1 on special circumstances, which request a joint assessment, analysis and planning for the whole UN presence in these countries.

¹⁹ See examples of Haiti, Liberia and others where the UNDAF and the integrated strategic framework (ISF) constitute one process and are contained in a single document.

Results Groups and Joint Work Plan(s)

The Results Groups are mechanisms organized to contribute to specific UNDAF outcomes through coordinated and collaborative planning, implementation, monitoring and evaluation. They are defined at the strategic medium-term planning stage and are aligned to the One Programme expressed in the UNDAF results matrix. Each Results Group is led by a designated Head of Agency who is a member of the UN Country Team and who is responsible and accountable for driving joint approaches for results as well as monitoring and reporting within a harmonized and coordinated framework. The leader is delegated to act on behalf of the UN Country Team not as a lead agency but rather to fulfil a coordination and leadership function on behalf of the UN system. Other key points are:

- Using the same results-based management tools and standards, each Results Group develops a one-to-two-year joint work plan that is rolling in nature and indicates short-term outputs, commonly used performance indicators and context-specific performance benchmarks, respective roles and responsibilities, and budgetary requirements;
- The joint work plan(s) serve as the only work-planning instrument, replacing wherever possible agency-specific plans, to drive and account for coherent results delivery by the UN development system or whole UN presence in countries where the principles of integration apply, particularly for areas of joint work between UNCT and UN missions. This holds true except where Governments and other national stakeholders require an agency and/or (line) ministry work plan and/or the joint work plan cannot be signed by all agencies within an agreed period. This process shall not

preclude agency-specific work planning and programming as required by their governance structures;

- These joint Results Group-level work plans are signed with the Government wherever possible. Normally, line ministries that are programme partners should be signatories. If the Government requires an agency annual work plan (AWP), it will be signed by relevant partner ministries;
- To ensure programming coherence and linkages as well as to facilitate reporting and tracking of the budget, the Resident Coordinator Office will consolidate all outputs and budgetary information developed by the Results Groups (the “joint programming results matrix”) into a consolidated output document that includes the Common Budgetary Framework;
- All UN resources (including core, non-core and the funding gap) will be presented in the work plan(s); and
- UN Country Team members leading the Results Groups and UN Country Team members participating in those groups are accountable to the UN Country Team and the Resident Coordinator for producing agreed results jointly, in full compliance with the Management and Accountability System. They also continue to be accountable to their respective agencies for their contributions to the work of the UN at country level. UN Country Team members leading the Results Groups are empowered and accountable for driving joined-up implementation and overcoming bottlenecks to achieve results aligned to UNDAF outcomes.

Monitoring, Reporting and Evaluation

Results Groups will be guided by common terms of reference, with one of the key elements being active joint monitoring

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EACH
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**DESIGNATED
HEAD OF AGENCY**
WHO IS A MEMBER OF
THE UN COUNTRY TEAM

.....

THE ANNUAL
UN COUNTRY
RESULTS REPORT
WILL BE USED TO
UNDERTAKE AN
ANNUAL
REVIEW OF THE
ONE PROGRAMME,
OPERATIONS AND
COMMUNICATIONS.

at the output level. The Results Groups undertake active monitoring and regularly adapt their plans to address identified development bottlenecks and focus on the most critical issues in order to contribute to national development results in the most effective way. Reporting will focus on progress in overcoming development bottlenecks (annually or more frequently) as well as outputs and outcomes.

The designated UN Country Team members leading the Results Groups report results at two levels: (a) contribution to development progress (through the use of a common evaluation framework for results at the outcome level, i.e., collective accountability of the team towards results) and (b) attribution, i.e., individual accountability of each agency towards activities/ outputs carried out through monitoring of the output-level results spelled out in the annual joint work plans.

The respective Results Groups will contribute to an annual UN Country Results Report (covering programming, financial, operations and communications), integrating the One Fund Report and demonstrating the collective contribution of the UN development system to various aspects of the national development agenda and to the country's development progress.

It is important to note that:

- The annual UN Country Results Report is developed by the respective Results Groups, including those on operations and communications, and consolidated by the Resident Coordinator's Office. The UN Country Results Report will be based on the outcome areas to which each Results Group contributes;
- The annual UN Country Results Report will be used to undertake an annual review of the One Programme, operations and communications. This annual review will inform the development of the next cycle of the Results Groups work plans;
- Agency-specific annexes extracted from the UN Country Results Report could be included to meet reporting requirements by Executive Boards/governing bodies, whenever appropriate; and
- A final independent evaluation will be undertaken in the penultimate year of the cycle. Focusing on the contribution of each Results Group, including operations and communications, to the development results of the One Programme, it will feed into the new programming cycle.

PLEASE VISIT THE [UNDG WEBSITE](#) FOR FURTHER TOOLS, MATERIALS AND EXAMPLES ON THE ONE PROGRAMME:

- [UNDAF Guidance Materials](#)
- [One Programme – Tools and materials](#)
- [UN Evaluation Group Guidance Documents](#)
- [Country Examples](#)

3. COMMON BUDGETARY FRAMEWORK AND ONE FUND



3.1 GOALS

The Common Budgetary Framework and One Fund approaches were adopted by all “Delivering as one” pilot programme countries. These ‘Ones’ contributed to the alignment of UN operational activities with national plans and priorities, by integrating all planned and costed UN programme activities. The independent evaluation of “Delivering as one” particularly highlights that:

- The Common Budgetary Framework is a major innovation that enables UN Country Teams to present all planned and costed programme activities in one place and thus it contributes to better delivery of UN system support;
- The One Fund is a catalyst for an inclusive approach to UN engagement, encompassing a broader range of organizations; and
- Joint resource mobilization is a major innovation in all countries adopting the “Delivering as one” approach.
- Reduced duplication and fragmentation of activities through improved planning and reduction of competition for funds; and
- Better delivery of results (due, among other factors, to the introduction of performance-based allocation criteria under the One Fund), most notably on cross-cutting issues.

The independent evaluation of “Delivering as one” further recognizes that the Common Budgetary Framework and One Fund approaches contribute towards:

- Enhanced national ownership through increased transparency and flexibility for Governments due to the completely un-earmarked or loosely earmarked nature of funding under the One Fund. This flexibility allows for governments to mobilize UN expertise and assistance in innovative areas, and to ensure participation of non-resident agencies and agencies with limited in-country presence when their expertise is needed;

The Common Budgetary Frameworks and One Funds are seen as important tools for reporting to Governments and donors, promoting resources that are “less earmarked and more predictable than other forms of non-core funding” and driven by programme needs. They also facilitate coherent resource mobilization by the Resident Coordinator and the UN Country Team for implementation of agreed costed result areas from the One Programme work plans.

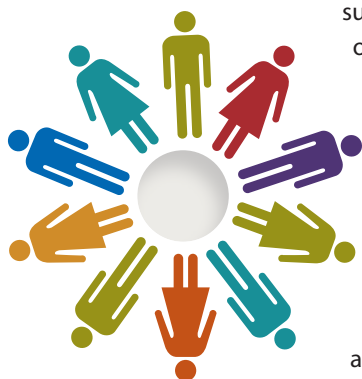
3.2 MAIN ELEMENTS

Medium-term Common Budgetary Framework

- A medium-term (three-to-five-year)²⁰ Common Budgetary Framework,

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²⁰ In the initial phases of transitions, where national programming cycles tend to be compressed, the UNDAF (and consequently the ensuing budgetary framework) should be aligned to the shorter cycle and not necessarily cover a period of three to five years.



supporting the One Programme, operations and communications and designed as a planning and management tool at the disposal of the UN Country Team, provides a holistic overview of required, available and expected funding sources, and any gaps in funding to support delivery of the One Programme. It also provides a basis for setting funding priorities, mobilizing resources to cover funding gaps and allocating resources (in the case of the One Fund).

- The Joint National/UN Steering Committee (see the section on the One Programme) sets overall funding priorities for the One Programme.

Operationalization and Management

Important elements include:

- The One Fund is an optional but recommended mechanism to complement agency core and non-core fund management modalities, following the principle that programming drives the funding;
- Agreed roles and responsibilities of the Resident Coordinator, Results Groups, UN Country Team and Resident Coordinator's Office for budget development and management and for resource mobilization and allocation;
- Annual Common Budgetary Framework as an agreed, joint source of financial information on available resources and expected funding and as a basis for joint resource mobilization and allocation of resources from the One Fund (if applicable); and
- A joint resource mobilization strategy to ensure a coherent approach to fund-raising activities in country, with inter-agency coordination under the leadership of the Resident Coordinator representing all agencies' interests;

joint resource mobilization will be supplemented by agency-specific resource mobilization.

Monitoring, Reporting and Evaluation

- Monitoring of the Common Budgetary Framework and One Fund is built into the monitoring and reporting mechanism of the One Programme and joint work plan(s). Results Groups, the Operations Management Team and Country Communications Group report on resource mobilization and allocations for their respective work plans.

3.3 IMPLEMENTATION

Strategic Medium-term Budgeting

Define a Common Budgetary Framework

- As part of the UNDAF(see the section on the One Programme), define the Common Budgetary Framework, which includes an estimate of the available and expected funding sources for each outcome area (including the Results Groups, Country Communications Group (CCG) and Operations Management Team (OMT) Results Groups). This Common Budgetary Framework is an estimate for the entire programming cycle and will be further updated, revised and detailed through the joint annual work plans of the Results Groups, Operations Management Team and Country Communications Group.
- The process should be as light as possible taking into account that (a) precise costing at the outcome level is problematic; (b) agency budgets are defined differently; and (c) precise costing and identification of funding needs often can be made only on an annual/biannual basis.
- The Common Budgetary Framework will include (a) estimated agency contributions, with disaggregation by core and

non-core resources; (b) the Governments' contributions; and (c) the funding gap. When other UN actors (Peacebuilding Commission, Peacebuilding Fund or UN mission) are present, the Common Budgetary Framework should, as relevant, reflect these other resources.

- Agency core and non-core resources remain under the authority of the respective agency but are reflected, tracked, monitored and reported at the UN Country Team level through the Common Budgetary Framework and are reported on a system-wide basis annually, taking into account agency reporting cycles.
- Results-based budgeting and management ensure a realistic presentation of resource requirements. The Common Budgetary Framework should clearly indicate what resources are available and determine funding gaps for future resource mobilization purposes. Budgeting by Results Groups/agencies should be realistic in two ways: (a) resources needed to accomplish outputs should be costed as accurately as possible; and (b) the level of ambition for resources should be appropriate to the country context, potential sources of funds (including non-traditional sources) and capacity to spend.
- In countries where the principle of integration applies, the Common Budgetary Framework captures the contributions made by the UN mission to the areas covered. In transition countries where humanitarian activities are ongoing, the Common Budgetary Framework should be coordinated with the applicable humanitarian processes and instruments in order to ensure continuity and coherence between humanitarian and development assistance.

Agree on Principles to Support Coherent Resource Mobilization in a Transparent, Flexible Manner

- As part of the UN Country Team Conduct and Working Arrangements (see the section on One Leader), agree on key principles driving a joint resource mobilization strategy at the country level, with the individual agency fundraising efforts complementing joint resource mobilization.
- All joint resource mobilization activities need to be consistent with relevant policies of individual agencies, including avoiding possible conflict of interest in relation to agencies' normative and standard-setting work.

Operationalization and Management²¹

Agree on Key Roles and Responsibilities

- Within the Joint National/UN Steering Committee, the UN Country Team, under the leadership of the UN Resident Coordinator, as part of his/her main responsibilities with regard to leading the One Programme (see the section on One Leader) in "Delivering as one" countries, decides on a strategic joint approach to budgeting and resource mobilization in support of programme priorities;
- The Resident Coordinator is responsible for leading joint resource mobilization and for managing the One Fund transparently. In rare cases (following a process of dialogue and consultation with the UN country team on the decision) where consensus is not reached on allocations from the One Fund, the Resident Coordinator has the ultimate authority for decisions on fund allocation,²² keeping in mind the capacities

THE COMMON BUDGETARY FRAMEWORK SHOULD CLEARLY INDICATE WHAT RESOURCES ARE AVAILABLE AND DETERMINE FUNDING GAPS FOR FUTURE RESOURCE MOBILIZATION PURPOSES.

²¹ Please visit the [UNDG website on the One Fund modality](#) with available resources, including [Guidelines on Establishing, Managing and Closing MDTFs, including One Funds](#); [Standard SAA and MOU](#), [Protocol on the Administrative Agent for MDTFs, One Funds](#), [Guidance Note on Joint Programmes](#), [UNDG-WB Post-Crisis Operational Annex](#).

²² Please see the [UN Resident Coordinator generic job description](#).

THE ONE FUND
IS AN
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AND NON-CORE
FUND MANAGEMENT
MODALITIES

and the comparative advantages of the agencies in the country as well as the performance of each individual agency in implementing the Results Groups' work plans.

- The Results Groups (see the section on the One Programme) define the resource requirements, the available resources and the funding gaps for their respective joint work plans.
- The Resident Coordinator's Office tracks and updates the annual Common Budgetary Framework based on the information and updates on resources mobilized/spent provided by the respective Results Groups. If a One Fund is established, the Resident Coordinator Office's is the secretariat for the One Fund at the country level.

Define the Annual Common Budgetary Framework

- As part of the joint work plans developed by the Results Groups (see the section on the One Programme), each Results Group defines annual resource requirements, agency contributions per output (core and non-core) and the annual funding gap as a contribution to the annual Common Budgetary Framework.
- The resource requirements for each Results Group are to be compiled on a yearly basis by the member of the UN Country Team leading the Results Group as part of the joint work plan. The annual Common Budgetary Framework is tracked and consolidated by the Resident Coordinator's Office for all Results Groups (as part of the joint programming results framework (see the section on the One Programme). The UN Country Team regularly and jointly

monitors progress on the Common Budgetary Framework, including new pledges received by individual members of the UN Country Team.

Establish the Fund Management Mechanism

The country context and programme nature will define the fund management modality. The One Fund is an optional but recommended complement to agency core and non-core fund management modalities. Important points include:

- After assessing its financial viability through the analysis of the donor environment, programme needs and assessment of transaction costs as well as the viability of other possible funding approaches, UN Country Teams have the option to establish a One Fund as a complement to agency core and non-core fund management modalities²³.
- Contributions to One Funds ideally should be un-earmarked and multi-year. Considering, however, the current funding environment, flexibility should be allowed in terms of earmarking contributions at the sector/thematic/outcome level (for tightly earmarked contributions, other funding mechanisms should be considered).
- The One Fund structure should be defined at the highest possible results level (i.e. programme outcome or output).
- One Fund allocation processes should be agreed, which are harmonized and performance-based, with the latter supporting accountability of agencies for producing results with the resources allocated. Harmonized performance

²³ The One Fund is established and managed in accordance with the existing UNDG guidance on the establishment, management and closing of multi-donor trust funds/One Funds with the mandatory application of legal instruments, including the Standard Administrative Arrangement (signed by the Resident Coordinator as full signatory, Administrative Agent and donors), the Memorandum of Understanding (signed by the Resident Coordinator as full signatory, Administrative Agent and Participating UN Organizations) and terms of reference. In transition countries, the UNDG-World Bank operational annex should be taken into account, considering its implications for the governance and structure of the Fund.

criteria will improve the results focus and transparent allocation of resources.

- Within the UN Country Team, agreement must be reached on the Government's role in the strategic direction of the One Fund as well as in the allocation processes through the Joint National/UN Steering Committee, and duly communicated to the Government.
- In transition countries, the One Fund should take into account and be coordinated with the resources channeled through the UN mission, Peacebuilding Fund and humanitarian funding mechanisms. This will strengthen the transparency of resources managed and implemented by the UN in the country.
- In all countries but most especially in middle-income countries, important consideration should be given to quantifying national resources/government contributions channeled through the One Fund or other joint-funding mechanisms.

Agree on a Coherent Approach to Joint Resource Mobilization²⁴

Important considerations for this include the following:

- The mapping of donor priorities and approaches to financing is undertaken in order to facilitate a clear delineation of resource-mobilization opportunities at the country level, including opportunities for One Fund utilization.
- If so decided by the UN Country Team and based on the principles agreed during medium-term planning, a joint resource-mobilization strategy is developed. The UN is currently operating in an environment with increasing challenges to mobilizing the required resources at the country level. Joint resource-mobilization strategies must be country

specific, flexible and pragmatic and take into account innovative sources of funding and partnerships.

- The strategy will ensure that the Resident Coordinator-led joint mobilization of resources to cover the identified funding gap is supplemented by individual agency resource-mobilization efforts, thus ensuring transparent, effective inter-agency coordination of resource-mobilization efforts.
- The members of the UN Country Team leading the Results Groups and UN Country Team members in Results Groups actively participate in joint and individual agency resource mobilization to support the achievement of their joint work-plan results.
- Rather than programme-/project-based resource mobilization throughout the year, strategic resource-mobilization efforts focusing on UNDAF outcomes, led by Resident Coordinator/Results Groups, and providing a holistic overview of required resources will significantly reduce transaction costs for Governments, donors and the UN system.
- Information on new resources mobilized or any changes in expected resources must be shared on a timely basis with the Resident Coordinator/Resident Coordinator's Office for realistic monitoring and updating of the Common Budgetary Framework. The Resident Coordinator will also inform the UN Country Team, including non-resident agencies on funding opportunities.

Monitoring and Reporting

- The annual Common Budgetary Framework will serve as the basis for regular monitoring of the funding situation both in terms of priority setting for fund allocation and progress against the

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PARTNERSHIPS

²⁴ Please see the [Guide to Joint Resource Mobilization](#) for further information.

agreed resource-mobilization targets. The review of the Common Budgetary Framework will be integrated into the One Programme annual review exercise.

- The UN Country Team will undertake active monitoring and continuously adapt fund-raising and management strategies to address identified bottlenecks and focus on the most critical programme priorities and gaps.
- The respective Results Groups will develop an annual UN Country Results Report (programme, financial, operations and communications (see the section on the One Programme), integrating the

One Fund report and demonstrating the collective contribution of the UN development system to the country and to the national development agenda. The report will be consolidated by the Administrative Agent²⁵ (for the One Fund) and the Resident Coordinator's Office (for the UN).

- The annual UN Country Results Report, with agency-specific annexes where required, will be utilized by each UN agency, as appropriate. The Administrative Agent will be responsible for providing consolidated financial reporting on the One Fund, utilizing agency inputs.

PLEASE VISIT THE [UNDG WEBSITE FOR FURTHER MATERIALS AND EXAMPLES ON THE COMMON BUDGETARY FRAMEWORK/ ONE FUND](#):

- [Guide to the Common Budgetary Framework](#)
- [Guide to Joint Resource Mobilization](#)
- Guidance and resources on establishing [MDTFs and One Funds](#)
 - [One UN Fund - Performance-based allocation criteria for One Funds](#)
 - [One UN Fund - Thresholds for setting up One Funds](#)
- [Guidance Note on Joint Programmes](#)
- [Country Examples](#)

²⁵ Roles and responsibilities of the Administrative Agent (AA) are described in the [Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes](#), and One UN Funds

4. ONE LEADER



4.1 GOALS

The One Leader pillar is pivotal in strategically positioning United Nations support to countries to reach their development goals and is a critical factor enabling UN Country Teams to work together (e.g. on programming and resource allocations). Under the One Leader, the Resident Coordinator and the UN Country Team act as one leadership. The one leadership contributes to the reduction of transaction costs²⁶, duplication, fragmentation and competition for funds; it enhances strategic dialogue on development and the positioning of the UN with the host-country authorities at the highest level; it strengthens the capacity for strategic approaches; it plays a central role in driving forward the programme of reform and constitutes a critical factor enabling UN Country Teams to work together on programming and resource allocation.

The Resident Coordinator strengthens the strategic leadership of the UN Country Team by providing a coherent vision of the UN to development partners and by capitalizing on the comparative advantages of the UN Country Team.

The Resident Coordinator is the leader of the UN Country Team and plays a central role in making possible the coordination of UN operational activities for development at the country level in support to national priorities and capacity-building. As the designated representative of – and reporting to – the Secretary-General, the Resident Coordinator ensures effective advocacy of the core values, standards, principles and activities of the UN system. She/He acts as the primary interlocutor for the UN Country Team with the Head of State or Government. In the case

of integrated missions, the role of the Resident Coordinator is in line with the Secretary-General's January 2006 "Note of guidance on integrated missions: clarifying the role, responsibility and authority of the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General /Resident Coordinator/Humanitarian Coordinator", bearing in mind that the structure for each setting is based on each country context.

Equally important to the One Leader pillar are empowered UN Country Team members with decentralized authority to take appropriate action when acting on behalf of the UNCT on the agreed One Programme agenda. Empowered UN Country Team members work with the Resident Coordinator to make joint

**UNDER
THE ONE LEADER,
THE RESIDENT
COORDINATOR AND
THE UN COUNTRY
TEAM ACT
AS ONE LEADERSHIP**

²⁶ According to the "Delivering as one" independent evaluation, from government perspectives, particularly those of central government ministries, transaction costs have been reduced. This is due especially to the consolidation of missions from headquarters and regional offices, and the One Leader and One Voice, which have reduced duplicated meetings and planning processes. In-country donors also sometimes reported reduced transaction costs.

THE RC LEADS
THE UNCT
TO ENSURE
ALIGNMENT
AND COHERENCE
OF THE UN OPERATIONS
AT THE COUNTRY LEVEL

decisions relating to programming activities and financial matters and both lead and participate in Results Groups to drive joint programme development and implementation. The Resident Coordinator and UN Country Team members make decisions in accordance with the vision, roles, responsibilities and mutual accountabilities spelled out in relevant policies and instruments, including the Management and Accountability System.

The UN Country Team ensures full participation of all other UN entities active in a given country in the decision-making process for strategic and programmatic issues. Non-resident agencies are members of the UN Country Team, thereby assuming clear responsibilities and accountabilities for participating in common planning and implementation processes. The Resident Coordinator ensures that the interests of non-resident agencies are adequately represented and, in consultation with them, acts on their behalf as appropriate.

4.2 MAIN ELEMENTS

Key Responsibilities of the Resident Coordinator²⁷

The Resident Coordinator's leadership is exercised through the responsibility and authority provided by relevant General Assembly resolutions and in accordance with the full implementation of the Management and Accountability System²⁸, including the functional firewall, with the following key responsibilities:

- To lead the UN Country Team and coordinate the UN operational activities for development and ensure the alignment of UN assistance with national development strategies and coherence among the operations undertaken by the UN Country Team members;
- If international humanitarian assistance is required and a separate Humanitarian Coordination function is not established, to lead and coordinate the response efforts of UN Country Team members and relevant humanitarian actors. If a Special Representative of the Secretary-General (SRSG) is appointed, the Resident Coordinator/Humanitarian Coordinator will normally function as Deputy Special Representative of the Secretary-General (DSRSG) under his/her overall authority, with responsibility for the coordination of development and humanitarian assistance, including early and longer-term recovery, in the context of Resident Coordinator/UN Country Team consultative arrangements;
- To lead the UN Country Team in the strategic development of the One Programme and specifically take the final decision on strategic focus and allocation of funds from the One Fund and resources against that focus, if consensus is not reached within the UN Country Team;
- To propose to members of UN Country Teams, including the non-resident agencies, as appropriate, and in full consultation with Governments, other national stakeholders as defined in the 2010 undg undaf Guidelines and with the specialized agencies, funds and programmes, including within the established One Programme: (a) the amendment of projects and programmes, where required, in order to bring them in line with the One Programme, without prejudice to the approval process through governing bodies; and (b) amendments to the One Programme if it is determined that some activities are no longer aligned with the broader strategy of the UN development system in response to the national

²⁷ For a full list of the responsibilities, see [UN Resident Coordinator Job Description](#).

²⁸ See [Management and Accountability System](#).

needs, priorities and challenges of the programme country concerned;

- To promote the shared values, norms and standards of the UN system;
- To oversee the work of One Programme Results Groups and, in turn, to be equally and reciprocally held accountable to UN Country Team representatives for performing such leadership to ensure overall successful results of the One Programme. Resident Coordinators consolidate and report on joint Results Group work plan results to the Government;
- To manage the Resident Coordinator's Office; and
- To ensure the functioning of and compliance with the Management and Accountability System, the UNCT Conduct and Working Arrangements²⁹, the dispute-resolution mechanism for UNCTs³⁰, and other relevant undg policies and instruments.

Key Responsibilities of the UN Country Team³¹

On the basis of the appropriate decentralization of authority from headquarters, an empowered UN Country Team takes decisions on programmatic and financial matters relating to the programming activities as agreed with national authorities and as called for in the QCPR. Together with the undg at the global level, agency headquarters and Regional undg Teams, UN Country Teams fully implement the Management and Accountability System, with the following key responsibilities:

- Empower and support the Resident Coordinator in the role of One Leader;

- Assume responsibility for One Programme outcomes through their leadership roles in Results Groups, with UN Country Team members having corresponding accountabilities to the entire UN Country Team and to the Resident Coordinator for producing agreed results jointly, for the mobilization of resources for the One Programme and for their own agency results; and
- Uphold the Management and Accountability System, the UNCT Conduct and Working Arrangements, the dispute-resolution mechanism for UNCTs and other relevant undg policies and instruments.

Key Responsibilities of Regional undg Teams and Agency Headquarters

Key to the success of the One Leader are the commitment and support from the Regional undg Team and agency headquarters as agreed in key undg policies and instruments, with the following key responsibilities:

- undg Principals and Regional undg Teams ensure full implementation of the management and accountability system, including ensuring adequate, harmonized delegation of responsibilities to UN Country Team members;
- Regional undg Teams provide coherent technical support to the Resident Coordinator and the UN Country Team, quality advice and support to the One Programme, and performance management and troubleshooting in complex country situations;

²⁹ Please see the [undg Guidance on UNCT Conduct and Working Arrangements](#).

³⁰ The dispute mechanism for UNCTs only applies to disputes associated with UNCT common processes such as common services, common programming, joint programmes, and related funding, which should be solved first and foremost at country level in an amicable environment. The solution envisaged must be acceptable to all parties to the dispute and should be based on an internal, fair and equitable process. See the [undg Dispute Resolution Mechanism](#).

³¹ For a full list of the roles and responsibilities of the UN Country Team, refer to the UN Country Team Working Relations Guidance Note. Please note that in countries where the principle of integration applies, the UN presence includes UN (secretariat) missions.

KEY TO
THE SUCCESS
OF THE ONE LEADER IS
THE SUPPORT
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UNDG TEAM AND
AGENCY HEADQUARTERS

- The UN system ensures high-quality Resident Coordinators and high-quality agency representatives to undertake leadership responsibilities with the requisite profiles to effectively address all the tasks inherent in their functions in a “Delivering as one” context, such as proven experience and ability to drive the reform agenda;
- UNDG Principals and Regional UNDG Teams are responsible for driving cultural change with respect to uniformly supporting “Delivering as one” throughout their respective agencies and for providing coherent policy guidance and political support;
- UN entities strengthen their career management practices and policies in view of the needs of the Resident Coordinator system, recognize and reward active and constructive leadership by UN agency representatives, and all senior UN staff participating in the One Programme, Operating as One, the Common Budgetary Framework, One Fund and Communicating as One, and encourage mentoring and twinning between “Delivering as one” countries;
- The UNDG provides integrated training and support to Resident Coordinators and UN Country Team representatives to help them to respond jointly to the needs, priorities and challenges of programme countries and to address the demands of the UN development system; and
- UNDG Principals and Regional UNDG Teams strengthen the capacity of the Offices of the Resident Coordinators as

reflected in the relevant paragraph of the QCPR.

4.3 IMPLEMENTATION

The key steps for implementation are:

- Ensuring effective leadership of the UN Country Team, promoting inclusiveness and being the primary interlocutor with the Head of State or Government in support of the UN Country Team, its members and its UNDAF results, accompanied by agency representatives when agency-specific matters are discussed³²;
- Establishment of a Joint National/UN Steering Committee, co-chaired by the Government’s coordinating body and the Resident Coordinator, or integration of said Committee into existing national coordination mechanisms;
- Full implementation of the Management and Accountability System (as further articulated by its implementation plan, the Resident Coordinator Job Description and the Guidance Note on Resident Coordinator and UN Country Team Working Relations);
- A UNCT Conduct and Working Arrangements, endorsed by the UN Country Team, to facilitate collaboration and ensure clarity of the norms, roles, responsibilities and accountability of its members in their work in the UN Country Team, including reciprocal performance appraisal and dispute resolution.
- In countries where the principle of integration applies, the UNCT Conduct and Working Arrangements should also cover the UN mission, in particular the

³² In accordance with the UNDG Guidance Note on UNCT Conduct and Working Arrangement (2014) “Government’s prerogative to call on individual agency representatives is not affected, and agency Representatives retain the possibility to have direct access to Heads of State / Government and all appropriate central and line ministries and agencies on matters within their mandate. In the case of a crisis, individual agency representatives may also work directly with top government leaders, as necessary, keeping the RC and UNCT fully informed.”

programme components of missions in countries where the Integrated Strategic Framework (ISF) and the UNDAF are merged or intersect;

- All UN personnel should respect the common approach to humanitarian activities and organize themselves through the Inter-Agency Standing Committee (IASC) cluster approach;
- Agreement on terms of reference for the role of UN Country Team members leading and participating in the Results Groups;
- Driving strategic leadership, particularly on cross-cutting issues, by drawing on the assets of the UN Country Team, pooling expertise available, and coordinating

lead responsibilities in accordance with agency mandates and capacities;

- Securing agreement on common principles of resource mobilization and a common strategy, reflecting that the Resident Coordinator is responsible for leading the UN Country Team in mobilizing resources and for managing the One Fund in places where it is established; and
- Securing agreement to second expert staff to the Resident Coordinator's Office when necessary and where possible.

PLEASE VISIT THE [UNDG WEBSITE FOR FURTHER MATERIALS AND EXAMPLES ON THE ONE LEADER:](#)

- [Management and Accountability System of the UN Development and Resident Coordinator System](#)
- [UN Resident Coordinator Job Description](#)
- [UNDG Guidance on UNCT Conduct and Working Arrangements](#)
- [Country Examples](#)

5. OPERATING AS ONE



5.1 GOALS

The quality of support to business operations is critical for the quality of programme delivery. Operating as One is a business model that provides UN Country Teams with an outline for strategic and cost-effective common operational support to the implementation of the One Programme by capitalizing on existing agency operational capacities and consolidating service provision. Common operations are based on local capacity and needs, allowing for a localized, realistic and scalable approach that matches specific country needs and requirements. As a result of this scalability, the development of the Business Operations Strategy to underpin common operations can be adjusted to the priorities and resources available to a UN Country Team/Operations Management Team.

BUSINESS
OPERATIONS
IS A CRITICAL
ENABLER FOR
EFFECTIVE
DELIVERY
OF UN DEVELOPMENT
PROGRAMMES

UNCT members are invited to join the country-level Operations Management Team (OMT), with the understanding that until business practices are fully harmonized at global level the agency-specific rules and procedures will continue to apply.

Parallel to the formulation of the One Programme, an empowered³³ Operations Management Team, normally led by an agency representative (a Head of Agency) on behalf of the UN Country Team, develops a vision and strategy for common operations (on a scalable and prioritized basis) in support of the implementation of the One Programme, aiming for:

- **Enhanced development results** through strengthened linkages between the Programme and business operations supporting programme delivery;

- **Strengthened reputation** of the UN as a strategic, coherent and (cost-) effective partner working together as One;
- **Reduced operational costs** through the reduction of monetary and labor costs realized by leveraging economies of scale, simplifying procedures and reducing duplications in UN operational transactions and processes;
- **Increased quality of business services** for both resident and non-resident agencies with reinforced links to UN programme efforts under the One Programme; and
- **Enhanced transparency and accountability** for the delivery of joint operational results through improved monitoring of expenditures and progress.

³³ "Empowered" in this context refers to the elevation in stature (and corresponding accountability) of the Operations Management Team in the "Delivering as one" context to the equivalent of a One Programme Results Group, to be chaired by one of the UN Country Team members (who must be a Head of Agency), and ensuring that sufficient financial, political and human resources are available to effectively implement the Business Operations Strategy.

In countries where the principle of integration applies, common operations should, where feasible and appropriate, include the UN mission in order to promote the most effective-efficient use of UN resources and assets in the country.

5.2 MAIN ELEMENTS

The UN Country Team develops the Business Operations Strategy in support of achieving the One Programme objectives. Through the strategy, the UN Country Team identifies and prioritizes existing operational capacities and services to be harmonized, pooled or jointly strengthened in support of the One Programme. Depending on the development results to be achieved, the Business Operations Strategy covers some, or all, of the functional areas outlined below:

- Common procurement;
- Common logistics and transport;
- Common ICT;
- Common HR;
- Common audit;
- Common finance;
- Harmonized approach to cash transfers (HACT); and
- Common premises.

The scope of the Business Operations Strategy and the number of functional areas in which the UN Country Team chooses to engage are determined based on a rigorous and documented analysis of local needs; Operations Management Team capacity to implement (scalability); economic feasibility; and the ability of the strategy to reduce business operations costs for all participating Agencies, Funds and Programmes.

5.3 IMPLEMENTATION

Strategic Planning (Business Operations Strategy)³⁴

The Business Operations Strategy is a logical extension of the One Programme, outlining the UN Country Team's common approach to operational and programme implementation support. In countries where the principle of integration applies, and particularly in the case of structurally integrated missions, the development of the Business Operations Strategy should include and engage the Mission Support Division.

- The UN Country Team elevates the Operations Management Team and the Business Operations Strategy as a strategic, critical driver of effective programme delivery. In recognition of this elevation, the Operations Management Team is chaired by a UN Country Team member, on a rotational basis as appropriate.
- The UN Country Team, with the support of the Operations Management Team, undertakes an operational analysis once per One Programme cycle, to prioritize services based on criteria of high operational impact, value and contribution to UN reputation for efficient operations.
- The UN Country Team, with support of the Operations Management Team, develops a Common Business Operations results matrix and budget, aligned to the One Programme cycle, reflecting agreed outcomes/outputs and funding requirements, and clearly defining Operations Management Team members' roles and responsibilities. The UN Country Team holds the ultimate decision-making authority and an empowered Operations Management Team is accountable for results to the UN Country Team. A monitoring and evaluation framework with key performance indicators tracks the quality and progress of common business operations solutions.

³⁴ Please see the [Draft Guidance- Business Operations Strategy](#) and related materials and examples in the [UNDG Toolkit](#).

- Based on the Business Operations Strategy, the UN Country Team, with the support of the Operations Management Team, develops common Operations Management Team annual work plans and annual budgets, which can be managed through the Common Services account.

Common Procurement³⁵

The UN Country Team:

- Maximizes the use of joint long-term agreements (LTAs) negotiated on the basis of joint UN volumes, for specific procurement categories, capitalizing where possible on regional and global level LTAs;³⁶
- Ensures that common procurement at the country level is led by the agency with the capacity and technical mandate for the concerned supplies and services (following the modality of implementation by the lead agency); and
- Uses harmonized tools and instruments to reduce procurement costs and harmonize procurement processes, including the use of a common review body, common terminology, common solicitation documents, common standard contracts, common general terms and conditions of the contract local vendor database, and common procurement training materials.

Common Transport and Logistics³⁷

The UN Country Team:

- Maximizes the use of common staff transport arrangements, carpooling, and common fleet management

and maintenance arrangements as appropriate. In countries where the principle of transition applies, the assets and capacities of the UN mission that contribute to such arrangements should be considered;

- Implements harmonized travel entitlements for staff and partners once harmonized guidelines are available from the High-level Committee on Management; and
- Makes common arrangements, including the possibility of outsourcing of travel services (tickets, meet-and-greet services, staff transportation, etc.).

Common ICT³⁸

The UN Country Team:

- Implements country-office level harmonized ICT solutions as outlined in the Guidelines for “Delivering as one” in ICT at the Country Level, providing functional improvements in ICT operations, including the area of green IT, ICT security, connectivity, support and infrastructure in coordination with the UNDG ICT Reference Group;
- In coordination with the UNDG ICT Reference Group, translate UN Country Team ICT related business problems into harmonized ICT solutions that are in line with each agency’s ICT standards; and
- Establishes task forces under the Operations Management Team, when needed, to ensure interdisciplinary engagement between the ICT Task Force and the other operations- and programme-related teams (e.g., the task forces on procurement, human resource finance and programme teams under

³⁵ Related guidelines on common procurement: [Common UN Procurement at the Country Level \(v.2.0\)](#).

³⁶ Lists of existing HQ and regional LTAs are available through the [UN Global Market Place](#).

³⁷ Related guidelines on logistics and transport: Making policies work for Sustainable Travel (2012) <http://greeningtheblue.org/resources/travel>

³⁸ ICT-related guidelines: [Guidelines for Delivering as One in ICT at the Country Level](#), February 2010.

the One Programme) to ensure that ICT solutions meet technical as well as business demands.

Common Human Resource Operations

The UN Country Team:

- Collaborates in areas of staff recruitment, such as: (a) common vacancy advertisements, formats and media contacts; (b) use of harmonized job descriptions and grade levels; (c) ability to use shortlisting results and/or recommended candidates of other agencies to identify candidates and save duplication of HR efforts; and (d) common outsourcing for reference checks;
- Uses common rosters/databases for the recruitment of consultants and national staff and uses a common basis for determining the remuneration of individual consultants in accordance with commonly agreed rates derived from the local consultancy market;
- Ensures that responsibilities of Operations Management Team staff members in the context of implementation of the Business Operations Strategy are reflected in their performance assessments, including contributions of the Operations Management Team chair, who is a UN Country Team member;
- Implements harmonized field-based entitlements once guidance becomes available from the High-level Committee on Management; and
- Establishes common training and learning opportunities and shared staff training (Business Operations Strategy, Quality Assurance and Project Management, etc.); and uses UNDG standardized UN capacity review/

assessment in preparation for a new One Programme/UNDAF cycle.

Common Auditing

- Once internal audit approaches are harmonized between organizations, the internal audit services of the UN organizations participating in joint programming efforts may execute one single internal audit, which is carried out on behalf of all organizations participating in the audit, according to a framework agreed between the internal audit services.
- Within the context of the One Programme, and given the move towards joint work plans at the Results Group level, which replace stand-alone individual agency work plans/project documents, senior management and the GB of the organizations and UN Country Team support an integrated single internal audit of the joint annual work plans at the country level, conducted by the internal audit services of the UN organizations following a risk based planning.

Harmonized Approach to Cash Transfers (HACT)³⁹

- Within the context of the formulation of the One Programme and in determining what capacities are needed, agencies use one harmonized approach to assess risks, transfer cash and build the capacity of partners with the aim to obtain assurance on proper utilization of funds in a cost effective manner.
- Agencies implementing HACT use the instruments recommended by the HACT framework as the exclusive instrument to manage cash disbursements to implementing partners and for reporting.

BUSINESS
OPERATIONS
HARMONIZATION
OFFERS SIGNIFICANT
POTENTIAL FOR
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REDUCTIONS

³⁹ HACT-related guidelines: [Framework for Cash Transfers to Implementing Partners](#) (2005).

Common Premises and Field Presences⁴⁰

- Where external circumstances permit, bearing in mind security concerns, UN agencies share premises at the national and provincial levels, as long as such arrangements are cost effective.⁴¹
- In transition countries, particularly when there is a UN mission, establishment of common premises at the national and provincial levels should take into account security concerns as well as the possibility of co-location with the mission.
- In countries where the principles of integration apply, the possibility of co-location with mission presences, particularly at the subnational level, should be considered

PLEASE VISIT THE UNDG WEBSITE ON:

- [Common Services and Harmonized Business Practices](#)
- [Draft Guidance Note on Developing the Business Operations Strategy](#)
- [Training material and resources on Operating as One](#)
- [Country Examples](#)

⁴⁰ Common Premises-related guidelines: [UNDG website - Common Premises](#).

⁴¹ Some agencies are hosted by specific line ministries and/or other government entities; in such cases, these cost-effective arrangements may take precedence over “common premises” arrangements.

6. COMMUNICATING AS ONE



6.1 GOALS

Communicating as One ensures coherent messaging from the UN. This pillar improves the quality of dialogue with the host-country government and other national stakeholders, increases advocacy and helps to highlight results achieved by the UN at the country level. Communicating as One is critical for ensuring clear and consistent strategic positioning of the UN and its vision at the country level; developing common messages and policy positions; strengthening the outreach of the UN system by pooling efforts; supporting communication about the UN comparative advantages in the country to both internal and external stakeholders; and avoiding message duplication, inconsistencies and fragmentation. It implies developing common messaging and joint communication on key issues where the UN is active in the country.

Communicating as One will improve the efficiency and effectiveness of common messages and communication products, by pooling expertise and resources. It will also play an important role in building support for the successful implementation of “Delivering as one” with external partners and UN staff.

While there is no existing undg working mechanism or undg-approved guidance to support Communicating as One, its importance has been strongly reinforced by the independent evaluation of “Delivering as one” and Communicating as One has been instituted in all “Delivering as one” countries. Limited guidance has been developed for joint UN communication purposes by the UN Communications Group.

6.2 MAIN ELEMENTS

Important elements of Communicating as One include the:

- Development of common advocacy messages by the UN Country Team on key UN positions relating to national development issues and other topics in which the UN is engaged;
- Establishment of a Country Communications Group (CCG) accountable to the UN Country Team and the Resident Coordinator and led by a UN Country Team member or the Resident Coordinator;
- Establishment of ground rules to guide UN participation in Communicating as One and to ensure common messaging for the UN Country Team/UN mission, as applicable. Ground rules should recognize that the common messages should be consistently delivered by all members of the UN Country Team or the designated spokesperson(s);

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COMMON,
ESTABLISHED
VISUAL
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FOR JOINT
UN PRODUCTS AND
COMMUNICATIONS

(Note: Communicating as One does not mean that only one person (such as the Resident Coordinator) speaks or acts as the spokesperson for the UN Country Team. Ensuring a consistent and coherent message is a shared responsibility of all UN Country Team members. The UN Country Team may decide to designate the Resident Coordinator or another UN Country Team member as spokesperson on a particular issue; and to lead communication and advocacy initiatives in sectoral/thematic areas of work according to mandates and technical competence.)

- Establishment of a system of mutual accountability and resolution of differences for joint communication and common messages. The system should also specify roles and responsibilities for the UN Information Centres (where present in the country). In countries where a multidimensional peacekeeping/political operation is in place, the system should include the Department of Public Information/Communications Unit of the Mission and the division of labor between the SRSG and Resident Coordinator in accordance with the Secretary-General's guidance note of 2006;
- Establishment of mechanisms to refer regional/transnational and sensitive issues to the Regional undg Team for advice and guidance where needed; to request that communications be issued at the regional level where and when appropriate; and to ensure alignment of key messages of country and agency headquarters;
- Use of a common, established visual identity for joint UN products and communications that is consistent with UN visual identity guidelines, without losing the brand identities of individual agencies within the UN Country Team/ UN Mission and within the country;

- Development of joint-communication strategies, including for crisis communications and shared messaging in support of the One Programme. These strategies should have clearly defined objectives that support the UN Country Team's agreed common advocacy messages and the outcomes in the UNDAF; and
- Development of standard joint-communication products that are regularly updated. Examples include but are not limited to the development of a UN country website and an annual results report.

6.3 IMPLEMENTATION

The current SOPs are based on practical experience from the "Delivering as one" pilots and self-starters as no specific guidance from the undg existed prior to their formulation.

To address this, the Country Communications Group, led by a UN Country Team member, in consultation with the UN Country Team members leading the Results Groups and the Resident Coordinator, should develop and implement joint communication strategies, plans and activities. These should include:

- Joint communication strategies, and shared messaging in support of the One Programme. These strategies should have clearly defined objectives in support of the UN Country Team's agreed common advocacy messages and the outcomes in the UNDAF. Strategies should include communication to key audiences, including the Government, civil society, media and the general public as well as donors, other development partners and UN staff. They can incorporate a variety of different media as appropriate for the communication objectives to be achieved, including print, audio, video, web and social media as well as live media events;

- Shared communication products to highlight the results achieved by the UN Country Team, and deliver the agreed UN Country Team common advocacy messages and key positions relating to national development challenges. Examples include a joint UN website and an annual results report;
- Regular monitoring and annual evaluation of joint communication work;
- Capturing and sharing of lessons learned from both joint and agency-specific communication work in order to support improved knowledge management at the country level and as a contribution to global knowledge management efforts.

To support the development of SOPs for Communicating as One and to ensure the implementation of the work of the Country Communications Group, agencies must assume, whenever possible, the responsibility of ensuring that sufficient human and financial resources are in place to support message consistency. This contribution should be in the form of dedicated time and resources from existing agency structures, including at the regional and HQ levels in order to support joint communication work without adding additional costs to the UN Country Team.

Adequate attention must be given to sustainable financing and the equitable division of workload and cost-sharing for communication between UN Country Team members, especially respecting that they have uneven communications capacities. Therefore, the coordination mechanism for Communicating as One should be light, nimble and flexible to ensure sustainability.

The Resident Coordinator's Office should, where feasible, provide secretariat support to the working of the Country Communications Group and help to ensure coherence between joint communications and the One Programme and the One Leader.

UN Country Team members may consult or seek assistance from their respective Regional UNDG Teams/headquarters as necessary, especially on handling sensitive issues.

UN Country Team members will continue to engage in agency-specific communication activities, such as producing and executing agency-specific strategies, policies, messages and products, using their own brand identities. Agency-specific messages should be consistent with agreed common positions and should complement joint UN Country Team/UN Mission efforts.

ENSURING A CONSISTENT
AND COHERENT
MESSAGE
IS A SHARED
RESPONSIBILITY OF
ALL **UN COUNTRY
TEAM MEMBERS**



PLEASE VISIT THE UNDG WEBSITE ON:

- [Guide on Communicating as One](#)
- [Resources and examples for Communicating as One](#)



ANNEXES

ANNEX I: LINKS TO UNDГ GUIDANCE

Overall entry point to “Delivering as one” and the Standard Operating Procedures

- [!\[\]\(aca6fcc8bd95e8255b9ea1b1d08ef300_img.jpg\) • “Delivering as one” Standard Operating Procedures – Background and resources](#)

One Programme

- [!\[\]\(79de0df6c6ddd2d4eb74f1cc5f48ec50_img.jpg\) • \[UNDAF Guidance Materials\]\(#\)](#)
- [!\[\]\(d4c9768318b38eff1042b07478e20b4c_img.jpg\) • \[One Programme – Tools and materials\]\(#\)](#)
- [!\[\]\(27d314856359a9d7feca17161bc1f4a4_img.jpg\) • \[UN Evaluation Group Guidance Documents\]\(#\)](#)
- [!\[\]\(d355663486c698e3972a8b93ac8b2102_img.jpg\) • \[Country Examples\]\(#\)](#)

Common Budgetary Framework/ One Fund

- [!\[\]\(e492b5d52ab457a7a3c2826c4091dfee_img.jpg\) • \[Guide to the Common Budgetary Framework\]\(#\)](#)
- [!\[\]\(1d9440fab1f214291ce1c26a75f9c2cd_img.jpg\) • \[Guide to Joint Resource Mobilization\]\(#\)](#)
- [!\[\]\(6be2e1cb461308cfbb51376f893366b1_img.jpg\) • \[Guidance and resources on establishing MDTFs and One Funds\]\(#\)](#)
 - [!\[\]\(9d1c9e561b4c39f4d970a841cbc526df_img.jpg\) • \[One UN Fund - Performance-based allocation criteria for One Funds\]\(#\)](#)
 - [!\[\]\(638c4e65afbf8f3994df6311f702c5cb_img.jpg\) • \[One UN Fund - Thresholds for setting up One Funds\]\(#\)](#)
- [!\[\]\(ac8167fe1d77dc734374ed4531294f8f_img.jpg\) • \[Guidance Note on Joint Programmes\]\(#\)](#)
- [!\[\]\(fff2f1ab464b6499fbd670c53975d01d_img.jpg\) • \[Country Examples\]\(#\)](#)

One Leader

- [!\[\]\(d27edc55493507da2f9b8c7a52b3b96f_img.jpg\) • \[Resident Coordinator generic job description\]\(#\)](#)
- [!\[\]\(9bf7a72a60a57323fa980b9b0338593f_img.jpg\) • \[Guidance Note on UN Country Team Conduct and Working Arrangements\]\(#\)](#)
- [!\[\]\(4b60241e906ef61007ada3e521a0c6a3_img.jpg\) • \[Management and Accountability System for the UN development system and Resident Coordinator System\]\(#\)](#)
- [!\[\]\(5c2af0230acb459edf1f07c643964277_img.jpg\) • \[Country Examples\]\(#\)](#)

Operating as One

-  • [Common Services and Harmonized Business Practices](#)
-  • [Draft Guidance Note on Developing the Business Operations Strategy](#)
-  • [Training material and resources on Operating as One](#)
-  • [Country Examples](#)

Communicating as One

-  • [Guide on Communicating as One](#)
-  • [Resources and examples for Communicating as One](#)

Conflict and Post-Conflict Country Contexts

-  • [Integrated Assessment and Planning Handbook](#)

ANNEX II: ROLES OF THE REGIONAL UNDГ TEAMS

To successfully implement the SOPs, a concerted set of action/advocacy initiatives are required to engage, raise awareness and further develop capacities of staff. Initiatives will be led by different actors, and take place at the country, regional and HQ levels.

At the regional level, the Regional UNDГ (R/UNDГ) Teams are uniquely positioned to support the roll-out and implementation of the SOPs, given their primary roles of providing leadership, strategic guidance and support to Resident Coordinators and UN Country Teams, the quality assurance and oversight of the UN contribution and shared results, and the performance review of RCs and UNCTs at country level.

In particular, following the roles outlined in the Management and Accountability Framework, the Regional UNDГ Teams are expected to support the SOPs roll-outs by:

- **Providing technical and quality assurance support to RCs/UNCTs on SOPs**

The R/UNDГ shall provide guidance and facilitate support on how to implement the SOPs. This could include organizing trainings, and supporting RCs and UNCT representatives to respond jointly to the needs, priorities and challenges of countries.

The R/UNDГ should use the Peer Support Group (PSG) Mechanism as the main quality assurance role for common country programming. This assumes that the Regional Directors ensure that PSG members have the capacity, time and resources to fulfil this role. In addition, the R/UNDГ's support to common country programming roll-outs, in the form of regional trainings and in-country support, needs to fully integrate all pillars of the SOPs.

Technical support/guidance beyond the One Programme will be provided globally with close collaboration with the R/UNDГ support teams.

- **Advocating to RCs/UNCTs to adopt the SOPs**

The R/UNDГ will actively promote the adoption of the SOPs and "Delivering as one" approach in all countries, according to country context, including driving cultural change to uniformly support the ideals of "Delivering as one," and providing coherent policy guidance, political and mission support as required. Best practices on "Delivering as one" should be shared among UNCTs.

In addition, the Regional Directors will raise awareness and promote "Delivering as one" within their respective organizations. This includes actively promoting the mindset of mutual accountability and the importance of joint work in terms of the UN system's vision, voice, programme, operations and reporting. They should also convey consistent messages and speak on SOPs when they visit UNCTs.

At the individual agency level, Regional Directors should encourage their respective Representatives/Heads of Agencies at the country level to encourage agency staff contribution to “Delivering as one” efforts/activities at the country level, including participating in various coordination structures, and recognize contributions by such staff in their performance appraisals.

- **Ensuring that progress on UN coherence is considered an important element in the performance management of the RCs and UNCTs**

During the performance appraisal meetings (of RCs), Regional Directors will review and discuss progress made by countries in implementing the SOPs (different elements: One Programme, Common Budgetary Framework, Communicating as One, Operating as One, and One Leader and Team) and coordinating for development results, identifying challenges that the UNCTs may be experiencing, and recommending any strategies to and/or providing support to the UNCTs to overcome identified challenges.

The R/UNDG should also provide continued oversight to UNCTs in adopting/implementing SOPs through ongoing performance management and not limit support to the annual performance appraisal.

- **Troubleshooting when disagreements arise on the implementation of the SOPs within the UNCT**

On a case by case basis, the R/UNDG team can provide strategic advice and serve in a ‘troubleshooting’ role to address any specific challenges that countries face in the implementation of the SOPs/“Delivering as one” (e.g., in relation to disagreement between agencies, collaboration with governments, etc.). It can offer constructive solutions to UNCTs/Resident Coordinators, or seek possible solutions from or raise awareness of these challenges at the headquarters of involved agencies.

The proactive leadership and strategic support offered by the Regional UNDG is essential to the transformation of the UN development systems’ ability to deliver on a shared results agenda, with greater policy coherence, operational efficiencies and overall impact at country level.

ANNEX III: MONITORING AND EVALUATION FRAMEWORK FOR “DELIVERING AS ONE”

A. MEASURING OPERATIONAL EFFECTIVENESS

Expectation	Assumptions and Risks
UNITED NATIONS COUNTRY TEAMS IN “DELIVERING AS ONE” COUNTRIES HAVE MADE EFFECTIVE, EFFICIENT, RELEVANT AND COHERENT CONTRIBUTIONS TO THE ACHIEVEMENT OF NATIONAL NEEDS AND PRIORITIES	Assumptions • System-wide commitment to reform and policy shift • All programme country governments have common understanding on the core elements of “Delivering as one” as stipulated in the SOPs • UN and programme country governments have a common understanding of “Delivering as one” • UNDG members are committed to institutionalize UNDG coordination arrangement at global, regional and country levels Risks • Lack of system-wide commitment to reform and policy shifts especially in local contexts • Reduction in aid flows leading to competition for funds causing possible fragmentation • Lack of funding and/or capacity to support the timely implementation of the corporate roll out strategy for SOPs • Agency agenda and reporting requirement are not aligned with “Delivering as one” Commitment

“Delivering as one” Pillar	Operational Effectiveness ⁴²	Source	Frequency	Baseline
1. “Delivering as one” system-wide ⁴³	1.1 Percentage of international professional officers and local staff members who have at least one “Delivering as one” related key result in their annual individual performance management plan	TBD	TBD	<available in second-half of 2014>
	1.2 Percentage of “Delivering as one” programme country governments that strongly agree/agree that “Delivering as one” has resulted in improved focus on national development results	UNDESA Programme Country Survey	Biennial	<available in second-half of 2014>
	1.3 Percentage of “Delivering as one” programme country governments and UNCT members that strongly agree/agree that “Delivering as one” has enabled clear division of labor and reduced programmatic duplication among the UN agencies	UNDESA Programme Country Survey	Biennial	<available in second-half of 2014>
	1.4 Percentage of programme country governments and UNCT members that strongly agree/agree that “Delivering as one” has led to reduced transaction costs for the Government ⁴⁴	UNDG Coordination Support Survey	TBD	<available in second-half of 2014>
	1.5 Percentage of programme country governments that strongly agree/agree with the comprehensiveness of the annual UN Country Results Report in providing information on the United Nations’ contributions to national priorities	UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
	1.6 Percentage of UNCT members fully satisfied/satisfied with the support provided by R/UNDG in the implementation of SOPs for countries wishing to adopt the “Delivering as one” approach	UNDG Coordination Support Survey	TBD	UNCTs
		UNDG Coordination Support Survey	Biennial	<available in second-half of 2014>
		UNDG Coordination Support Survey	TBD	TBD

⁴² Applicable to both development and humanitarian contexts.

⁴³ The proposed “Delivering as one” system-wide indicators aim to assess effectiveness, relevance and efficiency of UNCTs operating coherently.

⁴⁴ Monitoring of transaction costs draws on two data sources here, producing two sets of perspectives.

“Delivering as one” Pillar	Operational Effectiveness ⁴²	Source	Frequency	Baseline
2. One Programme	2.1 Percentage of programme country governments that are very satisfied/satisfied with improved access to relevant expertise and knowledge from across the UN system including non-resident agencies	UNDESA Programme Country Survey	Biennial	<available in second-half of 2014>
	2.2 Percentage of programme country governments and UNCT members that strongly agree/agree that “Delivering as one” has helped to mainstream human rights	UNDG Coordination Support Survey	TBD	UNCTs
		UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
	2.3 Percentage of programme country governments and UNCT members that strongly agree/agree that “Delivering as one” has helped to mainstream gender equality	UNDG Coordination Support Survey	TBD	UNCTs
		UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
	2.4 Percentage of programme country governments and UNCT members that strongly agree/agree that “Delivering as one” has helped to mainstream environmental sustainability	UNDG Coordination Support Survey	TBD	UNCTs
		UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
	2.5 Percentage of programme country governments that strongly agree that their participation in the Joint National Steering Committee has enabled greater national leadership of UN programming in the country	UNDG Coordination Support Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
		UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
	2.6 Percentage of government co-chairs of Results Groups and UNCT members leading Results Groups who strongly agree/agree they are empowered to make decisions on operational and/or programming matters for their respective Results Groups	UNDESA Programme Country Survey	Biennial	Programme Country Governments: <available in second-half of 2014>
3. Common Budgetary Framework/One Fund	3.1 Percentage of programme country governments that strongly agree/agree that the One Fund as an instrument has contributed to predictable resources	UNDESA Programme Country Survey	Biennial	<available in second-half of 2014>
	3.2 Percentage of UNCT members that strongly agree/agree that the One Fund as an instrument has contributed to transparent and performance-based allocation of resources	UNDG Coordination Support Survey	TBD	UNCTs
	3.3 Percentage of programme country governments and UNCT members that strongly agree/agree that UN agencies have better coordinated their fund-raising efforts ⁴⁵	UNDESA Programme Country Survey	Biennial	Programme country governments: 52.5% (all countries, 2012)
		UNDG Coordination Support Survey	TBD	UNCTs

⁴⁵ This indicator addresses the requirements of the QCPR resolution, O.P. 13

“Delivering as one” Pillar	Operational Effectiveness ⁴²	Source	Frequency	Baseline
4. One Leader	4.1 Percentage of Resident Coordinators who strongly agree/agree that they are empowered to lead the UNCT strategically in a country.	UNDG Coordination Support Survey	TBD	TBD
	4.2 Percentage of UNCT members who strongly agree/agree that they are empowered to make joint decisions relating to UN policy, programming and financial matters to drive shared UN results	UNDG Coordination Support Survey	TBD	TBD
	4.3 Percentage of UNCT members that strongly agree/agree that the UN has acted on information about human rights concerns in the country	UNDG Coordination Support Survey	TBD	TBD
5. Communicating as One	5.1 Percentage of programme country governments and UNCT members who strongly agree/agree that the UN communicates clearly and consistently on normative and crosscutting issues	UNDESA Programme Country Survey	Biennial	<available in second-half of 2014>
	5.2 Percentage of programme country governments and UNCT members that strongly agree/agree that the UNCT communicates clearly and transparently on its work	UNDG Coordination Support Survey	TBD	TBD
		UNDESA Programme Country Survey	Biennial	Programme country governments: <available in second-half of 2014>
6. Operating as One ⁴⁶	6.1 Savings [US\$] through harmonized procurement, e.g., from joint procurement or use of common LTAs, contracts ⁴⁷	UNDG Coordination Support Survey	TBD	UNCTs
	6.2 Ratio of harmonized procurement spending to total procurement spending on agreed categories of goods and services for harmonized procurement ⁴⁸	OMT Report	Annual	TBD
	6.3 Percentage of common services assessed as meeting minimum service standards agreed in the MOU/ Service Level Agreement and provider contract	OMT Report	Annual	TBD
	6.4 Cost reduction realized on an annual basis due to the implementation of common operations/services ⁴⁹	OMT Report	Annual	TBD

⁴⁶ The proposed outcome indicators for Operating as One are aligned with the draft Monitoring Framework for Business Operations Harmonization. They are being reviewed by the UNDG reference group for Common Services and the relevant HLCEM networks. They will be adjusted once the framework is finalized.

⁴⁷ This measure will only be an estimate given the complexities of measuring cost savings from procurement over time due to fluctuations in volumes, prices and exchange rates. Consistency in the calculation of the indicator is essential. The formula must be relatively simple to ensure the greatest possible take-up. The following calculation is proposed. It addresses fluctuations in volume and market prices, but assumes constant currency values. It is calculated annually. Savings for the programme cycle are the sum of savings from each year in the cycle: Savings = (Unit cost A [baseline year] – Unit cost A+1 [following year under LTA]) x procurement volume A+1

⁴⁸ Calculation of total procurement spending is based on common categories of goods and services for harmonized procurement and excludes strategic procurement by agencies, and procurement conducted at HQ level on behalf of COs.

⁴⁹ This can entail labor costs, for example, due to the development of joint LTAs. It can also involve monetary costs, such as a percent discount on procurement, or a reduction in cost due to elimination of duplicative processes. Refer to the Business Operations Strategy for details.

B. MEASURING IMPLEMENTATION PROGRESS

Expectation	Assumptions and Risks
UNITED NATIONS COUNTRY TEAMS HAVE IMPLEMENTED THE UNGD STANDARD OPERATING PROCEDURES FOR COUNTRIES WISHING TO ADOPT THE “DELIVERING AS ONE” APPROACH AND RELATED GUIDANCE DOCUMENTS TO ADDRESS NATIONAL NEEDS AND PRIORITIES IN A RELEVANT, EFFICIENT, EFFECTIVE AND COHERENT MANNER	Assumptions - Agencies, Funds and Programmes remain committed to implementing the SOPs - SOPs remain a sufficient instrument for the UNCTs to undertake “Delivering as one” approach Risks - Lack of common understanding among agencies and the government on “Delivering as one” at operational levels - Funding and/or capacity gaps causing delays in the timely implementation of the SOPs - Not enough local capacity to implement the SOPs

“Delivering as one” Pillar	Implementation Progress ⁵⁰	Source	Frequency	Baseline
1.1 One Programme	1.1.1 Percentage of countries with a Joint National-UN Steering Committee	RCAR	Annual	TBD
	1.1.2 Percentage of countries where a Joint National/UN Steering Committee (or similar group) conducted an annual review of the One Programme (or equivalent) in the past 12 months	RCAR	Annual	TBD
	1.1.3 Percentage of countries where Results Groups are established as part of existing national coordination mechanisms	RCAR	Annual	TBD
	1.1.4 Percentage of Results Groups chaired/co-chaired by members of the UNCT	RCAR	Annual	TBD
	1.1.5 Percentage of Results Groups co-chaired by national partners	RCAR	Annual	TBD
	1.1.6 Percentage of Results Groups having membership from non-Governmental partners	RCAR	Annual	TBD
	1.1.7 Percentage of Results Groups that have Joint Work Plans	RCAR	Annual	TBD
	1.1.8 Percentage of UNCTs who prepare a single annual UN Country Results Report	RCAR	Annual	TBD
	1.1.9 Percentage of UNCTs where there was a formal evaluation of the UNDAF (or equivalent instrument) in the last five years	RCAR	Annual	TBD
	1.1.10 Number of UNCTs that provided a management response within two months of the completion of the UNDAF/One Programme evaluation	RCAR	Once per UNDAF cycle	TBD
	1.1.11 Average number of months needed for UNDAF preparation process	RCAR	Once per UNDAF cycle	TBD
	1.1.12 Number of UNCTs that apply explicit methods ⁵¹ for mainstreaming human rights and gender equality in programming	RCAR	Annual	TBD

⁵⁰ Applicable to both development and humanitarian contexts to the extent appropriate.

⁵¹ For example, the use of the Gender Scorecard by UNCTs.

“Delivering as one” Pillar	Implementation Progress ⁵⁰	Source	Frequency	Baseline
2.1 Common Budgetary Framework/ One Fund	2.1.1 Percentage of UNCTs implementing a common budgetary framework at country level	RCAR	Annual	TBD
	2.1.2 Percentage of UNCTs with joint resource mobilization strategy based on the Common Budgetary Framework	RCAR	Annual	TBD
	2.1.3 Percentage of “Delivering as one” countries with One Fund	RCAR	Annual	TBD
	2.1.4 Percentage of “Delivering as one” countries where Joint National/UN Steering Committee has established allocation criteria for the One Fund	RCAR	Annual	TBD
3.1 One Leader	3.1.1 Percentage of UNCTs that are complying with the implementation of the UNDGG Guidance Note on UNCT Conduct and Working Arrangements	RCAR	Annual	TBD
	3.1.2 Percentage of UN entities that have revised the job description of their UNCT members to recognize the role of the RC in accordance with the Management Accountability Framework (MAF)	TBD	Annual	TBD
	3.1.3 Percentage of UN entities recognizing reporting obligations to the RC on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency in accordance with the MAF	UNDG Coordination Support Survey	Annual	TBD
	3.1.4 Percentage of UN entities that have included RC’s inputs in UNCT members’ performance appraisal systems in accordance with the MAF	TBD	Annual	TBD
	3.1.5 Percentage of UN entities that have included UNCT results in agency representatives’ performance appraisal systems in accordance with the MAF	UNDG Coordination Support Survey	Annual	TBD
	3.1.6 Percentage of UNDP country directors that have signed delegation of authority letters, including for resource mobilization, with RC/RRs in accordance with the MAF	RCAR	Annual	TBD
4.1 Communicating as One	4.1.1 Percentage of countries with a UN Communication Group (UNCG)	RCAR	Annual	TBD
	4.1.2 Percentage of UNCGs led by a member of the UNCT	RCAR	Annual	TBD
	4.1.3 Percentage of UNCTs with a Joint Communications Strategy	RCAR	Annual	TBD
	4.1.4 Percentage of UNCTs with a budgeted work plan to implement the Joint Communications Strategy	RCAR	Annual	TBD
	4.1.5 Percentage of UNCTs with a common UN website	RCAR	Annual	TBD
	4.1.6 Percentage of UNCTs with agreed guiding principles for common messaging from the UN	RCAR	Annual	TBD
	4.1.7 Percentage of UNCTs with agreed areas for joint communication that promote linkages between the UN’s normative and operational activities	RCAR	Annual	TBD



“Delivering as one” Pillar	Implementation Progress ⁵⁰			Source	Frequency	Baseline
	5.1.1 Average number of good practices applied at country level for leadership and management of harmonized business operations [scored out of 10]			OMT Report	Annual	TBD
	5.1.2 Number of common human resource management practices (e.g., recruitment) adopted			OMT Report	Annual	TBD
	5.1.3 Average number of good practices applied at country level to strengthen harmonized procurement [scored out of 10] ⁵³			OMT Report	Annual	TBD
	5.1.4 Number of agreed categories of goods and services for harmonized procurement for which LTAs are available.			OMT Report	Annual	TBD
	5.1.5 Number of country level agreements to establish common premises.			OMT Report	Annual	TBD
	5.1.6 Number of common service agreements and MOUs established.			OMT Report	Annual	TBD

⁵² The proposed output indicators for Operating as One are aligned with the draft Monitoring Framework for Business Operations Harmonization. They are being reviewed by the UNDG reference group for Common Services and the relevant HLCM networks. They will be adjusted once the framework is finalized.

⁵³ Good practices include:

- There is a signed statement of commitment by the UNCT to common procurement, including the use of common LTAs wherever it makes sense to do so;
- The OMT uses “Guidelines for Common UN Procurement at the Country Level” for harmonized procurement activities;
- A Common Procurement Review Committee (CPRC) has been established for common procurement activities;
- A common procurement team is established with a TOR and responsibility for specific results under the OMT work plan;
- A common LTA database is used to record all local LTAs, including common LTAs and LTA supplier performance (note: use of the UN Global Marketplace (UNGMP) LTA module is strongly recommended);
- A common vendor database is available and updated annually (note: use of the UNGMP vendor portal is strongly recommended);
- A UN procurement website is operational (note: use of the UNGMP procurement portal is strongly recommended, e.g., for tender notices, award announcements, knowledge sharing, etc.); and
- Regular in-service orientation and training is carried out by the OMT to strengthen procurement skills and capabilities at all levels.

ANNEX IV: JOINT COVER LETTER BY UNDG PRINCIPALS ON “DELIVERING AS ONE”

Implementing the Standard Operating Procedures to Advance our Post-2015 Development Contribution

Dear Resident Co-ordinators and Members of UN Country Teams,

As called for in the Secretary-General's Five Year Action Agenda, and mindful of guidance from Member States in the QCPR resolution, the undersigned heads of agencies/UN entities are committed to the UN development system working together for greater relevance and impact. “Together, we are better” drives the second generation of “Delivering as one” in the post-2015 period.

Through the QCPR and in the latest ECOSOC resolution, Member States have left us in no doubt that they wish to see a strong UN development system which is both relevant to and ready to deliver on the post-2015 sustainable development goals. Their expectations are high. They want to see a well co-ordinated, coherent system which is equipped to rally behind the new global agenda with pragmatic, well-grounded means of implementation and a results orientation.

In releasing these Standard Operating Procedures (SOPs) for Countries Adopting the “Delivering as one” Approach on a voluntary basis the UNDG has responded to this call. It has developed and approved the SOPs, together with an associated, integrated package of support; both are attached to this message. The SOPs will be a living document that will be updated and complemented based on the experiences in implementation. The SOPs enable our operational co-ordination and policy and programme effectiveness, and the achievement of strategic results at the country level. They are available for adoption by all country teams which seek to pursue more effective, joined-up ways of working which deliver results.

In sharing this with you, we demonstrate our full commitment and support to the Secretary-General's call for all of the UN system to work better together. In this spirit, we look forward to seeing UN Country Teams taking steps towards the progressive implementation of the SOPs in their country.

Yours sincerely,



Helen Clark
Administrator, UNDP and Chair, UNDG



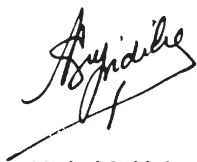
José Graziano da Silva
Director-General
FAO



Guy Ryder
Director-General
ILO



Navanethem Pillay
High Commissioner for Human Rights
OHCHR



Michel Sidibé
Executive Director
UNAIDS



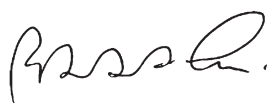
Wu Hongbo
Under-Secretary-General
UNDESA



Achim Steiner
Executive Director
UNEP



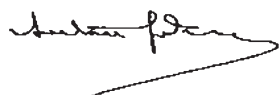
Irina Bokova
Director-General
UNESCO



Dr. Babatunde Osotimehin
Executive Director
UNFPA



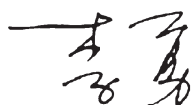
Dr. Joan Clos
Executive Director
UN-HABITAT



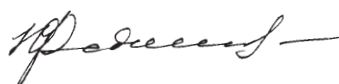
António Guterres
High Commissioner for Refugees
UNHCR



Anthony Lake
Executive Director
UNICEF



Li Yong
Director General
UNIDO



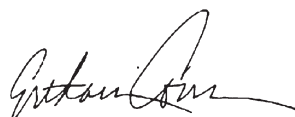
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