



Summary: UNDG Management Response

to the review of the Management and Accountability System for the UN Development and Resident Coordinator System, including the ‘functional firewall’

Recommendation:	Response:
Recommendation 1	The UNDG does not agree with the recommendation that an independent UNDG analysis is undertaken at this time, since an analysis of the future role of the UN system at the country-level will be undertaken as part of the Quadrennial Comprehensive Policy Review (QCPR). The UNDG will instead prepare strategic input into the preparatory work for the QCPR led by DESA/OESC.
Recommendation 2	See response to Recommendation 1
Recommendation 3	See response to Recommendation 1
Recommendation 4	See response to Recommendation 14
Recommendation 5	The UNDG has tasked the UNDAF Programming Network with reviewing existing tools and mechanisms and identifying how these can be better used by UN Country Teams to assess the extent to which UN Country Teams have achieved or contributed to results and proposed outcomes. The results of recent UNDAF desk reviews and studies will also be used to determine what common quality issues arise and to make recommendations on ways to overcome them. UNDAFs will also be further reviewed as part of the preparations for the QCPR.
Recommendation 6	The UNDG has agreed that the UNDG RBM Handbook will be used as the common RBM framework at the country level, and that the UNDG Principals will encourage their respective organizations to utilize it. In addition, the principles for results reporting identified through a recent HLCM-UNDG study will be reflected in UNDG guidance for adoption by UN Country Teams. Technical support will continue to be provided by the Regional UNDG Teams and HQ (inter-agency and within each agency) to ensure consistent application of terminology and principles in planning, monitoring and evaluation at country level, including incorporation into new UNDAFs and Action Plans. The UNDAF Programming Network has been tasked with continuing the work on further harmonizing and simplifying results reporting.
Recommendation 7	The UNDG has agreed to roll-out training on RBM, based on the UNDG RBM Handbook, both in individual agency’s existing programme training and in UNDG inter-agency training, the latter contingent on funding. In addition, the UNDAF Programming Network has been tasked with reviewing new models and options for training, taking into account the RBM Handbook and Results Reporting Study. The UNDG has agreed to review options for burden sharing in this regard.

Recommendation 8 The UNDG welcomes the recommendation to focus the Resident Coordinator Annual Reports (RCAR) more clearly on the achievement of development results and outcomes. DOCO has been tasked to work with the UNDAF Programming Network and the Business Operations and Joint Funding Network to redesign of the RCAR to ensure a stronger focus on the impact of the UN system as a whole on development results at country level, including best practices. Collaboration with DESA to integrate elements of the QCPR reporting requirements is also recommended.

Recommendation 9 The UNDG has tasked the Working Group on RC System Issues with revising the current performance appraisal tools to reflect clearly defined and feasible accountability for RC and UNCT results, including in the area of business practices. Criteria for participation in and use of the appraisals will also be clarified. The Working Group on RC System Issues will give priority to issues around performance appraisal instruments, including the One80 tool, and build on the already on-going review processes.

Recommendation 10 The UNDG has tasked the Working Group on RC System Issues with ascertaining whether the newly revised RC competency framework is sufficiently testing for consensus-based leadership. The UNDG further agreed that it would be highly desirable for all RC candidates to attend the UNSSC leadership and coordination skills workshop before entering the RC candidate pool, recognizing this may not always be feasible as a formal requirement in light of current budget constraints. The Working Group on RC System Issues has been tasked with making proposals to address the budgetary issue.

Recommendation 11 The UNDG has tasked the Working Group on RC System Issues to continue its review of RC performance appraisal system/instruments with a view to simplifying the process, as appropriate. In addition, the UNDG notes that the UNDG RC and UNCT learning and competency development initiative responds to the call for enhanced capacity and highest caliber performance of UN system leaders and staff across key policy frameworks.

Recommendation 12 The UNDG notes that the IAAP Standard Operating Procedures strengthens the selection and appointment of RCs with increased transparency, objectivity and rigor in matching the most suitable candidates to positions. The UNDG notes that talent needs to be prepared and has in this regard tasked the Working Group on RC System Issues to fast-track the RC Candidate Preparation Package. UNDG Principals have agreed to encourage the RC career track within their respective organizations. The UNDG notes the critical importance of improving the incentive mechanisms for RCs and notes that HR policies need to be reviewed to address the right of return for RCs to their home agencies and retention of grades received while serving as RCs. The Working Group on RC System Issues and the HLCM HR Network has been tasked with preparing proposals to address the issue of new incentive mechanisms, which should be ready by June 2012.

Recommendation 13 The UNDG notes that key humanitarian and emergency preparedness issues are already fully integrated into the RC induction programme, and notes that no further action is needed at this point.

Recommendation 14 The undg has agreed to retain the current Resident Coordinator/ Resident Representative system and improve delivery of the existing functional firewall, in particular in the areas of accountability, training, information sharing and representation. UNDP has been tasked with reviewing the appraisal of UNDP Resident Representatives, Resident Coordinators and Country Directors to ensure the integrity of their respective job descriptions is maintained and ensure effective de-linkage of RC-RR appraisals. On the recommendation to increase the number of UNDP Country Directors, the undg supports this recommendation when practical, feasible and desirable, taking into account the availability of resources. The principle of drawing on the assets of the system to support substantive collaborative initiatives should be put into practice wherever possible. To strengthen shared leadership, informal and innovative arrangements at the country level are encouraged.

Recommendation 15 All undg Principals have agreed to promote significant acceleration within their respective organizations of solutions identified for harmonization and simplification of business practices, in particular in terms of “quick wins” that will reduce transaction costs. undg Principals will also ensure commitment from the highest level and make staff and resources available to implement the agreed actions. The analytical work in support of the QCPR will gather additional evidence and recommendations in this regard.

Recommendation 16 The undg notes that many best practices and creative solutions have been identified for effectively involving Non-Resident Agencies in the work of UN Country Teams. A Task Team under the UNDAF Programming Network has been tasked with reflecting on current challenges and lessons learned, and to issue recommendations on NRA involvement.

Recommendation 17 All undg members have agreed to make concerted efforts to fast-track implementation of agreements in the M&A system. DOCO has been tasked with preparing a monitoring report on implementation of all agreements in the M&A system for follow up by undg members by December 2011.

Recommendation 18 The undg recognizes that the work of the Regional undg Teams is not consistent across regions, and that their functioning and roles are still evolving. To ensure the new role of the Regional undg Teams is clarified and that all levels of the undg fully comprehend this new role, a one-day retreat between the undg Advisory Group and some members of the Regional undg Teams will be organized by December 2011.

Recommendation 19 The undg has agreed that the issue of resource mobilization, including appropriate burden sharing arrangements among relevant UN organizations, will be addressed in the review of existing funding modalities called for in the 2011 ECOSOC resolution E/2011/L.35. With regard to the role and communication lines between Regional undg Teams in different regions, Regional Chairs, and DOCO, in addition to the clarification provided in the “Governance and Accountability Table” of the M&A system, the issue will be further discussed during the retreat referred to under Recommendation 18.

Recommendation 20 The UNDG notes that an overall agreement already exists on the division of labour between the Regional UNDG Teams and the Regional Commissions. The UNDG agrees that issues that arise are resolved region-by-region with support from the UNDG Advisory Group as requested.

Recommendation 21 The UNDG has agreed to retain the current Regional UNDG Team system and improve delivery of the existing functional firewall, in particular in the areas of accountability, training and representation. The UNDG encourages the Regional UNDG Teams to draw more on the assets of the team. In this regard, informal and innovative arrangements at the regional level are encouraged. With regard to resources, the UNDG recognizes that the challenge of funding the Regional UNDG Team Secretariats remains and needs to be reviewed.

Recommendation 22 The UNDG notes that one of the three critical functions of the new DOCO, which has been in place since January 2011, is the gathering of evidence and data as to what is happening on the ground to feed into UNDG analytical work and decision-making. In this regard, a new Knowledge Management Unit has been established in DOCO with dedicated knowledge management capacity for capturing, analyzing and feeding UNDG field experience into the work of the UNDG at headquarters and regional level to support refinement in UNDG policies, tools, analysis and decision making. The UNDG has tasked DOCO to accelerate efforts on knowledge management.

Recommendation 23 The UNDG notes that the UNDG website is currently being restructured to reflect the new UNDG structure and provide more easily accessible information for UN country teams, Regional UNDG Teams and Headquarter mechanisms. DOCO has been tasked with accelerating efforts to restructure the UNDG website.

Recommendation 24 The UNDG has agreed to retain the current UNDG Chair system and improve delivery of the existing functional firewall. Regarding the sub-recommendation to ensure the inclusion of senior representatives of organizations leading humanitarian, political and normative activities, the UNDG recognizes that multiple headquarters coordination mechanisms are already in place to ensure this, and that no further action is needed at this point.

Recommendation 25 The UNDG has agreed that the issue of resource mobilization, including appropriate burden sharing arrangements among relevant UN organizations, will be addressed in the review of existing funding modalities called for in the 2011 ECOSOC resolution E/2011/L.35.
