



## **UNDG meeting**

26 October 2015, 10:45 AM - 1:00 PM (EST)

DC1 – 21<sup>st</sup> Floor, Hank Shannon Conference Room

# **Final Meeting Report**

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### Summary of decisions and agreements

#### UNDG membership

1. The UNDG welcomed the following UN entities as new UNDG observers: UN International Strategy for Disaster Risk Reduction (UNISDR), UN Capital Development Fund (UNCDF), UN Volunteers (UNV), International Trade Centre (ITC), and the UN research and training institutes: UN University (UNU), UN System Staff College (UNSSC), UN Institute for Training and Research (UNITAR), UN Institute for Disarmament Research (UNIDIR), UN Research Institute for Social Development (UNRISD) and UN Interregional Crime and Justice Research Institute (UNICRI).

#### Outcome of the ASG Advisory Group Retreat

2. ASG Advisory Group members and UNDG Working Group Co-chairs are requested to submit final comments on the draft outcome of the ASG Advisory Group retreat by COB 30 October. The key messages from the retreat on the common UNDG approach to support implementation of the 2030 Agenda and a summary of the Theory of Change will be submitted to the UNDG Principals Advisory Group on 17 November, with a view to also inform UNDG engagement in the 2016 QCPR process.
3. The outcome of the ASG Advisory Group retreat and the discussions at today's UNDG meeting will inform the UNDG Chair's presentation at the CEB Fall Session on 18/19 November as well as the Principals Advisory Group meeting on 17 November on the implementation of the 2030 Agenda.
4. UNDG and ASG Advisory Group representatives are requested to keep their Principals closely informed of all UNDG matters and the outcomes of UNDG and ASG Advisory Group meetings.

#### Mainstreaming Acceleration and Policy Support (MAPS)

5. The UNDG endorsed MAPS as elements in support of a future common approach set out in the MAPS Concept Note and the 'Mainstreaming the 2030 Agenda for Sustainable Development – Reference Guide to UNCTs.' UNDG members are invited to submit any further immediate edits to the Concept Note and Reference Guide by COB 30 October. The Reference Guide will subsequently be continuously updated to ensure it reflects the latest trends and best practice.



**Preparations for the 2016 QCPR**

6. DESA will share the first draft of the 2015 report of the Secretary-General on the implementation of the QCPR with the UNDG by 30 October for review and fact checking. A second draft will be shared in November.
7. The UNDG Chair reaffirmed the UNDG's collective commitment to inform the reports of the Secretary-General with data, analysis and substantive advice and to support the deliberations of Member States in the second phase of the ECOSOC dialogue.
8. The draft note on exploratory ideas and suggestions for a strategic 2016 QCPR will be updated for the Principals Advisory Group meeting on 17 November, reflecting feedback from the ASG Advisory Group and UNDG Working Group Co-Chairs, particularly with regard to (1) strengthening integration across the pillars of the UN system, (2) moving beyond traditional programming towards inclusive partnerships, (3) strategic direction on business practices, (4) joint funding approaches, including in relation to protracted crisis situations, and (5) detailing both a set of commitments by the UN development system as well as 'asks' of member states in support. The revised draft will be as specific as possible on the matters it covers. As the work of the Sustainable Development Working Group focuses on SDG implementation, it was foreseen that this informal group would not be repeating this work, but will draw inputs from the WG as needed.

**UNDG 2014 Results Report**

9. The 2014 UNDG results report titled 'Results Delivered: Sharing Successes in 2014' will be submitted to the CEB Fall Session. The report will be submitted with a "highlights page" to the Principals Advisory Group on 17 November.

**Cost-sharing of the Resident Co-ordinator system**

10. The UNDG agreed that ensuring sustainable and full funding of the Resident Co-ordinator system was of critical importance.
11. UNDG members welcomed the UNDG Chair's proposal to conduct an independent review of the UNDG cost-sharing arrangement upon conclusion of the first budget biennium in 2016.
12. Against the background of the 2030 Agenda, UNDG Principals may wish to have a timely discussion around the sustainability of the Resident Co-ordinator system and the benefits of investing in it as well as the need to bring about a collective change of mindset, whereby engaging and investing in the RC system is no longer seen as "something additional" to agencies' core mandates and work but rather as an integral part of delivering results in support of the sustainable development agenda.
13. The UNDG Chair will write to UNDG Principals with the updated contribution agreements in support of the RC system for 2016/2017. UNDG representatives are requested to follow up within their organizations to facilitate timely return of the signed agreements before the Principals Advisory Group meeting on 17 November 2015.



## **UNITED NATIONS DEVELOPMENT GROUP**

14. **UNDG member entities are requested to transfer their contributions for 2016 by 1 December 2015, so as to allow for timely allocation of funds to RCs, UNCTs, and Regional UNDG Teams.**
15. **The UNDG Chair said that senior UNDG members could be made available to address the governing bodies of UNDG member entities on the benefits of the Resident Co-ordinator system and the value of investing in it.**

### **UNDG policies and guidance on pooled funding**

16. **The UNDG endorsed the revised guidance package on Multi Donor Trust Funds consisting of the revised (1) Protocol on the Administrative Agent for Multi Donor Trust Funds, Joint Programmes, and One UN Funds, (2) UNDG Guidance on Establishing, Managing and Closing Multi-Donor Trust Funds and (3) MDTF Generic Terms of Reference with revised guidance package on Multi Donor Trust Funds.**

### **UNDG Leadership Working Group**

17. **The updated RC Competency Framework and Assessment of Results and Competencies (ARC) tool for RCs and UNCTs will shortly be submitted to the UNDG for electronic endorsement.**
18. **Jan Beagle will relinquish her role as Co-Chair of the UNDG Leadership Working Group given her new role as Chair of the ASG Advisory Group. John Hendra will be taking over as Co-Chair of the UNDG Leadership Working Group for the remainder of her term until the end of 2016.**

### **Attendance of UNDG meetings**

19. **In light of the increased UNDG membership and space limitations of the UNDG conference venue, UNDG members are kindly requested to limit their attendance in future UNDG meetings to one representative per agency. In order to accommodate the members, “plus one” focal points and observers will be invited to follow the meeting in an adjacent conference room or asked to connect to the meeting remotely.**



**Opening remarks by the UNDG Chair**

20. The UNDG Chair, Ms. Helen Clark, opened the third UNDG meeting of the year by recognizing Ms. Flavia Pansieri who will be retiring from her position as Deputy High Commissioner for Human Rights and Vice-Chair of the UNDG at the end of the year. The members of the UNDG joined the UNDG Chair in thanking Ms. Pansieri for her leadership and contributions within the UNDG and throughout her accomplished UN career.

21. Following the recent reform of the UNDG membership criteria in support of a UN development system that stands united to deliver on the 2030 Agenda, the UNDG Chair announced that all UN entities that had become newly eligible had accepted the invitation to join the UNDG as observers.

22. **The UNDG welcomed the following UN entities as new UNDG observers: UN International Strategy for Disaster Risk Reduction (UNISDR), UN Capital Development Fund (UNCDF), UN Volunteers (UNV), International Trade Centre (ITC), and the UN research and training institutes: UN University (UNU), UN System Staff College (UNSSC), UN Institute for Training and Research (UNITAR), UN Institute for Disarmament Research (UNIDIR), UN Research Institute for Social Development (UNRISD) and UN Interregional Crime and Justice Research Institute (UNICRI).**

23. The UNDG Chair noted that since the UNDG had last met in July, world leaders had unanimously adopted the 2030 Agenda for Sustainable Development and the seventeen SDGs, as well as the Addis Ababa Action Agenda, which provided a positive and realistic framework on financing for development.

24. Sharing her reflections on the joint side event the UNDG hosted at the UN Summit on 25 September titled “From Global Conversation to Global Action – Making the SDGs Work,” the UNDG Chair noted that the Secretary-General and herself had been joined by a strong panel consisting of German Chancellor Merkel, Prime Minister Solberg of Norway, the Foreign Ministers of Viet Nam and Kenya, as well as the Secretary-General and CEO of CIVICUS. Informed by the experience of working with the Millennium Development Goals and the Global Conversation on the Post-2015 Agenda, the side event had served to celebrate the adoption of the 2030 Agenda and to showcase efforts already underway in support of its implementation.

25. The UNDG Chair noted that Member States had responded very positively to the pro-active approach the UN development system had been taking to support countries in the implementation of the SDGs. The Standard Operating Procedures for Delivering as One, which the UNDG had been rolling out over the past year, had prepared the UNDG well for what the new agenda required of the UN development system, by putting in place organisational arrangements that helped the UNDS to work better together for results at the country level.

26. The UNDG Chair noted that one of the most important challenges would be for the UN system to deliver integrated support across the development, humanitarian, security, human rights and peace and security pillars. To this effect, the Secretary-General had written to the CEB on 25 September calling on the UN system to overcome existing silos, and work in a cohesive and integrated fashion to support countries to implement the SDGs. The UNDG Chair noted that the UN Working Group on Transition had identified key linkages and implications for the UN development system coming out of the three major recent reviews – the report of the Advisory Group of Experts on the Peacebuilding Architecture Review, the Report of the High-Level Independent Panel on UN Peace Operations and the ongoing Global Study on the implementation of Security Council Resolution 1325 – which would



also be relevant for the preparations for the World Humanitarian Summit and the High-Level Panel on Humanitarian Financing.

27. The UNDG Chair noted that today's meeting would be an opportunity for the UNDG to consider progress made by the UNDG Working Groups and to discuss the UNDG's collective engagement in the implementation of the 2030 Agenda and the preparations leading up to the next QCPR resolution in 2016.

### **Item 1: Implementation of the 2030 Agenda**

#### **a) Outcome of the ASG Advisory Group Retreat and preparations for the CEB Fall Session**

28. Ms. Jan Beagle, ASG Advisory Group Chair, briefed the UNDG on the outcome of the retreat of the ASG Advisory Group and the Co-chairs of the eight UNDG Working Groups on 19/20 October. The objective of the retreat had been to reflect on the implications of the UN Summit and on what it would take for the UNDG to implement the 2030 Agenda.

29. Ms. Beagle noted that the discussions had been informed by the most comprehensive data to date on what the UNDS was doing at the country level provided by DOCO. For the first time, there had also been a comprehensive theory of change, which had been developed in a broad consultative process led by John Hendra, Senior Co-ordinator for UN Fit for Purpose. The theory recognized that change was not linear but rather a dynamic process, which demanded the UNDG to continuously experiment, take risks and adapt as needed.

30. The ASG Advisory Group Chair noted that the retreat had sought to identify a number of concrete actions for the UNDG to take forward over the next few months in three broad areas for action: (1) Integration of the development, humanitarian, human rights and peacebuilding agendas, (2) integrated approaches in support of the SDGs at the country level – Mainstreaming, Acceleration and Policy Support (MAPS) and the next generation of Joint Programming, Business Operations, and Joint Funding, and (3) Leadership as a key accelerator for an effective UNDS at the country level.

31. The ASG Advisory Group Chair highlighted the the main take-aways and recommendations on the way forward as captured in the draft outcome document:

Integration Agenda: In order to remain relevant and successfully support implementation of the SDGs, the whole UN system, including the UNDS, must overcome existing silos, and work across the development, humanitarian, human rights and peace & security pillars in an integrated fashion. To take this forward, the UNDG will need to (1) work towards integrated planning frameworks across the UN pillars at country level, and dare to experiment, with the objective of getting to 'One country, One UN Framework'. To start the process, UNDG members, together with relevant Secretariat entities, should review the use of the Integrated Strategic Frameworks (ISFs), UNDAFs and Humanitarian Response Plans, to start where possible, by working on shared strategic outcomes, root cause analysis, risk assessment and management, planning and monitoring; (2) clearly articulate and agree on the complementary roles, financing streams and fund mechanisms in the areas of preparedness, prevention, mitigation, recovery and resilience, to capture the full offer and impact of a better joined-up UN; (3) work much more proactively



with partners at both national and sub-national levels, to build their capacities for crisis prevention and response, and use the full capacities across the above pillars to do so.

Mainstreaming, Acceleration and Policy Support (MAPS): The UNDG should utilize MAPS to guide UNDG's joined-up support to the SDGs. The Mainstreaming Reference Guide for UNCTs is recommended for endorsement by the UNDG.

Next generation of joint programming: The next generation of UNDAFs must be instruments that leverage capacities and resources, and convene a wide range of stakeholders, encouraging open and inclusive processes for programming and partnering on the SDGs. To this effect, the UNDG Programme Working Group is preparing updated UNDAF guidance for common country programming that will focus on UN system-wide efforts and shared results in support of the 2030 Agenda based on UN norms and principles and innovative practice.

All UNDG members must actively advance the full implementation of the Standard Operating Procedures (SOPs) in all UNCTs, adapted to country context. Agency-specific programme and operational guidelines need to be aligned to the SOPs. All agencies should report on progress made within their own entities in this regard.

To further promote transparency, UNDG members should implement and move beyond the International Aid Transparency Initiative (IATI) standards. Agency headquarters are requested to mandate full transparency within UNCTs as a strategy for both funding and partnerships, starting with sharing budgetary and financial information, within the UN system and eventually also publically.

Common, modern business operations: The UNDG, with HLCM, will accelerate actions in areas such as common audit, and the system-wide adoption of best practice in business operations, including mutual recognition of each other's best business practices, moving them towards modern harmonized approaches. The HQ Plan of Action has been updated to close the gaps in the remaining areas that need attention.

Partnerships and joint funding approaches: Funding is a key driver of change and integrated approaches called for by the 2030 Agenda. It is important that governments that fund the UN humanitarian, development, human rights, and peace and security activities, commit funding to pooled mechanisms that allow for flexibility and joint responses across the UN pillars. The UNDG should move more vigorously to joint financing and investment strategies to underpin UNDAFs and joint programmes - actively designing and utilizing global and country based multi-window joined funding platforms for the SDGs, which could cover development, humanitarian, human rights and peace operations, with flexibility to shift funds in response to changing national needs. The UNDG should also explore new partnership instruments for financing and implementation that fully engage and mobilize the private sector, philanthropy and civil society, using best practice across each other's legal and partnership arrangements, including on due diligence. There is a lot to be learned and used from what already exists across the system. Strategic partnership frameworks with the World Bank and the EU should be reviewed and streamlined to enable joint funding approaches with these institutions.

Leadership: There is a need for more active support for taking principled positions, horizontally across UNCT members and vertically through Regional UNDG Teams and HQ Principals. Leaders at all levels should act 'as one' in support of RCs and UNCTs, especially when the going gets tough. All UNDG members must implement the Mutual Accountability Framework and support the agreed authorities to RCs to mobilize and draw on all the relevant assets of the system, to produce UNCT products and integrated normative and policy advice in support of national



priorities. Likewise, heads of UNCT Results Groups must be empowered. Recognizing inter-agency contributions in all agency performance systems is critical.

32. The ASG Advisory Group Chair noted that the ASG Advisory Group called upon UNDG Principals to (1) strongly support innovation and experimentation at all levels in support of the 2030 Agenda, including shifting from silo'd approaches to integrated policy approaches and (2) commit to open and joined-up implementation of the SDGs, with no agency claiming an exclusive mandate for any goal and all Executive Heads supporting implementation of common UNDG tools to drive joined-up actions, including the SOPs, the Mutual Accountability Framework and the HQ Plan for Action.

33. **ASG Advisory Group members and UNDG Working Group Co-chairs are requested to submit final comments on the draft outcome of the ASG Advisory Group retreat by COB 30 October. The key messages from the retreat on the common UNDG approach to support implementation of the 2030 Agenda and a summary of the Theory of Change will be submitted to the UNDG Principals Advisory Group on 17 November, with a view to also inform UNDG engagement in the 2016 QCPR process.**

34. **The outcome of the ASG Advisory Group retreat and the discussions at today's UNDG meeting will inform the UNDG Chair's presentation at the CEB Fall Session on 18/19 November as well as the Principals Advisory Group meeting on 17 November on the implementation of the 2030 Agenda.**

35. **UNDG and ASG Advisory Group representatives are requested to keep their Principals closely informed of all UNDG matters and the outcomes of UNDG and ASG Advisory Group meetings.**

**b) MAPS: Mainstreaming the 2030 Agenda for Sustainable Development – Reference Guide to UNCTs**

36. Mr. Amir Abdulla and Mr. Magdy Martínez-Solimán, Co-Chairs of the UNDG Sustainable Development Working Group presented the “Mainstreaming the 2030 Agenda for Sustainable Development - Reference Guide to UN Country Teams”, noting that the guide responded to the request from Member States for the UN development system to deliver coherent and integrated support for the 2030 Agenda. The guide was the result of a collaborative joint effort led by the Sustainable Development Working Group, co-chaired by UNDP, UNICEF, and WFP, in close collaboration with the Co-chairs of the other UNDG Working Groups, DOCO, DESA, DPI, the Regional Commissions, the SDG Campaign, as well as the Office of the Secretary-General and the Office of the DSG. The guide had also been vetted by a reference group of 15 RCs and UNCTs as well as by four Regional UNDG Teams.

37. Mr. Martínez-Solimán noted that the Reference Guide captured the first pillar of Mainstreaming Acceleration and Policy Support (MAPS). Under the “Mainstreaming” pillar, the UNDG would support countries in translating and integrating the new global agenda into their national development plans and frameworks. He noted that many countries were already in the process of adapting the SDGs to their needs and were looking to the UNDG for support in establishing baselines and setting up monitoring and evaluation frameworks.

38. The second and third pillar of MAPS on “Acceleration” and “Policy Support” respectively would need to be further refined in the coming months in consultation with other UNDG Working Groups. Recognizing that not all SDGs were equally relevant in all country contexts, the UNDG would need to support countries under the



“Acceleration” pillar with a common set of tools from across the UN system in prioritizing the achievement of those goals, which are most relevant and urgent for them. The third pillar on “Policy Support” would require more co-ordination and collaboration from all UN entities so as to ensure that UNCTs had access to the breadth and depth of capacity and knowledge from across the UN system. The Sustainable Development Working Group would continue to develop deliverables under the three MAPS pillars. The UNDG had also received a mandate from the Secretary-General to develop guidance on national reporting as well as taking forward the UN SDG Campaign, the successor to the UN Millennium Campaign.

39. **The UNDG endorsed MAPS as elements in support of a future common approach set out in the MAPS Concept Note and the ‘Mainstreaming the 2030 Agenda for Sustainable Development – Reference Guide to UNCTs.’ UNDG members are invited to submit any further immediate edits to the Concept Note and Reference Guide by COB 30 October. The Reference Guide will subsequently be continuously updated to ensure it reflects the latest trends and best practice.**

**Item 2: ECOSOC dialogue on the longer-term positioning of the UN development system and preparations for the 2016 QCPR**

40. Mr. Navid Hanif, Director of the Office for ECOSOC Support and Co-ordination in DESA, briefed the UNDG on the preparations of the 2015 Report of the Secretary-General on the implementation of the QCPR. Mr. Hanif noted that the report needed to address three mandates – (1) accounting for results achieved by the UN development system in the implementation of the 2012 QCPR, (2) reflecting on the new global context presented by the 2030 Agenda, and (3) capturing the thinking on the longer-term positioning of the UN development system coming out of the ECOSOC dialogue.

41. Mr. Hanif noted that the QCPR report was expected to generate analysis on what had worked, what could be improved, and what needed to change for the new global agenda. The report was being informed by a set of surveys of Programme Countries, Resident Co-ordinators, Operations Management Teams, as well as UN agency headquarters. The exceptional high response rates to these surveys demonstrated that all stakeholders were heavily committed to and invested in the process. The report would also be informed by a series of analytical papers commissioned by DESA as well as a number of country missions conducted in Rwanda, Colombia, Fiji and Samoa.

42. **DESA will share the first draft of the 2015 report of the Secretary-General on the implementation of the QCPR with the UNDG by 30 October for review and fact checking. A second draft will subsequently be shared in November.**

43. Mr. Hanif recalled that the Secretary-General had also been requested in the outcome document of the 2030 Agenda (A/RES/70/1, para 90) to prepare a report in preparation for the 2016 High-Level Political Forum (HLPF), which outlined critical milestones towards coherent, efficient and inclusive follow-up and review at the global level. The report should include a proposal on the organizational arrangements for State-led reviews at the HLPF under the auspices of ECOSOC, including recommendations on voluntary common reporting guidelines.

44. With regard to the second phase of the ECOSOC dialogue on the longer term positioning of the UN development system, Mr. Hanif indicated that the ECOSOC Bureau [consisting of the President of ECOSOC, H.E.



Ambassador Oh Joon (Republic of Korea), and the four Vice-Presidents of ECOSOC, H.E. Ambassador Maria Cristina Perceval (Argentina), H. E. Ambassador Sven Jürgenson (Estonia), H.E. Ambassador Jürg Lauber (Switzerland), and H.E. Ambassador Frederick Musiiwa Makamure Shava (Zimbabwe)] would be expected to decide shortly on (1) the schedule of the second phase, which might include one activity in early December with the remainder to be scheduled for early next year, (2) the proposal to establish an independent Advisory Group of Experts based on a long-list of candidates, to which the UNDG had contributed, and (3) whether Member States should be invited to put forward specific proposals on the various reform aspects covered by the dialogue.

**45. The UNDG Chair reaffirmed the UNDG's collective commitment to inform the reports of the Secretary-General with data, analysis and substantive advice and to support the deliberations of Member States in the second phase of the ECOSOC dialogue.**

46. Mr. Olav Kjørven, Co-chair of the informal group on the 2016 QCPR, which the UNDG decided to set up at its last meeting on 26 June, presented a draft set of exploratory ideas and suggestions for a strategic 2016 QCPR, which were meant to serve as a common basis for the collective and individual engagement of UNDG members in the second phase of the ECOSOC dialogue, the drafting of the SG report, and the preparations for the 2016 QCPR.

**47. The draft note on exploratory ideas and suggestions for a strategic 2016 QCPR will be updated for the Principals Advisory Group meeting on 17 November, reflecting feedback from the ASG Advisory Group and UNDG Working Group Co-Chairs, particularly with regard to (1) strengthening integration across the pillars of the UN system, (2) moving beyond traditional programming towards inclusive partnerships, (3) strategic direction on business practices, (4) joint funding approaches, including in relation to protracted crisis situations, and (5) detailing both a set of commitments by the UN development system as well as 'asks' of member states in support. The revised draft will be as specific as possible on the matters it covers. As the work of the Sustainable Development Working Group focuses on SDG implementation, it was foreseen that this informal group would not be repeating this work, but will draw inputs from the WG as needed.**

### **Item 3: UNDG Results Report 2014 and preparations for UNDG cost-sharing in support of the RC system 2016/2017**

48. Ms. Kanni Wignaraja, UN DOCO Director, presented the 2014 UNDG results report titled 'Results Delivered: Sharing Successes in 2014,' noting that the report was the first one of its kind. It captured the collective results achieved by the RC system at the country, regional and global level in the first year of implementation of the UNDG cost-sharing agreement and had been made publicly available on the UNDG website. It was also the first report that could draw on data and analysis from 132 UN Country Teams through the new global UNDG Information Management System (IMS), which had replaced the RC annual reporting format.

49. Ms. Wignaraja highlighted some notable data and trends captured by the IMS:

UN presence: UN staff operate in 216 countries and territories. On average, UNCTs comprise 11 Resident Agencies and 4 Non-Resident Agencies. 17 agencies are present in more than 40 percent of countries. Staff numbers are significantly higher in crisis countries and LICs but there is no consolidated information on what functions and



capacities these depict in the various country categories. This information would be needed from each UNCT and agency for the next level of functions and capacity analysis.

UNDAF outcomes: SDG 16 has the highest coverage among UNDAF outcomes (98% of UNDAFs), followed by outcomes in SDGs 1-5, signaling a focus on the “unfinished business of MDGs.” UNDAF Innovations: 33 UNDAFs designed in 2015 show that new UNDAFs (1) are using data in innovative ways to design and to communicate and (2) are much more engaged with learning, design and inputs from broader stakeholder groups.

Joint Programmes: There are 320 Joint Programmes, on average 2.4 per country. SDGs 3, 5 and 16 are tagged as the most popular ones for JPs.

Integrated policy: Joint policy work and joint policy products are evident where they are incentivized by joint financing, including issue-based global financing platforms, the Delivering Results Together Fund, the Human Rights Mainstreaming Trust Fund, and One Funds.

Results Groups: There are 766 inter-agency groups working at country level, on average 5.8 per country. SDG 3, 5, 10 and 16 are tagged as the most popular ones for Results Groups. The quality and impact of results groups will need to be determined by evaluations.

Normative focus: The largest number of inter-agency groups (166) cover human rights in one way or the other.

SOPs: Overall implementation of the SOPs is more complete in lower income country categories. Catch-up of SOPs implementation is evident in crisis countries, which are a little behind but no longer with a large lag. There is a significantly higher achievement of the SOPs in DaO countries. There has been notable progress on more strategic signed UNDAFs, inter-agency groups, M&A system implementation, empowered UNCTs, Operations Management Teams and Communications Groups. Most UNCTs, but mostly non-DaO countries, score weakest on common budget and funding issues.

National Statistics: 116 UNCTs address national data and statistical capacities. Over 50 percent do so through capacity development.

Partnerships: 213 partnerships were reported as active in 100 countries: 68 with civil society, 54 with local government, 41 with the private sector, 50 with parliaments. It would be important to understand whether these partnerships are jointly convened by UNCTs and how they are governed.

Leadership profile: Of the currently serving RCs, 43 percent are female and 57 percent are male, 43.5 percent are from the South and 56.5 percent are from the North, and 56.5 percent originate from UNDP and 43.5 percent originate from other UN entities. In order to demonstrate the diversity of UNCTs, it would be important for UNDG members to share corresponding data on their country representatives with UN DOCO.

50. Ms. Wignaraja thanked UNDG members for their constructive feedback on the draft report, noting that editorial feedback had been reflected in the final version while feedback related to the IMS would be taken into account for the further refinement of the system in 2016. Feedback related to the UNDG cost-sharing agreement would need to be considered by the UNDG in one of its forthcoming meetings.



51. UNDG members welcomed the report, noting that it demonstrated value for money and would help support the case for investing in the RC system. It was noted that as Results Group would continue to sharpen their focus and improve the quality of joint results, they would strengthen the case for investments in the RC system.

**52. The 2014 UNDG results report titled ‘Results Delivered: Sharing Successes in 2014’ will be submitted to the CEB Fall Session. The report will be submitted with a “highlights page” to the Principals Advisory Group on 17 November.**

53. Ms. Wignaraja presented an update on the implementation of the UNDG cost-sharing agreement. In 2014, UNDG members contributed \$23.6 million out of the expected \$33.8 million, generating a funding shortfall of over \$10 million. With the exception of the UN Secretariat, all UNDG members contributed in 2014. However, only 11 members contributed full contributions (FAO, IFAD, ILO, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UN Women, WFP), while 6 entities contributed reduced amounts (ITU, UNESCO, UNIDO, UNWTO, WHO, WMO).

54. The cost-sharing contributions received from UNDG members were spent in full. The delivery rate across all funding sources - UNDP backbone, UNDG cost-sharing, donor resources - was 94 percent. 75 percent of the UNDG cost-shared amount was spent at the country level, 18 percent at the regional level, and 7 percent at the global level.

55. With regard to the preparations for the UNDG cost-sharing arrangement in 2016/2017, Ms. Wignaraja noted that the UNDG Chair had written to all UNDG Principals in April confirming the expected contributions for the next biennium. Contributions had been calculated on the basis of the updated UNDG cost-sharing formula, which modified the original formula by lowering the base fee for the smallest entities with limited country presence to \$100,000 and eliminating the flat-rate discounts previously granted to UNAIDS and WHO.

56. While all UNDG members, including the UN Secretariat, had emphasized their commitment to contribute to the 2016/2017 budget, only ten entities had so far indicated their intention to contribute the full amounts (IFAD, ITU, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UN Women, WFP). Seven entities had indicated reduced amounts (FAO, ILO, UNESCO, UNIDO, UNWTO, WHO, WMO). [UNWTO has since reiterated its reservations with regard to the cost-sharing formula, particularly the concept of a base fee]. The contribution of the UN Secretariat, which accounted for 18 percent of the total cost-shared budget, was currently pending approval by the Fifth Committee of the UN General Assembly.

57. During the discussion, it was noted that the current investment in the RC system was equivalent to less than 0.8 percent of development-related UN operational activities for development (compared to 3.2 percent spent on the UN’s co-ordination of humanitarian action). The RC system is presently facing a large funding gap at the 0.8 percent funding level. There were suggestions that the investment may have to increase significantly in future, while others called for additional cost-savings and a leaner system to stay within 2011 costs with no nominal increases.

58. It was noted that it were mostly the Specialized Agencies that had indicated reduced contributions for the forthcoming biennium and that it would be important to look into the underlying reasons and to promote a better mutual understanding of agencies’ budget processes. Several UNDG members proposed to further refine and improve the current cost-sharing system with a view to ensuring a transparent account of the entire costs of the



system, reconciling the annual pro forma cost adjustments prescribed by the cost-sharing formula with differing agency practices, revisiting complementary voluntary cost-sharing by UNCTs at the country level, and striving for overall efficiencies and savings.

59. The UNDG Chair recalled that the UNDG had reduced the originally identified annual cost-sharing requirement from \$44 million to \$33 million for the 2014/2015 biennium, thus realizing substantial efficiency gains of 25 percent. She noted that abiding by the agreed UNDG cost-sharing formula would be an issue of solidarity and fairness towards all those members who were paying their contributions in full. Recalling that the UNDG had been in the fortunate position to be able to close most of the funding gap in 2014/2015 with the strategic reserve of the UN Country Co-ordination Fund, the UNDG Chair noted that if the contribution of the UN Secretariat did not come through for 2016/2017, the RC system would be in a dire situation. The UNDG Chair indicated that she had requested for the UNDP backbone to be recalculated so as to better reflect the updated costs of the system.

**60. The UNDG agreed that ensuring sustainable and full funding of the Resident Co-ordinator system was of critical importance.**

**61. UNDG members welcomed the UNDG Chair's proposal to conduct an independent review of the UNDG cost-sharing arrangement upon conclusion of the first budget biennium in 2016.**

**62. Against the background of the 2030 Agenda, UNDG Principals may wish to have a timely discussion around the sustainability of the Resident Co-ordinator system and the benefits of investing in it as well as the need to bring about a collective change of mindset, whereby engaging and investing in the RC system is no longer seen as "something additional" to agencies' core mandates and work but rather as an integral part of delivering results in support of the sustainable development agenda.**

**63. The UNDG Chair will write to UNDG Principals with the updated contribution agreements in support of the RC system for 2016/2017. UNDG representatives are requested to follow up within their organizations to facilitate timely return of the signed agreements before the Principals Advisory Group meeting on 17 November 2015.**

**64. UNDG member entities are requested to transfer their contributions for 2016 by 1 December 2015, so as to allow for timely allocation of funds to RCs, UNCTs, and Regional UNDG Teams.**

**65. The UNDG Chair said that senior UNDG members could be made available to address the governing bodies of UNDG member entities on the benefits of the Resident Co-ordinator system and the value of investing in it.**

#### **Item 4: UNDG policies and guidance on pooled funding**

66. The UNDG Chair introduced the agenda item by noting that following the approval of a set of revised UNDG legal agreements for pass-through funding at the UNDG meeting on 26 June, the UNDG Joint Funding Task Team, under the direction of the Fiduciary Management Oversight Group (FMOG), had reviewed and revised all corresponding UNDG guidance to ensure it was firmly aligned and harmonized with the new legal agreements. The



revised guidance package would set the policy foundation and outline procedures to be followed in establishing, managing and closing Multi Donor Trust Funds (MDTFs). With UNDG approval of these documents, the complete package of UNDG policy documents related to pass-through funding would be harmonized and consistent.

67. Ms. Henriette Keijzers, Co-Chair of the UNDG Joint Funding Task Team presented the revised guidance package on Multi Donor Trust Funds as well as the FMOG report “UNDG Pooled Funding Trends 2013 and 2014.” She noted that in 2013, deposits for inter-agency pooled funds to the UN had amounted to more than US\$ 1.5 billion and that 2014 had seen an overall increase in deposits to over US\$ 2.2 billion. Humanitarian funds accounted for over 60 percent of pooled funds while development funds accounted for some 40 percent. The UNDG provided oversight for inter-agency pooled funds using standard UNDG pass-through legal agreements, which amounted to about one quarter of all UN inter-agency pooled funds. She also drew attention to the challenges around aggregating data on pooled funds and the increasing demand for innovation, knowledge sharing and quality assurance around joint funding approaches.

68. Ms. Keijzers noted that the guidance package on Multi Donor Trust Funds had been revised in light of the 2030 Agenda, the Addis Ababa Action Agenda and the changing funding environment with a view of firmly positioning joint funding in support of the UNDG strategic priorities. As such, the guidance package had been designed to contribute to the UNDG’s overall efforts to become fit for purpose for implementing the 2030 Agenda.

69. **The UNDG endorsed the revised guidance package on Multi Donor Trust Funds consisting of the revised (1) Protocol on the Administrative Agent for Multi Donor Trust Funds, Joint Programmes, and One UN Funds, (2) UNDG Guidance on Establishing, Managing and Closing Multi-Donor Trust Funds and (3) MDTF Generic Terms of Reference with revised guidance package on Multi Donor Trust Funds.**

#### **Item 5: AOB**

#### **RC Competency Framework / Assessment of Results and Competencies (ARC) tool for RCs and UNCTs**

70. Craig Mokhiber, Co-Chair of the UNDG Leadership Working Group, briefed the UNDG on the completion of the final draft of the updated RC Competency Framework as well as the Assessment of Results and Competencies (ARC) tool for RCs and UNCTs. Following the revamping of the RC Assessment Centre in 2014, the RC Competency Framework had been updated with revised competencies and behavioral indicators so as to align them with what candidates were being assessed on. While pending UNDG approval, the updated Competency Framework would be applied and tested in the upcoming RC Assessment Centre in November.

71. The Assessment of Results and Competencies (ARC) tool had been developed to strengthen the performance appraisal system for RCs and UNCTs in response to a recommendation in the UNDG Management Response to the review of the Management and Accountability System of the RC System to improve the performance appraisal system, including streamlining the One80 competency development tool. The ARC tool would replace the current paper-based appraisal documentation using separate instruments to report on results through the UNDG Resident Coordinator Annual Report (RCAR) and the assessment of competencies through the One80. The ARC would thus bring together results and competencies into one integrated online tool.



72. An important element guiding the conceptualization of the ARC tool had been the consistent thread that RCs were to be selected, trained and assessed against the same five areas of development, political, human rights, security and humanitarian, in their different roles as RC/HC/DO, and, for those RCs performing in integrated mission settings, also as DSRSG/RC/HC. The ARC would employ uniform RC competencies across the RC Assessment Centre, the RC Induction, and the RC Appraisal.

73. Mr. Mokhiber stressed that the success of the ARC would depend on agencies' commitment to implement the mutual accountability principles of the Management and Accountability Framework. UN agencies would need to take into account the results of the ARC as part of their country representatives' performance appraisals, including the inputs of the RC into these performance appraisals. Full implementation of the ARC would strengthen the performance appraisal system for RCs and UNCTs and ensure mutual accountability of RCs, UNCTs and team members for agreed measurable goals in line with the Management and Accountability System framework. Taken together, the RC Competency Framework and the ARC would help the UNDG ensure effective leadership on the ground by bringing about a step change in the way individuals were attracted, selected and appraised for results.

**74. The updated RC Competency Framework and Assessment of Results and Competencies (ARC) tool for RCs and UNCTs will shortly be submitted to the UNDG for electronic endorsement.**

**75. Jan Beagle will relinquish her role as Co-Chair of the UNDG Leadership Working Group given her new role as Chair of the ASG Advisory Group. John Hendra will be taking over as Co-Chair of the UNDG Leadership Working Group for the remainder of her term until the end of 2016.**

#### **Attendance of UNDG meetings**

**76. In light of the increased UNDG membership and space limitations of the UNDG conference venue, UNDG members are kindly requested to limit their attendance in future UNDG meetings to one representative per agency. In order to accommodate the members, "plus one" focal points and observers will be invited to follow the meeting in an adjacent conference room or asked to connect to the meeting remotely.**