



## **UNDG meeting**

3 February 2012, 10:00 AM - 1:00 PM (EST)

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

## **Final Report**

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### **Item 1 – Opening by the UNDG Chair**

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1. The UNDG Chair, Helen Clark, opened the first UNDG meeting of 2012 by sharing her reflections on last year and on key global issues for the year ahead. Looking back, she noted that last year had begun with the uprisings in Tunisia and Egypt, and was followed by the unrest in Libya, Yemen, and elsewhere. She commended the Regional UNDG Team for Arab States for preparing a comprehensive response strategy. Their analysis of the situation in the region was presented by the UNDG Chair to the UN System Chief Executives Board for Coordination (CEB) on 28 October 2011. Last year also saw several humanitarian crises, most notably in the Horn of Africa, which witnessed the worst food security crisis for decades. Another significant landmark had been the global population reaching seven billion. She noted the Human Development Report on sustainability and equity for all had made an important contribution in linking advances in equity to ecosystem integrity.

2. The Chair highlighted a number of intergovernmental meetings, which took place in 2011, the outcomes of which will affect the future direction of development co-operation. At COP17 in Durban in December, governments agreed on a package of measures to advance international climate change negotiations and the setting up of a green climate fund. At the Intergovernmental Conference on Delivering as One in Montevideo in November, governments continued to express strong support for the Delivering as One approach in their countries. The independent evaluation of Delivering as One is close to concluding its work. At the Busan High Level Forum (HLF) on Aid Effectiveness, new ground opened up for effective global partnerships for development. The UNDG Chair thanked everyone involved in the Busan preparations and follow-up, and noted that the meeting had exceeded expectations.

3. Reflecting on the year ahead, the Chair highlighted three major conversations which will take place around Rio +20, the post-2015 agenda, and the QCPR. On Rio +20, the outcome is likely to be a set of sustainable development goals, which will inform the post-2015 framework. She noted that the UNDG should keep pushing for a people-centred approach in these discussions. On the QCPR, she emphasized the strategic opportunity it provides to affirm the relevance and legitimacy of the UN development system; the wide range of expertise the UN development system can offer; and, its cross-cutting reach. Much work has already been done on common UNDG messaging for the QCPR, and this work is continuously evolving. She noted that the ASG Advisory Group at its 23 February retreat will review how the existing messages agreed by the Principals might need to evolve further. She highlighted the importance of the DESA-led process of preparing the Secretary-General's report to inform the QCPR discussions of member states. Evidence is currently being collected on key issues and consultations are taking place across the system.

4. On the work of the UNDG, the Chair recalled last year's decision to extend the UNDG strategic priorities by one additional year, in order to align the next set of priorities with the 2012 QCPR. The UNDG's top priorities

continue to be around MDG acceleration through support to countries preparing UNDAFs, countries in crisis and transition, and to the Delivering as One pilots. Great emphasis continues to be placed on business practice simplification and harmonization, strengthening leadership, and improving knowledge management. She highlighted interesting findings on what the UNDG strategic priorities have achieved. On the UNDAFs, she recalled the two studies of 2011 which found that our programmes are MDG-based and increasingly reflect the UN's normative agenda; are aligned with national priorities; and are contributing to the national policy dialogue. A review of how the UNDG's focus on enhancing the capacity of Resident Co-ordinators and UN Country Teams in crisis and post-crisis countries has impacted on delivery showed that the investment made has resulted in: (i) better strategic planning. UNDAFs and ISFs are more focused and integrated with the work of the missions and based on national priorities; (ii) better programming, with an increasing number of joint programmes being undertaken with the missions; and, (iii) better services provided to the UNCT and the Government, including in the area of information management, communication, and donor relations.

5. On Delivering as One, the UNDG Chair noted that the independent evaluation is close to concluding, and that a number of UNDG members had engaged with the evaluators. The future of Delivering as One had also been discussed in the context of discussions on the QCPR at the joint meeting of the Executive Boards of UNDP, UNFPA, UNOPS, UNICEF, UN Women, and WFP on 31 January. She noted that there was broad consensus that the QCPR must be informed by the lessons learned from Delivering as One. There were strong calls from member states for accelerated reform at headquarters level to harmonize and simplify business practices, strengthen results-based management, and streamline system-wide reporting on results. The Secretary General has made it a priority to launch a second generation of Delivering as One, as stated in his Five Year Action Agenda for his second term. At the country level, she noted that there continues to be a high degree of interest in applying the lessons learned from the Delivering as One experience. The latest country to ask for support to increase coherence of the UN was Afghanistan, where the UN Country Team sees the upcoming UNDAF as an excellent entry point for tailored support for an enhanced coherence agenda.

6. On harmonization of business practices, the UNDG Chair noted that much progress has been made on follow-up to the joint HLCM-UNDG 2010 mission to assess where bottlenecks in joined up business operations were. Results-based indicators measuring impact of joint funding were developed, agreed, and rolled out; joint business harmonization annual work plans are in place in all the Delivering as One pilot countries and in three quarters of the voluntary adopters; the global HACT assessment was completed, including identification of challenges for HACT implementation; a global joint procurement survey was completed, which showed a 12.5 per cent average monetary savings on total procurement value; a focus on results-based management for business operations was enhanced through the issuance of a guidance note for medium term strategic frameworks at the country level and through the training of 60 UN staff in common services methodology; scaled up planning for ICT was developed and finalized, with an estimated potential reduction of 30-60 per cent of ICT costs per user; and support was provided to eighteen governments and UNCTs on the development of common premises. The Chair also noted that a strategic framework is needed to measure impact, such as the development of a medium term results framework for business operations guiding the harmonization of business operations at the country level.

7. Continuing to speak about the results of the implementation of the UNDG strategic priorities, the Chair mentioned the work on leadership, noting that the revamped induction programme for first-time Resident Co-ordinators was rolled out in New York in December 2011. The new format was highly appreciated by participants, and the UNDG Chair thanked those parts of the UNDG and DOCO which had been part of making it a success. In the area of knowledge management, she noted a knowledge management strategy for the UNDG will be

developed in 2012. Much progress is now being made in this area, including the on-line UNDG rosters of experts; the second generation UNDG toolkit; and the revamping of the Resident Co-ordinator Annual Reports (RCAR).

8. On last year's review of the Management and Accountability System, the Chair said that much progress had been identified, along with areas for improvement. On the advice of the ASG Advisory Group, the UNDG Chair had set in motion a process for the UNDG to review the recommendations in detail and prepare a management response. The management response, prepared by a UNDG Reference Group under the auspice of the ASG Advisory Group, was subsequently reviewed in three stages by the ASG Advisory Group, the Advisory Group Principals, and all UNDG Principals. The agreement of the UNDG Principals was to maintain the current Management and Accountability System as it is, strengthen implementation, and address the issues identified. The UNDG is continuing its implementation of the Management and Accountability System and the follow-up actions identified in the management response. The UNDG Chair informed the meeting she had sent letters to all Resident Co-ordinators and UN Country Teams, Regional UNDG Teams, and UNDG Principals, to remind them of the critical importance of ensuring full implementation of the Management and Accountability System. She noted that DOCO would send out a template to all UNDG members on performance against the Management and Accountability System implementation plan and the recommendations contained in the UNDG management response.

9. On funding for co-ordination, the Chair reminded the meeting of the call from donors for the UN development system to cover the costs. She noted that DOCO was continuing its difficult task of keeping funding levels as high as possible. Last year's ECOSOC resolution on the implementation of the TCPR had been helpful in calling on the UNDG to "conduct a review of existing funding modalities in support of the Resident Co-ordinator system, including appropriate burden-sharing arrangements among relevant UN organizations, and make recommendations to improve the provision of resources and support to the resident coordinator system at the country level." She noted that the goal is to finalize the review towards the end of May, in order to make the UNDG's recommendations available in time for the 2012 ECOSOC session. The UNDG Chair informed the meeting that the first meeting of the UNDG Principals will be held on 12 April in connection with the CEB meeting in Geneva. Before this, a videoconference will be organized with the Principals, following the retreat of the ASG Advisory Group later in February. Last, she noted the need for the UNDG to make the most of the opportunities 2012 presents to further maximize its country-level impact.

## **Item 2 – Report back from the UNDG Advisory Group Chair**

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10. John Hendra, the Chair of the ASG Advisory Group, provided an update on the work of the Group. During its first meeting of 2012, held on 16 January, the ASG Advisory Group had agreed on four key focus areas for 2012: (i) continuing to resolve critical redline issues that can help the UNDG move forward in a coherent manner around the critical events of 2012; (ii) supporting Resident Co-ordinators and UN Country Teams and ensuring their views are taken into account when delivering key strategic advice to the UNDG Principals; (iii) avoiding duplication with other forums; and, (iv) advancing a strategic approach to funding. The ASG Advisory Group also agreed to hold a one-day retreat on 23 February, which will look at the linkages between the outcome of Montevideo and Busan, and preparations for Rio+20 and the QCPR, as well as at how to ensure that the ASG Advisory Group works as effectively as possible. The main focus will be the QCPR. The UNDG positioning approved by Principals will be the basis for this discussion. Substantive discussions will also be held on issues as they emerge from the analytical papers being prepared by DESA. Lastly, he informed the UNDG that the ASG

Advisory Group had agreed to establish a small group of its members to develop broad UNDG membership criteria, as several entities have requested membership over the past two years.

11. The UNDG Chair thanked John Hendra for taking over as Chair of the ASG Advisory Group; Hans d'Orville for chairing the ASG Advisory Group last year and for transitioning to serve as UNDG Vice Chair this year; and, Wilfried Lutkenhorst for serving as UNDG Vice Chair last year.

### **Item 3 – Key strategic priorities for 2012: maximizing our impact on the ground**

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#### **(a) Preparations for the QCPR**

12. Navid Hanif, Acting Director of the Office for ECOSOC Support and Co-ordination, provided an update on the preparations for the QCPR. He thanked all UNDG members for their guidance and active engagement in the process. He highlighted the unanimous view that the UN is at an inflection point. The issue is how the UN system can be strategic, operational, be nimble, deliver results, be accountable, and continue to demonstrate its legitimacy, relevance and effectiveness. Member states indicated that they believed the QCPR should bring major change, one-size does not fit all, and reforms at headquarters need to move faster. How to use the lessons learnt from “Delivering as One”. Can this be a modality for the future? There is recognition that fiscal austerity will characterise the coming four years, and that the QCPR analysis should be undertaken with this in mind. He noted four key areas where divergence is seen at this stage: (i) is the process to define systemic or normative priorities; (ii) how the QCPR will capture the Busan outcome document and the impact of Rio +20; (iii) not knowing what the post-2015 agenda will look like; and, (iv) the ECDC plan of action and how the QCPR will reflect South-South cooperation and new modalities.

13. Noting that these are very preliminary findings, he outlined some of the evolving messages from the preliminary analysis, including the need for differentiated approaches to the Resident Co-ordinator system, UNDAFs, and business operations, for improving the quality of funding, for the UN to be less UN-centric, and to focus more on partnerships and other stakeholders. Great emphasis is also being placed on the UN's strength as a source of knowledge and ideas, although there needs to be a more systematic approach to it.

14. On the process of preparing the Secretary-General's report, five of six studies had been launched. These analytical studies look at emerging issues; transition from relief to development; UNDAFs; the RC system; harmonization of business practices; and, a literature review of all QCPR-related issues. Four surveys are also being conducted. Extensive consultations are being undertaken with the UN system and member states, including through workshops, seminars, and retreats. Noting that the QCPR is not yet on the radar screen of member states, he stressed the important role the UN can play in initiating discussions with member states on what the UN development system would like to see reflected in the QCPR. On the timeline, the Secretary-General's report will be available by the end of May and discussed in ECOSOC during the second week of July. A second report of the Secretary-General with recommendations will be presented to the General Assembly in September, and serve as the basis for the negotiations in the General Assembly beginning in November.

15. UNDG members thanked DESA for its work, and in particular for the wide consultations which they noted would be critical for the outcome and quality of the QCPR. They stressed the need to ensure evidence-based analysis, and underlined the need for the 2012 QCPR to be different and lighter than the 2011 TCPR. On the issue of how to reflect the outcome of Busan and the independent evaluation of Delivering as One in the QCPR, it was noted that while the Government of Albania had expressed its wish to host a high-level conference on Delivering

as One in Tirana, it would still be helpful to hold a technical workshop on the contextual role of Busan and the key outcomes of the independent evaluation. It was further noted that the Tirana conference needs to focus on the relevance of Delivering as One and the linkages to the QCPR, and it should be timed for around the end July. The UNDG agreed on the need to find the right balance between the political and technical level. On the issue of South-South co-operation, it was noted that while the scale and scope of the cooperation have developed, the language has remained the same, and that it now needs to change to capture the reality on the ground. UNDG members underlined the need for a strategic story line to put the early findings into context. The importance of looking at new and innovative approaches to push reform efforts forward and provide “new ideas under old headings” was also noted.

### **(b) Accelerating MDG achievement and preparations for Rio +20**

16. Olav Kjørven, one of the two conveners of the UNDG MDG taskforce, provided an update on the UNDG's efforts to accelerate MDG achievement. He thanked the members of the MDG taskforce for their commitment, and noted that the global action agenda coming out of the 2010 High Level Plenary Meeting on the MDGs was unfinished. He highlighted the UNDG's critical role in keeping attention high in support of this agenda at the country, regional, and global levels. The outcome document recognized the UN's unique mandate and strength in supporting the acceleration of the MDGs, and called on the UN system to: (i) continue to provide support in a demand driven way to speed up progress where the gaps are the largest; and (ii) to help the international community stay engaged in supporting accelerated implementation of the MDGs. The outcome document also noted the need for the General Assembly to organize a special event in 2013 to follow up on efforts made towards achieving the MDGs, and for the UN system to support these preparations.

17. In response to the call for accelerated progress where the gaps are the largest, the UNDG had endorsed the MDG Acceleration Framework (MAF) and an operational note to support country-specific acceleration plans. The MAF is now available to all countries. He noted that experience in a number of countries shows how the MAF can build upon existing scattered efforts to generate country-specific acceleration plans which bring governments and other partners together around the same agenda. Speaking on the progress made so far, he gave the examples of Uganda, Ghana, Niger, and Belize, all of which show how powerful the approach has proven to be. Over the course of 2012, about twenty additional countries are expected to utilize the MAF.

18. The UNDG agreed to invite all agencies to: (i) continue to lend their technical support to MAF countries in a coordinated manner; (ii) where possible, allocate existing resources to support MAF countries, in the roll-out or implementation phases of action plans within their 2012 annual budgets and work plans; (iii) support the integration of MAF action plans into the UNDAF; and (iv) make use of joint programming to support the implementation of MAF action plans. The UNDG also called on all agencies to collaborate on the preparation of inputs to support the monitoring of MDG progress at the country level, and the provision of technical assistance to UNCTs to support national governments in their preparation of the 2013 General Assembly special event on the review of MDG progress. The UNDG also noted external outreach for the MDGs would benefit from the emerging UNDG MDG advocacy strategy, intended to support effective interagency advocacy as recommended by the UNDG at its meeting on 6 October 2011. The strategy prioritizes a strengthened UNDG position around: (i) the vision and values of the Millennium Declaration; and, (ii) unwavering commitment to the MDGs in the years towards 2015, while welcoming sustainable development goals as a likely outcome of Rio+20 and a key building block of a post-2015 development framework.

19. UNDG members took note of the progress made on the MAF. The holistic nature of the Millennium Declaration - covering development, peace and security, and human rights - was recognized. It was noted that the elements of the Millennium Declaration agenda are closely interlinked, and that all need to be reflected in the work of the UNDG. Emphasis needs to be put on prevention in addition to response. The UNDG recognized the need to keep the preparations and expected outcome of Rio +20 under close review, and to link the MAF to emerging sustainable development goals. The UNDG further noted the need to ensure findings emerging from the MAF implementation are reflected in the evaluation exercise for the QCPR.

**20. Decision: UNDG members agreed to support all actions called for in paragraph 18. UNDG further agreed a MAF technical team, with membership across relevant UN agencies, will be established to leverage efforts at the country level and complement UNDG inputs, where needed. The UNDG agreed the MDG taskforce should give due priority to inputs for the 2013 MDG Review in its 2012 work plan.**

21. Zehra Aydin, one of the three co-conveners of the UNDG task team on Environmental Sustainability, Climate Change and Rio+20, continued the presentation. She informed the UNDG about the three key areas of work. First, a survey had been conducted to collect experiences of support to governments with regard to the objective and themes for the Rio+20 Conference. A preliminary analysis of the findings was submitted as a joint UNDG input to the compilation document which served as the basis for the drafting of the zero draft of the Rio +20 outcome document. She noted that while the responses were rich, there was at times a lack of understanding of the sustainable development concept. A more comprehensive report is currently being prepared, which will be widely disseminated in the Rio+20 preparatory processes.

22. Second, the task team had been asked to prepare a joint UNDG statement to be delivered at Rio+20. Ms. Aydin noted this work would start in March. Third, the task team had been asked to organize a side event with the participation of UNCT members, either in the course of the inter-governmental negotiations in March, or at the Rio+20 Conference in June. She noted that this activity will be undertaken if the necessary funding can be secured. She further informed the meeting of the key comments made by the task team on the zero draft of the outcome document, including the lack of a vision for the UN and its role; the lack of any references to the UN development system; and, the need for a specific call for support from the UN development system on the green economy. Finally, she asked the UNDG for any specific comments they would like the time-bound task team to undertake before it is resolved.

23. UNDG members thanked the task team for its work. On the zero draft of the outcome document, the lack of reference to social issues, such as population, health and equity, was pointed out. The UNDG agreed on the need to reflect this in the UNDG statement. The role of the private sector to ensure sustainable development was also highlighted. It was noted that the zero draft outcome document did contain a number of references to the role of the UN system in the follow-up to the Conference. Several UNDG members pointed to the need to develop the joint statement early on in order for it to influence the outcome document. UNDG members further noted that while a separate UNDG statement was needed, it also needs to feed into the comprehensive CEB statement as well as into the statement of the Secretary-General, to ensure that the UN system speaks with one voice. In order to ensure that the statement is not only used internally, the need to involve communications teams was pointed out. Some UNDG members pointed to the need of having only one CEB statement at Rio, drawing on input from the UNDG statement. On the possible side event, UNDG members noted numerous side events were scheduled to take place in Rio and the need to ensure the “value add” of any UNDG event. In this regard, it was suggested that the UNDG side event take place in March during the third inter-sessional meeting. On the issue of how the UN development system is referenced, the need was noted to leverage the RC system and bring it up in discussions

with member states as a lynchpin for the support provided to countries to integrate the social, economic and environmental strands. On the need to influence the discussions, more joined up outreach was welcomed on the margins of the different sessions.

**24. Decision: *The UNDG agreed the task team on Environmental Sustainability, Climate Change and Rio +20 should continue its work. The task team was asked to accelerate efforts towards organizing a side event in March, and preparing the UNDG statement reflecting country-level perspectives, also by March. The task team was asked to discuss the possibility of organizing another UNDG or CEB side event in Rio in June.***

**(c) Effective development cooperation: Follow-up to Montevideo and Busan, including the new deal for engagement in fragile states**

25. Sigrid Kaag, convener of the UNDG task team on Busan, provided an update on the follow-up to Montevideo and Busan, including the New Deal. On Busan, she noted that it was not a UN conference, but provided a forum in which the role of the UN as an important development actor was recognized. In particular, the UN's country-based global presence and convening role was acknowledged. She noted the need to link Busan outcomes to Rio+20 and other UN fora, including the strengthening of the ECOSOC Development Co-operation Forum. At an upcoming retreat, the UNDG task team on Busan will define how the UNDG can contribute to the global partnership, and work with the DAC to determine what type of reporting will be necessary from within the UN system. She informed the meeting that different agencies will take the lead role in the implementation of the Busan "building blocks".

26. On the New Deal, she noted the UNDG will have a key role to play in brokering and implementing the "New Deal" and transition compacts in fragile states, bringing it into the broader discussion on managing aid and results. Guidance on the New Deal will soon be sent to UNCTs. She informed the meeting that the UNDG-ECHA working group on transition would be part of the retreat of the UNDG task team on Busan, to discuss the implications of the New Deal for the overall Busan follow up and post-2015 engagements, including on the UNDG's capacity to leverage the assets of the system. Noting that the involvement of Secretariat entities in the implementation of the New Deal is in the interest of all partners, the UNDG Chair recommended that the New Deal, in addition to having the formal endorsement of the UNDG, also be tabled for discussion and support by the Secretary-General's Policy Committee.

27. On the follow-up to Montevideo and preparations for Tirana, Ms Kaag noted discussions had taken place with the Governments of Uruguay and Albania. While the ASG Advisory Group had suggested that the conference be held at expert level, there is a keen interest from the Government of Albania in holding it at a higher level. It was noted this will be a year of connecting the dots and getting in place a political vision.

**28. Decision: *The UNDG endorsed the UNDG Report on the Fourth High Level Forum on Aid Effectiveness. The UNDG formally endorsed the New Deal and recommended it be tabled for discussion and approval by the Secretary-General's Policy Committee.***

**Item 4 – Items for decision**

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**(a) UNDG Work Plan for 2010-2012**

29. Deborah Landey, the Director of DOCO, briefed the UNDG on the adjustments made to the existing UNDG work plan, covering the period 2010-2011, in order to align it with the extension of the UNDG strategic priorities for one additional year until December 2012. The adjustments made to the UNDG work plan were based on the detailed 2012 work plans of the UNDG working mechanisms and on input from each of the six the Regional UNDG Teams. The key deliverables which had been added to the work plan included the work of the UNDG on human rights; the advocacy strategy for MDG acceleration; UNDG's work on preparing for the QCPR; implementation of the Busan commitments, including the New Deal; implementation of the UNDG management response to the Management and Accountability System; the UNDG work around RC/RR/HC/DO/DSRSG selection and leadership training for UNCT members; and, addressing the capacity needs of the Regional UNDG Teams to support transition countries. Some specific language had also been modified to reflect the correct terminology.

30. In the discussion, UNDG members asked for performance indicators to be added to the deliverables related to development effectiveness. They further suggested a deliverable on preparations for Rio +20. The UNDG Chair highlighted the need to ensure that all Resident Co-ordinators and Regional UNDG Teams brief development partners on the UNDG's work, and stressed the need for development partners in New York to be briefed.

31. **Decision: *The UNDG endorsed the amended UNDG work plan for 2010-2012, with some minor modifications.***

**(b) Endorsement of the draft UNDG strategy for the deployment of human rights advisers to Resident Co-ordinator/UN country team**

32. For more than ten years, OHCHR has been deploying human rights advisers (HRAs) at the request of Resident Co-ordinators on behalf of UN Country Teams to support their work in mainstreaming human rights and responding to national needs. In 2008, the Secretary-General's Policy Committee Decision on Human Rights and Development defined the standard features of human rights advisers' work, and requested OHCHR and UNDG to 'further define the roles of human rights advisers, as well as a strategy and parameters for their deployment'. In response, a draft strategy for the deployment of human rights advisers to Resident Co-ordinators and UN Country Teams.

33. **Decision: *The UNDG endorsed the UNDG strategy for the deployment of human rights advisers to Resident Co-ordinators and UN Country Teams.***

**Item 5 – Items for information**

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**(a) Update on the implementation of the UNDG management response to the Management and Accountability System review**

34. Deborah Landey, Director of DOCO, provided an update on the implementation of the UNDG management response to the Management and Accountability System review. To ensure timely follow-up at the country, regional, and global levels, three messages had been sent from the UNDG Chair to all Resident Co-ordinators, Regional UNDG Teams, and UNDG Principals on the importance of ensuring full implementation of the Management and Accountability System. Each message outlined the key follow-up actions assigned to each of them in order to accelerate implementation efforts. She informed the meeting that one of the follow-up actions



assigned to DOCO was to prepare a monitoring report on implementation of all agreements in the Management and Accountability System. In response, DOCO would send a progress-monitoring template to all UNDG members, which would be the basis of a progress report to be prepared in the first quarter of the year.

35. On the implementation of the UNDG management response, she noted that action is currently being taken on the recommendations. A majority of the follow-up actions were assigned to the UNDG working mechanisms. She noted that most of them fall under the UNDAF Programming Network and the Working Group on RC System Issues. Action had been initiated on all recommendations assigned to the groups. The UNDG Principals were responsible for following up on several recommendations: to encourage their respective organizations to use the UNDG-agreed approach on results as reflected in the UNDG results based management handbook; to encourage the Resident Co-ordinator career track within their respective organizations; and to accelerate harmonization and simplification of business practices efforts in their respective organizations, making staff and resources available to this end. They are also responsible for taking actions required in the Management and Accountability System and its implementation plan regarding Resident Co-ordinators and UN Country Team members, such as including UN Country Team results in agency performance appraisal systems. The full UNDG (at country, regional, and global level) was responsible for following up on seven recommendations, which all relate to providing strategic input into the QCPR and to improving implementation and mutual accountability at the global, regional, and country levels. The UNDG Advisory Group was responsible for following up on only one recommendation – to provide support as requested to the Regional UNDG Teams and Regional Commissions should issues arise.

36. With regard to the two actions assigned to the UNDG Vice-Chair, both relate to the burden sharing review called for by ECOSOC. She noted ToRs for the review had been shared with all UNDG members. The UNDG Chair was asking for volunteers to be part of the small task team that will oversee the burden sharing review. Last, she noted that DOCO was responsible for following up on several recommendations: revamping the RCAR together with the UNDAF Programming Network and the Joint Funding and Business Operations Network; preparing a monitoring report on the Management and Accountability System implementation plan; organizing a retreat between the ASG Advisory Group and members of the Regional UNDG Teams; and accelerating efforts on knowledge management, including revamping the UNDG website. She noted that action was initiated on all these points. The UNDG Chair and DOCO were thanked for their efforts in supporting full implementation of the Management and Accountability System.

## **Item 6 – AOB**

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37. No points were raised under this item.