



UNDG meeting

11 October 2011, 9:00 AM - 12:00 Noon (EST)

DC1 – 21st Floor, Hank Shannon Conference Room

Final Report

Item 1 – Opening remarks by the UNDG Chair

1. The UNDG Chair, Helen Clark, opened the meeting by providing an update on her recent trip to Nigeria. She met with the UN Country Team, held a town hall meeting with staff members of UN organizations, and met with government officials. She noted that the UN development system is working in a significant number of dangerous situations globally, and emphasized the need for field-based organizations to prioritize and carefully review issues around security.

2. With regard to the UNDG Advisory Group Principals retreat on 19 September, the Chair informed the UNDG that ten of the thirteen Advisory Group Principals attended. They focused their discussions on the current development context, the role and relevance of the UN system going forward, how to position the UNDG in Montevideo, Busan, and Rio, and in the QCPR discussions. She noted that the retreat had been well prepared by the ASG Advisory Group, and thanked the ASGs for their inputs. The Advisory Group Principals agreed to communicate clearly the strengths of the system and the characteristics which make the UN a unique development partner to programme countries. In particular, she highlighted the UN's normative role, rights-based approach, universality, capacity to provide advice and develop national capacity, and its all important role of supporting country implementation of internationally agreed norms and standards.

3. The main focus of the full UNDG meeting was on the evidence collected on the implementation of the strategic priorities. The UNDG Chair recalled the three key entry points identified in the strategic priorities. First the UNDAF rollouts, where the UNDG had worked hard to reposition the UN in the close to one hundred countries rolling out UNDAFs over the past three years. She noted that a huge investment had been made to support UN country teams in this endeavour, most notably through strategic support of the Regional UNDG Teams and training provided in collaboration with the UN System Staff College. During the first nine months of 2011, close to seven hundred UN country team members and other country office staff participated in strategic planning retreats. Over three hundred programme and operations staff were trained through regional UNDAF workshops, with particular emphasis on integrating programming, business operations, and joint funding. About three hundred other staff members participated in other tailored in-country UNDAF workshops. Some additional two hundred and fifty country office staff participated in workshops on substantive issues, including on the human rights-based and results-based management approaches, and on

environmental sustainability, climate change, and disaster risk reduction. She noted that this investment will undoubtedly be reflected in the quality of these UNDAFs.

4. On the second entry point identified in the strategic priorities, Delivering as One, she noted that twenty per cent of all programme countries are now implementing the approach. In this regard, the Governments of Moldova and Afghanistan had recently officially requested a Delivering as One approach in their countries. She emphasized the importance of the upcoming High Level Intergovernmental Conference on Delivering as One, to be held in Montevideo 8-10 November. The preparation of a set of common messages for the UNDG Principals is under preparation. These messages will be reviewed by the Advisory Group Principals at their upcoming meeting on 27 October. She noted that the outcome of the conference, as well as the independent evaluation of Delivering as One, will both inform the QCPR. The Deputy Secretary-General will lead the UN delegation, which is likely also to consist of the UNDG Chair, Josette Sheeran, Michelle Bachelet, and Alicia Barcena.

5. On the third entry point, support to crisis and post crisis countries, she noted that nineteen countries have prepared Integrated Strategic Frameworks in collaboration with the political or peacekeeping mission in the country. UNDG member organizations had been very active in this process.

6. All this work has been driven forward by strong leadership at the global, regional and country level. The UNDG Principals have stepped up their support to drive the coherence agenda forward. So far this year, the UNDG Advisory Group Principals have met three times. A fourth meeting is planned to be held on 27 October. She informed the meeting that a joint message had been sent by the UNDG Advisory Group Principals to the ASG Advisory Group on 21 July on the importance of the UN development system working together. In their message, the Principals asked for the continued support of ASGs in communicating and acting on their organizations' strong commitment to the work of the UNDG in all their interactions with colleagues at headquarters, regional, and country level. The Principals have a strong sense of best practices at country level from their frequent interaction with UN country teams. A good discussion had taken place at their retreat with regard to the leadership role of Resident Co-ordinators and UN country teams.

7. Regarding the UNDG Management Response to the Management and Accountability System review, the Advisory Group Principals had reviewed the recommendations of the UNDG Reference Group and the ASG Advisory Group. The Advisory Group Principals had agreed to retain the Management and Accountability system and strengthen its implementation. A number of recommendations were made in this regard, which had also been endorsed. The final draft of the UNDG Management Response has been sent to all other UNDG Principals for approval.

8. On the UNDG strategic priorities, the UNDG Chair noted that the Advisory Group Principals had recommended the current set of strategic priorities be extended for one year. The next set of UNDG strategic priorities would then be aligned with the QCPR resolution. Once agreed by the full UNDG, the UNDG Chair noted that all UNDG working mechanisms and Regional UNDG Teams would align their 2012 work plans

accordingly. The UNDG Chair called on the co-conveners of the UNDG working mechanisms to identify two to three key priorities for 2012 which would continue to leverage the UNDG's impact on the ground.

9. On the issue of funding for co-ordination, the UNDG Advisory Group Principals had asked the UNDG Vice Chair to lead the follow-up to the ECOSOC resolution, which called for 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, making recommendations to improve the provision of resources and support to the Resident Co-ordinator system at country level". She also reminded the UNDG that the key donors expect that by 2013 DOCO itself should be fully financed by the system. She informed the meeting that she would meet with the donors to the UN Country Co-ordination Fund (UNCCF), managed by DOCO, in mid-November to present progress made by the UNDG and the request for continued funding in 2012.

Item 2 – Report back from the UNDG Advisory Group Chair

10. The Chair of the UNDG Advisory Group, Hans d'Orville, provided feedback from the ASG Advisory Group meeting on 26 September. On the request of the UNDG Advisory Group Principals, the ASG Advisory Group had started its work on preparing strategic UNDG inputs to the DESA-led QCPR preparatory process. The ASG Advisory Group has established a small task team led by UNFPA, and consisting of ILO, UNICEF, WFP and the Regional Commissions with the full support of DOCO. The ASG Advisory Group will review the work of the small group before it is shared with the UNDG Advisory Group Principals on 27 October.

11. With regard to the upcoming High Level Intergovernmental Conference on Delivering as One in Montevideo, the UNDG Advisory Group Principals had asked the ASG Advisory Group to prepare a set of key UNDG messages. It had been agreed that the existing Organizing Committee would come up with a first draft set of key messages, for review by a small ASG group consisting of WFP, UN Women, UNFPA, UNESCO, UNICEF and UNDP, with the full support of DOCO. The key messages would then be shared with the Advisory Group at ASG and Principals level. The ASG Advisory Group has already provided initial thinking with regard to the UNDG's position for Montevideo. He informed the meeting two teleconferences had been held with the UN country team in Mozambique, as well as with the Resident Co-ordinator in Uruguay, to discuss what the key messages should be from a country perspective. Lastly, he mentioned that the ASG Advisory Group would be part of the official UNDG delegation with UNFPA, UNDP, and possibly, UNESCO and UNICEF as part of the Group.

Item 3 – Implementation of the UNDG strategic priorities - evidence

a) UN Development System performance on Aid Effectiveness - Results from the Paris Declaration Monitoring Survey

12. The convener of the UNDG Task Team on Aid Effectiveness, Sigrid Kaag, provided an update on the report on the Paris Declaration Monitoring Survey. Over 75 UN country teams had responded. The nature of the report was very process and indicator oriented, and may not tell a results story. The United Nations development system had participated and reported against donor indicators of the Paris Declaration and in the two rounds of the accompanying Survey on the Fragile States Principles. The UN development system's participation in the survey served the purpose of taking stock of progress made; as a platform to further strengthen national ownership and promote partnerships on aid and development effectiveness at the country level; and, as an expression of our overall political support to the process and our commitment to enhanced aid effectiveness and system-wide coherence. The report, which was compiled by DOCO, with support from UNDP, under the auspices of the UNDG Task Team on Aid Effectiveness, will be made available for the Fourth High Level Forum on Aid Effectiveness in Busan.

13. On the results of the report, Ms. Kaag mentioned that progress had been made towards most of the targets established for 2010, even though only three of the targets had been fully met by the UN. She noted that one of the key challenges with the survey is that the UN's performance is portrayed in the same logic as that of bilateral donors. In this regard, the UNDG is preparing a response to the OECD DAC survey to put it into the perspective of other on-going efforts and initiatives. Raising a concern over the demand from some donors for disaggregated data on the performance of individual organizations in implementing the Paris Declaration, she stressed the need to ensure that UNDG members are not being compared one against the other. Lastly, she noted that the report should be reviewed in more detail in order to identify how the UN can make better use of it and what lessons can be drawn.

Discussion

14. In the discussion that followed, it was noted that while the report was very well prepared and thorough in its analysis, it measures the system against indicators developed for bilateral, not multilateral, actors. The UN development system is accountable to Member States based on the fundamental principles for operational activities outlined in the Triennial Comprehensive Policy Review. The UN should be differentiated and not measured against the same criteria. It was further noted that the focus of the indicators tend to be on short term results and not on the longer term development impact. In this regard, it was agreed that strategic positioning of the survey results was needed. The UNDG Task Team on Aid Effectiveness was asked to review the report in detail and prepare an analysis with recommendations for an alternative political discourse that take into account the lessons learned from the exercise. This analysis will then feed into the key UNDG messages for Busan. In addition, the Task Team on Aid Effectiveness was asked to prepare a disclaimer which will frame the way in which the report should be read before the report is made public.

15. Decision: UNDG Task Team on Aid Effectiveness to review the Paris Declaration Monitoring Survey Report in detail and prepare an analysis with recommendations for an alternative political discourse that take into account the lessons learned from the exercise. This analysis will feed into the key UNDG messages for Busan. In addition, the Task Team on Aid Effectiveness will prepare a

disclaimer which will frame the way in which the report should be read before the report is made public in early November.

b) UNCT's engagement in national policy dialogue

16. One of the two co-conveners of the UNDAF Programming Network, Richard Morgan, presented the initial findings of the study on the engagement of UN country teams in national policy dialogue. The study, which was foreseen in the UNDG work plan, looked at the UN's upstream policy engagement at the country level through a desk review and five case studies. While the study found that most UN Country Teams are using the UNDAF as a vehicle for planning in addressing key policy issues, it was not able to look fully at the impact of UN policy-related and advocacy work on development results. Nonetheless, there are a number of important lessons to draw from the study.

17. Among the key findings, the study found UN country teams are likely to have greater legitimacy and standing for policy dialogue when there are pre-existing relationships and credible programmatic experience in the area where policy is being developed. Engagement from global and/or regional senior UN leaders with senior national government counterparts could also open doors for UN country teams. Among the key factors identified for contributing to UN country teams' substantive impact, the study had identified the importance of sound analytical frameworks that draw on global expertise and leadership, as well as strong evidence and analysis from national data to the advocacy process. Other important factors identified were the ability to frame policy issues and opinions in ways that were sensitive to the national institutional and political context and priorities, as well as the need for an agreed normative framework.

18. On the draft recommendations for UNDG, while still in a draft stage, the study recommended that the UNDG proactively seek opportunities for global and regional leaders to assist UN country teams by engaging senior government counterparts on policy issues. Secondly, the UNDG should leverage global and regional joint initiatives and joint programs for policy influence at the country level, by ensuring that UN country teams are well informed about policy frameworks, agency roles and responsibilities, and resources available from the global and regional levels. Thirdly, the capacity of Resident Co-ordinators, UN country team representatives and senior staff to perform advocacy, convening, facilitating and advising roles, should be enhanced through training and professional development opportunities. Fourth, case examples of effective policy dialogue on specific issues should be made available to UN country teams. "Community of practice" discussions on how to engage effectively on policy in specific substantive/thematic areas should be convened. Fifth, UN country team engagement and effectiveness in policy dialogue should be assessed by defining specific questions for the RCAR on efforts to engage in policy dialogue, strategies used, results, and lessons learned. Lastly, the Regional UNDG Teams should review all of the UNDAFs undertaken in their region each year, for both process and content, and respond to specific questions about policy engagement in the process, and about policy analysis and strategy in the content of each UNDAF.

Discussion

19. In the discussion that followed, the co-conveners of the UNDAF Programming Network were thanked for their leadership. It was noted that although the results of the survey had been mixed, this was the first real evidence collected on how the UNDG is performing on implementing the UNDG strategic priorities. It was agreed that the recommendations of the study should be shared with the Regional UNDG Teams and UN country teams as soon as the report had been finalized. On the challenges ahead, it was noted that the first generation of UNDAFs did not capture the economic dimension of development issues, such as trade, technology and innovation, and that this was also lacking from the study. It was recommended that in terms of advocacy for change, a link should be made between the advocacy role in the Delivering as One countries and the engagement of UN country teams in the national policy dialogue. It was further noted that in areas where global normative frameworks exist, these should be applied and UN country teams should be guided on how to implement them. On challenges, it was highlighted that the report does not refer to specific involvement of non-resident agencies, and noted that they play a central role in development of normative frameworks for policy analysis, especially macroeconomic policies.

20. Decision: *The UNDAF Programming Network to finalize the study. Once finalized, the recommendations will be shared with the Regional UNDG Teams and UN country teams. Regional UNDG Teams will receive a full briefing on the key lessons once the study has been finalized.*

c) Mainstreaming of normative and rights-based agendas in UNDAFs

21. One of the two co-conveners of the UNDAF Programming Network, Jane Stewart, presented the initial findings of the desk review of the 2010 UNDAFs. She noted that the review itself was a good example of the system coming together to undertake joint work. It had been undertaken without the support of consultants or a budget, a real inter agency effort, led by ILO, in partnership with UNICEF, FAO; OHCHR, UNESCO and DOCO, building on earlier reports by UN Women, UNEP and ILO. As called for in the UNDG work plan, the purpose of the review was to provide an analysis on the extent to which the UNDAFs had incorporated the five key UNDAF programming principles; the MDGs and their targets; the CEB's Joint Crisis Initiatives; and of South-South cooperation. It was a primary review that included Barbados and the Organization of Eastern Caribbean States (OECS), El Salvador, Honduras, Jamaica, Kosovo, Mongolia, Montenegro, Morocco, Philippines, São Tome and Príncipe, Somalia, Ukraine, and Zimbabwe. It did not include consultations with the country level.

22. She noted UN country teams had, in all cases, prepared high quality programming documents which reflected national priorities and the areas where the UN country teams could add value. The study had indicated that the guidance provided from the global level was flexible enough to be adjusted to the country context. In terms of the five programming principals, the best integrated normative principle was the human rights-based approach. All UNDAFs dealt quite well with the question of gender equality, although there were very different approaches to the incorporation of gender equality. Some countries focused on women's empowerment, while others focused on gender-based violence, vulnerable and marginalized populations,

and more gender-balanced access to decision making processes. Most UNDAFs had reflected environmental sustainability, but the focus was placed on environmental governance rather than the social aspect of the issue. On the enabling principles, she noted that the challenge was on how to assess results-based management and capacity development. In general, the MDGs seriously considered. On the Joint Crisis Initiatives, she noted that a number of them had been clearly reflected, most especially food security, the green economy, the Global Jobs Pact and the social protection floor. The economic aspect, trade, technology and innovation, and financing for the most vulnerable – was less reflected. There was also limited inclusion of South-South cooperation.

Discussion

23. The UNDG Chair welcomed the studies on UNDAFs, saying that this provided useful material for further strategic work at the country level. It was noted that the Regional UNDG Teams should get a full briefing on the key lessons. The evidence produced must now be used to improve performance universally. The need to collaborate with the World Bank at the country level, in particular on the economic aspect of development, was stressed. It was further noted that the key findings should feed into the UNDG's strategic input into the QCPR process. Lastly, it was noted that once a set of messages for external stakeholders should be developed on how the UNDG has repositioned itself at the country level. The UNDAF Programming Network was tasked with developing a first draft.

24. Decision: Regional UNDG Teams will receive a full briefing on the key lessons from the co-conveners of the UNDAF Programming Network or DOCO once the study has been finalized. UNDAF Programming Network to prepare a set of messages for external stakeholders on how the UNDG has repositioned itself at the country level.

d) Mainstreaming of human rights – survey on country-level needs

25. The convener of the Human Rights Mainstreaming Mechanism (HRM), Kyung-wha Kang, provided an update on the recent survey on country-level needs. During the initial phase of the HRM, the Mechanism had focused on how to better address the needs of Resident Co-ordinators and UN country teams, by consolidating capacity and resources which already exist in the system, and identifying gaps that need to be addressed. One of the first steps was the conduct the survey. 99 UN country teams responded to the survey. She noted that the survey had demonstrated a clear progress in the mainstreaming of human rights at country level and increasing opportunities for UN country teams to engage on human rights with national partners.

26. UN country teams are asking for more technical support and know-how on practical application of HRBA into programmes, through in-country HR Advisers, strengthened role for Regional UNDG Teams and global knowledge sharing. She appreciated the positive findings on HRBA in the UNDAF desk review conducted by the UNDAF Programming Network, and stressed the need to ensure that in the implementation of those UNDAFs, improvement in the quality of the UN's cooperation and impact is ensured.

Discussion

27. It was noted that the results of the survey on mainstreaming of human rights had clear links to the other items discussed, including the unique role of the UN to be emphasized in the messages for upcoming global events and forums. UNDG members agreed that there has been enormous progress made in the recent past.

e) Business practice reform – impact of joint procurement

28. One of the two co-conveners of the Business Operations and Joint Funding Network, Jean-Yves Le-Saux, presented the findings of the Procurement Process and Practice Harmonization in Support of Field Operations Survey and OMT Chairs Interviews, conducted by the HLCM Procurement Network, in cooperation with the UNDG Common Services Reference Group. A high response rate had been achieved. Operations Management Team Chairs interviews had been held with Delivering as One pilot countries, self-starters and UNDAF roll-out countries. Of the 90 countries that responded to the survey, 54% of countries reported that they achieved monetary savings when implementing common procurement. 91% of respondents, who have achieved monetary savings, reported moderate or significant savings. 60% of the countries also identified non-monetary benefits.

29. On areas in need of improvement, Mr. Le-Saux noted the need to increase the participation of agencies; strengthen collaboration between the UN country team and the Operations Management Team; and, the need for clear guidelines on common procurement. In this regard, a handbook on common procurement at the country level will be developed, which will address the issue of differences in thresholds for procurement processes in different agencies. To accelerate progress, he noted the need for training and a more strategic approach to common procurement. Lastly, he noted that the analyzed survey information on global trends and impact of common procurement will be used to refine the common procurement guidelines.

Discussion

30. In the discussion that followed, it was noted that there were significant findings in the study in terms of efficiency gains, which should be shared both with internal and external stakeholders. The potential of UN country teams to make further efficiency gains and quick wins was recognized. It was also noted that Resident Co-ordinators and UN country teams need to provide more support to their Operations Management Teams and increase collaboration. UNDG members welcomed the survey and all agencies were asked to endorse and implement the guidelines for common procurement.

f) RC System Issues – Leadership Update

31. One of the two co-conveners of the RC System Issues Working Group, George Assaf, provided an update on the work of the UNDG on leadership. Leadership is a central theme to the UNDG strategic priorities and their success. The feedback from serving Resident Co-ordinators and the findings and

recommendations of the joint UNDG-HLCM mission to Delivering as One countries had served as a basis for the work. The following three key elements were prioritized: i) development of an improved process for induction and orientation of RCs; ii) improvement to the performance appraisal system for RC/HC/DOs and UNCTs, including the One80 competency development tool; iii) grooming of future leaders in an integrated way. Mr. Assaf noted that through these three priorities, the importance of consensus-based leadership in an UN environment, and the different skill requirements this implies was stressed. Training to test for leadership skills in the Resident Co-ordinator Assessment Center, - which was revamped last year to improve the identification of the next generation of Resident Co-ordinator candidates - the pre-induction training at the Staff College and opportunities for continuous learning around this very specific leadership model are key.

32. Regarding the induction and orientation of Resident Co-ordinators, he noted the need to ensure an integrated approach to learning for new Resident Co-ordinators - from preparation of pool candidates to induction and orientation. This comprehensive learning path comprises three phases: i) the pre-selection phase for all RC pool candidates; ii) the induction phase for first-time RCs; and iii) the country specific orientation phase for all new Resident Co-ordinators, either first-time or rotating from one duty station to another. During the pre-selection phase, the Resident Co-ordinators will be equipped with key skills and information they would need as a Resident Co-ordinator in any duty station. This common essential preparation comprises two elements: a course delivered by the UN Staff College designed to equip candidates with essential consensus-based leadership and co-ordination skills relevant to the Resident Co-ordinator role; and a detailed information package on the UN system Agencies, Funds and Programmes. Selected first-time Resident Co-ordinators will then undertake the induction programme as soon as possible after they are selected for their post. The induction programme will be held annually in New York and is being revamped to focus on the uniqueness and the complexities of the RC/HC/DO role and the support the UN system can provide them in successfully carrying out this role. Finally, a country specific orientation process will be offered to each Resident Co-ordinator going to a new duty station. It will provide them with comprehensive, strategic and detailed information on their country of assignment, and introduce them to their main interlocutors and partners at global and regional level.

33. In response to the recommendations coming out of the review of the Management and Accountability System, a dedicated task team will be established to revise the performance appraisal system, which will include the One80 competency development tool. Mr. Assaf noted that an initiative to strengthen Resident Co-ordinator and UN country team learning and competency development strategy was being discussed to support consensus-based leadership development within a more coherent, systematic and targeted approach.

34. Lastly, he noted that the output of the Assessment Centre is only as good as the input. In this regard, Mr. Assaf asked for UNDG members' continued support in ensuring that the top talent from across the UN family undertakes the Assessment Centre. He informed the UNDG that the next call for candidates for the Assessment Centre will be for sessions in early next year, and noted that the upcoming Assessment Centre from 31 October to 3 November still has slots available. If agencies had candidates able to fill those slots, they were invited to inform UNDP of their candidates. On the issue of improving the geographical diversity

and gender balance of candidates, he noted that based on recent 2011 statistics, among designated Resident Co-ordinators, 36% are female and 48% are from the South. While progress has certainly been made, we need to sustain it and continue to improve UN collective performance. He thanked all agencies for their continued support in trying to identify the most suitable candidates.

Discussion

35. In the discussion that followed, on the calibre of candidates put forward for assessment, the UNDG Chair stressed the need for organizations to ensure that “the best and the brightest” are put forward. While the quality of the assessment has improved, the high failure rate indicates that the quality of candidates put forward may not have improved. She also stressed the need for all organizations to better prepare their candidates before going into the Assessment Center. Highlighting the importance of consensus-based leadership, she noted that this does not mean the UN country team is required to work on the basis of the least common denominator. If there is broad consensus, Resident Co-ordinators and UN country teams should proceed with the majority view. Resident Co-ordinators and UN country team members need to use their skills and sound judgement to rally support in the team. Lastly, she thanked the RC System Issues Working Group for the very encouraging update on their continued efforts to identify the best candidates.

36. Regarding the RC induction course, a call for orientation on regional issues was made and the Regional Commissions expressed their willingness to work on this. The importance of identifying the best women candidates was highlighted. In this regard, the support system for women Resident Co-ordinators needs to be improved. It was further noted that candidates should be prepared for psychometric testing. Lastly, the importance of ensuring that Resident Co-ordinators have adequate knowledge of the country, culture and if possible language, of the duty station was emphasized.

Item 4 – Tools and resources to support countries

a) Re-launch of UNDG toolkit

37. The Deputy Director of DOCO, Dena Assaf, provided an update on the re-launch of the UNDG toolkit. She noted that the UNDG Toolkit was originally approved by the UNDG in 2009 to provide UN Country Teams guidance related to pursuing an integrated approach to co-ordination at the country level. After the launch, the feedback received from the field identified areas in which the UNDG toolkit could be improved. Building on the work of the interagency taskforce established in 2010 to review and update the contents of the toolkit and make the tool itself more user-friendly, DOCO had continued to work with relevant UNDG working mechanisms to finalize version 2.0. The new version of the UNDG toolkit, which will be re-launched in early November, includes all guidance provided to UN country teams and provides them with the ability to pursue an integrated ‘step-by-step’ approach to co-ordination or application of a specific ‘workstream’. The UNDG toolkit aims to take co-ordination effort to the next level, and is directly related to the UNDG strategic priorities’ emphasis on the need to strengthen system capacity for managing and deploying know-how at the

country level. Lastly, Ms Assaf noted that DOCO was looking forward to receiving future feedback in order to continuously improve the toolkit. In the discussion that followed, UNEP and UNDP were thanked for their efforts while co-chairing the interagency taskforce on the UNDG toolkit.

b) UNDG roster of experts

38. The Deputy Director of DOCO, Dena Assaf, provided an update on the UNDG roster of experts. She referred to the focus in the UNDG strategic priorities' on identifying expertise from across the UN system and to deploying knowledge more effectively to support UNCTs. Several rosters had been established over the past years, including on climate change, common services, disaster risk reduction or the human rights-based approach. The challenge has been that the rosters are managed in different ways and by different groups. In response to this, and as called for in the UNDG work plan, DOCO in collaboration with the UN System Staff Collage developed a common platform that will make all existing UNDG rosters available online for direct access by UN country teams and Regional UNDG Teams. This new web-based UNDG roster will serve as a user-friendly one-stop-shop for all support requests, through which experts can be located and accessed. She further noted that DOCO was looking forward to feedback from the UNDG in order to develop a strong and functional tool.

Discussion

39. During the discussion, it was clarified that the first phase had focused on compiling existing rosters, while the second phase will start including other types of expertise. On the issue of ownership of the different rosters, it was noted that careful consideration had to be made on who would take over when time bound task teams in charge of rosters are discontinued. In this regard, it was clarified that the maintenance of the tool would be further discussed and that DOCO would manage the maintenance in the meantime.

Item 5 – Items for information

a) HACT implementation

40. One of the two co-conveners of the Business Operations and Joint Funding Network, Jean-Yves Le-Saux, provided an update on the HACT global assessment. In line with the UNDG strategic priorities and the UNDG Joint Funding and Business Operations Network plan, the HACT global assessment had been launched in August 2011. It is co-funded and supervised by the UNDG HACT Advisory Committee and represents one of its main deliverables in the work plan for 2011. The purpose of the study is to identify the level of implementation at the country level and will reflect the perspective of both the UN and implementing partners. In order to get the country level perspective regarding HACT, a survey has been launched. In addition, to get the HQs perspective, interviews with Senior Managers and staff from the global level will be conducted. The final report is expected to be ready in November 2011, and the results of the survey will influence the work plan for 2012 in order to improve HACT implementation. The survey focuses on assessing efficiency and effectiveness

of the HACT process, including results achieved and challenges faced. The final study will be brought to the UNDG by the end of 2011.

b) QCPR team and vision

41. The UNDG's strategic input to the DESA-led QCPR preparatory process, prepared by the ASG Advisory Group, would be shared with the UNDG Advisory Group Principals ahead of the 27 October meeting.

c) Preparation for Busan, Rio +20 and Montevideo

42. The UNDG Advisory Group Chair provided a brief update on the preparations for the Fourth High Level Forum on Aid Effectiveness in Busan. He noted that the task team on Aid Effectiveness had completed its work on a Joint UNDG Statement, UNDG key messages and a strategy note, and that these documents were reviewed by the UNDG Advisory Group Principals at their retreat on 19 September. The Principals had expressed appreciation for all the work done and noted that the key messages were of a rather technical nature. The UNDG Advisory Group Principals therefore called for the UNDG Task Team on Aid Effectiveness to prepare a "Call to Action" set of messages for Principals. This "Call to Action" should focus on the message that there can be no stability without reducing the extreme vulnerability of the world's poorest citizens. It is the joint responsibility of the UNDG to work with national governments and the international community to reduce extreme poverty and hunger and that we will work coherently, efficiently and effectively to do so. The work to develop this "Call for Action" will now be taken forward by the communication specialists from the agencies represented in the UNDG Task Team on Aid Effectiveness. It will be ready for the Principals to review at their 27 October meeting.

43. The Convener of the Task Team on Aid Effectiveness, noted that the development of the "Call to Action" was progressing, and highlighted the importance of ensuring that the UNDG's political message is in tune with the outcome statement. She further noted that there will be a large number of side events and that it is important to ensure the UN is not over represented. In this regard, she noted that the agreement of the Advisory Group Principals was that the UN delegation should be as lean as possible and that the Principals attending the meeting would be supported by a small team available to all Principals. Hans d'Orville and Sigrid Kaag were tasked with identifying the support team. In addition, the Principals were asked refrain from traveling with large delegations to Busan.

44. Regarding the preparations for Rio +20, it was noted that preparations were underway through the HLCP, a dedicated Principals group convened by the Secretary-General, and the UNDG task team. Zehra Aydin (UNEP), the Co-chair of UNDG Task Team on Environmental Sustainability, Climate Change and Rio +20 reported that the team is currently reviewing the responses received from 58 country teams to a survey on UN country team experiences and views relevant to the themes of Rio+20. Analysis of the responses will produce (i) the UNDG input to the draft compilation outcome document of the conference and (ii) a more detailed report on UNCT experiences and good practices relevant to the conference themes. The focus of the UNDG task team is exclusively on experiences of the UNCTs and the country level. Task Team is considering a side event at the preparatory committee meeting to present UNCT views and experiences on the conference themes,

pending fund raising in time and if side events are permitted. A UNDG statement is also on the work plan although the team is not clear whether such a statement is still needed in light of the work carried out by the CEB. Regarding the latter, the UNDG Chair indicated that the Task Team should prepare a UNDG statement to be delivered at Rio+20.

Item 6 – Items for decision: Extension of the UNDG strategic priorities

45. The UNDG Chair presented the proposal to extend the UNDG strategic priorities for one additional year in order to align the next set of strategic priorities with the QCPR resolution, which will be adopted by the General Assembly towards the end of 2012. She noted that extending the UNDG strategic priorities would ensure that the next set of strategic priorities is based on the fundamental principles of operational activities outlined in the QCPR by Member States. The next set of strategic priorities for 2013 and onwards would be developed in parallel to the QCPR negotiations in order to have it ready by 1 January 2013.

46. Decision: *The UNDG agreed to formally extend the UNDG strategic priorities until December 2012. It was agreed that all UNDG working mechanisms and Regional UNDG Teams align their 2012 work plans accordingly. As part of this exercise, all UNDG working mechanisms were asked to identify two to three key priorities for 2012, which will continue to leverage the UNDG's impact on the ground.*

Item 7 – AOB

47. John Hendra (UN Women) briefed the UNDG on the preparation of a post 2015 development framework, as requested in the UNDG MDG Task Force meeting on 6 October, which he co-chairs. The Secretary-General has requested UNDP and DESA to lead a senior task team to coordinate system wide preparations, and propose a unified vision and road map for the definition of a UN development agenda post 2015. This document will then feed into a high level panel which will conclude with a report that will be presented to member states. In addition, UNDP, on behalf of the UNDG MDG Task Force, has created and shared a proposal that would embrace an open, participatory and iterative process, which was submitted to the MDG Achievement Fund for funding for up to \$2 million. This proposal focuses on how the international community can work together to define a better future, through inclusive and balanced consultation processes. It also calls for addressing real challenges that the poor and most marginalized people are facing around the world. As part of the implementation, social media and other tools will be fully utilized to reach out to a wide range of constituencies, including youth. The UNDG, through the MDG Task Force, needs to be fully engaged to ensure that the lessons from the MDGs and the activities at the country level feed into the process. The UNDG MDG Task Force recommends that the UNDG endorse its approach and that the CEB is briefed on these initial steps.